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Sida Decentralised Evaluation

Dr. M Claassen

Transboundary Integrated Water Resources Management and Development Projects in The Mara (Kenya/Tanzania); Sio-Malaba-Malakisi (Kenya/Uganda) and Kagera (Uganda, Rwanda, Burundi, Tanzania)

Final Report

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**Final Report
May 2013**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Contents

Abstract	iii
Résumé.....	v
A. DESCRIPTION OF THE PROGRAMME BEING EVALUATED	1
B. PURPOSE OF THE EVALUATION	2
B.1. Audience for and use of the evaluation.....	2
B.2. Objectives of the evaluation	3
C. EVALUATION METHODOLOGY	4
C.1. Rationale for choice of methodology	4
C.2. Data sources	5
C.3. Methods for data collection and analysis.....	6
C.4. Limitations of the methodology	7
D. EVALUATION TEAM	7
E. EVALUATION FINDINGS	7
E.1. Design quality and relevance.....	7
E.2. Effectiveness	8
F.1. Efficiency of Planning and Implementation	9
G.1. Impact	10
H.1. Sustainability	11
H.2. Delivery Against Logical Framework.....	13
H.3. Other sources of information	14
I. CONSULTANT'S EVALUATION	15
I.1. Evaluation Criteria	15
I.2. Conclusions	18
I.3. Lessons learned.....	20
I.4. Recommendations	20
Annexure I: Terms of Reference for the evaluation	22
Annexure II: Evaluation matrix	27
Annexure III: List of individuals interviewed / stakeholder groups consulted	31
Annexure IV: List of supporting documentation reviewed.....	33
Annexure V: Research instruments.....	42
Annexure VI: Summary tables of progress towards outputs, targets and goals	47
Annexure VII: Detailed account of evidence used in the evaluation	50

ABSTRACT

The objective of the end of project evaluation was to appraise the outcome of the Sweden and Norway bilateral support to the Mara, Sio-Malaba-Malakisi and Kagera River Basin management projects for the period March 2005 to December 2010 (Phase I) and July 2010 – December 2012 (Bridging Phase). The emphasis for the evaluation was on the relevance, effectiveness, efficiency, impact, and sustainability of the projects. Each of the projects was also evaluated in terms of the Logical (Results) Framework. The evaluation draws on a WEB-based survey, personal interviews, electronic communications, project plans and reports, popular articles and scientific literature. The analysis is through qualitative methodologies and uses multiple lines of evidence.

Key strengths include the stronger partnerships that are emerging, within the Nile Equatorial Lakes Region in transboundary water management and development. Multi country engagement on key issues such as governance, regional cooperation, investment planning, gender, results monitoring and knowledge management is benefiting partner states that are participating in the three projects through sharing experiences, learning and good practices. A strong foundation has also been established for knowledge based water resources management as well as development.

Conclusions, lessons and recommendations for the future

The overarching conclusion is that the projects have met or exceeded most of the specified outcomes and objectives. The projects' implementation has resulted in additional benefits, such as regional networks and cooperation and capacity development. The assessment related to the key criteria include:

Criterion	Rating	Comments
Relevance:	Absolutely	Need to manage external risk and align with national priorities
Effectiveness:	Good	Good at building trust. Staff turnover is a challenge
Efficiency:	Good/very good	Good improvements in administration. Need better communication.
Impact:	Good	Small scale projects are good. Increase capacity and implementation.
Sustainability:	Good	Need to improve country ownership

Lessons learned that should be taken into account in future phases include the following:

- (i) *It takes time:* Good technical preparation is needed to ensure the success and sustainability of an intervention. Sustainable relationships and trust also take time to develop. Processes like decentralisation of water management in different countries may also be at different points, which mean the process needs to move slowly enough so that everyone can participate. It also takes time - and regular and effective communications - to build the trust and systems needed to optimise and share benefits.
- (ii) *Timing of engagement is important:* Stakeholders and communities should be involved in the process, but if the engagement too early, people's patience will wear thin, whereas engaging too late means that valuable ideas will not be included in the process.
- (iii) *A little benefit goes a long way:* The implementation of large scale projects may take longer, but they deliver significant benefits. If communities see some benefit along the way, trust, buy-in and enthusiasm can be maintained.
- (iv) *Uncertainty detracts from the core focus:* Uncertainty related to institutional aspects, financial security, tenure of appointment, etc., draw energy and attention from the core focus of the programme. Such uncertainties should be minimised and issues should be clearly and effectively communicated, to improve efficiency and effectiveness.

Recommendations include the following:

- (i) *Mainstream programmatic approach.* The NBI has effective 2012, adopted a programmatic approach towards strategic planning. Thus future projects should be aligned with this approach to supporting regional integration that recognizes the critical role of basin/sub basin water governance and service delivery to boosting regional integration.
- (ii) *Alignment with National Priorities.* Project selection should be done in close cooperation with all relevant government departments and policy harmonization/alignment should be part of the selection criteria. The discussion should include not only the specific Government Department that is responsible for water resources, but also other sectoral departments, such as finance, agriculture and rural development, etc.
- (iii) *Investment Finance mobilisation.* Resources mobilisation should be more pro-active. Potential financiers (Multi-lateral Banks and the private sector) should be involved from the conceptualisation phase to ensure a timely and smooth transition from feasibility to design and implementation. Similarly, the core funding for NELSAP should be stabilised to allow staff to focus on achieving outcomes, rather than to focus on short term issues.
- (iv) *Portfolio Management.* The programme should move to a balanced risk portfolio. This approach acknowledges that not all plans will come to fruition. The portfolio would therefore have many projects (more than one would expect to implement) that would range from high-risk, high-reward options to conservative options. Reporting against results also needs to be strengthened
- (v) *Small-scale Investment Projects.* Until such time that large scale, multi-country investment projects bring benefits to society, small-scale investment projects should continue to be implemented to demonstrate the value to society. Future programs should thus target some replicable activities aimed at achieving quick results (in reducing poverty) to help build community support for regional cooperation and transboundary water management and development.
- (vi) *Institutional Design.* Decide on the best institutional option and implement the option speedily. There should be a document with the institutional design, associated processes/protocols and roles and responsibilities.
- (vii) *Human Capital.* A growth and succession plan should be developed for core staff and capacity development should be continued and intensified.
- (viii) *Need an effective communication ethic and function.* Future project design should include
 - (i) strategies for communicating results in the program designs (ii) results/good practice communications indicators as key performance indicators (e.g. number of visits to blogs on facility supported project outcomes, case studies, lessons learned, etc.) and (iii) include facility wide resources to package and communicate results and knowledge products that are of particular regional interest.
- (ix) *Additional Benefits.* During the evaluation it became apparent that there are many “unintended” benefits from the programme. These include the establishment of networks across the region, the development of trust relationships and the development of capacity that not only serve the programme objectives, but also benefit the national departments and communities. These benefits should be made explicit as objectives in the programme so that they can be promoted, tracked and celebrated.

RÉSUMÉ

.

A. DESCRIPTION OF THE PROGRAMME BEING EVALUATED

1. The evaluation covers the three pre-investment River Basin Management projects of Mara, Kagera and Sio-Malaba-Malakisi for the period March 2005 to December 2012, which includes Phase I (March 2005 – March 2010) and the Bridging Phase (July 2010 – December 2012 – including extension). The Nile Basin Initiative (NBI), within which the River Basin Management projects are implemented, is a regional partnership established in 1999 between ten countries¹. The NBI aims to develop the Nile Basin resources in a cooperative manner and share the socioeconomic benefits and promote regional peace and stability. The Nile Equatorial Lakes Subsidiary Action Program (NELSAP), a cooperative investment program within NBI, was established to facilitate the identification, preparation and resource mobilization for cooperative investment projects at a sub-basin level within the framework of the NBI.
2. The outcome of the three pre-investment projects as designed are appropriate institutional cooperative frameworks for the three basins, baseline natural and social information, agreed investment plans and financial resources mobilized for downstream investment. These pre-investment projects by design also included small scale investment projects ensuring that direct returns from cooperation reach the beneficiaries. The projects are supported on a bilateral basis by Sweden, Norway, with additional financing through the World Bank Nile basin Trust Fund (NBTF). The geographical location of the basins is shown in figure 1 below.

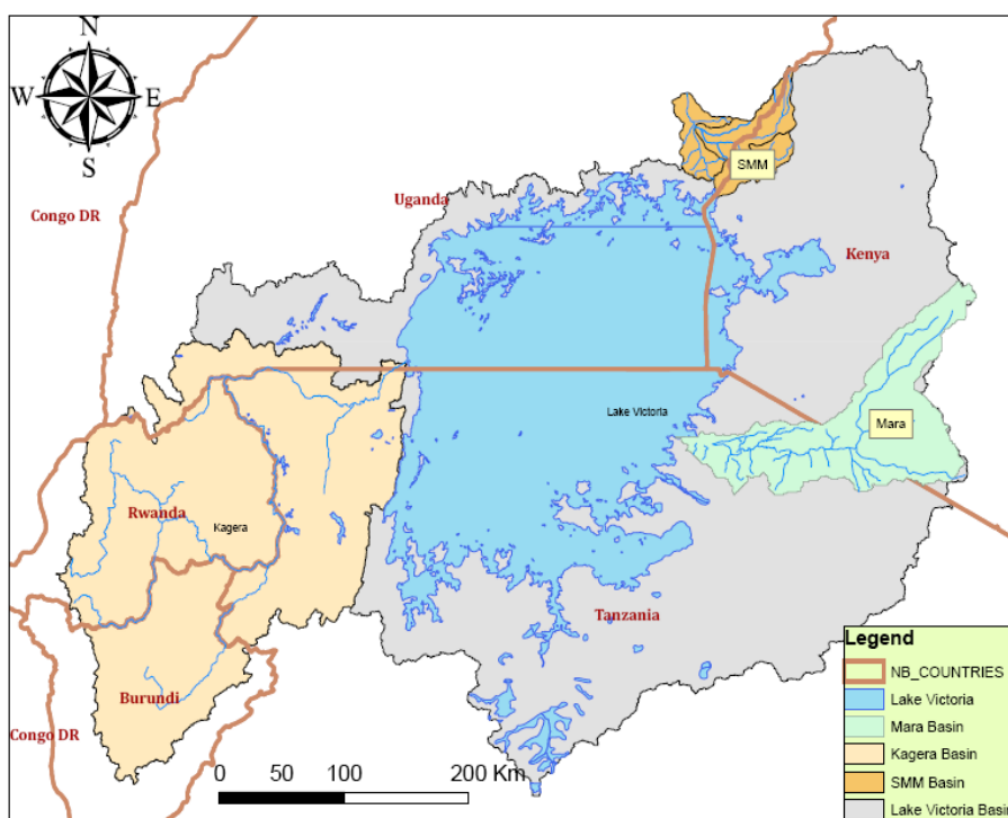


Figure-1: Geographical impression of the three river basin management projects (source: NELSAP GIS centre)

¹ The partnership comprises Burundi, Rwanda, Ethiopia, Egypt, Sudan, South Sudan, Kenya, Uganda, DR Congo and Tanzania. Eritrea, participates as observer.

3. The Kagera River Basin extends across some of the world's poorest countries with an estimated 14 million people living in the basin, the majority of which in rural areas. About 4.1 million of these live in Burundi, 6.9 million in Rwanda, 1.4 million in Tanzania and 1.2 million in Uganda (NELSAP, 2009a). The need for development is demonstrated with Burundi, Rwanda, Uganda and Tanzania being ranked 178th, 167th, 161st and 152nd out of 187 countries according to the Human Development Index (UNDP, 2013). The agricultural production potential and accessibility by road are the main factors influencing migration patterns, which is leading to increased population pressure. Low productivity in peasant agriculture, endemic poverty and high population densities in the catchment have resulted in pressure on agricultural land and extensive clearing of forests, resulting in land degradation and loss of soil fertility. The riverbanks are extensively degraded, which results in heavy sediment load in the rivers. Increased nutrient loading has resulted in water hyacinth proliferation and poor water quality. While there is insufficient water for domestic use and livestock production, the main sources of water for rural households are unprotected springs, open wells, dams, valley tanks and rivers. Prevalent diseases are malaria and a number of water borne diseases like diarrhoea. (NELSAP, 2009a)
4. The Mara River Basin is estimated at 400 km long and covers an area of approximately 13,750 km², of which 65% is located in Kenya and 35% in Tanzania. The annual rainfall varies from 1 400 mm in the hills of the Mau Forest to 500–700 mm in the dry plains of north-west Tanzania (World Water Assessment Programme, 2012). Kenya and Tanzania are ranked 145th and 152nd out of 187 countries on the Human Development Index (UNDP, 2013). Poverty levels are even higher than the national averages with most of the population depending on subsistence agriculture. It is estimated that approximately 840 000 people live within the Mara catchment (558 000 in Kenya and 282 000 in Tanzania), with the majority living in rural areas (World Water Assessment Programme, 2012). With the prevailing poverty levels and poor standard of living the natural resources of the basin can provide opportunities for the poor to access the benefits and hence reduce their poverty and trigger economic growth. (NELSAP, 2009b)
5. The Sio, Malaba and Malakisi rivers drain two adjacent catchments in the border area between Kenya and Uganda with the Sio River discharging into Lake Victoria and the Malaba River (after the confluence with the Malakisi) discharging into Lake Kyoga (NELSAP, 2009b). The Malaba-Malakisi catchment covers an area of 1 750 km² with the Sio Catchment being 1 390 km². The Sio-Malaba-Malakisi River Basins are home to 1.06 million people, 80% of whom are engaged in agriculture (WREM International, 2013). The area is in need of development, with Kenya being ranked 145th on the Human Development Index and Uganda 161st out of 187 countries (UNDP, 2013).

B. PURPOSE OF THE EVALUATION

B.1. AUDIENCE FOR AND USE OF THE EVALUATION

6. The evaluation of the Sweden and Norway bilateral support to the Mara, Sio-Malaba-Malakisi and Kagera River Basin Management Projects for the period March 2005 to December 2012 allows the development partners and the NELSAP to assess the degree to which the program has achieved the planned results and extract lessons learnt and extend recommendations to enhance the quality of the next phase as well as future NELSAP programs. The audience for dissemination of the evaluation results includes the NELCOM, NELTAC, NELSAP, the Project Management Units and the development partners (Sweden, Norway and the World Bank).

B.2. OBJECTIVES OF THE EVALUATION

7. The objective of the end of project evaluation was to appraise the outcome of the Sweden and Norway bilateral support to the Mara, Sio-Malaba-Malakisi and Kagera River Basin management projects for the period March 2005 to December 2012. The evaluation emphasis was on the relevance, effectiveness, efficiency, impact, and sustainability of the projects. This evaluation allows the development partners and the NELSAP to assess the achievement of planned results. It also highlights lessons learnt and recommendations to support future NELSAP programs.
8. The evaluation provides an opinion on: (i) Whether Sweden's and Norway's support has in an effective way contributed to increased cooperation between the involved countries on shared water resources; (ii) Whether the contribution has created conditions for the sustainable use of natural resources and for the democratic management of water resources in the project area; (iii) Whether the contribution has been an effective mechanism to deliver on the objectives and priorities of the NELSAP and the countries; (iv) What the beneficiaries and other stakeholders affected by the project perceive to be the effects of the interventions; and (v) What lessons learnt and recommendations should be taken into consideration in future phases of the project.
9. The evaluation assessed the projects in accordance with five main criteria, being: Quality and Relevance of Design; Effectiveness; Efficiency of Planning and Implementation; Impact; and Sustainability, with the following details:
10. **Quality and Relevance of Design** (i) The appropriateness and relevance of the project design, with emphasis on project conceptualization, objectives, choice of intervention strategies and consistency between intended results and interventions as well as response to priority issues (ii) The coherence of the project design and implementation mechanisms which includes the extent to which project design facilitated implementation, clearly identifying limiting factors (iii) The extent to which projects have addressed external risks and (iv) The extent to which the project results have supported the intended beneficiaries (including Integration of crosscutting issues), as well as meeting the NELSAP programmatic objectives and national priorities
11. **Effectiveness** (i) The project achievements in relation to intended results against available funding (systematic assessment of progress with focus on the higher level results and the significance/ strategic importance of the achievements) (ii) The progress made by projects and component, capacity constraints and extent of incorporation of participatory processes (iii) Any major failures, unforeseen impacts including mitigation measures and exceptional experiences that should be highlighted e.g. case-studies, best practice and (v) With respect to the implementation approach:
 - The use of the LFA as a management tool including the utilization of M&E data in decision-making and resource allocation
 - Elements that indicate adaptive management such as realistic work plans
 - Operational relationships between the institutions involved and their contribution to achievement of project objectives
 - Project capacities and their role in achievement of results
12. **Efficiency of Planning and Implementation** (i) The readiness of the NELSAP in terms of implementation arrangements, quality and timeliness of inputs, enactment of budgetary provisions and extent to which these may have affected implementation of the Project (ii) The adequacy of inputs and processes by Sida and the extent to which this may have affected the smooth implementation of the projects and (iii) The adequacy of

management factors important for delivery (such as capacity gaps, working relationships with stakeholders and donors, coordination with related projects and internal/external communication and effects on project implementation, clearly pointing out lessons learnt)

13. **Impact:** The extent to which the project contributed to attainment of outcomes including a description and rating of the extent to which the project's objectives were achieved
14. **Sustainability (i)** The extent of Government ownership and commitment to achieving development objectives, the role of governance (RPSC and TAC) in providing strategic guidance to the projects as well as the readiness of sub basin agencies to mainstream project operations into expenditure frameworks (ii) The likelihood of continuation of project outcomes after completion of the current funding arrangement (whether project results could be up scaled or replicated and, factors which will require attention in order to improve the sustainability of these outcomes) (iii) The extent of information dissemination and “stakeholder” participation in project preparation and implementation (iv) The contribution and effectiveness of capacity development (upgrading skills of the national staff, developing institutional instruments such as strategies, policies) and outline of lessons learned and (v) Key strategic options for future phases (i.e. exit strategy, scale down, replication, scale-up, continuation, major modifications to strategy)

C. EVALUATION METHODOLOGY

C.1. RATIONALE FOR CHOICE OF METHODOLOGY

15. Different types of evaluations serve different purposes. Formative evaluations are evaluations intended to improve performance, [and] are most often conducted during the implementation phase of projects or programs. Summative evaluations, by contrast are studies conducted at the end of an intervention (or a phase of that intervention) to determine the extent to which anticipated outcomes were produced. OECD (2002). This evaluation is a combination of formative and summative evaluations, since it is intended to improve the performance of the next phase of the programmes, but it also looks at the extent to which intended objectives have been met.
16. The evaluation of programme design elements is used to assess whether the programmes are “doing the right things and provide information to assess the degree to which the programs are “doing things right”. This provides information towards assessing program efficiency, impact and sustainability. The program design evaluation makes use of “sufficiency and necessity logic”, which organises overarching and intermediate objectives (goals) in an objectives hierarchy to evaluate the rigour of programme design (development). Such analysis determines whether the necessary conditions for achieving project development objectives (and outcomes) have been identified and addressed in the program. The objectives hierarchy also points to any activities that do not contribute directly to the achievement of specific objectives.
17. A sampling strategy was designed to draw from a broad range of information sources and provide sufficient depth programme content analysis. The sampling effort focuses on the relevant basins (Mara, Kagera and Sio-Malaba-Malakisi) and countries (Rwanda, Uganda, Tanzania and Kenya). Documents and literature are used to further support the evaluation. The Web-based survey attracted responses from more than 20 participants. Searches of internet content, newspapers and scientific literature further supported the evaluation. Much of the collected data is qualitative, being either of a ranking type on an

ordinal scale, or of a descriptive, contextual type. Quantitative information includes financial data, development metrics and indicator data.

C.2. DATA SOURCES

18. **NELSAP project plans.** The Project Documents (Phase I) for each of the Kagera, Mara and Sio-Malaba-Malakisi River Basins (dated September 2004) were reviewed. They cover the project background, description, crosscutting issues, implementation arrangements as well as sustainability and risks, with the detailed logical framework, budget, schedule, project staff and stakeholder being provided as annexure. Reference is made to the *Nile Basin Trust Fund Supplemental Grants (September 2009 – September 2011) - parallel grant which focussed on preparation of investments as well as capacity development*.
19. The NELSAP, Bridging Phase proposal for the RBM Projects (dated July 2010) provides the rationale, achievements of phase I, lesson learned, rationale for bridging phase, project description, cross-cutting issues, policy and institutional benefits, budgets and financing, coordination with other regional programs, implementing arrangements, funding flow and accounting, procurement arrangements, monitoring and evaluation, sustainability as well as risk and measures to mitigate them. The Semi-annual Work Plans (July-December 2012) for the Kagera, Mara and Sio-Malaba-Malakisi River Basins provide the context, qualitative and quantitative purposes, planned results, activities and milestones, as well as project management, challenges, constraints and mitigation. A list of these documents is attached as Annexure IV.
20. **Grant Completion Reports.** The Grant Completion Report (GCR) for the Lake Victoria Environment Management Project (LVEMP II, dated June 2009) in the two countries of Rwanda and Burundi provide a project background, evaluation of project design and preparation, evaluation of performance, overall assessment and recommendations for the period January 2007-June 2009. The Implementation Review Report for the Three RBM Projects (dated August 2008) provides a review of project implementation with reference to crosscutting issues. Phase I Project GCRs for each of the Kagera, Mara and Sio-Malaba-Malakisi River Basins (March 2005-March 2011) provide evaluation of design and implementation, an evaluation of performance, an overall assessment, as well as lessons and recommendations. The Bridging Phase GCR for each of the Kagera, Mara and Sio-Malaba-Malakisi River Basins (2010-2012) evaluate project design and implementation, project performance, lessons learnt and recommendations.
21. **Annual substantive and technical Reports.** The **Annual Reports** (Bridging phase) for each of the Kagera, Mara and Sio-Malaba-Malakisi River Basins (2011 and 2012) provide an assessment of the results, project management, finances, challenges and constraints, as well as lessons learned and recommendations for the period 2011-2012. The Annual Financial Reports (July 2011-June 2012) for each of the Kagera, Mara and Sio-Malaba-Malakisi River Basins (dated July 2012) provide detailed statements of funding and expenditure and fixed assets. A number of **technical study reports** exist and were consulted during the evaluation. A list of consulted reports, is attached as Annexure IV.
22. **Peer reviewed literature.** Published material is reviewed as input to the evaluation. Publications and media reports (Grey literature) also provide useful information related to the NELSAP TIWRM&D projects.
23. **NELSAP Staff:** Interviews were conducted with NELSAP-CU staff to draw on personal experience regarding the planning and execution of the River Basin projects. The project

staff provided first-hand accounts of strengths, weaknesses, opportunities and threats in the planning and implementation of the respective projects.

24. **Country participants:** The various Memorandums of Agreement between the participating countries and the NELSAP (dated 2005 and 2006) provide details of country commitments. The project coordinators, managers and participants affiliated with the different member countries provided experience and information that is relevant to the evaluation. Relevant stakeholders were consulted to provide additional perspectives on the basin management and development projects.
25. **Development Partners:** The minutes of the annual review meetings with NELSAP, Sida and Norway (March 2007, November 2007, December 2008, January 2010, May 2011, May 2012) provide a record of discussions, recommendations and decisions. Staff from Sweden, Norway and the World Bank also provided first-hand accounts on the projects.

C.3. METHODS FOR DATA COLLECTION AND ANALYSIS

26. **Participatory techniques.** The participatory techniques employed in the evaluation process included face-to-face interactions, which were either formal, semi-structured interviews with individuals or with small groups. Informal discussions also contributed to the evaluation. Participation was also facilitated through telephonic engagements, whereas people also contributed to the evaluation through the WEB-based survey.
27. **WEB-based survey.** A WEB-based survey was used to solicit inputs from a wide range of participants and stakeholders. The survey was tailored around the outputs reflect in the Logical Framework Analysis for each of the basins. The survey also explored perspectives on future stages of the projects.
28. **Scientific literature.** The literature review focused on published material that reflects on the NELSAP TIWRM&D projects and drew on such publications for strengths and weaknesses, as well as recommendations.
29. **Media reports:** Media reports and publications were reviewed to assess the degree to which the projects are covered in the popular press and also the nature of the coverage.
30. **Personal interviews:** During the field visits (15-24 February 2013) interviews were conducted with NELSAP-CU staff, country partners, international financiers, basin residents and stakeholders.
31. **Telephonic interviews and E-mail engagements:** Where individuals were not available for personal interviews, telephonic interviews were scheduled to ensure a broad coverage of inputs to the evaluation. Email communication was used extensively to coordinate activities and solicit specific inputs.
32. **Data capture, storage and analysis:** The bulk of the collected data were qualitative. The data was re organised in accordance with the criteria listed in Annexure II & VI, and analysed in accordance with best practice qualitative analytical techniques. These included the coding of textual data (interviews and written sources) with software such as Weft QDA to identify themes and to cluster comments (see annex V). The analysis of Ordinal, Likert-type, data (surveys) is achieved through non-parametric statistical techniques. The scale used for the Web-based survey is: *Very poor, Poor, Average, Good and Very Good*. This five-point scale provides a spectrum from positive, through neutral, to negative responses. The Likert-type data is analysed through the distribution of results, rather than derivation of a single numerical answer (Annexure V). Word clouds were

used to identify reoccurring words and themes, with the size of words/phrases being relative to their frequency of occurrence in a document. An example of a Word Cloud is presented in Annexure V. Words clouds emphasise issues that are covered in the text, but also point to issues that may be neglected. All data was converted to electronic formatted and stored in formats that is accessible through normal Windows 7 and Microsoft Office (2010) software. The data includes all sources of information, such as reports, scientific literature and recordings.

C.4. LIMITATIONS OF THE METHODOLOGY

Risk	Mitigation
Individuals would not be available to provide inputs to the evaluation.	- The evaluation process provided multiple modes of engagement to increase the response rate and reduce the impact of availability on particular days - Timeous scheduling of engagements and provision of alternative modes of providing inputs
Specific respondents could present outlier results due to lack of knowledge, specific agendas or misunderstanding	Multiple lines of evidence were used during the evaluation and many respondents and sources of information will be used to evaluate each metric. This will reduce the sensitivity of the evaluation to outlier results.
Not all relevant information is used for the evaluation	- A comprehensive review of project documents, peer review literature and popular media was conducted. - Respondents were asked about relevant material that should be considered in the evaluation - The evaluation draws from existing documents to establish the evaluation criteria (listed above). While these criteria will be discussed with respondents during the assessment, the evaluation will not depart substantially from documented criteria and metrics.

D.EVALUATION TEAM

33. The evaluation was conducted by Dr. Marius Claassen in his individual capacity. The NELSAP-CU support staff and technical staff provided assistance for the field visits and also supplied much of the project-related documentation that was required for the evaluation. A detailed description of the project is provided in Annexure VII.

E. EVALUATION FINDINGS

34. This section is structured in accordance with the sources of data and is followed in Section 6 with an independent evaluation by the consultant on the extent to which the programme has met its objectives. A detailed account of inputs to the evaluation is provided as Annexure VII. Key elements are drawn into this section to highlight specific findings. Inputs from the WEB-based survey are illustrated through graphics and tabular representations of the ratings for each metric.

E.1. DESIGN QUALITY AND RELEVANCE

35. The information from the WEB-based survey indicates high levels of concurrence that the programmes are relevant, although 30% of respondents said that the Kagera Basin project was somewhat relevant. The project is rated as good to very good with a single average rating for external risks and reaching beneficiaries. Specific comments were:

... Most of activities done by the project are studies, we need to implement them ...
 ... Emphasis on concrete engagement and partnership development at all levels is required ...

36. Specific aspects related to the Mara Basin projects that received poor ratings are the extent to which external risks are managed and whether the project reached beneficiaries, met NELSAP objectives and addressed national priorities. Specific comments were:

... Design and implementation mechanisms were consistent with the national development strategies ...
 ... Most of the studies are still to be completed, therefore have not reached the beneficiaries ...
 ... The risks of unsuccessful collaboration with the consultants could not be fully managed ...

37. The quality and relevance for the Sio-Malaba-Malakisi project was rated as good to very good with a single average rating for coherence and reaching beneficiaries. Respondents motivated this as follows:

... the project was ambitious and is taking a long time to deliver results...
 ... needs to keep strengthening involvement of all specialists in Government and private sector ...
 ... focus on concrete investments with direct benefits/ impacts ...

38. Inputs received through interviews emphasised the importance of the projects being relevant and aligned with national priorities. The following extracts from comments demonstrate the views:

... the projects are addressing our challenges ...and were designed based on national strategies
 ... transboundary projects help to sort out border issues ...
 ... It is important to understand how people will benefit. ...
 ...projects are included in national development plans. ...
 ... a very important joint initiative which promotes regional peace and trust ...

39. Respondents in interviews made several suggestions on how the design of the projects and alignment with national priorities could be improved. Specific examples are:

... need for better communication to disseminate NELSAP results
 ... for improving alignment, we need to look beyond just the line ministries, but also finance, planning,
 ... regional projects should think about the needs of individual countries ...

40. Project proposals, plans and review documents addressed the issue of quality and alignment with national priorities. Relevant text drawn from these documents is as follows:

080801-IR Synthesis - Annex II -Implementation Review Synthesis: The project designs were coherent, however ultimately, the policy studies for the three projects should be synthesised into a Policy paper to enable the provision of an opinion on the future direction of the three basins to the council of ministers.

11-01 Mara Phase I PCR: The project design was relevant and fully aligned to national strategies, design objectives and outputs in addressing the needs of participating countries and in enhancing cooperation and transboundary investments.

11-01 Kagera Phase I PCR: The project design was found relevant and consistent with riparian national development programs and development objectives.

11-01 SMM Phase I PCR: The project objectives are consistent with the national development strategies of the two countries which include (i) the Vision 2030, Kenya; and (ii) the National Development Plan covering the period 2010/11 - 2014/15,

E.2. EFFECTIVENESS

F. Respondents in the WEB-based survey rated the effectiveness of the Kagera River Basin Projects as generally good, with some responses in the average and very good categories. Specific comments related to these ratings were as follows:

The project met with a lot of challenges including a high staff turnover.
 Project effectiveness, was affected by inadequate capacity of the governance (RPSC) to provide strategic guidance and direction to project activities as well as

RPSC have also not been effective in mainstreaming project results into national programming

41. Respondents in the WEB-based survey rated the effectiveness of the Mara River Basin Projects as generally good, with some responses in the average and very good categories. Some specific comments related to the above ratings were as follows:

The development of the Interim Bilateral Agreement contributed to facilitating the political will and enhancing dialogue between the two countries.
The projects implemented on the ground, e.g. the upgrading of Bomet Water supply and the installation of hydromet equipment in Kenya benefited the communities living in the basin, and institutions.
Inadequate staff capacity as well as inexperience in project management affected delivery of results and hence effectiveness of the Mara Project

42. Respondents in the WEB-based survey rated the effectiveness of the Sio-Malaba-Malakisi River Basin Projects as good to very good, with singular responses in the average category. Specific comments were as follows:

need to beef up staff as the project moves towards implementation and preparation of larger projects.
strong staff capacity and country representation contributed to a strategic focus and delivery of results.

43. Key suggestions from interviewed participants for improvement in effectiveness were as follows:

...Capacity building should be a continuous process..
...programmes have moved slowly in comparison to expectations of countries (action on the ground) ,
but the complexity of consultation process is a lengthy process. This becomes a constraint...

44. The following extract from a review reports refers to impact of delays in NBTF funds on programme effectiveness.

Annual Review Minutes - 2010 Jan txt: ... the RBM projects were given a one year extension up to March 2010. He further noted that the delay in the effectiveness of the NBTF funds for project preparations necessitated a bridging phase of two years effective April 2010 to build upon, fill in the gaps and ensure provision of institutional support to conclude the cooperative framework processes...

F.1. EFFICIENCY OF PLANNING AND IMPLEMENTATION

- G. Respondents in the WEB-based survey rated the efficiency of the Kagera River Basin Projects as good to very good, with a single response as average under readiness and management factors. Specific comments related to the ratings were as follows:

More effort on the communication and capacity building aspects should be emphasized.
The selection of NLOs and RPSC members should involve NELSAP so as to have technically equipped riparian representatives that can help the project management team.
High staff turnover affected delivery of project results. However, backstopping from the NELSAP CU ensured that results were delivered on time.

45. Respondents in the WEB-based survey rated the efficiency of the Mara River Basin Projects as good to very good, with a single response as average under readiness and management factors. Specific comments related to the above ratings were as follows:

The project grants were utilized efficiently, and achieved anticipated outputs.
The unqualified audited financial statements were submitted to Sida on timely basis
Need to improve communication with key actors in the basin on project plans to promote active participation.
The Mara Project could do with additional skills in contract management. This largely affected the timeliness of delivery of results.

46. Respondents in the WEB-based survey rated the efficiency of the Sio-Malaba-Malakisi River Basin Projects as good to very good.

47. Improvements in efficiency were noted in the interviews. Specific comments were as follows:

...Projects that are prepared are concrete and focus on investment that can promote bring development
 ...Time that projects spent before delivering something has improved...
 ...the PMUs have capacity problems, but are committed to their work"
 ...The technical support/supervision oversight for consultants from NELSAP-CU is acknowledged...
 ...There is still room for making regional structures more efficient with clear responsibilities.

48. Challenges and suggestions to improve efficiency were raised in the interviews. Key inputs are quoted hereunder.

"A database of consultancy firms and capacities can improve the procurement process. It can help to keep track of difficulties with managing certain consultants."
 "The selection of who to work with in the government structures is important for efficiency. Key decision-makers can improve the time required for approval and can make things happen faster."
 "Project steering committees are not linked to NELTAC and have no mechanism for reporting findings to the directorates or ministries. The capacity of steering committees is thus limited."
 "Resource mobilisation capacities should be strengthened to aid investment finance mobilisation"

49. There is little mention of the efficiency of the programmes in the project proposals and plans. An example of a reference in the evaluation reports is listed hereunder.

Annual Review Minutes - 2011 May: He highlighted the projects' efficiency in budget performance, physical project implementation, procurement relative to the set targets.

G.1. IMPACT

- H. The implementation of the Kagera River Basin Projects was rated as average to good (with a few very good ratings) by respondents in the WEB-based survey. Specific suggestions to improve the implementation of Kagera River Basin Projects by WEB-based survey respondents included the following:

Signatory of CFA and establishment of the river basin commission need to be accelerated
 More effort required in stakeholder involvement, through widening the spectrum of stakeholders participating throughout the project phases.
 Strengthen investment finance mobilisation capacities at national and regional levels
 Speed up project preparation with emphasis on concrete implementation on the ground
 Strengthen the governance representation at the RPSC
 Improve coordination between the RPSC and the TAC, as well as their national ministries

50. The implementation of the Mara River Basin Projects was rated as average to good by respondents in the WEB-based survey. When asked what can be done to improve the implementation of Mara River Basin Projects, WEB-based survey respondents provided the following feedback:

Improved funding, risk management and capacity building of PMU including RPSC members
 More finances should be allocated for awareness creation , information sharing and dissemination.
 There is need for tangible investments on the ground to build trust and confidence of the people
 The lead time between studies and implementation of investments need to be reduced.

51. The implementation of the Sio-Malaba-Malakisi River Basin Projects was rated as good to very good by respondents in the WEB-based survey. When asked what could be done to improve the implementation of Sio-Malaba-Malakisi River Basin Projects, selected feedback from WEB-based survey respondents were as follows:

Structure project investment financing within the national frameworks for implementation ...
 Increase no of technical staff to assist in preparing and implementing projects.
 The project should have a stronger focus on transboundary dimensions - which would then demonstrate the incremental value of a transboundary institution

52. Impact describes the progress towards the vision and goals. Several questions and concerns were raised during interviews, which highlights the difficulties with describing impact. Several examples of projects that have already achieved impact were mentioned in the interviews. These included:

"The Kagera project supported Rwanda in formulation of the water policy and strategy
 "Small scale projects were implemented, e.g. water supply schemes in 3 sub-basins, fish ponds, small dams, etc."
 "Monographs have been produced that captured knowledge about the basins."
 "The project produced basin plans, strategies and catchment plans, from where activities can be selected."

“Impacts may sometimes be for institutions, rather than direct beneficiaries.”
 “The hydrometric stations have been installed in countries. This gives countries a platform to integrate as countries and a forum to foster regional cooperation. There were also study tours and exchange visits”
 “The project was geared towards sensitising of communities. The aspect of community training was about 70%, therefore these communities will know what to do when the investments come.”
 “The WRM programme has created good cooperation in the sub-basin and countries with joint planning and steering committees to coordinate and come up with concrete plans to develop water resources.”
 “Awareness creation has contributed towards reduction in environmental degradation.”

53. Challenges and suggestions to improve impact in the future include:

“Uncertainty about the programme funding was also a problem continuing for some time already
 “Small scale project impact should be included as part of program design in the future. There should be a blend of preparation and actual implementation...”
 “there are inadequate data on water quality and sediment. The existing equipment is not being used everywhere.”
 “The content of the programme should focus on action on the ground that it is functioning in a practical way with local ownership”
 “This was a planning phase not intended to deliver on real projects, but politicians and people on the ground expect impact. The small Basin offices didn’t have capacity for a communication and M&E functions. At the time that we started the results-based system there was a lot of capacity building and focus on the question of sustainability.”
 “We should formalise the institutional framework. If we are trying to do any project at the regional scale, the countries should take more responsibility for financing. It is difficult to continue to see the value of the programme if they are not seeing the impact of the programmes.”
 “We should consider the issue of awareness amongst communities in the Nile Basin. ...lack of information and knowledge in communities, brings tension and misunderstanding with communities that should benefit from it. The communities should thus be made aware of the benefits.”

54. While impact was mentioned frequently in project documentation, the instances where it related to programme impact were far fewer. Some of the instances are quoted hereunder.

11-01 Mara Phase I PCR: The project prepared a Gender Mainstreaming Plan which focuses on integration of gender in IWRM. This was operationalised through involvement of the youth and women in decision making on water resources management and development. The impact is felt in management of water resources.

11-01 SMM Phase I PCR: Furthermore, the accountability of delivering public services exhibited by the Project and the human capacity built under the Project will continue to extend its impact in many development activities in the area.

Kagera PCR Draft – Bridging: The project had immediate positive impacts of effective stakeholder involvement, private sector involvement through engagement of service providers and gender mainstreaming into project activities. Upon implementation of the identified and prepared projects, the longer term anticipated impacts of poverty reduction, reversal of environmental degradation and regional economic growth will be realized.

SMM PCR Draft – Bridging: Awareness campaigns, study tours and exchange visits through the Project have proved to be successful, low-cost, large-impact initiatives with impacts in WRM and development.

Annual Review Minutes - 2007 Mar: The rationale for small scale projects was to create impact in terms of demonstration and raise interest in IWRM and transboundary cooperation

H.1. SUSTAINABILITY

55. Sustainability is seen as the potential to sustain and replicate program and project benefits beyond the direct support of NELSAP to ensure long term programme impacts. This depends on capacity building, the strength of institutions and stakeholder issues.

56. Respondents in the WEB-based survey rated the sustainability of the Kagera River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation. The following suggestions were made about key strategic options for future stages of the Kagera River Basin Projects:

Implementation of the studies done by the project is important at national level
 Institutional capacity building still to be strengthened as there are nascent institutions with high turnover and different understanding of regional integration

Operationalize stakeholder participatory roles and their take in the project implementation
Integrate climate concerns into planning and management of water resources

57. Respondents in the WEB-based survey rated the sustainability of the Mara River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation. Respondents made the following suggestions about key strategic options for future stages of the Mara River Basin Projects:

Carry out resource Mobilization for implementation of infrastructure projects
Implement prepared projects and finalize the formulation of the joint cooperative framework
Ensure stronger involvement of the sub basin agencies (Lake Victoria south catchment area Kenya) and the Lake Victoria basin water office (Tanzania). Participation in the RPSC has hitherto been largely limited to central government officials

58. Respondents in the WEB-based survey rated the sustainability of the Sio-Malaba-Malakisi River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation, and made the following suggestions about key strategic options for future stages:

Need to mobilize adequate packages of grant, credit, financing for furtherance of projects preparation processes as well as implementation of the regional water infrastructure development projects.
Need for increased financing by member countries to ensure sustainability of the Sub Basin Institution.
Stronger mechanisms for stakeholder participation are required in order to mitigate aspects that led to disputes in the promotion of infrastructure development in the Bulusambu area in Uganda.

59. Suggestions made during the interviews to improve sustainability include:

"We need the involvement of stakeholders, especially local communities, in implementation in projects"
"We should upscale the results that are already on the ground. The sustainability of the investments should be looked at."
"Joint planning should be retained."

60. In response to whether there are any priority areas that are currently not part of the NELSAP Transboundary Integrated Water Resources Management and Development Projects, but are necessary for achieving overall objectives (i.e. they should be included in the future), respondents raised the following feedback:

Water and Sanitation including sewerage projects in major towns
Agriculture development and green water management and development

61. In response to whether there were any further suggestions or comments on the Transboundary Integrated WRM and Development Projects in the Mara, Sio-Malaba-Malakisi, and Kagera, key suggestions from respondents were as follows:

Enhance funding and clarify institutional roles for implementation of transboundary projects
Links between the projects and the actors in the basin need to be strengthened, especially in planning and implementation
Projects have shown notable progress. More support is needed to make achieve the intended project development objectives

62. It is clear from the broad coverage of sustainability issues in the project documentation that this issue is firmly entrenched on project planning and execution. Some examples are listed hereunder. As is the case for all extracts and quotes, the full listing is provided in Annexure VIII.

080801-IR Synthesis - Annex II -Implementation Review Synthesis:

- There is need to create stronger links to policy formulation, legal and institutional reforms, and consistency at national and regional levels. Only such linkages can result in institutional developments that would guarantee projects sustainability.
- A sustainability O & M framework needs to be agreed with the countries
- Incremental country contributions towards core operational costs of the projects and the NELSAP CU, also demonstrates efforts towards sustainability.

11-01 Kagera Phase I PCR: ... it also promoted ownership of the project and its outputs by the participating countries, empowerment of stakeholders at all levels, participation of various stakeholders including the private sector and civil society which should contribute to the long term sustainability of the project outcomes.

11-01 Mara Phase I PCR: The project outputs as well as accrued benefits are likely to be sustainable based on the involvement of major stakeholders from the onset of project implementation

11-01 SMM Phase I PCR: The sustainability of the Project is rated as highly likely.

Annual Review Minutes - 2007 Mar: The meeting recommended that there should be interest cultivated among the stakeholders for sustainability of participation.

Annual Review Minutes - 2008 Dec: Further that management of the stations should be streamlined within the government structures with the involvement of communities to ensure sustainability.

Annual Review Minutes - 2010 Jan txt: The meeting noted the potential risk of the non conclusion of Nile Basin Cooperative Framework and the impact it would have on the sustainability of the planned activities

Annual Review Minutes - 2011 May: The meeting sought clarity on whether the projects will continue in the event of non-operationalization of the sub-basin CFAs.

Annual Review Minutes - 2012-April WB Aide Memoire: The mission noted that the institutional sustainability assessment of the River Basin Management (RBM) Project Management units needed to be concluded in order to pave way for downstream coordination of water resources management and development as well as facilitation of supervision of investments which are under preparation.

Annual Review Minutes - 2012 May: The meeting noted that for sustainability of NELSAP as an institution and of its results, the ownership of the programme by the partner countries is crucial

H.2. DELIVERY AGAINST LOGICAL FRAMEWORK

63. **The Mara River Basin projects (Phase I - up to 2009).** Respondents in the WEB-based survey provided good to very good ratings for Phase I of the Mara River Basin projects, except for Outputs B2 and B3, which had some poor ratings (details in Annexure VIII). Selected responses from interviews that relate to specific metrics in the Logical Framework analysis are as follows:
64. *Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.* Once concern was that the need to speedily conclude the institutional arrangements.
65. *Project objective B: Development of an investment strategy and conducting pre-feasibility studies.* Output B1: A Mara River Basin Monograph and information management database developed.
- ~ "Our staff from the surface water side participated in Nile DSS training. We use Mike Basin for water management. It was agreed that through the project we are going to get the "key" (access) to use the software, and computers were also supplied. Operationalization is uncertain." ~
66. *Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin.* Output C1: Staff trained at national and basin levels and Basin offices strengthened.
- ~ "NELSAP has done very well, in capacity building and the treatment of data collection. ... One of the priority areas that they are supporting now is data collection. ... A lot of improvements have been realised in Transboundary relations. ... ~
67. Output D1: Identified small-scale projects implemented.

~ NELSAP prepared and implemented the “Bomet” water supply project, and this has in part contributed ~
 ~ towards a reduction in water-borne diseases. NELSAP is also assisting with the sub-catchment ~
 ~ management planning of catchments of regional significance.” ~

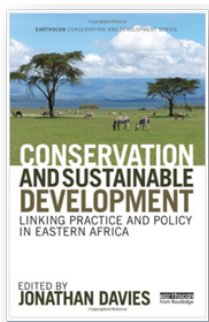
68. **The Mara River Basin projects (Bridging Phase - 2010-2012).** Respondents in the WEB-based survey provided good to very good ratings for the Bridging Phase of the Mara project, except for Outputs 2A and 2B, which had some poor ratings (Annexure VIII).
69. **The Kagera River Basin projects (Phase I - up to 2009).** Respondents in the WEB-based survey provided average to good ratings for Phase I of the Kagera River Basin projects, with some exception in the very poor and very good categories (Annexure VIII).
70. **The Kagera River Basin projects (Bridging Phase - 2010-2012).** Respondents in the WEB-based survey provided good ratings for Bridging Phase of the Kagera River Basin projects, with some exceptions in the average and very good categories (Annexure VIII).
71. **The Sio-Malaba-Malakisi River Basin projects (Phase I - up to 2009).** Respondents in the WEB-based survey provided good to very good ratings for Phase I of the Sio-Malaba-Malakisi River Basin projects, with some average and a few poor ratings (details in Annexure VIII). Selected responses from interviews that relate to specific metrics in the Logical Framework analysis are as follows:
72. *2-Development of an investment strategy and conducting pre-feasibility studies. Output 2.1: A Sio-Malaba-Malakisi River Monograph and information management database developed.*

~ “Data sharing is still an issue. We install and acquire data, but for example, on the same river there is ~
 ~ separate measurement on the Uganda side and Kenya side. ~
 ~ “The Mara monitoring network is one of the best. It is rehabilitated. “We developed a database, and we ~
 ~ get information from the countries that we put into the database, which is one way of sharing. We are ~
 ~ now finalising a state of basin report at the sub-basin level. The officers are also getting together and ~
 ~ sharing knowledge, for catchment planning” ~
73. *3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments. Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.*

~ “Capacity development has been substantial for Kenya and Uganda. ... We had exchange tours where ~
 ~ technical staff were exposed to different examples, for instance to RSA, Tanzania etc. ~
 ~ Community exchange has also been very good and the example is being taken up in other regions” ~
74. **The Sio-Malaba-Malakisi River Basin projects (Bridging Phase - 2010-2012).** Respondents in the WEB-based survey provided good to very good ratings for Bridging Phase of the Sio-Malaba-Malakisi River Basin projects, with a few average ratings (details in Annexure VIII).

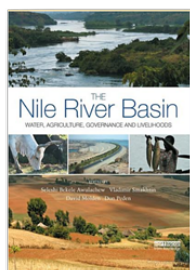
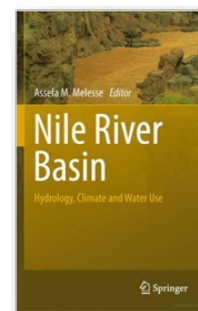
H.3. OTHER SOURCES OF INFORMATION

75. While project documentation and engagement with programme staff and stakeholders provide valuable perspectives for the evaluation, other sources can also provide an indication of the broader exposure of the programme. Convention WEB searches returned surprisingly little information. Davies (2012) – extract (p100-101) hereunder – makes reference to the programme, but doesn’t discuss it in detail.



IGBs mobilize and provide policy, financial support and technical expertise

This enhances cooperation and synergies among member countries. For example, the EAC and the Nile Basin Initiative have established basket funds that a number of donors contribute to and member countries draw upon to implement regional programmes. These have enabled member countries to undertake a number of important programmes that would have been otherwise difficult to undertake. The NBI, for example, has been able to implement regional programmes including Kagera Transboundary Integrated Water Resources Management and Development project shared between Burundi, Tanzania, Rwanda and Uganda; the Mara Transboundary Integrated Water Resources Management and Development project in the Mara and the Serengeti national parks shared between Tanzania and Kenya; the Sio-Malaba-Malakisi Transboundary Integrated Water Resources Management and Development project shared by Kenya and Uganda; the Lake Edward and Lake Albert Fisheries Pilot Project in Uganda and the Democratic Republic of Congo. These initiatives are all intended to address transboundary environmental management and policy.



76. Awulachew et al (2012) discusses Nile Basin governance, Institutions and policy in the Blue Nile, and Water management interventions. The role of NELSAP and the TIWRM are discussed in some detail (illustration left). Melesse (2011) provides a detailed account of the biophysical aspects of the Nile basin, but doesn't say much about institutional arrangements and development programmes (illustration right).

I. CONSULTANT'S EVALUATION

I.1. EVALUATION CRITERIA

77. **Quality and Relevance of Design.** The design of the Transboundary Integrated Water Resources Management and Development Projects in the Mara, Sio-Malaba-Malakisi and Kagera Basins are appropriate in the context of the local development opportunities and needs. The relevance of the project design has been strengthened through the participative development process, followed to conceptualize the projects, establish the objectives and choosing the best intervention strategies to achieve the intended results. The projects responded to priority issues identified by the member countries, particularly in the development and implementation of small-scale projects. Governance structures remain as a challenge for effective project design. The implementation of recommendations from the institutional design study should provide a more conducive environment for project design in the next phase.
78. The elements of project design are coherent and supportive of the overarching objective, but several challenges were identified in the implementation mechanisms. The key constraints here included investment finance mobilisation for implementing large-scale transboundary projects; staff capacity and staff turnover in project structures; and effective inclusion of project priorities in national plans. Several external risks were identified in the project design and whereas many of these have been effectively managed, some still had a considerable impact on the project. The global economic climate increased the challenge of raising finance for large projects, whereas commitments from national budgets for transboundary projects have also been a challenge. While the design made good provision for sound administrative procedures, delivery problems with contractors still impacted on the project delivery.

79. The projects reached the intended beneficiaries, particularly regarding the impact of small scale projects on local communities, basin studies and options analysis at national level, and the development of networks and capacity at a regional scale. There was not an adequate consideration of external risks in the design and the complexity of the implementation environment was underestimated. These factors should receive more attention on the future phase. The feedback from respondents were generally positive, as reported in section 5, but respondents sometimes showed a lack of knowledge about the project design and the implementation realities. A more effective communication strategy is therefore required.
80. **Effectiveness.** The relationship between the project achievements and specific results are discussed in Annexure VIII. While most of the intended results have been achieved or exceeded, it is clear that the implementation challenges brought about delays in the process. A key risk in this regard is that the enthusiasm and commitment of individuals and member countries can be negatively affected. An example of this is the revised Memorandums of Agreement between the member countries and NELSAP, which sets the legal framework for project implementation. These agreements have not been signed in accordance with the planned timelines. The effectiveness of implementing small scale projects are to be commended, which has contributed much to the perceived value of the programmes. Similarly, the value of the programme in establishing regional capacity, networks and trust relationships cannot be underestimated. These achievements are of significant strategic importance and are viewed as essential for accelerating the implementation of regional projects. Capacity constraints remain a risk, particularly related to staff turnover. The increasing cases of sharing best practice by communities across international boundaries and the significant advances in data sharing and trust building between countries is a major asset to the programme.
81. The Logframe approach provided specific and tangible results to work towards. The disadvantage of the approach was that participants didn't appreciate the possibility to adapt the results to current realities. One example where this has been achieved was where the original Output A2 in the Kagera Basin was a "Common procedures for Environmental Impact Assessment developed and agreed". This was considered not to be feasible in the short term, whereupon NELSAP decided to develop an Environment and Social management Framework and guidelines, which in effect are procedures that guide incorporation of Environment and Social aspects in water resources planning. Such an adaptive approach should be promoted to ensure that outputs are relevant to the contemporary realities, while still supporting the overarching objectives. While the relationships between institutions with the projects are strong, there is considerable uncertainty about the relationship with other organisations, such as the LVBC and regional economic communities. Staff capacity was a challenge, particularly in the Mara and Kagera projects. These views were supported by feedback from stakeholders, who also emphasised the value of the process to date in building trust through agreements, capacity development and small-scale projects.
82. **Efficiency of Planning and Implementation.** There were significant improvements in project administration and coordination. This view was supported by stakeholders and project participants, but also evident in project reports and reviews. It is important to achieve a balance between rigorous processes to ensure efficiency and the danger of unnecessary bureaucratic processes, which may detract from efficiency. While there were several suggestions from country participants that the World Bank procedures (as required by Sida) may be too stringent, there are also examples where efficiency could be improved, such as the appointment and management of competent consultants. This suggests that the current approach provides a balanced effort towards efficiency. Better

communication and/or training regarding the administrative requirements can help members to navigate the processes more efficiently, whereas suggested interventions (such as keeping a record on consultants' performance) will reduce the risks to efficiency. The capacity constraints in project offices mentioned under Effectiveness also translate reduced efficiency in implementation. This is due to delays as well as rework. The challenges related to effective communication and knowledge sharing across the programmes is specifically relevant to efficiency. The suggested communication strategy should reach stakeholders to ensure a clear, shared understanding of what is planned as well as timely communication about programme achievements. The strategy should ensure alignment within the projects, particularly related to shared objectives, implementation plans, governance issues, operational best practice and capacity building. The fact that respondents in interviews rated efficiency as good to very good for all the basins, despite the challenges that were observed, emphasise the need for better communication. Feedback from interviews confirmed the improvements in the administrative processes, such as procurement and disbursements, but highlighted the fact that institutional aspects still need to improve.

83. **Impact** . When measured against the Logframe specifications, the impacts that were achieved in the three River Basin projects were good. Through the engagements with stakeholders of project participants it became clear that community members, individuals and country members had high expectations of the projects. The specific impacts are described in the detailed analysis against Logframe outputs (Annexure VII). *This apparent mismatch between the documented expectations and perceptions of expected impact could be detrimental to the programme.* The actual impacts, compared to the documented plans were good in the three basins, with some impacts exceeding expectations and other having met with implementation challenges. The analysis points to a need for more resources for awareness creation and project implementation, whereas stakeholder participation should be strengthened and implementation should be fast-tracked in the Kagera. The need in the Sio-Malaba-Malakisi is an increase in staff capacity to upscale implementation. Project documentation also emphasise the fact that impact is long-term and participants echo the need for up-scaling of small scale projects and resource mobilisation for large, transboundary projects.
84. **Sustainability.** The Relevance of Design was shown to have ensured alignment between the Basin projects and country objectives. While there is good support from member countries, the uptake of particular interventions has been slower than expected. While the project activities have directly supported country-level water resources strategy development contributed significantly to regional and national capacity development, and strengthened transboundary water management and investment planning, the inclusion of transboundary projects in country budgets remain elusive. There are two main factors that constrain the sustainability of the projects at an institutional level. Firstly, there are different opinions on the role and functioning of the RPSC and TAC and their relationship with the basin projects. One of the issues is the participation in, and frequency of, meetings, and the appropriate funding mechanisms for such engagements. Key decisions need to be made and such discussions should be clearly communicated to reduce uncertainty and establish a sustainable implementation model. While country ownership and contribution is a key element of this process, care should be taken to balance the interests of different countries that may not be at the same level of development or have access to the same resources.
85. While capacity building efforts have strengthened regional and sub-basin capacity, the efforts should be continued and focussed on creating an environment that is conducive to effective, sustainable project implementation. Sustainability has been demonstrated

through the small scale projects, with national governments expanding the projects into other areas and best practice being shared in a transboundary context. The inclusion of large, regional projects in national plans and budgets will ensure sustainability of these interventions, with the revised MOAs (when signed) providing a sound legal basis for future implementation. Sustainability of regional water resources development is also promoted by the increased awareness of potential benefits through feasibility studies.

86. A key area that should be improved to ensure future sustainability is information dissemination. It became clear through the various engagements that there is not a good shared awareness and understanding of project achievements. Stakeholder and member country participation in project preparation and implementation have been shown to be strong, although some respondents called for more explicit inclusion of national priorities into regional projects. The evidence and narratives related to the progress in capacity development draw a very positive picture. A key contribution to sustainability is the improvement of national capacity through the regional programmes. While much effort has been made and significant capacity have been developed, the initiatives would benefit from a more strategic approach to capacity development. Such an approach should consider the “pipeline” of sufficiently qualified, trained and experienced staff, incorporate succession planning for key positions and ensure the growth and maintenance of institutional memory. This can be achieved through growing the depth and breadth of skills through staff exchange and rotation, secondments and mentorship. Not only should appointments be associated with specific key performance indicators and performance evaluation, but also have a competency-based development plan related to qualifications, training and experience. Short term employment contracts may be a constraint to strategic capacity development and an impediment to attracting excellent staff.
87. Key elements that were identified through interviews support the above analysis, with the need for stronger institutional arrangements, agreements to secure implementation, strengthening staff capacity, better communication and stakeholder participation, closer integration with national processes, the need for resource mobilisation, country ownership, upscale existing successes and improved community involvement.

I.2. CONCLUSIONS

88. The study set out to evaluate the preparation and implementation of the three pre-investment projects in accordance with the above criteria and the relevant logical framework objectives. The scope of the evaluation also requires an opinion on five overarching questions. This section provides the consultants opinion on these questions.
89. **Whether Sweden's and Norway's support has in an effective way contributed to increased cooperation between the involved countries on shared water resources.** There is much evidence to show that progress on cooperation between countries have exceeded expectations. The first documented evidence is the multilateral agreements to establish NBI & NELSAP, but more specifically, the bilateral agreements under the River Basin Management programme, which have not been signed in accordance with the planned time lines. Furthermore, countries cooperated in drafting the Basin Monographs and in the selection of projects. While these aspects are the most tangible, other examples of cooperation say much more about the embedded nature of bilateral and regional cooperation. Examples here include data sharing (through the hydromet programme), study tours and community exchange visits. There are cases where communities have seen the small scale (multi-purpose dams and agriculture developments) in another country and then deciding that they also need such interventions. Similarly, countries

benefit from expertise shared by counterparts in other countries on national strategy development, IWRM implementation and monitoring programmes. Perhaps the most telling issue is the consistent message that trust in the region has improved tremendously through the programme time frame. Initially, people didn't trust each other enough to share data and often accused others of misrepresenting data related to sharing of water resource. This trend is further illustrated by the shared ownership of, and pride in, NELSAP in general and the RBM programme in particular.

90. Whether the contribution has created conditions for the sustainable use of natural resources and for the democratic management of water resources in the project area.

"Conditions" include many different elements, which are individually discussed. The first condition would be a shared vision (or a shared view of a desired future state), where the consistency with which respondents spoke of the future confirms the good alignment. The regional political support as a necessary condition is also achieved, which is evidenced by the Ministers' statement and endorsement of regional plans. Furthermore, policy alignment is also a precondition for regional water resources management. In this case, there is little evidence that lack of alignment in policies is a serious constraint to regional development. It is however true that policy development is at different stages in different countries, with Burundi and Rwanda having developed strategies in the recent past, whereas some other countries have had such policies in place for many years. Different implementation schedules therefor does present challenges in cooperation. Another condition is the availability and capacity of technical expertise, which is unbalanced between countries and causes some delays in regional cooperation. A further condition is the joint assessment of options and the joint development of action plans. In this case, there is clear evidence of such joint assessments and plans. Although some awareness and buy-in from beneficiaries have been created (mainly through small scale projects), this is one area where the conditions are not fully supportive of the democratic development of regional water resources. The last condition that is relevant here is the availability of resources to implement plans. Generally, it is still a challenge to mobilise sufficient funding. This leads to project-level proposals, rather than programmatic implementation.

91. Whether the contribution has been an effective mechanism to deliver on the objectives and priorities of the NELSAP and the involved countries.

The evidence suggests that the contribution supports a balanced and sustainable programme. The growing calls for implementation of the investment projects demonstrate that the early stages have been successful in assessing options and demonstrating the potential benefits. An environment has been created that will secure successful implementation, which includes institutional and professional capacity, country commitment and alignment and community awareness. Future investments should seek a balance between small scale (quick win) investments and large, long term (multiple benefit) projects.

92. What the beneficiaries and other stakeholders affected by the project perceive to be the effects of the interventions.

This aspect is dealt with in detail in the earlier parts of the report, but it is worth emphasising the fact that beneficiaries and stakeholders also greatly value the additional benefits brought about by the programme. This includes increased trust and sharing between countries, creating a foundation for regional water resources management and investment planning, capacity development not only for regional, but also national benefit, as well as empowerment of communities to assess options and learn from other communities and other countries.

93. **What lessons learnt and recommendations should be taken into consideration in future phases of the project.** The key recommendations are listed in section F.4.

I.3. LESSONS LEARNED

94. **It takes time.** Programmes and projects should be implemented as quickly as possible, but no quicker. Much feedback was received during the evaluation that good technical preparation goes a long way to ensuring the success and sustainability of an intervention. Similarly, individual relationships and trust take time to develop and if a process is forced beyond this pace, it is unlikely to succeed or to be sustainable. Processes in different countries may also be at different points, which mean the process needs to move slowly enough so that everyone can keep up.
95. **Timing of engagement is important.** Stakeholders and communities should be involved in the process, but too early engagement means that people's patience will wear thin and engaging too late means that valuable ideas will not be included in the process. Effective communication about expected benefits and project schedules will help to manage expectations.
96. **A little benefit goes a long way.** The implementation of large scale projects take a long time and brings much benefit. However, if communities see at least some benefit along the process (employment, small projects, etc.), trust, buy-in and enthusiasm can be maintained. A balanced portfolio of project should include small and large projects, which bring benefits in the short term, but also achieve the significant development potential in the medium and long term.
97. **Uncertainty detracts from the core focus.** Uncertainty related to institutional aspects, financial security, tenure of appointment, etc., draw energy and attention from the core focus. Such uncertainties should be minimised and issues be clearly and effectively communicated to improve efficiency and effectiveness.

I.4. RECOMMENDATIONS

98. **Programmatic approach.** The NBI has effective 2012, adopted a programmatic approach towards strategic planning. Thus future projects should be aligned with the programmatic approach to supporting regional integration that recognizes the critical role of basin/sub basin water governance and service delivery to boosting regional integration.
99. **Alignment with National Priorities.** Regional Projects that are aligned with national priorities are more successful. Project selection should be done in close cooperation with all relevant government departments and policy harmonization/alignment should be part of the selection criteria. The discussion should include not only the specific Government Department that is responsible for water resources, but also other sectoral departments, such as finance, agriculture and rural development, etc.
100. **Investment Finance mobilisation.** Resources mobilisation should be more proactive. Potential financiers (Multi-lateral Banks and the private sector) should be involved from the conceptualisation phase to ensure a timely and smooth transition from feasibility to design and implementation. Innovative financing, for regional public good type projects associated with resource management like integrated watershed management, should be explored. Similarly, the core funding for NELSAP should be stabilised to allow staff to focus on achieving outcomes, rather than to focus on short term issues.

101. **Portfolio Management.** The programme operates in an environment where uncertainties from many directions impact on the ability to implement the plan and achieve the objectives. The programme should move to a balanced risk portfolio. This approach acknowledges that not all plans will come to fruition according to plan. The portfolio would therefore have many projects (more than one would expect to implement) that would range from high-risk, high-reward options to more conservative options.
102. **Small-scale Investment Projects.** The benefits of small-scale investment projects are undeniable. Until such time that large scale, multi-country investment projects bring benefits to society, small-scale investment projects should continue to be implemented to demonstrate the value to society. More innovative funding models should be developed between local, national, regional and international agencies to ensure sustainability of the programme. Future programs should thus target some replicable activities aimed at achieving quick results (in reducing poverty) to help build community support for regional cooperation and trans boundary water management and development.
103. **Institutional Design.** There is uncertainty about the institutional architecture, which is detrimental to efficiency and effectiveness. The recent institutional analysis (Projects as well as the NBI Institutional Design Studies) should be used to assess the best option and political and country support should be sought to implement the option speedily (if different to the current dispensation). There needs to be a consolidated document drafted and circulated with the institutional design, associated processes/protocols and roles and responsibilities. This should then form part of the planned NELSAP multilateral agreement for promotion of resource management and investments.
104. **Human Capital.** There are two key interventions required for staff. Firstly, a pipeline (growth and succession plan) should be developed for core staff, to mitigate the impacts of staff turnover and reduce vacancies. Secondly, capacity development (country and core staff) should be continued and ideally intensified. Many of the “unintended” benefits of the programme emanate from the training and exchange programmes.
105. **Communication.** One of the biggest short-comings of the programme is an effective communication ethic and function. This relates to communicating the successes to audiences at the continental and international level, more frequent communication with stakeholders and a strategic awareness raising programme to keep communities informed of innovative approaches and to maintain buy-in for implementation. Linked to this initiative should be the establishment of a culture of celebrating small and big successes through events and effective communication. Future project design should include (i) strategies for communicating results in the program designs (ii) results/good practice communications indicators as key performance indicators (e.g. number of visits to blogs on facility supported project outcomes, case studies, lessons learned, etc.) and (iii) include facility wide resources to package and communicate results and knowledge products that are of particular regional interest.
106. **Additional Benefits.** During the evaluation it became apparent that there are many “unintended” benefits from the programme. These include the establishment of networks across the region, the development of trust relationships and the development of capacity that not only serve the programme objectives, but also benefit the national departments and communities. These benefits should be made explicit as objectives in the programme so that they can be promoted, tracked and celebrated.

ANNEXURE I: TERMS OF REFERENCE FOR THE EVALUATION

1. BACKGROUND TO EVALUATION

These ToR are for carrying out an End of Project Evaluation for the three River Basin Management projects of Mara, Kagera and Sio-Malaba-Malakisi, hereinafter referred to as the projects. This Evaluation is commissioned by the Swedish International Development Cooperation Agency (Sida) and the Nile Equatorial Lakes Subsidiary Action Program (NELSAP) coordination unit. The consultancy services will cover a period of Ten weeks and will cover evaluation of results and document lessons learned, with a view to providing feedback to inform any decision making on any further programme work. The feedback will serve not only to assess projects accomplishments, but will be used to redirect project efforts, as necessary, to improve areas in need of strengthening, and to consolidate and expand areas that have been successfully implemented. This review process will be highly participatory given the multinational nature of the projects.

As background, the NBI contributes towards addressing regional development issues, through a basin-wide framework to reduce poverty and promote growth, guided by a Shared Vision and a set of policy guidelines. The NBI aims to develop the basin resources in a cooperative manner, share benefits and promote regional stability. It consists of a secretariat and two Subsidiary Action Programmes (SAPs), the NELSAP and the ENSAP. The NELSAP CU facilitates preparation and resource mobilization for investments at sub-basin level, and has been a vehicle for diagnostic studies which have provided a base for project preparation in the fields of power trade and development and natural resources management and development.

The NELSAP has effective March 2005, coordinated the implementation of the three projects with financing from Sweden (SEK 88,918,134.41); Norway (SEK 42,007,588.59) and the World Bank (Nile Basin Trust Fund -US\$ 8.08 million). The projects have got their headquarters located in Musoma (Tanzania), Kigali (Rwanda) and Kakamega (Kenya) respectively. Major stakeholders include the member states of Burundi, Rwanda, Uganda, Tanzania and Kenya. The projects are designed as pre-investment programs to establish sustainable frameworks for the joint management of the water resources in order to prepare for sustainable investments to improve the living conditions of the people and to protect the environment. Project implementation will end in December 2012. In line with the financing agreement an End of Project evaluation will be carried by the end of April 2013. A brief description of the project phases are given below.

Project Phasing Components and Financing

Phase	Objective	Project Components	Financing Millions
Phase I March 2005- March 2010	Establish sustainable frameworks for the joint management of the water resources in order to prepare for sustainable investments to improve the living conditions of the people and to protect the environment.	- Create co-operative frameworks and a common strategy for joint management and development of the sub basin water resources - Develop investment strategies and conduct pre-feasibility studies for the sub basins - Build capacity at national, catchment and local levels for sustainable management and development of the sub basins - Implement small-scale investment projects to build confidence in the sub basin communities	Mara Project, SEK 24.5 Sio-Malaba-Malakisi Project, SEK 25.996 Kagera Project, SEK 36.63
Bridging Phase Ref: 7300101 6	Strengthen transboundary water resources planning and development.	- Institutional strengthening and capacity building - Advancing the preparations for development of regional water infrastructure. - Coordination and monitoring support.	Mara Project, SEK 13.7 Sio-Malaba-Malakisi Project, SEK 13.8 Kagera Project, SEK 16.3

To date a number of results have been realised and progress as well as technical reports are available for reference. The consultant is expected to review and familiarize themselves with the origin and design of the projects, project documents [e.g., project preparation documents, PAD, Project semi-Annual and Annual Reports, Technical Reports etc, Project Work plans, as well as financial and audit reports, NBI M & E Operational Guidelines and monitoring reports, Minutes of Steering Committee and other meetings as well as the recently concluded NELSAP Systems Audit (December 2012)². The Evaluation will draw upon existing documentation to

² The system-based audit (December 2012) (i) examines the reliability and relevance of the systems for operational and financial management and control, and to assess to what extent these systems are adhered to and implemented at all levels of the NELSAP; (ii) determines, whether the documentation received by Sida under current agreements and can be considered to provide reliable data for assessment processes (iii) assesses if NELSAP complies with terms and conditions as stipulated in the agreements between Sida and the NBI (iv) assesses whether the control system of NELSAP ensures that partners comply with these terms and conditions and (v) provides input to NELSAP's processes of systems development.

the extent possible and will ensure that the analysis and conclusions reached are linked to project objectives, implementation mechanisms, and expected results taking into consideration relevant participation and benefits to participant countries. This Consultancy will be supervised by an evaluation committee with representation from Sida and the NBI/NELSAP CU.

2. Purpose of the Evaluation

The objective is to evaluate the outcome³ of the Sweden and Norway bilateral support to the three River Basin Management Projects for the period March 2005 to December 2012 with emphasis on the relevance, effectiveness, efficiency, impact, and sustainability. This will allow the development partners and the NELSAP to assess the degree to which the program has achieved the planned results and extract lessons learnt and extend recommendations to enhance the quality of the next phase as well as future NELSAP programs. The results will be disseminated to stakeholders who include the NELCOM, NELTAC, NELSAP, the Project Management Units and the development partners (Sweden, Norway and the World Bank)

3. Evaluation Scope

The consultant will evaluate, in an objective manner the preparation and implementation of the three projects, following standard criteria, which include quality and relevance, effectiveness, efficiency, impact, and sustainability. The evaluation should provide an opinion on: (i) Whether Sweden's and Norway's support has in an effective way contributed to increased cooperation between the involved countries on shared water resources (ii) whether the contribution has created conditions for the sustainable use of natural resources and for the democratic management of water resources in the project area (iii) Whether the contribution has been an effective mechanism to deliver on the objectives and priorities of the NELSAP and the involved countries (iv) What the beneficiaries and other stakeholders affected by the project perceive to be the effects of the interventions and (iv) What lessons learnt and recommendations should be taken into consideration in future phases of the project. More specifically the evaluation should cover the following:

Quality and Relevance of Design

- i) Assess the appropriateness and relevance of the project design, with emphasis on project conceptualization, objectives, choice of intervention strategies and consistency between intended results and interventions as well as overall response to priority issues.
- ii) Review of coherence of the project design and implementation mechanisms which includes the extent to which project design facilitated implementation, clearly identifying limiting factors. The consultant will assess the extent to which projects have addressed external risks.
- iii) Review and evaluate the extent to which the project results have supported the intended beneficiaries (including Integration of crosscutting issues), as well as meeting the NELSAP programmatic objectives and national priorities

Effectiveness

- i) Assess the project achievements in relation to its intended results against available funding. As far as possible this should be a systematic assessment of progress with focus on the higher level results and the significance/ strategic importance of the achievements.
- ii) Examine the progress made by project and component, clearly identifying capacity constraints if any and extent of incorporation of participatory processes.
- iii) Assess any major failures, unforeseen impacts including mitigation measures and any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice.
- iv) With respect to the implementation approach assess: (i) The use of the LFA as a management tool including the utilization of M&E data in decision-making and resource allocation (ii) Elements that indicate adaptive management such as realistic work plans to enhance implementation (iii) operational relationships between the institutions involved and their contribution to achievement of project objectives and (iv) Project capacities and their role in achievement of results.

Efficiency of Planning and Implementation

- i) Examine the readiness of the NELSAP in terms of implementation arrangements, quality and timeliness of inputs, enactment of budgetary provisions and extent to which these may have affected implementation of the Project.
- ii) Examine the adequacy of inputs and processes by Sida and the extent to which this may have affected the smooth implementation of the projects.
- iii) Assess the adequacy of management factors important for delivery, such as: Capacity gaps, working relationships with stakeholders and donors, coordination with related projects and Internal/external communication and effects on project implementation, clearly pointing out lessons learnt

³ The extent to which the operation's major relevant objectives were achieved, or are expected to be achieved, efficiently.

Impact

Assess the extent to which the project has contributed to attainment of Outcomes including a description and rating of the extent to which the project's objectives were achieved. *Reference can be made to guidance under chapters 1 and 2 of the ICR/OED criteria⁴, related to outcome and risk to development outcome.*

Sustainability

- i) Assess the extent of Government ownership and commitment to achieving development objectives, the role of governance (RPSC and TAC) in providing strategic guidance to the projects as well as the readiness of sub basin agencies to mainstream project operations into expenditure frameworks.
- ii) Assess the likelihood of continuation of project outcomes after completion of the current funding arrangement; whether project results could be up scaled or replicated and, propose factors which will require attention in order to improve the sustainability of these outcomes⁵.
- iii) Assess the extent of information dissemination and "stakeholder" participation in project preparation and implementation.
- iv) Assess the contribution and effectiveness of capacity development (upgrading skills of the national staff, developing institutional instruments such as strategies, policies) and outline lessons learned.
- v) Make recommendations on key strategic options for future phases i.e. exit strategy, scale down, replication, scale-up, continuation, major modifications to strategy

4. Methodology and Standards

The evaluation consists of preparatory activities, including development and submission of a work plan, electronic and phone communications with stakeholders, drafting of reports and PowerPoint presentations, field work in each of the three RBM project areas, in addition to internet based surveys. The Evaluator will be expected to employ the most effective methodology and standards to achieve results with optimal national stakeholder involvement. In this vein the consultant will be expected to: (i) collect most data from review and analysis of existing secondary sources of information such as assessment reports (iii) prepare concise and focused reports and (iii) Ensure reports and necessary documents are delivered in time and as per contract.

5. Evaluation Timetable

The evaluation is expected to start from February 01, 2013 to the end of March 2013 at an estimated effective time input of 33 person days. The table below gives an indication of the time table:

Activity	Duration
Review of Documents incl. development of the evaluation design; finalization of the evaluation matrix; sampling strategy	7 days
Joint review meeting	1 day
Field Visits (incl. International and domestic travel)	7 days
Data collating, cleaning, analysis and review	5 days
Report Writing	3 days
Review of findings to the Evaluation Committee	1 day
Preparation of the draft report	2 days
Feedback of the committee on the first draft	3 days
Incorporation of comments and finalization of the evaluation report.	3 days
Presentation of findings	1 day
Total input	33 days

6. Outputs and Deliverables

This consultancy is expected to be completed within ten weeks effective February, 2013. The expected outputs include: (i) A Work Plan detailing activities and its corresponding tasks, as well as methodology to satisfactorily conduct consultancy objectives (ii) A Draft evaluation report (iii) A final evaluation report. The required format for the evaluation report is attached as *Appendix 4*. All Reports will be submitted in hard copy (5 copies) and digital format. Digital reports should be made using MSWord and presentations in MS PowerPoint. Final reports should be submitted in English with an Executive Summary in French.

7. Profile of the Evaluator

This consultancy requires a highly motivated, analytical, forward thinking, and experienced professional. The consultant shall possess the following qualifications and competencies:

⁴ These guidelines apply to both investment and development policy lending. They were developed by a working group comprising staff from OPCS, OED and the Regions. Ratings: , Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings

⁵ Relevant factors include for example, development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, integration of project objectives into institutional mandates, plans, and strategies etc.

- Advanced degree in Water Resources, Environmental Management, Development Studies, Monitoring and Evaluation or other relevant field or equivalent combination of education and experience.
- Minimum of 10 years' experience in evaluation or implementation of complex multi-country initiatives involving multi-lateral financing or support agencies (e.g., Sida and multi-lateral agencies etc.)
- Expertise in results-oriented monitoring and evaluation, for regional programmes/projects, with the ability to assess complex situations, succinctly distil critical issues and draw forward looking conclusions.
- Working knowledge of the Nile Equatorial Lakes Region
- Fully conversant with the principles and working methods of project cycle management
- Excellent analytical and reporting skills and fluency in English.

It is essential that the consultant has an open mind to undertake this assessment; therefore, he or she should be independent with no real prior connection to the projects. In this regard, persons involved in preparation or implementation of the three projects are not eligible to carry out this consultancy.

8. Institutional Arrangements

The Consultant will be supervised by the NELSAP CU on behalf of an evaluation committee with representation from Sida and the NELSAP. The evaluation committee which will be coordinated by the NELSAP Water Resources Development Program Officer, will hold discussions with the evaluator at various stages in the consultancy to assess work progress, discuss constraints encountered and possible interventions with an aim of ensuring standard work is completed at the agreed time lines.

9. Submission of CVs

Interested and qualified consultants shall submit an updated CV (see format in appendix 1) to the following address: "Nile Equatorial Lakes Subsidiary Action Program, Email: nelcu@nilebasin.org copied to eolet@nilebasin.org The submission should be clearly marked "Consultancy for the End of Project Evaluation for the three river basin management projects of Mara, Kagera and Sio-Malaba-Malakisi" and should be received by the NELSAP CU no later than 16:00hrs (Rwanda Time), **December 28, 2012**.

Appendix 1: Format For Submission Of Cvs (Format ion World Bank RFPs)

Appendix 2. Key Informants

Individuals and agencies to be consulted include, but is not limited to, the following:

- Senior staff of the NELSAP CU; Project Team members; Implementing Partners
- Direct stakeholders such as local community groups, private sector, local and national government agencies. (It may be helpful to consult the original stakeholder analysis for the project).
- Development Partners (Sweden, Norway and the World Bank)

Locations to be visited include

- Nairobi (Embassy of Sweden and the Ministry of Water Resources and Irrigation)
- Kakamega (Sio-Malaba-Malakisi Project Management Unit) including sub-basin water offices,
- Kampala (NBI Secretariat (Entebbe), Embassy of Norway, World Bank, Ministry of Water and Environment); Musoma (Mara PMU) including sub-basin water offices;
- Kigali (NELSAP CU, Kagera PMU, Ministry of Natural Resources).

Appendix 3. Documents to be consulted

The evaluator will read the following important documentation before finalizing the evaluation design. Data sources and documents may include:

- Project proposal and Action Plan (log frame/ Results Chains)
- (Latest) Annual work plans and technical progress reports
- Monitoring data and analysis of that data (Performance measurement frameworks)
- Key results (outputs and outcomes attained) produced
- Partnership arrangements e.g. Memorandums for project implementation between the Nile basin Initiative/Nile Equatorial Lakes Subsidiary Action Program and the Governments/Sub basin agencies
- Other assessments e.g. self-assessments, previous evaluations (midterm project evaluation)

Appendix 4: Required Format for the Evaluation Report

Title Page

Including project title and number, date of report, authors and their affiliations etc.

Executive Summary (1-4 pages):

- Brief project description and context
- Purpose and expected use of the evaluation
- Objectives of the evaluation
- Summary of the evaluation methodology
- Principle findings and conclusions, especially relating to project goals / targets
- Key recommendations and Summary of lessons learned

Main Report

- Purpose of the evaluation
- Audience for and use of the evaluation
- Objectives of the evaluation
- Evaluation methodology, including: rationale for choice of methodology, data sources, methods for data collection and analysis, participatory techniques, limitations of the methodology
- Composition of the evaluation team, including any specific roles of team members
- Project description, including: context, underlying rationale, stakeholders and beneficiaries, conceptual model, results chain or logical framework, and project monitoring system
- Evaluation findings, documented by evidence: (i) Design quality and relevance (ii) Effectiveness (progress towards objectives and results); contributions of stakeholders; constraints (iii) Efficiency of Planning and Implementation (iv) Impact; progress towards Vision and Goals (v) Sustainability and replicability of project / programme impacts; capacity built; institutional and stakeholder issues
- Conclusions: insights into the findings; reasons for successes and failures; innovations
- Recommendations (based on evidence and insights)
- Lessons learned with wider relevance and that can be generalized beyond the project

Attachments to the evaluation report:

- Terms of Reference for the evaluation
- Evaluation matrix; Timetable
- List of individuals interviewed and of stakeholder groups and/or communities consulted
- List of supporting documentation reviewed
- Research instruments: questionnaire, interview guide(s), etc. as appropriate
- Project result frameworks and Project Performance Measurement Frameworks
- Summary tables of progress towards outputs, targets, goals – referring directly to the indicators established for these in the project result frameworks

ANNEXURE II: EVALUATION MATRIX

The matrix comprises 6 columns as shown below. The content of columns 3 to 6 is similar and hence not included as part of the table below. But described in the text that precedes the table

Matrix Column 1: Relevant evaluation criteria

Matrix Column 2: Key Questions

Matrix Column 3: Data Sources include: NELSAP project plans, NELSAP evaluation reports, NELSAP-CU members, Project managers, Country participants, Development partners and Stakeholders

Matrix Column 4: Data collection Methods / Tools: include Web-based survey, scientific literature, Media reports, Personal interviews, Telephonic interviews, Skype interviews and Email engagements

Matrix Column 5: Indicators/ Success Standard: Median of responses to key questions at least at the level of meeting expectations

Matrix Column 6: Methods for Data Analysis: Contextual data coding and analysis (e.g. Figure 5), Likert-type data distribution, Quantitative data analysis

Matrix Column 1: Relevant evaluation criteria	Matrix Column 2: Key Questions
Quality and Relevance of Design	- The extent to which each of the transboundary integrated WRM and development projects are relevant to the challenges/opportunities in the basin - The quality and relevance of design and implementation mechanisms (for each Basin) according to the following criteria. - Relevance of project design (response to priority issues) - Coherence of project design and implementation - Extent to which external risks were managed - Reach beneficiaries, meet NELSAP objectives and address national priorities - Comments about project design and implementation mechanisms for each project
Effectiveness	- Intended results against available funding - Project participation and progress - Mitigation associated with major failures - Use of Log Frame for monitoring and evaluation - Use of adaptive management approach - Operational relationships between institutions - Project capacities (staff) role - Comments on the effectiveness of the Basin Projects - Priority areas that are currently not part of the NELSAP Transboundary Integrated WRM & Development Projects, but are necessary for achieving overall objectives (i.e. they should be included in the future)
Efficiency of Planning and Implementation	- Readiness of the NELSAP (implementation arrangements, quality, timeliness, budgetary provisions and impact on implementation) - Inputs and processes from Sida and their impact on implementation - Management factors (capacity, relationships, coordination, communication and implementation) - Comments about efficiency or ideas on how to improve the efficiency of the River Basin Projects - Any components of the NELSAP Transboundary RBM Projects that are not necessary (i.e. they do not contribute to achieving the overall objectives)
Sustainability	- Sustainability of the RBM projects according to the following criteria: - Government buy-in and readiness of sub-basin organizations - Likelihood of continuation after programme funding ends - Information dissemination and stakeholder participation - Success of capacity development - Suggestions on the Transboundary RBM Projects
Impact	- Rate the implementation of the Mara River Basin Projects - What can be done to improve the implementation of Mara River Basin Projects? - Suggestions about key strategic options for future stages of the Mara River Basin Projects
Coherence and Complementarity with Partner Policies	- Whether Sweden's and Norway's support has in an effective way contributed to increased cooperation between the involved countries on shared water resources - Whether the contribution has created conditions for the sustainable use of natural resources and for the democratic management of water resources in the project area
Value Added	- The extent to which the programs add value to what would have resulted from member states' interventions in the same context - What the beneficiaries/stakeholders affected by the project perceive to be the impacts of the interventions
Logical Framework Analysis	

Matrix Column 1: Relevant evaluation criteria	Matrix Column 2: Key Questions
The Mara River Basin projects (Phase I – up to 2009)	
Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.	- Recommendations produced for policy, institutional and legal changes, and management mechanisms - Mechanisms and capacity to jointly manage the river basin created - Agreement reached between the two countries
Project objective B: Development of an investment strategy and conducting pre-feasibility studies	
Output B1: A Mara River Basin Monograph and information management database developed.	- Meta data base produced - Analyzed data available and accessible on file - Monograph /basin atlas produced digitally and in hard copies and disseminated
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	- Report assessing performance of different development scenarios - Decision by RPSC on preferred development Strategy and potential investment projects
Output B3: Preparation pre-feasibility study documents.	- Identification of potential partners for long-term investment projects - Three pre-feasibility studies prepared
Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	- Contract signed for capacity building activities - Selected national and regional water officers trained - Staff exchange completed - Familiarization study tours of Basin undertaken
Output C2: Community awareness rising about environmental management issues and development options.	- Contracts let with CBO/NGO trainers - Community awareness projects implemented in selected districts
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	- Agreement reached on location, design of gauging stations and data collection/storage/sharing - Stations installed and functional - Collected information processed - Water quality survey completed and data stored in national database - Water quality survey results published
Output D1: Identified small-scale projects implemented.	- Pilot projects design and agreements completed - Project assessed and approved.
The Mara River Basin projects (Bridging Phase - 2010-2012)	
Component 1A (Institutional strengthening): Joint sustainable cooperative framework defined and agreed upon and bilateral agreement for the joint management signed among the Kenya and Tanzania	- Interim legal Instruments for the joint management Mara water resources developed, agreed and ratified by Kenya and Tanzania - Mechanisms for anchoring the river basins within the LVBC - Country contributions agreed towards the core operational costs of the Mara secretariat
Component 1 B (Building Regional Water Management Capacity): Capacity built at all levels for sustainable management of the basin.	- Number of training and awareness raising conducted - Number of Study tours undertaken - Number of community awareness workshops/activities
Component 1C (Improving information, Knowledge and Monitoring): Technical capabilities of regional water management organizations strengthened	- Number and duration of awareness meetings on environment issues; - Databases and information systems in place - NBI interim data and information sharing procedures operationalised
Component 2A: Effective preparation for regional water resources infrastructure in the river basin	- No of feasibility study reports - Amount of Resources mobilized for implementing water resources infrastructure - Climate-adaptation measures mainstreamed into Mara investment projects - Consultation dossier on restoration of the Maasai mau, prepared.
Component 2B: Resource Mobilization for financing Regional Water Infrastructure .Financing mechanisms for regional water infrastructure from the public as well as private sector explored	- Number of donor meetings held to facilitate resource mobilisation - Number and categories of private sector engaged in management and development of the Mara basin shared water resources
Component 3 (Project management): Effective program management with timely monitoring and evaluation	- Reports prepared timely and disseminated - Number of country level stakeholders participating in project activities - Audit and Monitoring and evaluation reports
The Kagera River Basin projects (Phase I - up to 2009)	
A. To establish a sustainable framework for joint management of the shared water resources of the Kagera River Basin	
Output A1: A joint transboundary	Recommendations produced for policy, institutional and legal changes, and

Matrix Column 1: Relevant evaluation criteria	Matrix Column 2: Key Questions
permanent management framework including a management strategy for Kagera river basin established.	- management mechanisms - Mechanisms and capacity to jointly manage the river basin created - Agreement reached between the two countries
Output A2: Common procedures for Environmental Impact Assessment developed and agreed	- Programme for capacity building on EIA - EIA Basin wide guidelines and checklists produced through a participatory process and disseminated - EIA report on case study produced
B. Development of an investment strategy and conducting pre-feasibility studies.	
Output B1: A Kagera River Basin Monograph and information management database developed	- Meta data base produced - Analysed data available and accessible on file - Monograph /basin atlas produced digitally and in hard copies and disseminated - GIS thematic maps produced by counter-parts with the support of the project
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	- Contract signed with modeling provider - Report assessing performance of different development scenarios - Decision by RPSC on preferred development Strategy and potential investment projects
Output B3: Pre-feasibility studies conducted	- Identification of potential partners for long-term investment projects - Three pre-feasibility studies prepared
C. Building capacity at all levels for sustainable management and development of Kagera River Basin.	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	- Selected national and regional water officers trained - Staff exchange completed - Familiarization study tours of Basin undertaken
Output C2: Community awareness rising about environmental management issues and development options.	- Contracts let with CBO/NGO trainers - Community awareness projects implemented in selected districts
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	- Agreement reached on location, design of gauging stations and data collection/storage/sharing - About 16 Stations installed and functional - Collected information processed - Water quality survey completed and data stored in national databases - Water quality survey results published
D. Implementing small-scale investment projects in Kagera River basin community.	
Output D1: Identified small-scale projects implemented.	- Pilot projects design and agreements completed - Contracts let - Project assessed and approved.
<i>The Kagera River Basin projects (Bridging Phase - 2010-2012)</i>	
Improved and integrated water resource management (IWRM) in the Kagera river basin for enhanced regional integration to foster growth including improved community livelihoods.	
1. Institutions and capacity built for transboundary IWRM	- Investment strategies mainstreamed into national plans - Financing mechanisms for institutional function agreed and operationalised - Awareness raised in basin communities about conservation, utilization, and protection of natural resources, including rights and responsibilities, - No of country level staff trained
2. Regional Water Resources Infrastructure prepared and resources mobilized for implementation	- Feasibility studies for water resources infrastructure undertaken - Resources mobilized for implementing water resources infrastructure - Climate-adaptation measures mainstreamed into sub basin investment strategies concluded and schemes operationalized
3. Project Management: Effective program management with timely monitoring and evaluation	- Project supervision and progress reports - Number of country level nationals participating in project activities - Categories of information materials developed for creating awareness of project outputs - Consultation workshops
<i>The Sio-Malaba-Malakisi River Basin projects (Phase I - up to 2009)</i>	
1. Establishment of a sustainable framework for joint management of the shared water resources of the Sio- Malaba -Malakisi River Catchments.	
Output 1.1: A trans-boundary management framework including a	Recommendations produced for policy, institutional and legal changes, and management mechanisms

Matrix Column 1: Relevant evaluation criteria	Matrix Column 2: Key Questions
management strategy established for the Sio-Malaba- Malakisi River catchments.	• Mechanisms and capacity to jointly manage the catchments created • Agreement reached between the two countries
2. Development of an investment strategy and conducting pre-feasibility studies.	
Output 2.1: A Sio-Malaba- Malakisi River Monograph and information management database developed.	• Meta data base produced • Analysed data available and accessible on file • Monograph / atlas produced digitally and in hard copies and disseminated
Output 2.2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	• Contract signed with modelling provider • Report assessing performance of different development scenarios • Decision by RPSC on preferred development Strategy and potential investment projects
Output 2.3: Pre-feasibility studies conducted	• Identification of potential partners for long-term investment projects • Project documents prepared
3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments.	
Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.	• Contract signed for capacity building activities • Selected national and regional water officers trained • Staff exchange completed • Familiarization study tours of catchments undertaken
Output 3.2: Community awareness raising about environmental management issues and development options.	• Contracts let with CBO/NGO trainers • Community awareness projects implemented in selected districts
o Output 3.3: Catchment-wide sustainable hydro-meteorological network and water quality monitoring system.	• Agreement reached on location, design of gauging stations and data collection/storage/sharing • Stations installed and functional • Collected information processed • Water quality system design completed and agreed by national institutions • Laboratory upgrade(s) completed including equipment purchased • Data stored in national databases • Water quality survey results published
4. Implementing small-scale investment projects to build early confidence in Sio-Malaba-Malakisi River community.	
o Output 4.1: Identified small-scale projects implemented.	• Pilot projects design and agreements completed • Contracts let • Project assessed and approved.
The Sio-Malaba-Malakisi River Basin projects (Bridging Phase - 2010-2012)	
Component 1: Institutional Strengthening and Capacity building for Transboundary IWRM • Good IWRM institutions and effective planning with stakeholder participation • Sub regional capacity built in transboundary IWRM and development • Information, knowledge and monitoring improved	• Operationalized and effective multi-stakeholder forums • Trainings in IWRM conducted • Information provided on WRM and related activities • Measures(conservation agriculture, terracing etc) to facilitate the participation in water planning and management implemented • Study tours undertaken to other basins so as to share their experiences in using water infrastructure as a platform for growth and poverty alleviation • Accessible databases and information systems in place • Financing mechanisms for sub basin secretariat agreed and operationalised • Awareness raised in the sub basin about conservation, utilization, and protection of natural resources, including their rights and responsibilities
Component 2: Preparations for development of Regional Water Resources Infrastructure • Effective preparation & resource mobilization for regional water resources infrastructure in the river basin	• Feasibility studies for regional water resources infrastructure undertaken in line with the sub basin investment strategies • Resources mobilized for implementing water resources infrastructure • Climate-adaptation measures mainstreamed into sub basin investment strategies
Component 3: Project Management Effective program management with timely monitoring and evaluation	• Annual workplans prepared and approved • Annual reports prepared and disseminated • Country level stakeholders involved in project activities

ANNEXURE III: LIST OF INDIVIDUALS INTERVIEWED /STAKEHOLDER GROUPS CONSULTED

Interviews:

	Name	Affiliation
1	Mwikali Wambua	Social Development
2	PETER KANYI MAINA	SENIOR ECONOMIST/M&E
3	Arsène Mukubwa	Water resources engineer
4	KAYICARUBA FRANCOISE	Environmental Management Specialist
5	Godfrey Sengendo	Kagera Abst Project Manager
6	Mukiriza Odillo	TAC
7	Kenny MUGUNGA	TAC - Rwanda
8	Nilly Mubiro	NileSEC - GTS/RS specialist
9	Tom Waciko	Nile-SEC - Project Officer
10	SSEBUGGWAHO VINCENT	DELSAP-W. Modeler
11	ENG. NEBERT NOBUBISHI	DWRM / Transboundary
12	Zaake Tansukelle	Principal Hydrologist
13	KYPSINGIRA W. FRED	DWRM / Transboundary Comm/Liaison
14	Oapeke Steven	DWRM / Transboundary Dir.
15	ENG. TUGISHA SHILLINGI	Director - DWRM
16	GUMWABAZE WYCLIFFE	Sen. Water Officer
17	Sewaopde Samed	for AE-IFT
18	Kristin Waringerassen	Norwegian Embassy
19	Maria Uide	Sweden
20	Theresa Wasike	Undersecretary MWI
21	Chimire Onandi Juma	MOWI / RPSC member, Mara R.
22	Musambi Mungao	MOWI / RPSC Member, Mara R.
23	Silas Mutia Mnyizi	MWIS - NLO SMW
24	Maro Andy TOGA	MWI - NBI-Do RPSC SMW Mara Projects
25	FRED MWANGO	MWI - NRTAC & Head Transboundary Waters
26	Emmanuel Olet	NBI Program Officer
27	Robert M. Wamara	Transboundary Waters
28	GLADYS WEKESA	TRANSBOUNDARY WATERS (MWIS)
29	Cosmos MUZI	Project officer - SMW RB P.
30	Sabuni Wanyonyi	Steering Committee Member
31	Mugisha Louis	KYOGA WATER MANAGEMENT ZONE
32	MOHAMMED BADAZA	PROJECT MANAGER
33	Dimesso Oscar	Basin Water Officer - Musom
34	Ngade Ahmad	Project Officer Mara RBM Project
35	Joseph K. Terer	Project Manager, Mara RBM Project

Web-based survey

1	Eng. Simon G. Mwangi
2	Andy Maro TOLA
3	Gladys, Ministry of Water and Irrigation, Kenya
4	NYIRAKAMANA Jacqueline
5	Godfrey Sengendo
6	Milly Mbuliro -Nile-SEC, NBI
7	Mohammed Badaza
8	Margaret Abira, PhD
9	Innocent Kabenga
10	Gakumba John Bosco W.
11	Mwikali Wambua
12	Gertrude Ngabirano, Kagera PM
13	Kayigamba Francoise
14	SSEBUGGAWO VINCENT
15	JOSEPH K. TERER
16	Arsene Mukubwa
17	Maria Vink, Senior Programme Manager, Embassy of Sweden, Nairobi
18	Cosmus Muli- Project Officer Sio- Malaba- Malakisi Project
19	Emmanuel Olet, Program Officer Water Resources Development

Other inputs

Mr. Elly Mujasi	District Chairman, Mbale
Mugisha Louis	Uganda Ministry of Water and Environment
Hon. Simon Mulongo	MP, Chairman of the Bulusambu Steering committee
Mr. Wamalwa Martin	Manager -Eastern Umbrella of Water and sanitation Uganda
Juma Benson	Sio-Steko District Chairperson, Busia
Mayor	(Chairperson), Busia (U) Municipal Council

ANNEXURE IV: LIST OF SUPPORTING DOCUMENTATION REVIEWED

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- Davies J (2012) *Conservation and Sustainable Development. Linking Policy and Practice in Eastern Africa*. Earthscan/Routledge. New York.
- Melesse AM (2011) *Nile River Basin: Hydrology, Climate and Water Use*. Springer. Dordrecht.
- NBI (2013) Nile Basin Initiative. <http://www.nilebasin.org/newsite>. Last accessed 13 March 2013
- NBI/NELSAP (2008) Mara River Basin Transboundary Integrated Water Resources Management and Development Project: Consulting Services for the Assessment and Design of Hydrometric Network and Guidance of Water Quality Survey for Mara River. Final Report. File name: 0902-Mara Final Hydrometric Network Report.pdf
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- NBI/NELSAP (2012c) Sio-Malaba-Malakisi Transboundary Integrated Water Resources Management & Development Project. Draft Final Report. Volume III: Poverty, Socioeconomic Analysis & Resettlement Action Plans. Contract For Consultancy Services for Preparation of Busia Cross Border Pollution Control Project. File name: Busia Pollution Control project Social and Poverty Analysis.pdf
- NBI/NELSAP (2012d) Project Preparation for Conservation of Maasai Mau and Transmara Forest Blocks of the Mau Forest Complex and Preparation of Investment Project. Proposal Comments to the Draft Final Report. Consolidated Comments and Responses. File name: Matrix Addressing Comments to DFR.pdf
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- NBI/NELSAP (undated c, 2012?) Kagera Integrated Watershed Management Programme. Rwanda Country Programme: 1st Priority Wetlands Projects. File name: Final RWA Wetlands.pdf
- NBI/NELSAP (undated d, 2012?) Kagera Integrated Watershed Management Programme. Rwanda Country Programme: 1st Priority Watershed Management Projects. File name: Final RWA WSM.pdf
- NBI/NELSAP (undated e, 2012?) Kagera Integrated Watershed Management Programme. Transboundary Wetlands Management. Strategic Wetlands Classification for the Kagera Sub-basin File name: Final STRATEGIC WETLANDS CLASSIFICATION (transboundary).pdf
- NBI/NELSAP (undated f, 2012?) Kagera Integrated Watershed Management Programme. Transboundary Wetlands Management. Management of Transboundary RAMSAR Sites in the Kagera Sub-basin File name: Final TB RAMSAR SITES.pdf
- NBI/NELSAP (undated g, 2012?) Kagera Integrated Watershed Management Programme. Tanzania Country Programme: 1st Priority Wetlands Projects. File name: Final TZ Wetlands.pdf

NBI/NELSAP (undated h, 2012?) Kagera Integrated Watershed Management Programme. Tanzania Country Programme: 1st Priority Watershed Management Projects. File name: Final TZ WSM.pdf

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GUIDING QUESTIONS

Guiding questions:

- ## EXAMPLES OF LIKERT-TYPE DATA ANALYSIS AND PRESENTATION

A pie chart illustrating the distribution of responses for the question 'How good is the service?'. The chart is divided into five segments: 'Average' (green, approximately 25%), 'Poor' (light blue, approximately 5%), 'Very poor' (very light blue, approximately 5%), 'Good' (orange, approximately 55%), and 'Very good' (teal, approximately 10%).

Category	Percentage (approx.)
Average	25%
Poor	5%
Very poor	5%
Good	55%
Very good	10%

A word cloud visualization of terms related to the Kagera River basin. The words are arranged in a circular pattern around the central text "Kagera River". The size of each word indicates its frequency or importance. Key terms include "basin", "water", "Kagera", "River", "management", "environmental", "development", "resources", "area", "District", "Rwanda", "Uganda", "production", "agricultural", "support", "irrigation", "potential", "region", "international", "institutional", "integrated", "services", "tourism", "Project", "estimated", "people", "natural", "study", "use", "small", "more", "USD", "other", "poor", "between", "economic", "rural", "areas", "total", "food", "Burundi", "Tanzania", "Fisheries", "data", "lakes", "capacity", "poverty", "population", "important", "projects", "Victoria", "agriculture", "programme", "regional", "livestock", "hydropower", "framework", "countries", "Lake", "high", "land", "sanitation", "low", "social", "National", "through", "activities", "sustainable".

SAMPLE OF WEB-BASED SURVEY



Nile Equatorial Lakes Subsidiary Action Program appointed Dr Marius Claassen to undertake an end of project evaluation for the Transboundary Integrated Water Resources Management and Development projects in the Mara (Kenya/Tanzania); Sio-Malaba-Malakisi (Kenya/Uganda) and Kagera (Uganda, Rwanda, Burundi, Tanzania). This survey is one of the mechanisms to allow inputs from a broad range of stakeholders and participants to the evaluation.

General questions

Please enter your name and affiliation (optional).

Note: If you provide your name, it makes direct feedback and engagement possible. However, if you would like to remain anonymous, leave this question blank.

Which NELSAP Transboundary Integrated Water Resources Management and Development Projects are you involved in?
(please just skip the pages for the rivers that you are not involved in) *

- ☐ Mara River Basin
- ☐ Kagera River Basin
- ☐ Sio-Malaba- Malakisi River Basin
- ☐ None

What is your relationship with the NELSAP Transboundary Integrated Water Resources Management and Development Projects?

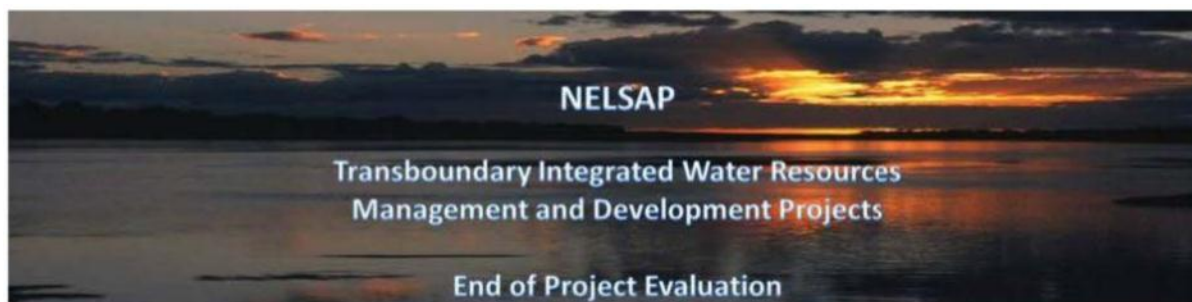
Other (Please Specify)

1 / 5

20%

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Mara River Basin

To what extent are the transboundary integrated water resources management and development projects in the Mara River Basin relevant to the challenges and opportunities in the basin?

Please rate the quality and relevance of design and implementation mechanisms for the Mara River Basin projects according to the following criteria.

	Rating
a) Relevance of project design (response to priority issues)	
b) Coherence of project design and implementation mechanisms	
c) Extent to which external risks were managed	
d) Reach beneficiaries, meet NELSAP objectives and address national priorities	

If you have any comments about project design and implementation mechanisms for Mara River Basin projects, please note them here.

Please rate the effectiveness of the Mara River Basin Projects against the following criteria:

	Rating
a) Intended results against available funding	Very good
b) Project participation and progress	
c) Mitigation associated with major failures	
d) Use of Log Frame for monitoring and evaluation	
e) Use of adaptive management approach	
f) Operational relationships between institutions	
g) Project capacities (staff) role	

If you have any comments on the effectiveness of the Mara River Basin Projects, please list them here.

Please rate the efficiency of the Mara River Basin Projects against the following criteria:

	Rating
a) Readiness of the NELSAP (implementation arrangements, quality, timeliness, budgetary provisions and impact on	

implementation)
b) Inputs and processes
from Sida and their impact
on implementation
c) Management factors
(capacity, relationships,
coordination,
communication and
implementation)

If you have comments about efficiency or ideas on how to improve the efficiency of the Mara River Basin Projects, please state them here.

How would you rate the implementation of the Mara River Basin Projects?

What can be done to improve the implementation of Mara River Basin Projects?

Please rate the Mara River Basin projects (Phase I - up to 2009) according to the Logical Framework metrics.

	Rating
Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.	
Project objective B: Development of an investment strategy and conducting pre-feasibility studies	
Output B1: A Mara River Basin Monograph and information management database developed.	
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	
Output B3: Preparation pre-feasibility study documents.	
Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	
Output C2: Community awareness rising about environmental management issues and development options.	
Output C3: Basin wide sustainable hydro- meteorological network and water quality survey.	

Please rate the Mara River Basin projects (Phase II - 2010-2012) according to the Logical Framework metrics.

	Rating
Component 1A (Institutional strengthening): Joint sustainable cooperative framework defined and agreed upon and bilateral agreement for the joint management signed among the Kenya and Tanzania	

Component 1 B (Building Regional Water Management Capacity): Capacity built at all levels for sustainable management of the basin.

Component 1C (Improving information, Knowledge and Monitoring): Technical capabilities of regional water management organizations strengthened

Component 2A: Effective preparation for regional water resources infrastructure in the river basin

Component 2B: Resource Mobilization for financing Regional Water Infrastructure. Financing mechanisms for regional water infrastructure from the public as well as private sector explored

Component 3 (Project management): Effective program management with timely monitoring and evaluation

Please rate the sustainability of the Mara River Basin projects according to the following criteria:

Rating

a) Government buy-in and readiness of sub-basin organisations

b) Likelihood of continuation after programme funding ends

c) Information dissemination and stakeholder participation

d) Success of capacity development

Please make suggestions about key strategic options for future stages of the Mara River Basin Projects?

2 / 5

40%

Exit

Back

Next

ANNEXURE VI: SUMMARY TABLES OF PROGRESS TOWARDS OUTPUTS, TARGETS AND GOALS

The indicators associated with the Logical Framework for each project that were used in the evaluation are listed hereunder:

Objective/Output	Indicators
<i>The Mara River Basin projects (Phase I – up to 2009)</i>	
Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.	- ToR for consultants completed - Recommendations produced for policy, institutional and legal changes, and management mechanisms - Mechanisms and capacity to jointly manage the river basin created - Agreement reached between the two countries
Project objective B: Development of an investment strategy and conducting pre-feasibility studies	
Output B1: A Mara River Basin Monograph and information management database developed.	- Meta data base produced - Analysed data available and accessible on file - Monograph /basin atlas produced digitally and in hard copies and disseminated
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	- Contract signed with modelling provider - Report assessing performance of different development scenarios - Decision by RPSC on preferred development Strategy and potential investment projects
Output B3: Preparation pre-feasibility study documents.	- Identification of potential partners for long-term investment projects - Three pre-feasibility studies prepared
Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	- Contract signed for capacity building activities - Selected national and regional water officers trained - Staff exchange completed - Familiarization study tours of Basin undertaken
Output C2: Community awareness rising about environmental management issues and development options.	- Contracts let with CBO/NGO trainers - Community awareness projects implemented in selected districts
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	- Agreement reached on location, design of gauging stations and data collection/storage/sharing - Stations installed and functional - Collected information processed - Water quality survey completed and results published
Output D1: Identified small-scale projects implemented.	- Pilot projects design and agreements completed - Project assessed and approved.
<i>The Mara River Basin projects (Bridging Phase - 2010-2012)</i>	
Component 1A (Institutional strengthening): Joint sustainable cooperative framework defined and agreed upon and bilateral agreement for the joint management signed among the Kenya and Tanzania	- Interim legal Instruments for the joint management Mara water resources developed, agreed and ratified by Kenya and Tanzania - Mechanisms for anchoring the river basins within the LVBC - Country contributions agreed towards the core operational costs of the Mara secretariat
Component 1 B (Building Regional Water Management Capacity): Capacity built at all levels for sustainable management of the basin.	- Number of training and awareness raising conducted - Number of Study tours undertaken - Number of community awareness workshops/activities
Component 1C (Improving information, Knowledge and Monitoring): Technical capabilities of regional water management organizations strengthened	- Number and duration of awareness meetings on environment issues; - Databases and information systems in place - NBI interim data and information sharing procedures operationalized
Component 2A: Effective preparation for regional water resources infrastructure in the river basin	- No of feasibility study reports - Amount of Resources mobilized for implementing water resources infrastructure - Consultation dossier on restoration of the Maasai mau, prepared.
Component 2B: Resource Mobilization for financing Regional Water Infrastructure .Financing mechanisms for regional water infrastructure from the public as well as private sector explored	- Number of donor meetings held to facilitate resource mobilisation - Number and categories of private sector engaged in management and development of the Mara basin shared water resources

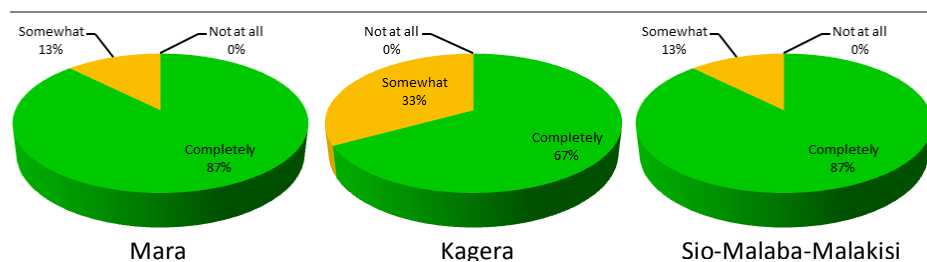
Objective/Output	Indicators
Component 3 (Project management): Effective program management with timely monitoring and evaluation	• Reports prepared timely and disseminated • Number of country level stakeholders participating in project activities • Audit and Monitoring and evaluation reports
<i>The Kagera River Basin projects (Phase I - up to 2009)</i>	
A. To establish a sustainable framework for joint management of the shared water resources of the Kagera River Basin	
Output A1: A joint transboundary permanent management framework including a management strategy for Kagera river basin established.	• ToR for consultants completed • Recommendations produced for policy, institutional and legal changes, and management mechanisms • Mechanisms and capacity to jointly manage the river basin created • Agreement reached between the two countries
Output A2: Common procedures for Environmental Impact Assessment developed and agreed	• Programme for capacity building on EIA • EIA Basin wide guidelines and checklists produced through a participatory process and disseminated • EIA report on case study produced
B. Development of an investment strategy and conducting pre-feasibility studies.	
Output B1: A Kagera River Basin Monograph and information management database developed	• Meta data base produced • Analysed data available and accessible on file • Monograph /basin atlas produced digitally and in hard copies and disseminated • GIS thematic maps produced by counter-parts with project support
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	• Report assessing performance of different development scenarios • Decision by RPSC on preferred development Strategy and potential investment projects
Output B3: Pre-feasibility studies conducted	• Identification of potential partners for long-term investment projects • Three pre-feasibility studies prepared
C. Building capacity at all levels for sustainable management and development of Kagera River Basin.	
o Output C1: Staff trained at national and basin levels and Basin offices strengthened.	• Selected national and regional water officers trained • Staff exchange completed • Familiarization study tours of Basin undertaken
o Output C2: Community awareness rising about environmental management issues and development options.	• Community awareness projects implemented in selected districts
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	• Agreement reached on location, design of gauging stations and data collection/storage/sharing • About 16 Stations installed and functional • Collected information processed • Water quality survey completed and data stored in national databases • Water quality survey results published
D. Implementing small-scale investment projects in Kagera River basin community.	
o Output D1: Identified small-scale projects implemented.	• Pilot projects design and agreements completed • Project assessed and approved.
<i>The Kagera River Basin projects (Bridging Phase - 2010-2012)</i>	
Improved IWRM in the Kagera river basin for enhanced regional integration to foster growth including improved community livelihoods.	
1. Institutions and capacity built for transboundary IWRM	• Investment strategies mainstreamed into national plans • Financing mechanisms for institutional function agreed • Awareness raised in basin communities about conservation and utilization, of natural resources, including rights and responsibilities, • No of country level staff trained
2. Regional Water Resources Infrastructure prepared and resources mobilized for implementation	• Feasibility studies for water resources infrastructure undertaken • Resources mobilized for implementing water resources infrastructure • Climate-adaptation measures mainstreamed into sub basin investment strategies concluded and schemes operationalised
3. Project Management: Effective program management with timely monitoring and evaluation	• Project supervision and progress reports • Number of country level nationals participating in project activities • Categories of information materials developed for creating awareness of project outputs • Consultation workshops
<i>The Sio-Malaba-Malakisi River Basin projects (Phase I - up to 2009)</i>	

Objective/Output	Indicators
1. Establishment of a sustainable framework for joint management of the shared water resources of the Sio- Malaba -Malakisi River Catchments.	
Output 1.1: A trans-boundary management framework including a management strategy established for the Sio-Malakisi/Malaba River catchments.	- ToR for consultants completed - Recommendations produced for policy, institutional and legal changes, and management mechanisms - Mechanisms and capacity to jointly manage the catchments created - Agreement reached between the two countries
2. Development of an investment strategy and conducting pre-feasibility studies.	
Output 2.1: A Sio-Malakisi/Malaba River Monograph and information management database developed.	- Meta data base produced - Analysed data available and accessible on file - Monograph / atlas produced digitally and in hard copies and disseminated
Output 2.2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	- Contract signed with modelling provider - Report assessing performance of different development scenarios - Decision by RPSC on preferred development Strategy and potential investment projects
Output 2.3: Pre-feasibility studies conducted	- Identification of potential partners for long-term investment projects - Project documents prepared
3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments.	
Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.	- Selected national and regional water officers trained - Staff exchange completed - Familiarization study tours of catchments undertaken
Output 3.2: Community awareness raising about environmental management issues and development options.	Community awareness projects implemented in selected districts
Output 3.3: Catchment-wide sustainable hydro-meteorological network and water quality monitoring system.	- Agreement reached on location, design of gauging stations and data collection/storage/sharing - Stations installed and functional - Collected information processed and stored in national databases - Water quality system design agreed by national institutions - Laboratory upgrade(s) completed including equipment purchased - Water quality survey results published
4. Implementing small-scale investment projects to build early confidence in Sio-Malaba-Malakisi River community.	
Output 4.1: Identified small-scale projects implemented.	- Pilot projects design and agreements completed - Project assessed and approved.
<i>The Sio-Malaba-Malakisi River Basin projects (Bridging Phase - 2010-2012)</i>	
Component 1: Institutional Strengthening and Capacity building for Transboundary IWRM - Good IWRM institutions and effective planning with stakeholder participation - Sub regional capacity built in transboundary IWRM and development - Information, knowledge and monitoring improved	- Operationalized and effective multi-stakeholder forums - Trainings in IWRM conducted - Information provided on WRM and related activities - Measures(conservation agriculture, terracing etc) to facilitate the participation in water planning and management implemented - Study tours undertaken to other basins so as to share their experiences in using water infrastructure as a platform for growth and poverty alleviation - Accessible databases and information systems in place - Financing mechanisms for sub basin secretariat agreed and operationalised - Awareness raised in the sub basin about conservation and utilization, of natural resources, including their rights and responsibilities
Component 2: Preparations for development of Regional Water Resources Infrastructure Effective preparation & resource mobilization for regional water resources infrastructure in the river basin	- Feasibility studies for regional water resources infrastructure undertaken in line with the sub basin investment strategies - Resources mobilized for implementing water resources infrastructure - Climate-adaptation measures mainstreamed into investment strategies
Component 3: Project Management Effective program management with timely monitoring and evaluation	- Annual work plans prepared and approved - Annual reports prepared and disseminated - Country level stakeholders involved in project activities

ANNEXURE VII: DETAILED ACCOUNT OF EVIDENCE USED IN THE EVALUATION

DESIGN QUALITY AND RELEVANCE

The response in the WEB-based survey was in favour of complete relevance of the transboundary integrated water resources management and development projects to the challenges and opportunities in the Mara, Kagera and Sio-Malaba-Malakisi River Basins, although a third of the respondents thought that it was only somewhat relevant in the Kagera River Basin.



The quality and relevance of design and implementation mechanisms for the Mara River Basin was rated as good, with some very good and average ratings and a single poor rating for external risks and for reaching beneficiaries.

Rating	Very poor	Poor	Average	Good	Very good
a) Relevance of project design (response to priority issues)	0% (0)	0% (0)	0% (0)	85% (6)	14% (1)
b) Coherence of project design and implementation mechanisms	0% (0)	0% (0)	14% (1)	85% (6)	0% (0)
c) Extent to which external risks were managed	0% (0)	14% (1)	28% (2)	42% (3)	14% (1)
d) Reach beneficiaries, meet NELSAP objectives and address national priorities	0% (0)	14% (1)	0% (0)	71% (5)	14% (1)

Specific comments to the above ratings were as follows:

1. The Project design and implementation mechanisms were consistent with the national development strategies of the two countries viz. (i) the Kenya Vision 2030 (ii) the Tanzania National Strategy for Growth and Reduction of Poverty II (NSGRP II), of 2011-2016 (iii) the Tanzania Vision 2025 and (iv) the Kenya Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003. These national strategies are geared towards poverty reduction, economic growth and environmental protection. These strategies are consistent with the project's objectives and strongly emphasize healthy ecosystems, poverty reduction, sustainable economic growth, and identify degradation of natural resources as a key impediment to attainment of results. The project implementation arrangements were found adequate. The role of Regional Project Steering Committee on provision of strategic guidance to the project was found adequate. The National Liaison Officers' roles in promoting project activities, coordinating meetings of consultant teams with key government stakeholders and providing access for project staff within the relevant government ministries were also found adequate.
2. The relevance of the project is good although the needs are numerous and capacities to address them through this project are limited. The implementation mechanism is still limited as most of the studies are still to be completed, therefore have not reached the beneficiaries. The risks of unsuccessful collaboration with the consultants could not be fully managed.

The quality and relevance of design and implementation mechanisms according to the specific criteria for the Kagera River Basin was rated as good to very good with a single average rating for external risks and reaching beneficiaries.

Rating	Very poor	Poor	Average	Good	Very good
a) Relevance of project design (response to priority issues)	0% (0)	0% (0)	0% (0)	66% (6)	33% (3)
b) Coherence of project design and implementation mechanisms	0% (0)	0% (0)	0% (0)	77% (7)	22% (2)
c) Extent to which external risks were managed	0% (0)	0% (0)	11% (1)	55% (5)	33% (3)
d) Reach beneficiaries, meet NELSAP objectives and address national priorities	0% (0)	0% (0)	11% (1)	66% (6)	22% (2)

Specific comments to the above ratings were as follows:

1. The activities of the project must be liaise with the National programmes especially EDPRS II and vision 2020 for Rwanda. The funding mobilisation to implement the programmes or projects at national levels should be in the priorities activities of the project. Even the project is regional but his action plan should be link with the action plans of the Ministry in charge of water of the 4 riparians countries so that it can help in implementation of activities planned.
2. Emphasis on concrete engagement and partnership development at all levels

The quality and relevance of design and implementation mechanisms according to the specific criteria for the Sio-Malaba-Malakisi River Basin was rated as good to very good with a single average rating for coherence and reaching beneficiaries.

Rating	Very poor	Poor	Average	Good	Very good
a) Relevance of project design (response to priority issues)	0% (0)	0% (0)	0% (0)	50% (4)	50% (4)
b) Coherence of project design and implementation mechanisms	0% (0)	0% (0)	12% (1)	50% (4)	37% (3)
c) Extent to which external risks were managed	0% (0)	0% (0)	0% (0)	100% (8)	0% (0)
d) Reach beneficiaries, meet NELSAP objectives and address national priorities	0% (0)	0% (0)	12% (1)	37% (3)	50% (4)

Specific comments to the above ratings were as follows:

1. The design needs to keep strengthening involvement of all specialists in Government and private sector, especially as the coming stages involve development of actual investments
2. Project design should have allowed for demonstration sub projects to sustain community interest in the project just like the small scale projects that provided a demonstration of benefits of regional cooperation for shared water resources.
3. Focus on concrete investments with direct benefits/ impacts e.g. small scale project as larger projects are prepared. this gives confidence and keeps momentum as well as managing expectations of the communities.
4. The project design assumed that decentralised water management agencies existed, however in Uganda this was not the case. The lake Kyoga water management zone was only set up in 2010. The SMM project largely contributed to building capacity for the new sub basin agency

The relevance of the programme design was emphasised in interviews, particularly in relation to national objectives.

“Programmes and projects are set up in consultation with countries because NBI is partnership between countries. It is focused on transboundary, but not to duplicate country efforts. The starting point is to establish a framework for joint management, thus to bring a platform for collaboration, which didn't exist before. In phase I, we had to undertake institutional studies to find the best model for the way forward. This was continued throughout Phase I and completed in Bridging Phase. Finally, cooperation will be through NELSAP/NBI, with cooperation agreements being signed.

Projects are thus formulated to be shared. It is not an easy process, since countries are at different levels of understanding. It is thus in progress. MOU's should be signed before June 2013."

"Kagera is a group of projects, which are very well structured from beginning. The projects inside programme are addressing our challenges. These include WR protection and forestry with about 10 projects (studies)"

"The consultation processes for project preparation has room for countries to suggest changes or alternatives if projects are not aligned. This is done as part of supervision and monitoring implementation, which has backward and forward linkages."

"NELSAP staff participate in national sectorial meetings (or specific areas). There is therefore a link between national planning, local planning and country strategies."

"The way we develop projects with countries (for instance the transboundary aspect of power) contributes towards national objectives and helps countries achieve national objectives. Under WR we have a multi-sector "master plan". NELSAP governance involves countries (civil servants) and the RPSC are also people working on the ground. Resource mobilisation is also done with countries."

"The NELSAP criteria for project selection mean that in the way projects are selected, projects have to be aligned with national priorities. For example, in the prefeasibility for a multi-purpose dam, the site is selected by countries by proposing a list. In collaboration with NELSAP, the selection criteria are developed to select the site. The criteria include the alignment with national priorities."

"The programme was designed to prepare investment plans. It was also supposed to do small scale investments e.g. demonstration for small communities. They have done a lot, including preparation plans and some demonstration project, for instance water supply schemes, small dams, the monitoring network, capacity building, and visibility studies for NBI and investment areas. Previously, countries lacked a framework that they could use to address local issues. The transboundary projects help to sort out border issues without lengthy process of going from local to national government."

"The SMM is positive because most of interventions are trying to solve the real issues, for instance landslides and land degradations, tree planting on the river buffer zones and catchment rehabilitations."

"(TAC member) Kagera River Basin: They mainly look at pre-investment (investment phase coming for tangible results on the grounds). There are also small projects for tangible impact, e.g. water supply and monitoring station with transboundary impact. This is good, because we can now receive data. This one is preparing for something (on proper ground) for something for the future. Feasibility studies on dams have been done, explaining benefits (e.g. water supply). People can see the benefits of potential projects. It is important to understand how people will benefit."

"The Government of Kenya is committed to implementing the Maira dam project as an integral part of Lower Sio Irrigation project"

"We belong to the bigger basin of Lake Victoria. If you are part of the catchment, then you have an interest in the activities. Historically everyone will have an interest in the Nile, which is the longest river in the world, so anyone will be interested. It is needed for the relationship of upstream and downstream groups. The program is addressing challenges such as stress and degradation. The programme is thus addressing some of the challenges in the basin. As an individual, once the programme ends up making a difference to the livelihood of the people, for instance poverty, certainly that can be a source of interest. I am interested because of the recognition that the resources are shared. It used to be that each country handled their own resources, now we are looking at it jointly."

"The programme was set up by nations, in recognition that resources are transboundary. Some activities are regional, some are national and some can overlap, for instance by sharing of data. An activity in one part of the system will affect people elsewhere in the basin, which makes it important for local, national and regional interests. An example of this is pollution."

The programme was designed based on national strategies. The poverty reduction strategy and Vision 2030 were the driving strategies for the programme. It is complimenting what countries are doing already, which is in the national interest. Before the programme, Kenya/Uganda was doing water resource management on their own, now they are linked. An example of the benefits of linking activities is cattle disease – It does not help to treat animals only on one side, because the disease will still spread."

"This is a very important joint initiative which promotes regional peace and regional trust. It is also contributing to the national benefits."

"I find it quite relevant if we look at Vision 2030, national water storage is important and this programme is coming to assist in this. The water sector reforms are given priority to national and transboundary water. International law requires informing a neighbour of any development in water. The programme is promoting this."

"We were also promoting infrastructure development with projects in each country, but members from each country assisting the others. Anything that is related to national priorities is easily taken on board nationally and the World Bank etc. – also with support from other Departments and strong political will."

"I agree that activities are in line with national priorities and vision2030, where catchment rehabilitation, data collection, and data management (and what is leaving the country) is very important, thus it is aligned. - Vision2030 also reports on SMM and Mara development"

"The Ministry of water resources has a programme for community development, so the programme also helps to support communities, which includes water user associations and environmental protection."

"We are complimenting the countries' visions, being Tanzania's vision 2025 and Kenya vision 2030, and strategies, which refer to a number of strategies for poverty alleviation, which includes agriculture and water to improve livelihoods and reduce environmental degradation."

"There were conflicting water laws and policies in the two countries. As soon as we started implement the programme, one of the objectives was to harmonise polies. We identified areas that needed to be harmonized. Then we prepare a legal argument between Kenya and Tanzania, which specified the specific articles. This was sent to each country to review it. We are now going to take it to the regional level towards a bilateral agreement. The agreement on each country's obligation is being developed (currently draft). Thus it is in process."

"You can find some institutions with abstraction permits, but there is not enforcement of the permit conditions, thus some people over-abstract and people downstream get little water. Before the Mara project started, each country was undertaking its own activities. They were brought together with workshops and project identification studies and now it is like there are no borders. Now we look at enforcement together. WWF has established a water resources user forum to monitor the resources in the basin. This will support the enforcement of laws and policies. Politics is also a challenge. The councillor may support a conseroation area, but the reality may be different."

"For the studies that we are now doing, we have been meeting the government officials, so most of the projects are to be included in the national development plans."

"The National Park also brings opportunities, because they must ensure that the water in Masai-Mara and Serengeti is maintained for the value that tourists bring."

During the interviews the following suggestions were made to improve the relevance of projects

- “There is a need for better communication because NELSAP is doing so many things, but we don’t know about it.”
- “For improving alignment, we need to look beyond just the line ministries, but also finance, planning, etc. An example is that (Rusumo Falls) is well known to the ministry of water, but ministry of finance was not aware of this and it was not included in national planning. We therefore need a cross-sectorial approach.”
- “We should improve our networking with other people from same area. We have some activities in the area, but we don’t know what other people are doing in the same area. We should participate in national forums to discuss what is being planned for the country.”
- “Projects are regional or two-countries, but they should think about the needs of individual countries, especially because NELSAP is supported from countries. The needs and wishes of countries should be taken into account. The regional programmes don’t always fit into local needs – with actions specifically. It is not easy”
- “Reasons for failure may be lack of understanding IWRM, different countries not being aligned, but no agreement on sharing benefits. The centre of cooperation should be the shared elements.”
- “The programme tries to address transboundary aspects. The SMM programmes, which are in Uganda and Kenya at the same time, are taking NBI vision to the ground. They interlink hydrology and agriculture. Nile-SEC is not always informed of content of the Sio-Malaba-Malakisi projects.”
- “The single integrated cross-border plan for storm water drainage system developed with consultation and participation of leadership and communities on either side is particularly important to us. Being on the lower side of the cross border urban landscape/drainage system, we shoulder a much bigger burden of the defective drainage system. Planned and implemented in isolation of Busia (K), the problem would be partially solved; we are excited about the plan but anxious about the delays in project implementation.”
- “We need to divide it between 1) planning and 2) investment. The limitation with the river basin programmes comes with implementation. You are sent the plans and asked “what is your priority”, can’t we jointly plan? Can you then have a project that is really jointly (such as a dam)? - Although we do joint planning, the implementation happens within country. Can we have programmes that we implement together? If a dam is identified (e.g. Kenya and Uganda), the identification was done for opportunities in each country, but the ones on the border was not included in the lists. How do we share benefits in such cases?”
- “Regarding institutional arrangement under Mara, the one main target is to come up with cooperative framework. We have put what the Mara project is doing in our national plan.”
- “One of the challenges is destruction of vegetation especially in the tributaries where people have encroached on the river. Secondly, there is a declining trend in river flow in the area. Many people are adopting modern farming with irrigation and people also need water for household purposes. There is also a declining flow due to climate change, drought cycles, and areas being converted into towns and roads, which increases runoff. Rising population is also an issue that challenges water resource management. The invasion of weeds is also a problem, especially in the lower basin. The third challenge is on water pollution. Towns are located near the rivers and impact on water quality.”
- “We lacked an institutional framework for managing water resources. We are looking at actions to manage this. Water resource management also helps to enforce the laws”
- “With high population growth, we are finding inappropriate land use, which increases sediment in the river. There is then a threat to biodiversity in the basin due to the poor land use management. Examples are where people take livestock to the Parks for grazing and wildlife coming to communities, which causes conflict.”

The quality and relevance of design was discussed in several documents that were reviewed. Short extracts from project proposals, plans and evaluation reports are provided here.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

080801-IR Synthesis-NELSAP CU

e) The project designs were coherent, however ultimately, the policy studies for the three projects should be synthesised into a Policy paper to enable the provision of an opinion on the future direction of the three basins to the council of ministers.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

080801-IR Synthesis-NELSAP CU

ii) One problem with project design could have been the complexity, which overlooked in part the need to build capacity of the implementers, given that transboundary IWRM is a new phenomenon within the region. Some staff recruited initially failed to live to expectations. High staff turnover led to further delays in implementation...

080801-IR Synthesis - Annex II -Implementation Review Synthesis

i) The lesson for project preparation is that inclusion of the entire catchment into the project analysis and design from the outset is essential for holistic river basin management.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

Mara River Basin Management project ...

One problem with project design could have been the excessive ambition and complexity, which overlooked in part the need to build capacity of the implementers, given that transboundary IWRM is a new phenomenon within the region.

080801-IR Synthesis-NELSAP CU: In terms of quality and quantity, the projects have delivered as required in the medium term, however the late start as well as constraints in terms of staff availability due to a high staff turnover, and inherent project design problems for the small scale investment projects has affected the timeliness of the deliverables. With fully staffed PMUs, enhanced capacity, recruitment of specialists at the NELSAP CU (Environmental advisor, Senior Economist etc) the efficiency of the projects should improve greatly.

0907-Kagera GP-WB: The Project design assumes that the measures of ongoing reform and initiatives are implemented according to existing plans and schedules. The risk is that unexpected problems and shortcomings in the reform process delay the implementation of the pre-investment program.

0907-NEL- LVEMP II PCR: The project design was consistent with the agreed NBI strategic action program, as well as principles under the Lake Victoria Development program. However, the lack of detailed risk analysis and adequate consideration of the political economy of the water sector in the project design to some extent affected project implementation

0907-NEL- LVEMP II PCR: The Project design was highly relevant given its focus on generation of knowledge and information about the Lake basin and governance of the resources, which once implemented will ensure environmentally responsible growth. The project is consistent with the national development strategies of the two countries...

0907-NEL- LVEMP II PCR: The project as designed is consistent with key elements of the Africa Action Plan (AAP); e.g., improving governance, strengthening drivers of growth, enhancing participation, and building partnerships (among the riparian states and development partners).

0907-NEL- LVEMP II PCR: Although the Project was designed to involve key stakeholders in a consultative process, the consultation activities were not overly effective, given the long lead time in response to consultants outputs.

0907-NEL- LVEMP II PCR: The lesson here for future project preparation work, is that adequate mechanisms are required to produce that level of public awareness, confidence, and acceptance--initially by absorbing views of diverse interest groups and analysing them in terms of program objectives, and finally adjusting the design of the programs to suit the majority views.

0908-Mara GP -WB: The specific objective of this grant (parallel financing) is to support longer term investments through limited investment project preparation (including pre-feasibility studies, feasibility studies, project design), capacity building, design and installation of water resources monitoring equipment and strategic project design and ultimately leverage major investment opportunities in these basins.

0908-Mara GP -WB: The project is designed to take advantage of national and regional initiatives towards implementation of policy reforms and strategies in transboundary Water Resources Management. The project works closely with national WRM agencies to ensure that the framework becomes part of the water resources reforms in each country...

0908-SMM GP-WB: The Project design assumes that the ongoing reform measures are implemented according to existing plans and schedules. The risk is that unexpected shortcomings in the reform process delay implementation of the pre-investment program. The project could leverage the reforms in these catchments.

11-01 Kagera Phase I PCR: The overall assessment is that the project was implemented as designed and has achieved the development targets set and is therefore considered successful. The implementation arrangements, management structures, and procedures were in accordance with the grant agreements. The project design was found relevant and consistent with riparian national development programs and development objectives.

11-01 Kagera Phase I PCR: The project design and formulation were found relevant as they were focused on riparian national development programs and development objectives. The project design and the activities were found to be adequate to produce the outputs and appropriate for the project to meet its objectives. The project design was flexible and allowed for adjustments of the process during implementation, it also promoted ownership of the project and its outputs by the participating countries, empowerment of stakeholders at all levels, participation of various stakeholders including the private sector and civil society ...

11-01 Kagera Phase I PCR: The project design emphasized a participatory approach that has ensured continued participation of the various stakeholders in implementation as well as country commitment to joint management of transboundary water resources management.

11-01 Kagera Phase I PCR: The implementation arrangements were in accordance with the design at appraisal.

11-01 Kagera Phase I PCR: The project design was consistent with the agreed NBI strategic action program.

11-01 Kagera Phase I PCR: The project has been implemented as designed and has achieved the development targets set and is considered successful. The implementation arrangements, management structures, and procedures were in accordance with the grant agreements.

11-01 Mara Phase I PCR: The Project design and formulation is consistent with the national development strategies of the two countries viz. (i) the Vision 2030, Kenya (ii) the Tanzania National Strategy for Growth and Reduction of Poverty of 2005 (NSGRP), (iii) the Vision 2025, Tanzania and (iv) the Kenya Economic Recovery Strategy for Wealth ...

11-01 Mara Phase I PCR: The project design was relevant and fully aligned to national strategies, design objectives and outputs in addressing the needs of participating countries and in enhancing cooperation and transboundary investments. The design supported in contributing towards its primary objective poverty reduction, socio-economic development...

11-01 Mara Phase I PCR: In terms of quality and quantity, the Project delivered as required in the medium-term, however the late start as well as constraints related to inherent project design problems for the Small Scale Investment Projects affected the timeliness of the deliverables...

11-01 Mara Phase I PCR: The design and formulation of the project, was adequate as it addressed all the three strategic goals of NBI/NELSAP

11-01 Mara Phase I PCR: The implementation arrangements were in accordance with the project initial design at appraisal.

11-01 SMM Phase I PCR: The project objectives are consistent with the national development strategies of the two countries which include (i) the Vision 2030, Kenya; and (ii) the National Development Plan covering the period 2010/11 - 2014/15, Uganda....

11-01 SMM Phase I PCR: The Project design which comprised four main components was sound, and the formulation process was adequate. The inclusion of a component of implementation of small scale investment projects to create early confidence in the project and Nile basin as a whole by the basin communities was a very sound formulation, however, the limited budgetary provisions for the component was a constraint to sustaining the momentum gained. The project design process was inclusive, strategy adopted was appropriate for achieving objectives, assumptions and risks were appropriate and proposed implementation arrangements were adequate.

11-01 SMM Phase I PCR: The project design was consistent with the agreed NBI strategic action program. The Project's objective and scope continue to be fully aligned with, and supportive of, the development agenda for both Kenya and Uganda. The Project's components continue to contribute to the strategic thrusts of water sector reforms.

Bridging Phase Proposal: 3.1. Project design. Active engagement of riparian counterparts is vital in defining the project objectives and it is important that the stated objective remains realistic. Multi-country projects require additional attention to address incremental national concerns in an integrated, coherent manner...

11-01 SMM Phase I PCR

- The Project design which comprised four main components was sound, and the formulation process was adequate. The inclusion of a component of implementation of small scale investment projects to create early confidence in the project and Nile basin as a whole by the basin communities was a very sound formulation, however, the limited budgetary provisions for the component was a constraint to sustaining the momentum gained. The project design process was inclusive, strategy adopted was appropriate for achieving objectives, assumptions and risks were appropriate and proposed implementation arrangements were adequate.
- The implementation arrangements were in accordance with the design at appraisal
- Active engagement of riparian counterparts is vital in defining the project objectives and it is important that the stated objective remains realistic. Multi-country projects require additional attention to address incremental national concerns in an integrated, coherent manner.

Kagera PCR Draft – Bridging

- *The project design and formulation was relevant given the focus on the incremental dimension to riparian national development programs and development objectives. The activities and the implementation arrangements were appropriate for the project to meet its objectives. The project design was flexible and the design emphasized a participatory approach which ensured continued engagement of various stakeholders (incl. private sector and civil society) in implementation as well as country commitment to joint management of transboundary WRM which promoted ownership of the project and its ...*

Mara PCR_Draft – Bridging

- *The Project design and formulation was consistent with the national development strategies of the two countries viz. (i) the Kenya Vision 2030 (ii) the Tanzania National Strategy for Growth and Reduction of Poverty II (NSGRP II), of 2011-2016...*
- *The implementation arrangements of the project were in line with the project design at appraisal.*

SMM Annual Report 11-12: Project design

- *Multi-country projects require additional attention to address incremental national concerns in an integrated, coherent manner. Indeed initial alignment of national and regional priorities is critical to ensure that ownership of regional operations and that countries avoid using unilateral approaches*

SMM PCR Draft – Bridging

- *The project design and formulation was consistent with the national development strategies of the two countries which include (i) the Vision 2030, Kenya; and (ii) the National Development Plan covering the period 2010/11 - 2014/15, Uganda.*
- *The Project design was sound, inclusive and the strategy adopted was appropriate for achieving objectives, assumptions and risks were appropriate and proposed implementation arrangements were adequate.*

SMM PCR Draft – Bridging:

- *The implementation arrangements of the project were in accordance with the project design at appraisal.*
- *It further ensured broader participation of the countries at the highest level, and thus the Project is rated as highly relevant. The project design was consistent with the agreed NBI strategic action program. The Project was and continues to be rated as highly relevant.*

Sept04 Mara River Basin project document_sept04

- *The Project design assumes that the ongoing reform measures are implemented according to existing plans and schedules. The risk is that unexpected problems and shortcomings in the reform process delay the process.*
- *This project is designed to develop this transboundary water resources planning and management framework to allow large-scale investment projects to proceed, and to develop capacity at all levels of the management of the Basin to engage in such transboundary management.*

Sept04 Kagera River Basin project document_sept04 :

- *A PRSP is prepared in a participatory fashion in consultation with all major stakeholders in society, the poor themselves in particular. It establishes priorities for programmes designed to impact on poverty.*
- *It would be important that the Project is designed to adhere to the main lines of activity regarding attack on poverty, as expressed in the PRSPs of the four countries.*
- *Participatory planning has proved a successful tool in the design of projects.*
- *Projects designed to eradicate, or reduce, poverty are usually seen in a 15-20 year perspective.*
- *The Project should therefore be seen as the beginning of a process that probably should last 15-20 years or more. It is not at all clear that a successor project should be designed along similar lines to the Project, it may look substantially different. The Project should identify a set of long term development activities that would be implemented by different agencies. Seen in this light the Project should act as a catalyst able to identify other projects that may be spun of...*

Sept04 Sio-Malaba-Malakisi Project Document_sept04

The Project design assumes that the ongoing reform measures are implemented according to existing plans and schedules. The risk is that unexpected problems and shortcomings in the reform process delay the process. In Kenya this risk could see the regional offices of the WRMA and its CAAC not established in time for the...

Sept04 Annex X_ Sio-Malaba-Malakisi Technical and Environmental aspects

An EIA 'makes it possible to introduce, at an early stage of the project planning process, extensive information on the environment in which projects shall be implemented, and to enable projects to be designed in such a way that they are economical with scarce resources and contribute to sustainable development.

Annual Review Minutes - 2007 Mar

Mechanisms for inclusion of Social Development issues include inputs into project design (through background social analyses), building capacity, stakeholder involvement and confidence building through assessing social conflict issues related to investment programs, and creation of opportunity for dialogue.

The quality and relevance of design was also discussed in technical project reports, with extracts being provided here.

A-Executive Summary-Final Report of KIRBMD Strategy (2)

Regular staff will drive the strategic planning so that programs are highly effective and focused. Staff members require strong management skills and expertise as they will perform policy and strategy development, planning, program and project design and management, and evaluation.

Burundi_KAGERA_Appendixes_FINAL

Karazi Appendices_Tanzania & Taba-Gakomeye Appendices_Rwanda

There generally seems to be a lack of harmony/coherence and quality assurance in the report. You should provide a good conceptual framework for the assignment, e.g. clearly showing how & when each specialist studies will inform the final study, and show logical sequence to the activities.

ESIA Bulusambu - report Draft 06-12-12

In the course of this ESIA, project design decisions have been made taking into account the need to avoid, minimise and reduce negative environmental and socio-economic impacts, and the opportunity to enhance positive impacts.

ESIA Report- Maira Final Report December 2012[1]

The outcome of the consultations will be reflected in the ESA report and incorporated into the project design as appropriate.

ESIA Report- Maira Final Report December 2012[1]

Objectives: The objectives of stakeholder participation included the following: To disseminate and inform the stakeholders about the proposed project. To gather comments, suggestions and concerns of the interested and affected parties that will hence help in the formulation and refinement of the project design and the development of effective mitigation measures and management plans.

ESIA Report- Maira Final Report December 2012[1]

In the course of this ESIA, project design decisions have been made taking into account the need to avoid, minimise and reduce negative environmental and socio-economic impacts, and the opportunity to enhance positive impacts.

Final BUR Wetlands

3.4 Lessons Learned and Reflected in the Project Design Lessons in wetland conservation and development which arose from a review of relevant past and present initiatives have been incorporated into the current project design.

Final RWA Wetlands

Lessons in wetland conservation and development which arose from a review of relevant past and present initiatives have been incorporated into the current project design.

Final STRATEGIC WETLANDS CLASSIFICATION (transboundary)

Financial sustainability of the wetland investments is assured by the project design, which ensures that it is in the self-interest of the participants to maintain investments since these provide a combination of short-term and long-term benefits.

Final STRATEGIC WETLANDS CLASSIFICATION (transboundary)

A number of generic mitigation measures have been integrated into project design to reduce general potential risks, including a communication plan and clustering activities to build capacity and share experiences within the project, and a dissemination plan to raise the external profile of the project.

Final STRATEGIC WETLANDS CLASSIFICATION (transboundary)

The project design provides some flexibility to allow countries to move at a slightly different pace depending on their capacity.

Final TB RAMSAR SITES

Lessons in wetland conservation and development from a review of relevant past and present initiatives have been incorporated into the project design.

Final TB RAMSAR SITES

Financial sustainability of the wetland investments is assured by the project design, which ensures that it is in the self-interest of the participants to maintain investments since these provide a combination of short-term and long-term benefits.

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A number of generic mitigation measures have been integrated into project design to reduce general potential risks, including a communication plan and clustering activities to build capacity and share experiences within the project, and a dissemination plan to raise the external profile of the project.

Final TB RAMSAR SITES

The project design provides some flexibility to allow countries to move at a slightly different pace depending on their capacity.

Final TZ Wetlands

Lessons in wetland conservation and development which arose from a review of relevant past and present initiatives have been incorporated into the current project design.

Final UG Wetlands

Lessons in wetland conservation and development which arose from a review of relevant past and present initiatives have been incorporated into the current project design.

KIWMP FINAL ANNEX D - 10 December 2012

It is important that when their views and expectations are being solicited specially at project design phase any unrealistic expectations by stakeholders be addressed at that stage.

KIWMP FINAL ANNEX D - 10 December 2012

Thus the institutional set - up of sub-projects (e.g. where multistakeholder forums and advisory committees are absolutely necessary for project implementation) should ensure that bureaucracy is minimized amongst the stakeholders as much as possible. This will need to be agreed upon during the sub-project design phase.

KIWMP Final Report 10 December

KIWMP FINAL ANNEX E - 10 December 2012

Integration of gender, vulnerable segments of the community, conflict, HIV/AIDs and other cross cutting themes will need to be factored into project design and implementation

MARA LTS Forestry Final Report - 2 November 2012v2

With appropriate support from the central MIS team, the implementing agencies will conduct regular monitoring as an integral part of project management decision during project implementation. This will where necessary help to adapt the project design to emerging realities in a timely manner.

Main report 010812

The protection of wetlands to conserve their role in the ecosystem and in the economic and social organisation. To achieve these goals, it is necessary to promote a balance between the three basic action lines, from project design to implementation process: environmental protection and reasonable use of natural resources.

A-Executive Summary-Final Report of KIRBMD Strategy (2)

4.94 To ensure that research results are also relevant to the broader objectives of IWRMD: the relevance and applicability of research in each key strategic area are maximized by addressing the relationships between: water and society; water and the economy; water and health; and water and the environment.

ESIA Report- Maira Final Report December 2012[1]

The international agreements and conventions Kenya has ratified which relate to the environment and of relevance to the Maira Dam project are as follows:

Final STRATEGIC WETLANDS CLASSIFICATION (transboundary)

Final TB RAMSAR SITES

The projects proposed under the KIWMP are organised into four country programmes which contain wetlands and watershed management components which are of specific relevance to each of the four countries, but which also have transboundary benefits.

Final STRATEGIC WETLANDS CLASSIFICATION (transboundary)

KIWMP FINAL ANNEX B - 10 December 2012

This will entail: training of operators in the sector, NGOs, workers and executives of the fishery administration and local communities; putting in place a framework for participatory management of fish resources; and implementation

of a health education programme. These activities have relevance for other sectors where there is a need to improve institutional capacity.

KIWMP FINAL ANNEX B - 10 December 2012

The project has a clear relevance to wetlands in a river basin where unsustainable land use and management practices impact on wetlands and reduce the ecosystems services they provide. The project will provide the basis for sustainable transboundary management of the Kagera basin and its land resources and agro-ecosystems ...

KIWMP ANNEX A - 10 December 2012

The relevance is far reaching, common knowledge, common approaches, shared learning systems and a common platform to discuss and develop policy will be the basis to strengthen cooperation within and across the riparians.

MARA LTS Forestry Final Report Annexes A to C - 2 November 2012

Programme relevance and integration, growth and replication was also rated as good because the CFA is currently mobilizing the community to participate in forest conservation and income generating activities on their farms with an emphasis on agro-forestry.

MARA LTS Forestry Final Report Annexes A to C - 2 November 2012

The overall management plan, performance targets and programme relevance and integration were all given an average score. The targets are in line with the vision and mission and are clearly spelt out. The programmes are also in line with the management plans, vision and mission and are cross-linked.

MARA_Draft_Policy_Report_WREMinC_Aug2k8

Sensitization of policy makers, managers, and the local communities in the Mara basin on gender mainstreaming in IWRM and its importance and relevance to the socio-economic development of the basin.

SMM Cooperative Framework - WREM International - Jul2k8

Sensitisation of policy makers, managers, and the local communities in the SMM catchment on gender mainstreaming in IWRM and its relevance to the socio-economic development of the basin.

MARA_Draft_Policy_Report_WREMinC_Aug2k8

Mara Investment Strategy Final Report WREMinC Jan2k9

This approach coupled with the significant local expertise in the Consultant's team (>50%) enabled the Consultant to leverage the rich knowledge and understanding of local issues, challenges, and opportunities in the catchment by the riparians themselves.

SMM Cooperative Framework - WREM International - Jul2k8

SMM_InvestmentStrategy_Final_Report_10Oct2k8

This approach coupled with the significant local expertise in the Consultant's team (>50%) enabled the Consultant to leverage the knowledge and understanding of local issues, challenges and opportunities in the catchment by the riparians themselves. This helped ensure relevance and ownership of the Consultant's final recommendations and proposals.

Mara Investment Strategy Final Report WREMinC Jan2k9

The following are the main tasks/outcomes of the pre-feasibility study: (i) (ii) An analysis of the role of each proposed intervention measure in the economic, social, and environmental development of the Mara catchment; An analysis of the relevance of each proposed intervention measure to address the existing economic, social, and environmental issues in the Mara basin.

EFFECTIVENESS

Respondents in the WEB-based survey rated the effectiveness of the Mara River Basin Projects as generally good, with some responses in the average and very good categories.

Rating	Very poor	Poor	Average	Good	Very good
a) Intended results against available funding	0% (0)	0% (0)	50% (4)	37% (3)	12% (1)
b) Project participation and progress	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
c) Mitigation associated with major failures	0% (0)	0% (0)	57% (4)	42% (3)	0% (0)
d) Use of Log Frame for monitoring and evaluation	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
e) Use of adaptive management approach	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
f) Operational relationships between institutions	0% (0)	0% (0)	14% (1)	57% (4)	28% (2)
g) Project capacities (staff) role	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)

Specific comments related to the above ratings were as follows:

3. The project realized most of its planned results. 1. The development of Cooperative Framework Agreement and Interim Bilateral Agreement contributed to facilitating the political will and hence enhanced dialogue between the two countries. 2. The Development of Mara Monograph and information database and investment strategy has supported the leveraging of investments in Transboundary Water Resources infrastructure development such as (i) Integrated Watershed Management Project and (ii) Regional Water Infrastructure 2. Capacity built in the staff at national and basin levels and strengthening of Basin offices . 3. The completion of construction of the Bomet Water Supply and Bisarwi Dam has provided services to the communities.
4. The projects implemented on the ground, e.g. the upgrading of Bomet Water supply and the rehabilitation and installation of hydromet equipment in Kenya have benefited the communities living in the basin, and institutions.
5. The progress of the project Bridging Phase was delayed by two consultancy contracts stopped. The relationship with national institutions and Mara Project is sometimes challenging
6. Inadequate staff capacity as well as inexperience in project management affected delivery of results and hence effectiveness of the Mara Project Strategic guidance was often lacking in most respects, due to inadequate quality as well as turnover of the RPSC

Respondents in the WEB-based survey rated the effectiveness of the Kagera River Basin Projects as generally good, with some responses in the average and very good categories.

Rating	Very poor	Poor	Average	Good	very good
a) Intended results against available funding	0% (0)	0% (0)	11% (1)	66% (6)	22% (2)
b) Project participation and progress	0% (0)	0% (0)	22% (2)	44% (4)	33% (3)
c) Mitigation associated with major failures	0% (0)	0% (0)	33% (3)	66% (6)	0% (0)
d) Use of Log Frame for monitoring and evaluation	0% (0)	0% (0)	33% (3)	55% (5)	11% (1)
e) Use of adaptive management approach	0% (0)	0% (0)	22% (2)	44% (4)	33% (3)
f) Operational relationships between institutions	0% (0)	0% (0)	22% (2)	44% (4)	33% (3)
g) Project capacities (staff) role	0% (0)	0% (0)	0% (0)	66% (6)	33% (3)

Specific comments related to the above ratings were as follows:

1. The project met with a lot of challenges including staff turnover. During the first phase the staffing reached about 60 % of the expected staffing level and between May 2010 and November 2010, the project had to hire three officers, ie, Project Manager, Assistant Project Manager in charge of Water Resources Engineering and Finance officer. Despite all those challenges, the Project was able to conclude all the assigned major outputs.
2. The Kagera Project effectiveness, has been affected by inadequate capacity of the governance (RPSC) to provide strategic guidance and direction to project activities The Governance, have also not been effective in mainstreaming project results into national programming

Respondents in the WEB-based survey rated the effectiveness of the Sio-Malaba-Malakisi River Basin Projects as good to very good, with singular responses in the average category.

Rating	Very poor	Poor	Average	Good	Very good
a) Intended results against available funding	0% (0)	0% (0)	12% (1)	37% (3)	50% (4)
b) Project participation and progress	0% (0)	0% (0)	0% (0)	62% (5)	37% (3)
c) Mitigation associated with major failures	0% (0)	0% (0)	12% (1)	87% (7)	0% (0)
d) Use of Log Frame for monitoring and evaluation	0% (0)	0% (0)	12% (1)	50% (4)	37% (3)
e) Use of adaptive management approach	0% (0)	0% (0)	0% (0)	75% (6)	25% (2)
f) Operational relationships between institutions	0% (0)	0% (0)	12% (1)	25% (2)	62% (5)
g) Project capacities (staff) role	0% (0)	0% (0)	0% (0)	37% (3)	62% (5)

Specific comments related to the above ratings were as follows:

1. need to beef up staff as the project is moving towards implementation and gets to preparing larger projects.
2. The strong staff capacity, as well as strong country representation contributed to a strategic focus and delivery of the staff results.

Amongst the suggestion from interviewed participants for improvement in effectiveness are the following:

- “Capacity building should be a continuous process. Some countries are more advanced than others. It started with top professionals, but we also need capacity building at project implementation level. Countries rarely have budgets for capacity development and often also send people that are not only involved in the basins (national capacity development)”
- “A problem is the delay to finish projects. The Ministry says, ‘this project is from a long time, but not finished. Why are we still in studies after 8 years’ It delivered studies & hydrological tools, which we appreciate, but the time that it took finish is not very good. Every TAC meeting, we raise this issue. Why is it just studies, studies, studies...”
- “NELSAP is becoming so big, that there seems to be two regional institutions. It should assist with implementation through RBMs. A key question is ‘how do we anchor RBMs - under Lake Victoria or under NELSAP?’
- “The programmes have moved slowly in comparison to expectations of countries, but the complexity of consultation process (including stakeholders, sectors and countries) is a lengthy process. This becomes a constraint to meeting expectations.”
- Is the structure sufficient?’ ‘Can there be changes?’ - e.g. management structure from the top. Members want to see how their countries are benefitting from cooperation. Countries should direct programme in such a way that they benefit.
- “Looking at Kagera, they did not look at seriousness of structures. The manager was changed after 2 months - and again after that, with high staff turnover. They are kept on their toes about performance against objectives. RBMs stopped consultants’ services because they did not perform. As we move to investment, we will be fine, as long as we can get the physical intervention - with close monitoring and supervision, and other things used to evaluate.”
- “As we are moving forward, the RBMs should focus more on implementation for which we have feasibility studies. NBI as a whole needs to improve its image in the SMM. The Interconnectivity project is an example, where compensation issue caused people to say they don’t want anything from NBI.”
- “Implementation is a challenge, not only for this programme, but all over. It relates to how you package the programme? It involves a lot of stakeholders, which makes it more complex than building a bridge. The stakeholders has to be convinced, and also perceptions of poverty (what it means) etc. If implementation means only physical implementation, it may be low, but the progress is a different story. There is not much that is tangible, but preparatory phases have been completed and now it is left to implement the work.

~ The programme was based on the thinking that we should come up with a framework for joint management and prepare investment projects that can be taken forward in the programme. As we do that you develop an investment strategy, feasibility studies, etc. The progress has been good. If we are looking at the objective of poverty analysis, it is the process that follows now in the next phase. It requires time and resources. The funding required is substantial, with for dams, for instance, at about US\$ 60 M and integrated watershed management at \$70M. It is hard work to bring down the tempo of expectations on the ground. Even the steering committee is getting fatigue from just getting monographs, etc. Has the literature changed the poverty? We want to see more of the hands-on and food on the table. The first phase had some small scale investments, which raised more expectations. Now they want to see something big. There has to be a process, but the perception is that we want to see food on the table."

~ "To some extent it is working, but the problem is still people looking more at the national interest rather than the regional interest. We are not integrating very well ministry to ministry, because of sector-based interests, even at regional level. We should be working towards it with openness and sharing of data, but it is an on-going process. What matters in integration is openness, which will take time to come out. Even the open discussion of this interview would not have been possible in the past."

~ "Effectiveness has weighed heavily on us. People don't understand all the studies. The people are saying what is your work here? We are running out of vocabulary to explain the issue. The two small scale projects saved us – the dam and the water supply project. For people, it is the only tangible projects on the ground that is seen as valuable. In understanding the process of project preparation, one can see that there is no short cut, but it is hard to communicate. We have been explaining that it takes long and we tell them not to expect anything tangible for the next two years. By the time the contractor is on the ground, a lot of work has been done. It is difficult to explain, because we involve communities from the start. With government projects, the communities were not aware of the preparation and according to them the government just came in and did the project. When you speak with communities today, they want to see something tomorrow. There is a lack of consortia. NELSAP comes the one day, then the next day some other programme comes and gives communities per diem. This makes our work difficult."

The following extracts from project proposals, plans and review reports provide a perspective on programme effectiveness.

0907-NEL- LVEMP II PCR: The NELSAP CU has demonstrated effectiveness in the coordination of multi-country preparation of complex regional projects like the recently concluded preparation of LVEMP II. The NELSAP CU thus performed satisfactorily in its role of facilitation, procurement, contract management, coordination and provision of support to the two countries ...

11-01 Kagera Phase I PCR: Two agreed modifications to the covenant were (i) an addendum to allow for the facilitation of LVEMP II preparatory activities for Rwanda and Burundi; and (ii) the one year no cost extension (referred to in section 5 above). The conditions and covenant were realistic and ensured efficiency and effectiveness of project implementation.

11-01 SMM Phase I PCR: ... NELSAP CU generally complied with the grant covenants stipulated in the Financing Agreement. No covenant was modified, suspended, or waived. The only modification was the one year no cost extension (from April 2009-March 2010). The conditions and covenant were realistic and ensured efficiency and effectiveness of project implementation

Annual Review Minutes - 2010 Jan txt:

He informed the meeting that owing to the delays, the RBM projects were given a one year extension that would be concluded in March 2010. He further noted that the delay in the effectiveness of the NBTf funds meant for project preparations thereby necessitating a bridging phase of two years effective April 2010 to build upon, fill in the gaps and ensure provision of institutional support to conclude the cooperative framework processes and...

Sept04 Kagera River Basin project document_sept04:

Because stakeholder participation, if well-designed and facilitated, has the potential to address a number of critical concerns regarding, for example, the relevance, effectiveness and sustainability of project outputs, as well as such core cross-cutting issues as poverty reduction, equitable resource distribution, gender balance and democratic participation.

Sept04 Mara River Basin project document_sept04

Because stakeholder participation, if well-designed and facilitated, has the potential to address a number of critical concerns regarding, for example, the relevance, effectiveness and sustainability of project outputs, as well as such core cross-cutting issues as poverty reduction, equitable resource distribution, gender balance and democratic participation.

Sept04 Sio-Malaba-Malakisi Project Document_sept04 [123107-123720]

Because stakeholder participation, if well-designed and facilitated, has the potential to address a number of critical concerns regarding, for example, the relevance, effectiveness and sustainability of project outputs, as well as such core cross-cutting issues as poverty reduction, equitable resource distribution, gender balance and democratic participation.

EFFICIENCY OF PLANNING AND IMPLEMENTATION

Respondents in the WEB-based survey rated the efficiency of the Mara River Basin Projects as good to very good, with a single response as average under readiness and management factors.

Rating	Very poor	Poor	Average	Good	Very good
a) Readiness of the NELSAP (implementation arrangements, quality, timeliness, budgetary provisions and impact on implementation)	0% (0)	0% (0)	14% (1)	28% (2)	57% (4)
b) Inputs and processes from Sida and their impact on implementation	0% (0)	0% (0)	0% (0)	16% (1)	83% (5)
c) Management factors (capacity, relationships, coordination, communication and implementation)	0% (0)	0% (0)	14% (1)	57% (4)	28% (2)

Specific comments related to the above ratings were as follows:

1. The project grants were utilized efficiently, and achieved its anticipated outputs. 2. No objections were sought and granted in a timely manner 3. The audited financial statements were submitted to Sida on timely basis, and management reports were addressed appropriately.
2. Need to improve on issues of communication with key actors in the basin on project plans and activities to promote active participation
3. The Mara Project could do with additional skills in contract management. This largely affected the timeliness of delivery of results

Respondents in the WEB-based survey rated the efficiency of the Kagera River Basin Projects as good to very good, with a single response as average under readiness and management factors.

Rating	Very poor	Poor	Average	Good	Very good
a) Readiness of the NELSAP (implementation arrangements, quality, timeliness, budgetary provisions and impact on implementation)	0% (0)	0% (0)	11% (1)	77% (7)	11% (1)
b) Inputs and processes from Sida and their impact on implementation	0% (0)	0% (0)	0% (0)	62% (5)	37% (3)
c) Management factors (capacity, relationships, coordination, communication and implementation)	0% (0)	0% (0)	12% (1)	62% (5)	25% (2)

Specific comments related to the above ratings were as follows:

1. The signature of the CFA for the Kagera riparians countries is very important. It can help in the progress of the project
2. More efforts on the communication and capacity building aspects should be emphasized
3. The selection of NLOs and RPSC members should involve NELSAP so as to have technically equipped riparian representatives that can help the project management team.
4. High staff turnover affected delivery of project results. However backstopping from the NELSAP CU ensured that results were delivered on time

Respondents in the WEB-based survey rated the efficiency of the Sio-Malaba-Malakisi River Basin Projects as good to very good.

Rating	Very poor	Poor	Average	Good	Very good
a) Readiness of the NELSAP (implementation arrangements, quality, timeliness, budgetary provisions and impact on implementation)	0% (0)	0% (0)	0% (0)	50% (4)	50% (4)
b) Inputs and processes from Sida and their impact on implementation	0% (0)	0% (0)	0% (0)	42% (3)	57% (4)
c) Management factors (capacity, relationships, coordination, communication and implementation)	0% (0)	0% (0)	0% (0)	42% (3)	57% (4)

Improvements in efficiency have been noted in interviews. Specific comments include the following:

- ~ "Projects that are developed are more concrete and focus on investment that can bring development on the ground"
- ~ "Time that projects spent before delivering something has improved."
- ~ "Document delivery time has been slow, now much has been achieved. This is related to faster consultation with stakeholders and delivery. Projects got better in whom to consult, etc."
- ~ "The disbursement of money from development partners has improved and also procurement of consultants."
- ~ "Overall, the management of consultants improved (esp. in the Kagera)."
- ~ "Procurement in the Kagera benefitted from improved skills sets, having become more streamlined, which helps with faster implementation. Disbursements (how fast money from donors is received to support projects) are now better. The support from NELSAP-CU is acknowledged, also for review."
- ~ "Phase I undertook certain studies, e.g. monographs, status, opportunities, etc. This clearly showed some growth areas, which was the technical basis for technical interventions. Capacity needs assessment was also done, for institutions and personnel. (Carried on in 2nd phase)"
- ~ "The Kagera project became more efficient over time. We are more acquainted with role players in the basin. There is also more focus on specific project, specifically where countries lack competencies. There is improvement in a NELSAP-wide approach, specifically regional agriculture & trade outputs supported by Kagera work."
- ~ "On the administration side of the Kagera project, the high staff turnover hampered implementation. Now there is more staff and better retention. The Units works efficiently (regional steering committee provides strategic guidance), but staff turnover in the steering committee also hampers progress. When fully staffed, the unit can operate efficiently."
- ~ "Interaction has been not been bad. NELSAP is regional institution, sometimes difficult to interact, but working together very well."
- ~ "NELSAP-CU is a competent unit. They can oversee consultants and see that they do a good job. Even with some hiccups, which are expected"
- ~ "3 PMUs have capacity problems, but they are committed to their work"
- ~ "The focus has been on institutions, such as the NELSAP/LVBC relationship questions, but we have not reached agreement on the best way forward. This is not a failure of NELSAP. LVBC has a very complex regional setup with EAC. All the countries have been struggling with this. The institutional design study is important contribution to this question. Countries took decision to keep project structure with bilateral agreements, but we are still struggling with overarching NBI and CFA and cascading uncertainties and also to define roles of LVBC and NELSAP? It is not entirely clear who does what. A large part of it is overlapping. There is still room for development to make regional structures more efficient and clear responsibilities. It is a "learning by doing" approach. The three sub-basins could for instance be under LVC, rather than under NELSAP. They have been running under NELSAP, but we are not sure why. Previously LV initiative and LV strategy and was part in creating LVBC, with the idea of integrating everything under LVBC, but there is not really a LV strategy anymore, so it is working well under NELSAP. We are struggling quite a lot with EAC for decision-making. It is more of a political organisation, whereas NELSAP is more efficient than LVBC and EAC. Emmanuel is very efficient."
- ~ "We need a balance between EAC and Basin approach. NELSAP has done well in terms of coordination. On the overall EAC planning and integration thereof, I don't think it is that transparent (on EAC side). Swedish support is linked to RECs, but we have not been able to link in reality, because the engagement is difficult and we are struggling with the weak capacity of the RECs. We support other institutions that support the regional objectives, but are more efficient. EAC have 1 or 2 people responsible for each sector, which is not enough to execute projects."
- ~ "Proper governance is really important to prevent corruption, etc. The way it was constructed is very good, because it promotes cooperation and that we get trained personnel from the sister countries"

Challenges and suggestions to improve efficiency are quoted hereunder.

- ~ "A database of consultancy firms and capacities can improve the procurement process. It can help to keep track of difficulties with managing certain consultants."
- ~ "The selection of who to work with in the government structures is important for efficiency. Key decision-makers can improve the time required for approval and can make things happen faster."
- ~ "We should think about how we can make the consultations more dynamic? "Rusumo taught us a lot." For instance, the processes that documents should be taken through have to be engrained from the beginning. Also, civil society may block things, but good consultations may prevent this. This learning is not documented"
- ~ "Project steering committees are not linked and there is no mechanism to report the findings to the directorates or ministries. The capacity of steering committees is thus limited."

- “Strategic guidance is required from RPSC, but frequent changes is a challenge and busy schedules is a challenge”
- “Resource mobilisation capacities should be strengthened. We have an interesting portfolio of projects that can be implemented, but they are not being implemented.”
- “NELSAP institutional arrangements have been discussed for long (under NELSAP/LV commission?) no-one can say what is best, but we put (government) money in Lake Victoria, but shouldn't if nothing is done. It is now getting too big to manage (up to Sudan). We used to have Kagera Basin Organisation, but it has been dissolved because of inefficiency. We didn't analyse what the problem is. We know we need cooperation between countries, but how best to do it is unknown. Different (overlapping) organisations are not complimentary (e.g. Lake Victoria & NELSAP). We need to find ways to make it very efficient. – e.g. different groups discussing climate change (at the same time). This does not help (inefficient)”
- “Bad efficiency can also come from bad institutional setup. There are recent studies on institutional setup, but we still need to see how it will help us.”
- “On the technical side, if someone is working on a similar thing, but maybe focussed on agriculture, then it is a challenge to work together. People see benefit of working together, but the way projects are designed does not always consult other projects.”
- “The Kagera and Mara had management challenges, with the Kagera changing managers three times and Mara changed once.”
- “The continuity is a shared responsibility. The knowledge should not be vested in one person, but shared. NBI example: Executive Director – Programme manager has been here forever, but there could be somebody else in that position – to share experience (also be shared by other countries). People should be moving between positions/groups.”
- “There was a decision that there will only be 2 “RPC” meetings, but we need 4 for good monitoring and evaluation. The PSC functions are the same as what we see in other places, but we should not confuse mandates.”
- “Micromanagement from development partner should be changed. When we attend TAC, with CU, etc. development partners should engage there.”
- “For NELSAP, what is the role of RPC? For proper structure, we need to give more powers to RPC, not only projects, but also HR issues, and issues that come from country level.”
- “The World Bank not contributing it is but still controlling the other contributions. We give money back because the rules are too strict. Even consultants contracts are cancelled because the rules are too strict.”
- “We have consultants that don't deliver, but rules don't allow local consultants. [Donors don't always have time to manage this, thus depend on WB] If this is the case, the donors should give criteria, even if the WB is controlling it. Since countries own the World Bank, and they have only two staff dealing with this, it is an efficiency issue for them. This should be taken through TAC, because we need to move forward.”

There is little mention of the efficiency of the programmes in the project proposals, plans and evaluation reports. The few references are listed hereunder.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

080801-IR Synthesis-NELSAP CU

With fully staffed PMUs, enhanced capacity, recruitment of specialists at the NELSAP CU (Environmental advisor, Senior Economist etc) the efficiency of the projects should improve greatly.

11-01 Kagera Phase I PCR

The major challenge of the project management was the high turnover of project staff, the estimated project staff availability over the period was 60%. This called for high efficiency and effectiveness of NELSAP and PMU so that the project objectives could be realised.

11-01 Mara Phase I PCR

The project was implemented in an efficient manner following the agreed NBI and Sida Procurement and Financial regulations. The grants were utilised efficiently, and ...

11-01 SMM Phase I PCR

Project implementation was efficient, with no major problems.

Annual Review Minutes - 2011 May

He highlighted the projects' efficiency in budget performance, physical project implementation, procurement relative to the set targets.

SMM PCR Draft - Bridging

Project implementation was efficient, with respect to the timeliness and quality of delivery of project results.

IMPACT

The implementation of the Mara River Basin Projects was rated as average to good by respondents in the WEB-based survey.

Very poor	0.00%
Poor	0.00%
Average	42.86%
Good	57.14%
Very good	0.00%

When asked what can be done to improve the implementation of Mara River Basin Projects, WEB-based survey respondents provided the following feedback:

1. Improved funding, risk management and capacity building of PMU including RPSC members
2. More finances should be allocated for awareness creation to ensure more spread to cover a wider audience in the basin. There is need for tangible investments on the ground to build trust and confidence of the people, lead time between studies and implementation of investments need to be reduced.
3. More resources made available for proposed projects
4. More communication and awareness of local communities. Set up of a database of consultancy firms and their seriousness.
5. Improve the staffing capacity Improve the quality of steering committee members (governance)

The implementation of the Kagera River Basin Projects was rated as average to good (with a few very good ratings) by respondents in the WEB-based survey.

Very poor	0.00%
Poor	0.00%
Average	25.00%
Good	62.50%
Very good	12.50%

When asked what can be done to improve the implementation of Kagera River Basin Projects, WEB-based survey respondents provided the following feedback:

1. the team of the project need to be stable
2. N/A
3. Signatory of CFA and establishment of the river basin commission
4. More efforts still need to be done in stakeholder involvement, through widening the spectrum of stakeholders participating throughout the project phases.
5. Strengthen the resources mobilisation capacities as expectations for projects implementation
6. Should scale up investment projects so that the impact can be felt directly by the beneficiaries. Some of these could be community driven projects for impact realisation, confidence building and sustainability aspects.
7. Delays in procurement process have affected the projects implementation in the past. The development partners who are involved in ToRs development and the whole procurement process have to appoint one reviewer involved fully in the whole process. This will avoid the problems we encountered in the past where many reviewers of same ToRs or any other documents ended up giving us contradictory comments.
8. Speed up preparation schedules and emphasize on concrete implementation on the ground. Also, identify partners for implementation of some of the projects components in a decentralized manner.
9. 1) Strengthen the governance representation at the RPSC 2) Improve coordination between the RPSC and the TAC, as well as their national ministries 3) Focus on key themes of land and water management as well as infrastructure delivery

The implementation of the Sio-Malaba-Malakisi River Basin Projects was rated as good to very good by respondents in the WEB-based survey.

Very poor	0.00%
Poor	0.00%
Average	0.00%
Good	28.57%
Very good	71.43%

When asked what can be done to improve the implementation of Sio-Malaba-Malakisi River Basin Projects, WEB-based survey respondents provided the following feedback:

1. Fast track implementation of small scale investment projects/demonstrations
2. Improvement in supervision of consultants
3. Ok
4. Structure financing within the national frameworks for implementation of the Regional Water Infrastructure Projects - Integrated Watershed Management Projects and the Multipurpose Water Resources Development Projects
5. increase no of technical staff to assist in preparing and implementing projects.
6. The project should have a stronger focus on transboundary dimensions - which would then demonstrate the incremental value of a transboundary institution

Impact describes the progress towards the vision and goals. Several questions and concerns were raised during interviews, which highlights the difficulties with describing impact. These include:

- “How do we attribute impact?”
- “How do attribute impact to different role-players? (& relationship between role-players)”
- “Do we have a control group for impact? (are we also speaking with people not involved in NELSAP)”
- “There are various scenarios – People may ask “Why just studies after studies” People say they know what needs to be done. As technical people, we know what is necessary to ensure sustainability of the projects. After 5 years the investment will come, but they want the services immediately - e.g. Dam in SMM, Uganda/Kenya benefits. Everyone has his own needs. People want to see the benefits now.”
- “How much will the project really help in a practical way rather than theoretical? In theory they do a lot, but are they able to implement? The expectation is to smooth things and create common understanding as well as for countries to work together. Regional cooperation is difficult across the continent.”

Several examples of projects that have already achieved impact were mention in the interviews. These include:

- “The water monitoring networks in all three basins are already operational.”
- “The Kagera project is supporting Rwanda in establishing water policies.”
- “Small scale projects are implemented, e.g. water supply schemes in 3 sub-basins, fish ponds, small dams, etc.”
- “Monographs have been produced that captured knowledge about the basins.”
- “The RBM project produced basin plans, strategies and sub-catchment plans, from where activities can be selected.”
- “Impacts may sometimes be for institutions, rather than direct beneficiaries.”
- “In the Monographs, the areas of intervention are: Multipurpose options for cases that were not fully utilised; Project brought extra transboundary perspective for national projects; National policy/strategy development (& institutional) was supported. e.g. Rwanda on National Water Resources Strategy and National Water Resources Master Plan e.g. Uganda built capacities through Kagera projects, which also benefitted national activities”
- “Rwanda and Burundi are beneficiaries of LVEMP. This is through support from the Kagera project for Rwanda water policy & master plan and Burundi’s revised water strategy”
- “The study to assess levels of hydrometry network capacity (RBMs, for all the basins) looked at the state of stations, operation and maintenance and designed an optimal network of strategic stations to provide good information for basin planning. This guided procurement and installation of key equipment (also linked to capacity building – how to maintain/use stations) – Rwanda is already producing periodic bulletins”
- “In the first phase during LVEMP, the project facilitated the preparation of Rwanda and Burundi documents to participate LVEMP. This has been successfully incorporated with country offices now.”
- “Countries also have other support for water resources. The Kagera programme should continue to provide support e.g. document review or other national issues.”
- “The level of knowledge and contribution of stakeholders have improved over time”
- “The physical hydrometric stations have been installed in countries. This gives countries a platform to integrate as countries and a forum to foster regional cooperation. There were also study tours and exchange visits”
- “It depends on who you are talking to, for instance government officials may be more aware of transboundary approach and have professional networks that have emerged out of the actions. The programme has had impact. If NELSAP had not done what it did, many things will not be the way it is today.”

- “This is the pre-investment phase that has just ended, with small interventions with physical infrastructure – small fish ponds, etc. Projects have helped to buy equipment for monitoring stations. We have hoped that going forward will bring benefits.”
- “The Nile Basin work started 1999. An important thing is that it brings cooperation of riparian countries w.r.t. the Nile Basin. How will it be done (development of Nile). ENTRO = Sudan Egypt Ethiopia. Under NELSAP there are other countries. They came up with a strategy and proposed a number of activities. The question is what is being done? It is aiming at the mission of the Nile, bringing all countries together to cooperate. In the SMM, Kenya and Uganda is involved, but Kenya benefitted more – already \$23M funding secured. Getting \$23M from one facility is a big investment from a country. A regional context is now more favoured. The funding will be much easier. It is important. These projects have not been done in isolation. We have a National Development Plan. These projects are supportive of it, this helping the government. There are hiccups, but we understand that and can move ahead.”
- “When projects come up, people in communities expect something on the grounds. Phase I was pre-investment, but small scale projects improved the image, e.g. fish ponds, pollution control, small dams, etc. The community expected small investments. The project was geared towards sensitising of communities. The aspect of community training was about 70%, therefore these communities will know what to do when the investments come.”
- “The way phase I was designed was ingenious, because it included the small projects and secured buy-in and the move to further investments. People were able to see benefits. If there were no benefits, it would be difficult. Bridging Phase should hit the ground running. There should be a bridging phase to prepare for Bridging Phase when identify resources for feasibility studies.”
- “The WRM programme has created good cooperation in the sub-basin and countries with joint planning and steering committees to coordinate and come up with concrete plans to develop water resources.”
- “NELSAP comes up with concrete plans for investments and DSS and concrete investment proposals, which is more than country plans. This is unique to have such a knowledge base to come up with such proposals”
- “The programme is about cooperating on a shared resource. It is difficult to understand this without understanding the opportunities such as Rwanda & Burundi strategies. That is where Sweden came in to promote regional approach e.g. water rights for Kagera. The first phase was to develop sub-regional capacity, but countries and communities needed some action on the grounds. This was not investment as such, but to build confidence and to create awareness of Trans-boundary issues. Once everything is in place, the small projects will set a foundation for incremental benefits – through the established structures. The Ministries see boreholes as a result, but a regional approach is quite different. There were expectations, but how have we been able to meet the expectations, through basin plans.”
- “Cooperation between countries is improving because people know each other and it is easy to ask questions. There are effects which we can't specify such as individual capacity development and courses. This should help people to be confident about what they do. There are also benefits from exchange visits between communities, although we don't know precisely what people are now doing because of increased knowledge.”
- “The leveraging of investment funding was a key benefit, which justifies the feasibility studies.”
- ““Achievement” is relative and requires scrutiny. There can be much work, with little result evident. Also in linking finance to physical outputs is difficult. We should look at money put into pre-investment compared to money put into investment. There are some examples of leveraging other investments, for instance water supply schemes and fish ponds, are interventions that we started and it triggered governments to do something further. After the district saw what was done, the district took the technology to another area.”
- “Hydrometric equipment for 58 stations has been installed and data is now available and widely used. The World Bank and Sida supported this. Pollution control projects in Uganda are also implemented through the government initiative with support from the World Bank.”
- “The credit is often going to the implementing partner, while NELSAP did preparation. It is not a problem, because countries run implementation. If we look at some indicators, we are meant to prepare projects and then market them to development partners. That was the plan from the start. It is an opportunity to get to implementation.”
- “Our experience about SMM is that when we started, I didn't know my boss was being pushed by some citizens to have the “Dry” project finished. We took this proposal to the programme. It saved us in the programme, because we started it and finished it and it served 5000 citizens”
- “It is always good that if you want to do any development in a transboundary system, you don't want the neighbour to pass objection when you are in the middle of it. The road example and salt company was stopped because of objections. This initiative avoids that because it will prevent such objections”
- “For the few years that I have been there it has been a better education, because we understand the other side and it improves the projects. Every time I visited the projects in the neighbouring countries, they have something new that they are doing and improved understanding. It uplifts the socio-economic status.”
- “Underlying issues are: 1) cooperation and planning together, and 2) cooperation for benefit sharing. For instance, the interconnection project shows benefit sharing, because we are getting power from wherever it is available from. We had a very good programme in Mara about trust, because the Kenyan member worked together well with the Uganda counterpart. Out of these things we are building trust, also at higher levels to promote benefit sharing. We needed a workshop for TAC members for governance, which is now coming. It will help with trust building. We can exchange reports and information and even water data.”
- “Our involvement is helping us to build on IWRM principles, which is critical. The initiative is an opportunity to raise awareness with the international community. For instance, if we destroy the Mara, the downstream impacts will be severe. We should have an opportunity to develop our rivers that go to the SMM and Nile to benefit our people. A lot of efforts are going against upstream development related to downstream impacts. We should have big interventions, rather than the micro projects.”
- “As far as I'm concerned, no country has prevented Kenya from constructing a dam. Our own lack of planning is preventing us from achieving big projects, rather than downstream riparian countries. [Some examples were given]. Alternative is to go the “Ethiopian way”. We have been bribed by boreholes, whether they are dry or not, rather than using the Nile. [referring to previous initiatives]. We need a development partner to help us achieve the big projects.”
- The current situation with climate change is a real factor. NELSAP is important to help us to look at the whole catchment to prevent the “revenge” of climate change. In conclusion, we need to consider environmental issues regarding pollution in the Sio. We have seen some of the challenges being addressed, especially in the upper catchment. Communities have been sensitised about conserving the environment and people have a sense of how these challenges have been addressed.”
- “The “micro” project has an economic and social benefit and pollution control is environmental benefit. In Mara there are also examples of environmental benefit with effluent being treated. As soon as it is implemented in accordance with our plan, we will have all three aspects.”

~ The Small water supply has economic and social benefits, but the three are intertwined, you cannot separate them, for instance water storage has big economic value, prevents erosion, control floods etc. and also has social benefits. It is especially the transboundary focus that brings countries together, for instance fishing, agriculture, etc. This programme should come up with projects that integrate the three ~

~ The rehabilitation of the Mara catchment is environmental restoration, but there is the water supply project, which is social benefit and the dam construction is economic value. The emphasis should be on the environment. People still need to see that there is value for money. Economic benefits are not balanced, they are too low. The time saved from drawing water is also an economic value. ~

~ "There are many reasons to be committed to the programme. There are issues like poverty, water resource degradation, and destruction of vegetation in the basin. The motivation is to ensure that this is minimised. The purpose of governance is to reduce poverty and environmental degradation and that water resources are utilised so that it will benefit riparian countries and to create a better place for communities." ~

~ "Excluding small scale programmes, the programme has contributed to enhanced dialogue between the two countries – in support of the NBI objectives. One of the key contributions has been the dialogue, with different groups, from farmer level to national level, having been brought together and they can see the problems together. Everyone sees the impact of upstream activities on downstream users and also become aware of what people are doing elsewhere." ~

~ "Awareness creation has added a lot of value in understanding that their actions are destroying the environment. Some people discharge their pit latrines into the river at night, but after awareness creation, they understand that the person living downstream is also important. To have the slogan of "conservation" is a big achievement in the communities. They now request us to visit the villages for workshops on this" ~

~ "When the issue of the "Mau" was very hot, I met with a few people, but the people agreed that when the river dries up, we are also not going to be spared. They now realise it is important locally, nationally and regionally." ~

~ "Exchange visits also helped, because we took people to other basins, to learn. The programme has continued to build the skills pool in the country, with a number of training events in agriculture, water, etc. The study tours also took place. A particular group was very militant. We took them to a similar basin, with the same kind of people and issues. By the time we came back, 38 of the 40 people said that this project will build our future. Only the most affluent didn't agree." ~

~ "It has also improved the data for planning and management and improving the existing hydrological network in the country. There was a network, but the project helped to upgrade the network." ~

Challenges and suggestions to improve impact in the future include:

~ "Small scale project impact should increase in the future." ~

~ "Some countries and financiers (e.g. World Bank) are ready to implement projects in the short term., for example small scale multi-purpose dams for Irrigation, water supply, livestock and domestic supply". ~

~ "The implementation of watershed management projects and related projects can bring benefits" ~

~ "In multi-purpose infrastructure and water shed programmes there are areas that we can reinforce, such as identification of projects and the process of preparing them would not involve everyone from the start (time constraints), but we realised that it is necessary to have engagement with all stakeholders to ensure buy-in. It is then also easier to get into national planning framework (e.g. Finance Department). We tried to involve civil society etc., but it is challenging to carry this through" ~

~ "For the Hydrometry network maintenance, we are not the only players (there are others such as GIZ support). The first step is to have the network in place, but the data collection process is still lacking. Inferior data leads to inadequate actions. The equipment that was acquired included sediment sampling and water quality kits" ~

~ "Generally, there are inadequate data on water quality and sediment. The existing equipment is not being used everywhere. Most rivers are brown all year round, due to poor landuse, but the information is not available to evaluate" ~

~ "In the area of watershed interventions, the combination of high population density and poor agriculture practice leads to low productivity, loss of soil and loss of fertility. We now want to get to detailed catchment management plans to achieve improved impact" ~

~ "We need a legal instrument to secure funding for large scale investment. We can prepare projects together with countries and then follow up with resource mobilisation, but NELSAP will not implement the projects. Funding is linked to "legal status", such as River Basin Organisations. This presents a challenge for implementation" ~

~ "Because there is not infrastructure development yet, donors, countries and other may think there is no delivery yet. The evaluation should show progress and value of work done. Implementation is not part of the mandate of the NELSAP/Kagera projects. Work that has been done is necessary and valuable" ~

~ Work that has been done should be shown. ~

~ "National processes may be much faster (esp. if in national budget). NESAP/Kagera processes are slower due to consultative processes and funding" ~

~ "The programme has a good manifesto, but the outcome is short. NELSAP should satisfy target communities. A good project that has good outreach to the communities speaks for itself, then you don't need to promote it – it speak for itself. The programme needs to reach out to all project sites and do the evaluation from there. ~

~ This is the ministry's opinion, but the Ministry says "what are you doing there?". Also on the "Nile Day" we are going to the field to see nothing. There is a suggestion of making a film to show where we are going." ~

~ "The regional interconnection" project will happen now, which will help." ~

~ "The structure can be improved to reach out to all countries. Intervention should be known to local communities. We should not just know what the problems are, but we need to see the projects on the ground. We want to see benefits for Rwanda, not objections from other countries" ~

~ "We can deliver to NELSAP/Kagera what they need, if it can speed up the process. We always hear that the problems will be solved, but they are not. This is my only assignment. Their institution is difficult to direct, although we want to see results, NELSAP must balance Governments and Donors. What we wish to do (related to national plans and development plans) is not always supported by Donors. This causes difficulty for NESAP." ~

~ "Maybe we can create a type of spirit (hope). The Kagera monograph showed opportunities for the development (also the Kagera Strategy), but nothing came of it. Every year brought another project, but what happened with the strategy" ~

“Started with them in 2002 and they created in me a hope (with the strategy). It has been finished 4 years ago... The monograph was used to show around how we can develop the region, but it hasn’t been implemented.”

“Uncertainty about the programme funding was also a problem continuing for some time already. Even for NELSAP this was a challenge last year, but the program did not fare well in terms of expected impact.”

“NELSAP should find a way to attach its name to the real implementation projects, because if someone else comes to develop it, they say they developed it. The program also installed monitoring stations that other people don’t know about.”

“This was a planning phase not intended to deliver on real projects, but politicians and people on the ground expect impact. The small Basin offices didn’t have capacity for a communication function and M&E function. At the time that we started the results-based system there was a lot of capacity building and focus on the question of sustainability.”

When a project is being developed, little is known by the communities, until they start to see some physical things happening. People in Uganda to some extent want to see what has happened (except for monitoring stations). We are yet to be there in a big force. Very few people in the basin know that. We hope to be there.

“People expect to see tangible facilities on the ground, but I would want us to step up the engagement with the beneficiaries as much as possible so they know what is on the ground and what is coming and the plan.”

“In the minds of parliamentarians, NBI is in tatters, because it is a big programme, but we are not seeing benefits on the ground. For the next phase we should prioritise. If we have done studies, we should move on those projects, rather than to do studies. Bridging Phase should be actions on the ground. As we go into this phase, what do we think about the Cooperative Framework?”

“We should treat this as phase I and upscale to Bridging Phase. During this phase, we identified possible investment areas, e.g. potential dam site in SMM, which is multi-purpose (power, irrigation and other benefits). If we design a phase that looks at upscaling, it will advance the programme. Some investments should be taken up by governments, but NELSAP, can also take up some challenges/projects. e.g. the Dam in Kagera was delayed without coordination from NELSAP.”

We have been able to put infrastructure in place for monitoring. Bridging Phase should strengthen coordination of the stations. NELSAP can show picture of what happens in the Basin (using the data).

“Moving to next phase, the investment will be in different areas, e.g. irrigation, water etc. But there has to be good coordination across these areas. Current funding in ministry budgets will not be sufficient for coordination, for instance, RBM appoint consultants, but these projects are not all in Kigali, therefore National governments must facilitate regional work.”

“We should continue with small scale projects in parallel in Bridging Phase. Projects can start as small project, but they can also grow into bigger projects.”

“The content of the programme should focus on action on the ground that it is functioning in a practical way with local ownership”

“We see concrete results, not so much on the ground, because that is not part of the programme, more on the planning for now. It lay the ground for the investments to be picked up by other institutions. The leverage of investment funding from Swedish support is important, also because of World Bank involvement”

“The dynamic between studies and Implementation is difficult but we see it as a long-term process. It takes a long time and people get frustrated. Quick wins were incorporated in Phase I, but it is a balance. People can lose interest because nothing is coming out for many years. It is difficult for local small farmers to understand complex negotiations between countries. Small local projects can help. It is an impact for those people, but they are not the main results.”

The countries are very focussed on economic development, whereas Sweden and other donors are also concerned about social and environmental sustainability and impact. The World Bank is focussed on economics, which is not wrong, but we need to make sure other aspects are not forgotten. Through Nile Basin Trust Fund, Sweden promoted run-of-river alternatives. This was agreed only recently, because it will not be possible to move all these people if it is a dam. We have advice to also look at natural infrastructure, rather than constructed.

NELSAP has good structures to take safeguards into consideration (the WB has also updated instruments accordingly). From a Swedish perspective, our focus is poverty reduction – looking at different beneficiaries – with a strong focus on people living along the river. We want to support that, not only income, but also possibility to influence, which comes into democratic governance, thus economic development and living standards are important. This includes vulnerability, gender transparency and participation.

“Democracy refers to people being “able to influence their own future. We are not good at measuring it.”

“We should formalise the institutional framework. If we are trying to do any project at the regional scale, the countries should take more responsibility for financing. There should be a blend of preparation and actual implementation. It is difficult to continue to see the value of the programme if they are not seeing the impact of the programmes.”

“For whichever intervention, it should be followed through to the logical conclusion. We should look at what is the intervention intended for. It should reach a level of marketing (uptake). For instance, conservation efforts do not follow through to community benefits. There should be a continuous process of capacity development. Sub-catchment planning is done, but it should include action.”

“As far as the Mara is concerned, in the area of data capture, we don’t really have a station in Mara which tells us this is the amount of water going into Tanzania, or how much they are getting from Kenya. We need to upgrade the network for internet access, etc.”

“We need to strengthen the transboundary water user association so that we can have full linkage between Tanzania and Kenya. The policy may still be in process, but operationalization is still a challenge, thus implementation is important.”

“It is about how the community see the project and how they relate to the project. Even if they don’t see the installations, they need to understand that it is important to them. Immediate benefits are important for them. The program activities also drew other people to come to the community. There are benefits, such as the small payment for people reading the meters. Many of the issues that we reported in the Hydromet report were implemented by NELSAP.”

“We should consider the issue of awareness amongst communities in the Nile Basin. There are times that a project is going on in different parts of the Nile Basin, but because of lack of information and knowledge in communities, it brings tension and misunderstanding with communities that should benefit from it. The communities should thus be made aware of the benefits.”

- “We need to continue to lift more projects from the investment strategy and take it into preparation – we are now handling 4 projects - one irrigation project and three dams. The challenges are still many, so we should look at more projects. Thus identifying new projects and taking through to preparation should be part of the future plan.”
- “We need room for addition small scale implementation projects. While we are doing preparation, we should still have a number of small scale implementation projects to build and maintain confidence.”
- “The programme has some problems, one of which is to finish things we have started, such as the dam. The programme can also add value to projects (implemented) and scale up, thus to add value. We can talk about a dam here in the Mara, but immediately once the bulldozers are there, people will take notice. It is therefore good to advance it to completion. If they have seen one or two completed it will build confidence.”
- “Even the small scale projects should be maintained. In the example of rain-fed watermelons, the community don't have so many watermelons to sell, but if they had irrigation, they could produce throughout the year.”

While impact was mentioned frequently in project documentation, the instances where it related to programme impact were far fewer. These instances are quoted hereunder.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

Project impacts are normally rated in the long term (10-20 years). Given the pre-investment nature of the projects, and the fact that this assessment was carried out in the mid term, most of the of the projects' positive achievements are related to increased cooperation and mutual trust among the riparian countrie

0907-NEL- LVEMP II PCR

The impact of the LVEMP II component on the wider environment, and its contribution to the wider sectoral objectives summarised in the project's overall objectives for Bwanda and Burundi can only be achieved in the long term.

11-01 Mara Phase I PCR

The project prepared a Gender Mainstreaming Plan which focuses on integration of gender in IWRM. This was operationalised through involvement of the youth and women in decision making on water resources management and development. The impact is felt in management of water resources.

11-01 SMM Phase I PCR

Furthermore, the accountability of delivering public services exhibited by the Project and the human capacity built under the Project will continue to extend its impact in many development activities in the area.

11-01 SMM Phase I PCR

The Project has contributed to improved management of shared water resources in the Sio-Malaba-Malakisi sub-basin as a result of development of effective transboundary water governance which will result in better managed surface and groundwater supplies. Better and more equitably managed water resources will secure greater access for water supply for people living in the sub-basin and possibly providing supplies to areas outside the sub-basin. The small scale investment projects though have had limited impact, by and large contributed to ensuring environmental sustainability through the provision of safe drinking water and improved basic sanitation.

11-01 SMM Phase I PCR

Improved living conditions through the creation of an enabling environment for sustainable development oriented investments

Kagera Annual Report 11-12

Improved living conditions through the creation of an enabling environment for sustainable development oriented investments

Kagera PCR Draft - Bridging

The project had immediate positive impacts of effective stakeholder involvement, private sector involvement through engagement of service providers and gender mainstreaming into project activities. Upon implementation of the identified and prepared projects, the longer term anticipated impacts of poverty reduction, reversal of environmental degradation and regional economic growth will be realized.

Kagera PCR Draft - Bridging

Key recommendations to reinforce the project's impact include: need for further resource mobilization to implement prepared investment projects and to continue identification of more viable projects, and need for continued strengthening of institutional capacity in IWRM to ensure sustainable use of the basin's water resources.

Kagera WP July-Dec 2012

The Rwandan Government launched its Water Resources Policy and Strategy on March 22, 2012. Development of the policy and strategy was facilitated by the NELSAP/Kagera project, with financial support from GIZ. This

development will have significant positive impact in the improved WRM of the Kagera River Basin, considering that about 85% of the Rwanda is within the Basin.

SMM PCR Draft - Bridging

Further, awareness campaigns, study tours and exchange visits through the Project have proved to be successful, low-cost, large-impact initiatives with impacts in WRM and development.

Sept04 Kagera River Basin project document_sept04

A PRSP is prepared in a participatory fashion in consultation with all major stakeholders in society, the poor themselves in particular. It establishes priorities for programmes designed to impact on poverty.

Sept04 Kagera River Basin project document_sept04

These include active participation by population groups targeted by development interventions, decentralisation and improvement of governance, strengthening local government, increased resources to sectors known to impact on poverty and human welfare (agriculture, health, education, water supplies), initiatives to protect the environment which most directly affects the poor (deforestation and soil erosion in particular), and efforts to improve rural energy supplies through afforestation and rural power supply.

Sept04 Kagera River Basin project document_sept04

TAMP has been developed to improve the understanding of stakeholders of biodiversity conservation, and their capacity to help rural populations to develop more sustainable and productive land use management systems. This will impact positively on livelihoods and food security, carbon sequestration and biodiversity and thereby on integrated water resources management.

Sept04 Kagera River Basin project document_sept04

It will be the task of the KBMP to capitalize on such sentiments and abilities to build a set of successful demonstration projects within the basin. The subsequent, and arguably more difficult, challenge will be to scale them up in order to achieve broader impact.

Sept04 Kagera River Basin project document_sept04

The KBMP budget of some USD5 million over four years is rather modest relative to the stated objectives and given the size of the basin, and problems outlined in the previous chapter. It is obvious that at the end of the four year period only a modest impact on poverty may be expected. On the other hand, the prerequisites for making a long term impact on poverty may be substantially improved at the end of the period.

Sept04 Kagera River Basin project document_sept04

It would be beyond the possibilities of a project of this nature to make any major impact on the underlying causes of civil unrest. However, it could make a contribution by illustrating the benefits of cooperation through involvement of representatives of groups that in the past may have been in conflict with one another.

Bridging Phase Proposal

The three projects will have a significant impact on RBM policy and promote change in several institutional areas.

Sept04 Mara River Basin project document_sept04

Sept04 Sio-Malaba-Malakisi Project Document_sept04

The impact of the project will be monitored through verification of the perceived benefits related to outputs at the level of overall objectives or Project purposes, including the identification of nonperceived benefits as well as eventual negative effects of Project interventions. Impact monitoring can only be carried out when sufficient time has passed to allow any possible impact to occur. In practice, this would be in Year 3 allowing conclusions to be drawn with regard to possible extension of the Project.

Sept04 Sio-Malaba-Malakisi Project Document_sept04

Although it will be difficult for this Project to directly address issues of democracy and human rights, impact can still be achieved by focussing on good governance while building capacity throughout the Basin.

Annual Review Minutes - 2007 Mar

The rationale for small scale projects was to create impact in terms of demonstration and raise interest in IWRM and transboundary cooperation

SUSTAINABILITY

Sustainability is seen as the potential to sustain and replicate projects and benefits beyond the direct support of NELSAP to ensure long term programme impacts. This depends on capacity building, the strength of institutions and stakeholder issues.

Respondents in the WEB-based survey rated the sustainability of the Mara River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation.

Rating	Very poor	Poor	Average	Good	Very good
a) Government buy-in and readiness of sub-basin organisations	0% (0)	0% (0)	33% (2)	50% (3)	16% (1)
b) Likelihood of continuation after programme funding ends	0% (0)	14% (1)	42% (3)	42% (3)	0% (0)
c) Information dissemination and stakeholder participation	0% (0)	0% (0)	16% (1)	50% (3)	33% (2)
d) Success of capacity development	0% (0)	0% (0)	16% (1)	66% (4)	16% (1)

Respondent in the WEB-based survey made the following suggestions about key strategic options for future stages of the Mara River Basin Projects:

1. Carry out resource Mobilization for implementation of infrastructure projects 2. Operationalize institutional arrangements and MoU between Kenya and Tanzania 3. increase its visibility through implementation of tangible projects on the ground such as the investment and conservation projects for the Maasai Mau and Transmara Forest block
2. Most important is the implementation of the prepared projects and the finalization of the formulation of the joint cooperative framework
3. do not have information
4. There should be stronger involvement of the sub basin agencies (Lake Victoria south catchment area Kenya) and the lake Victoria basin water office (Tanzania). Participation in the RPSC has hitherto been largely limited to central government officials

Respondents in the WEB-based survey rated the sustainability of the Kagera River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation.

Rating	Very poor	Poor	Average	Good	Very good
a) Government buy-in and readiness of sub-basin organisations	0% (0)	0% (0)	33% (3)	55% (5)	11% (1)
b) Likelihood of continuation after programme funding ends	0% (0)	11% (1)	66% (6)	22% (2)	0% (0)
c) Information dissemination and stakeholder participation	0% (0)	0% (0)	33% (3)	66% (6)	0% (0)
d) Success of capacity development	0% (0)	0% (0)	22% (2)	66% (6)	11% (1)

Respondent in the WEB-based survey made the following suggestions about key strategic options for future stages of the Kagera River Basin Projects:

1. N/A
2. The implementation of the studies done by the project is very important at national level, the funding mobilisation is needed
3. Institutional capacity building still to be strengthen as there are nascent institutions with high turnover and different understanding of regional integration
4. Improve more on options b, c and d
5. 1. Move very fast in on ground projects implementation 2. Communication strategy and implementation for Government buy in. 3. More consultation before projects selection
6. Develop and Operationalize the stakeholder participatory roles and their take in the project management and implementation
7. Integrate climate concerns into planning and management of water resources

Respondents in the WEB-based survey rated the sustainability of the Sio-Malaba-Malakisi River Basin projects as good, with some very good and average ratings and a singular poor rating for likelihood of continuation.

Rating	Very poor	Poor	Average	Good	Very good
a) Government buy-in and readiness of sub-basin organisations	0% (0)	0% (0)	12% (1)	75% (6)	12% (1)
b) Likelihood of continuation after programme funding ends	0% (0)	0% (0)	50% (4)	50% (4)	0% (0)
c) Information dissemination and stakeholder participation	0% (0)	0% (0)	25% (2)	62% (5)	12% (1)
d) Success of capacity development	0% (0)	0% (0)	12% (1)	50% (4)	37% (3)

Respondent in the WEB-based survey made the following suggestions about key strategic options for future stages of the Sio-Malaba-Malakisi River Basin Projects:

1. SMM must cautiously orientate and integrated itself into the upcoming new institutional framework in Kenya.
2. Ok
3. Need to mobilize adequate packages of grant, credit, and loan financing for furtherance of projects preparation processes as well as implementation of the regional water infrastructure development projects. Need for increased financing by member countries to ensure sustainability of the Sio-Malaba-Malakisi Sub Basin Institution. Tangible benefits must be clear for the countries to provide financing for the regional water infrastructure projects. There is need to mainstreaming the planned investments within the national programs/frameworks to allow for Investment financing.
4. 1. institutional strengthening should be enhanced , countries should be tasked to make more cash contributions as away on commitment to management of the basins . 2. Need for implementation of water infrastructure and watershed projects to trigger country interest and create more confidence from communities towards shared river basin management.
5. Stronger mechanisms for stakeholder participation are required in order to mitigate aspects that led to disputes in the promotion of infrastructure development

Suggestions made during the interviews to improve sustainability include:

- “Ownership of the country is needed at subsidiary level, thus being involved and picking it up as country ownership and making it part of national planning. Otherwise studies are done without anything tangible coming out of it”.
- “We need the involvement of stakeholders, especially local communities, in implementation in projects”
- “Regarding institutional arrangement, there is a need for an agreed permanent mechanism, since current arrangements are transitional (the transboundary institutions may not be around at the time of implementation).”
- “At start of project there was a need to build confidence. Small scale projects were designed, for instance, water supply & watershed management projects were designed and implemented. These projects were defined by the countries and created visibility and countries are asking for it to be expanded. These can be easily up-scaled (e.g. watershed management projects).”
- “We should also upscale the results that are already on the ground. The sustainability of the investments should be looked at.”
- “The problem that we are having (in Uganda) is ownership (compared to other places). Here the ownership is also by the Ministries. In other places it is by the communities. Our biggest diversion should be to make sure that local government and local councils are brought in and have ownership. We must find ways to improve ownership of projects, e.g. through the requirement for 10% contribution to projects”
- “CFA is not yet finalised, but Kenya has \$23M mobilised and Kagera secured funding. The CFA will take some time. We don’t have the culture of bringing in people from the beginning to feel that it is their project. They can contribute, but only once they have seen the big picture. “Tororo” water supply project may be small, but for the local people it is a big project. W.r.t. community involvement, Tororo is a good example.”
- “How shall we move if the CFA is not signed? It does not stop people from cooperating. e.g Sudan gave equipment to Ethiopia for construction of Dam. When a joint investment is negotiated, it is the specific countries that sign the agreement. The emphasis is on regional cooperation. With or without CFA, we can still negotiate as a block. The person who wants cooperation most is Egypt and Sudan.”
- “This programme started with the sustainable programme for WR. I want to see it move to Bridging Phase. Rusumo is a good example of the cooperation. NELSAP still support logistics. It provides leverage for countries. I want to see the experience from this phase use in the next phase. NELSAP’s involvement is not necessary implementation, but coordination.
- “There has been no evaluation to date to show what has been done and what can be done going forward”
- “It is important to include local people on the ground to feel a part of it – also linked to sustainability.”

- “... the preliminary survey and mapping to get the actual land owners in addition to getting the compensation rates will break the back of the horse as the peddled lies will be demystified.” ... “We cannot allow the People of the Elgon Region miss this project. We shall continue to dialogue to get the people allow the studies to proceed”
- “With regard to Bulusambu dam, some locals are of the view that the ‘standoff’ would have been avoided if grassroots communities were more involved in the discussion, other than involving politicians at the higher level”
- “The participatory and community led approaches used in the detailed study of Sio-steko wetlands system and design of its management plan helped communities understand and appreciate the importance of the wetland system in its natural state to their livelihoods. However, the delay in availing resources to facilitate implementation of the plan is already compromising this initial achievement. Local and central government leadership should be educated and convinced to provide resources in their annual plans to sustainably support such noble courses”
- “A meeting that I attended suggested, for the Nile Basin to be run from the outside (non-local). It was not approved. I hope it does not come up again. Local involvement will promote ownership”
- “Planning together should be retained. Consultancies are brought in for joint planning and the governance structure should be retained”
- “Once we have come up with projects, then the issue of resource mobilisation should receive attention. Currently the governments should look for the resources, but there are not always equal priorities. NELSAP can look at PMU/NELSAP to assist with resource mobilisation. [response: When we went to Paris, the RSPs presented the project portfolio. Look at SMM, the dams on both sides of the border is not moving together because of politics. After seeing what NELSAP is doing to assist with resource mobilisation, we are pleased]”
- “EAC doesn’t support close coordination, because the NBI has an inclusive and sharing culture, but EAC is less so. Story: EAC came here and saw TAC members and were surprised at information and capacity and specifically how we are sharing it.”
- “We procured equipment and installed it under the hydromet network. This was done by the staff themselves with support from a consultant. We also had training on operation and maintenance. The government is now running it. For the small projects, the “Bomet” project is run by the water boards. We did all the planning and procurement together. It was then handed over to LV water services board and they are running it themselves.”
- “The small dam was also in close cooperation and it is now handed over to them. The government used the project as one of the sites for handing over the “peace torch”. We are just facilitating the processes, not running them. The regional offices are participating in the implementation.”

In response to the question of whether there are any components of the NELSAP Transboundary Integrated Water Resources Management and Development Projects that are not necessary (i.e. they do not contribute to achieving the overall objectives), respondents provided the following feedback:

1. none
2. None
3. All are important
4. None
5. None

In response to the question of whether there are any priority areas that are currently not part of the NELSAP Transboundary Integrated Water Resources Management and Development Projects, but are necessary for achieving overall objectives (i.e. they should be included in the future), respondents provided the following feedback:

1. none
2. Sewerage projects in major towns
3. Facilitate National NBI Desk Officers to monitor, coordinate and follow up these projects
4. Extra attention need to be focussed on catchment protection in the entire basin to compliment what has been going on in the Mau Complex. This will necessitate working closely with farmers on the ground to create more awareness
5. Collaboration with WRM Department in Implementation of the National Water policy
6. Agriculture development and green water management and development
7. Sub Catchment Management Planning needs to be strengthened through supporting demonstration sites for best practices as a move towards more sustainable management of the catchments.
8. Strengthening stakeholder engagement and build their capacity. Also, information sharing and dissemination strategies are weak.
9. None

In response to the question of whether there were any further suggestions or comments on the Transboundary Integrated Water Resources Management and Development Projects in the Mara, Sio-Malaba-Malakisi, and Kagera, respondents suggested the following:

1. fast track implementation of small scale demonstration projects
2. The Project design and implementation mechanisms were consistent with the national development strategies of the two countries viz. (i) the Kenya Vision 2030 (ii) the Tanzania National Strategy for Growth and Reduction of Poverty II (NSGRP II), of 2011-2016 (iii) the Tanzania Vision 2025 and (iv) the Kenya Economic Recovery Strategy for Wealth and Employment Creation (ERS) of 2003. These national strategies are geared towards poverty reduction, economic growth and environmental protection. These strategies are consistent with the project’s objectives and strongly emphasize healthy ecosystems, poverty reduction, sustainable economic growth, and identify degradation of natural resources as a key impediment to attainment of results. The project implementation arrangements were found adequate. The role of Regional Project Steering Committee on provision of strategic guidance to the project was found adequate. The National Liaison Officers’ roles in promoting project activities, coordinating meetings of consultant teams with key government stakeholders and providing access for project staff within the relevant government ministries were also found adequate
3. Enhance funding and it will also be better to now consider the implementation of a trans-boundary bi-lateral water project under the PMU
4. Links between the projects and the actors/communities in the basin need to be strengthened, especially in planning and implementation
5. Enhance collaboration within all stakeholders involved in WRM, Link their activities with the national programs or vision small scale project at national level are needed

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| <div style="border-left: 2px solid red; height: 10px; margin-bottom: 2px;"></div> <div style="border-left: 2px solid red; height: 10px; margin-bottom: 2px;"></div> | <p>6. None</p> <p>7. 1. projects have shown notable progress. more support is needed to make achieve the intended project development objectives 2. Mobilization of resources for implementation of prepared projects is key to moving the projects ahead.</p> | <div style="border-left: 2px solid red; height: 10px; margin-bottom: 2px;"></div> <div style="border-left: 2px solid red; height: 10px; margin-bottom: 2px;"></div> |
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It is clear from the broad coverage of sustainability issues in the project documentation (listed hereunder) that this issue is firmly entrenched on project planning and execution.

080801-IR Synthesis - Annex II -Implementation Review Synthesis

Incremental country contributions towards core operational costs of the projects and the NELSAP CU, also demonstrates efforts towards sustainability.

080801-IR Synthesis-NELSAP CU

080801-IR Synthesis - Annex II -Implementation Review Synthesis

There is need to create stronger links to policy formulation, legal and institutional reforms, and consistency at national and regional levels. Only such linkages can result in institutional developments that would guarantee projects sustainability.

080801-IR Synthesis-NELSAP CU

080801-IR Synthesis - Annex II -Implementation Review Synthesis

A sustainability O & M framework needs to be agreed with the countries

080801-IR Synthesis-NELSAP CU

Development partners have played an important facilitative role in financing the projects todate and helping the participating countries to address transboundary environmental problems. In financial terms, however options need to be explored and appropriate long-term financing mechanisms established. The Nile Secretariat study on resource mobilisation which will be undertaken effective january 2009, will provide input into the financial sustainability of the RBM projects. In terms of institutional sustainability, the existence of the Lake Victoria Basin Commission as well as the institutional design on rationalisation and subsidiarity of regional institutions will provide a clear opinion on this aspect.

0907-Kagera GP-WB

... the project is aligned with national and regional programs and strategies which will ensure sustainability...

0907-Kagera GP-WB

This will require some flexibility in handling and adapting to the different focus and pace of these processes, which are critical to the establishment and sustainability of the anticipated transboundary arrangements.

0907-NEL- LVEMP II PCR

Overall, the rating of project sustainability is "partially satisfactory", as progress in this direction is tagged towards the institutional reforms in the two countries of Rwanda and Burundi.

0907-NEL- LVEMP II PCR

The national documents, emphasise the strengthening of governance of transboundary natural resources as well as ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, environmental aspects, and institutional and management capacity which will ultimately adress issues related to sustainability of the proposed interventions.

0908-Mara GP -WB

... the project is aligned with national and regional programs and strategies which will ensure sustainability as well.

0908-Mara GP -WB

The project will endeavour to address challenges of institutional sustainability and shall ensure that clarity and commitment within individual countries, and harmonisation between countries, with respect to the key institutional reforms and policies relevant to IWRM&D are carried out. This will require some flexibility in handling and adapting to the different focus and pace of these processes, which are so critical to the establishment and sustainability of the anticipated transboundary arrangements.

0908-SMM GP-WB

... the project is aligned with national and regional programs and strategies which will ensure sustainability

0908-SMM GP-WB

This will require some flexibility in handling and adapting to the different focus and pace of these processes, which are critical to the establishment and sustainability of the anticipated transboundary arrangements.

11-01 Kagera Phase I PCR

... it also promoted ownership of the project and its outputs by the participating countries, empowerment of stakeholders at all levels, participation of various stakeholders including the private sector and civil society which should contribute to the long term sustainability of the project outcomes.

11-01 Kagera Phase I PCR

The project has contributed to modifying existing institutional structures in the countries by i.a. acting as a catalyst for institutional and policy adjustments in addition to adding a trans-boundary dimension to their operations thus paving the way for the sustainability of the frameworks for joint management that will be agreed upon.

11-01 Kagera Phase I PCR

In as far as the project has contributed to the establishment of effective project management structures, a framework for transboundary water management, strengthened national WRM institutions and related agencies, augmented the basin capacity in IWRM, established and supported stakeholder participation, created awareness on transboundary issues, enhanced and sustained country ownership and commitment, and put in place arrangements for downstream water resource related investments, it has laid the foundation for the sustainability of the project outcomes. Regarding financial sustainability, currently, the project is approximately 90% Donor funded, an arrangement that is not sustainable. There is a need to increase on the contribution of the countries as a demonstration of their commitment to and ownership of the process

11-01 Kagera Phase I PCR

In spite of the progress so far made, there is need to finalise some remaining issues related to the Kagera cooperative framework agreement, and further preparations for implementation of regional water infrastructure to further improve the likelihood of sustainability.

11-01 Mara Phase I PCR

The project outputs as well as accrued benefits are likely to be sustainable based on the involvement of major stakeholders from the onset of project implementation. Preparation of the pre investment phase gave priority to stakeholders and assisted in selection of the small scale projects. This is clearly evidenced by the integration of project outputs into the national development plans and programs. Further, the contribution of the governments to support implementation of the small scale projects is one key sustainability issue. In terms of institutional sustainability, the existence of the LVBC as well as the NBI institutional design on rationalization and subsidiarity of regional institutions should provide a clear opinion on this aspect.

11-01 Mara Phase I PCR

Participatory involvement of stakeholders is very crucial in the ownership and sustainability of the works implemented in the basin.

11-01 SMM Phase I PCR

The sustainability of the Project is rated as highly likely for the following reasons: (i) From the beneficiaries point of view: The needs and advantages of involving the beneficiaries from the planning stage to achieve better outcomes and sustainability of the project interventions were recognized among the project staff at all levels. Accordingly, the planning and implementation process was carried out with close interactions between PMU staff, central and local governments' staff. From an institutional point of view: The institutional arrangement for project implementation has contributed and will continue to contribute to project sustainability. The project activities and interventions are backed by strong policy reforms and are well integrated in the social, legal and administrative systems of the two countries. A clear manifestation of the sustainability is the fact that the project outputs have already been integrated within the national development programs.

11-01 SMM Phase I PCR

Secondly, the sustainability of cooperative water institutions largely depends on the institutional capacities within the member states.

Annual Review Minutes - 2007 Mar

The meeting recommended the need to build into the projects plans for sustainability of the programs.

Annual Review Minutes - 2007 Mar

The meeting recommended that there should be interest cultivated among the stakeholders for sustainability of participation.

Annual Review Minutes - 2007 Nov

He commended the progress made in implementation of the projects and noted the need to examine sustainability issues beyond the project phase. Closer collaboration between the NELSAP and the LVBC will ensure sustainable utilization of the regions resources.

Annual Review Minutes - 2008 Dec

Further that management of the stations should be streamlined within the government structures with the involvement of communities to ensure sustainability.

Annual Review Minutes - 2010 Jan txt

The meeting noted the potential risk of the non conclusion of Nile Basin Cooperative Framework and the impact it would have on the sustainability of the planned activities

Annual Review Minutes - 2011 May

The meeting sought clarity on whether the projects will continue in the event of non-operationalization of the sub-basin CFAs.

Annual Review Minutes - 2012 May

He concluded by thanking the Development Partners for their support and requested them for continued support to the RBMs to ensure sustainability of the gains attained so far.

Annual Review Minutes - 2012 May [5335-5949]

She emphasized the need to resolve the outstanding political bottlenecks regarding the institutional arrangements for the RBMs, so as to ensure sustainability of the gains.

Annual Review Minutes - 2012 May

The meeting noted that for sustainability of NELSAP as an institution and of its results, the ownership of the programme by the partner countries is crucial

Annual Review Minutes - 2012-April WB Aide Memoire

The mission noted that the institutional sustainability assessment of the River Basin Management (RBM) Project Management units needed to be concluded in order to pave way for downstream coordination of water resources management and development as well as facilitation of supervision of investments which are under preparation.

Bridging Phase Proposal

It is important to have these over-arching issues resolved during the bridging phase to ensure "institutional sustainability" considering the various levels of institutional development in the riparian countries.

Bridging Phase Proposal

To effectively prepare regional transboundary water infrastructure projects and ensure sustainability, it is important to foster an environment of trust, equity, and open dialogue among the riparian countries.

Bridging Phase Proposal

A sustainability/phase out strategy will be developed by the NELSAP CU with participation of the projects, to define the benefits to be sustained and specify how each of the main constraints to sustainability will be addressed in implementation. This will include a sustainability analysis to identify and analyse the key factors that are likely to impact, either positively or negatively, on the delivery of sustainable benefits. The sustainability analysis will be appraised and reviewed at least annually during implementation and evaluated in order to learn lessons. The main elements of the strategy will be fed into the project preparation and institutional processes (sustainability of improved institutional capacity and maintaining future recurrent budget) so that sustainability will be strengthened in a systematic and comprehensive way. The strategy will also include assessment for the phasing out of donor support and the uptake of management and financing responsibilities by the appropriate stakeholders

Bridging Phase Proposal

Institutional sustainability is likely, since, at the national level, improved capacities of and coordination with National Implementing Agencies will facilitate effective planning and implementation of the projects. At the local level, a decentralized and participatory approach, empowering key stakeholders in the design and decision making, will foster ownership and promote local level constituency. Stakeholders particularly those directly concerned with the activities (riparian governments, and beneficiaries) will play a critical role in promoting sustainability.

Bridging Phase Proposal

Thus adequate time and resources have been allocated for participatory analysis and responding to demand-led approaches in order to improve sustainability.

Bridging Phase Proposal

Technical sustainability will be ensured through the planned regional water infrastructure (component 2). ... Experience has shown that activities which integrate with, and build on, local management structures have better prospects for promoting the sustainability of benefits than those which establish new or parallel structures. Technical sustainability is thus likely.

Bridging Phase Proposal

The regional /local governments within the basin have been involved in the identification of management and development interventions within the basins and in the designing the bridging phase. Indeed resources have been allocated towards enhancing their capacity to implement downstream activities after the cessation of development partner support. This will ensure sustenance of grassroots benefits in the medium and long term.

Bridging Phase Proposal

Financial sustainability is likely because the riparian governments and development partners (World Bank, EC, Sweden and Norway) attach a high priority to the conservation, management as well as development of water infrastructure in the three river basins. Thus project preparation has ensured that designed projects deliver clear and equitable financial or economic benefits which are apparent to the stakeholders, thus increasing the likelihood of sustainability after grant financing finishes.

Kagera PCR Draft - Bridging

... participatory approach which ensured continued engagement of various stakeholders (incl. private sector and civil society) in implementation as well as country commitment to joint management of transboundary WRM which promoted ownership of the project and its outputs by the participating and enhance sustainability of the project outcomes.

Kagera PCR Draft - Bridging

The project contributed to the establishment of effective project management structures, a framework for transboundary water management, strengthened national WRM institutions and related agencies, augmented the basin capacity in IWRM, established and supported stakeholder participation, created awareness on transboundary issues, and put in place arrangements for downstream water resource related investments. This has laid the foundation for the sustainability of the project outputs. The systematic stakeholder involvement contributed to ensuring the sustainability of the project outputs.

Kagera PCR Draft – Bridging: Regarding financial sustainability, the countries of the NELSAP have agreed to progressively increase their contribution which is a demonstration of their commitment to and ownership of the process.

Mara PCR_Draft – Bridging: Sustainability Strategy developed. This strategy was developed by the NELSAP CU with inputs from RBM projects. It defines the benefits to be sustained and specify how each of the main constraints to sustainability will be addressed during implementation. It specifically also includes incremental country contributions towards project operational costs.

Mara PCR_Draft – Bridging: The project outputs as well as expected benefits are likely to be sustained based on the involvement of key stakeholders from the onset of project implementation. Involvement of key stakeholders in project identification, preparation, validation of consultant's outputs enhanced ownership and sustainability of the identified projects

Mara PCR_Draft – Bridging: The Mara Project works closely with respective sub basin agencies (Lake Victoria South catchment Area, and Lake Victoria Basin Water Office) and collaborating ministries in the two countries to ensure that formulated projects are mainstreamed in their National Development plans. However, there is need for implementation quick win projects across the basin for communities to access benefits and build confidence thus instill ownership and sustainability of the projects.

Mara PCR_Draft – Bridging: Study tours undertaken to other basins enhanced experience sharing on the management and development of multipurpose storage reservoirs projects, watershed management and climate adaptation projects; and thus increased ownership and sustainability of projects. The study tours changed attitude of the local communities through exposure to practical participatory watershed management interventions, development and management of multipurpose storage reservoirs and how these interventions help to improve the living conditions of the people

Mara PCR_Draft – Bridging: *Stakeholder participation are essential elements of successful transboundary water resources management - Participatory involvement of stakeholders is crucial in the ownership and sustainability of the initiatives and projects formulation in the basin.*

Mara PCR_Draft – Bridging: (iv) integration and mainstreaming of identified projects into national programs would enhance resources mobilization, commitment, ownership and sustainability of the projects.

SMM Annual Report 11-12: This follows recommendation by NELCOM, that the institutional frameworks, recommended during Phase I needed to be rationalized taking into account decentralized WRM in each country as well as sustainability aspects.

SMM Annual Report 11-12: To effectively prepare regional transboundary water infrastructure projects and ensure sustainability and achieve the stated results, it is important to foster an environment of trust, equity, and open dialogue within which all riparian countries can together pursue their development aspirations. Secondly, the sustainability of cooperative institutions largely depends on the institutional capacities within the member states. Thus capacity building activities at the transboundary level require simultaneous commensurate efforts nationally to have effect.

SMM PCR Draft – Bridging: The sustainability of river basin institutions has been an important consideration during the bridging phase to ensure availability of financing beyond the project cycle and downstream implementation of projects. Sustainability of the project outcomes is rated as highly likely for the following reasons: ...Technical sustainability is likely, since the implementation arrangements ensured that external threats to the sub basins are overcome and the water requirements for various development activities are met.

SMM PCR Draft – Bridging: At the local level, a decentralized and participatory approach, empowering key stakeholders in decision making, has fostered ownership and promoted local level constituency. Collaboration with other regional organizations like the LVBC has been enhanced. From a financial point of view: Financial sustainability is likely because both the government and development partners attach a high priority to the conservation as well as development of water infrastructure in the river basin. Furthermore, the financial contributions of countries to the NBI and the NELSAP has been improved based on the willingness of ...

Sept04 Annex VIII_ Sio-Malaba-Malakisi catchments stakeholders: Stakeholders, in order to do this, should have access to information to enable appropriate decision-making involving acceptability, operation, maintenance, ownership and general project sustainability.

Sept04 Kagera River Basin project document_sept04 : There is a need to continue to be vigilant with regard to analysing the sustainability of all development activities from not only environmental but also economic, financial and institutional perspectives. In the following the Project Document will mandate analysis of the sustainability of proposed interventions in the Kagera basin.

Sept04 Kagera River Basin project document_sept04

If and when Burundi and Rwanda are full-fledged members of the EAC, there would be obvious benefits in terms of sustainability in passing responsibility for the project over to the LVBC. However, the modality of the LVBC compared to NELSAP would need to be negotiated at that time.

Sept04 Kagera River Basin project document_sept04 : Because stakeholder participation, if well-designed and facilitated, has the potential to address a number of critical concerns regarding, for example, the relevance, effectiveness and sustainability of project outputs, as well as such core cross-cutting issues as poverty reduction, equitable resource distribution, gender balance and democratic participation.

Sept04 Kagera River Basin project document_sept04 : Because of the deep poverty in the basin area, the prospects of cost recovery from Project beneficiaries have above been judged not to be promising. The chances of having the basin countries raise additional revenue from taxes and charges on water users in the basin cannot be said to be good, except possibly in the long term. The prospects of increasing the basin country governments' share of financing Project costs cannot be said to be very good either, and in that sense the financial sustainability of the Project must be judged to be low. There would be no direct financial costs to the four basin countries, and no budgetary provisions would seem necessary. However, there would certainly be indirect costs, ...

Sept04 Kagera River Basin project document_sept04

The Project will not be judged a success, unless its institutional sustainability is assured. There would be four principal risks in that context...

Sept04 Kagera River Basin project document_sept04

The insufficient availability of personnel has been identified as one of the critical risks facing the Project. A shortage of qualified staff, that may be caused i.e. by the multiple needs of the NBI writ large would render capacity building ineffective and jeopardize the long term sustainability of the Project.

Sept04 Mara River Basin project document_sept04

The implications of the HIV/AIDS pandemic need to be taken into account throughout the implementation of the Project in order to ensure the sustainability of the capacity building activities.

Sept04 Mara River Basin project document_sept04

The primary objective of this project is to establish sustainable institutional frameworks for transboundary integrated water resources management and development. In this sense, all the project outputs and activities are in one way or another implicated in the question of institutional sustainability.

Sept04 Mara River Basin project document_sept04

Stakeholder participation is critical to overall institutional and social sustainability.

Sept04 Mara River Basin project document_sept04

The sustainability of technical and information management equipment and procedures established through the project. Adequate analyses and provisions shall be made to ascertain that all equipment and technical systems procured and produced by the projects are adapted and handled over to the concerned institutions in such a manner that they can be sustainably used and maintained.

Sept04 Mara River Basin project document_sept04

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Sept04 Sio-Malaba-Malakisi Project Document_sept04

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Sept04 Sio-Malaba-Malakisi Project Document_sept04

Adequate analyses and provisions shall be made to ascertain that all equipment and technical systems procured and produced by the projects are adapted and handled over to the concerned institutions in such a manner that they can be sustainably used and maintained. Sustainability is to a considerable degree a question of the establishment and functioning of the new institutional structures for water resources management now being established in Kenya and Uganda. This Project is basically an effort to augment this institution building with a transboundary component and ...

DELIVERY AGAINST LOGICAL FRAMEWORK

The Mara River Basin projects (Phase I – up to 2009)

Respondents in the WEB-based survey provided good to very good ratings for Phase I of the Mara River Basin projects, except for Outputs B2 and B3, which had some poor ratings.

Rating	Very poor	Poor	Average	Good	Very good
Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.	0% (0)	0% (0)	20% (1)	80% (4)	0% (0)
Project objective B: Development of an investment strategy and conducting pre-feasibility studies	0% (0)	0% (0)	20% (1)	40% (2)	40% (2)
Output B1: A Mara River Basin Monograph and information management database developed.	0% (0)	0% (0)	0% (0)	40% (2)	60% (3)
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	0% (0)	20% (1)	0% (0)	80% (4)	0% (0)
Output B3: Preparation pre-feasibility study documents.	0% (0)	40% (2)	20% (1)	40% (2)	0% (0)
Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin	0% (0)	0% (0)	0% (0)	60% (3)	40% (2)
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	0% (0)	0% (0)	0% (0)	40% (2)	60% (3)
Output C2: Community awareness rising about environmental management issues and development options.	0% (0)	0% (0)	40% (2)	40% (2)	20% (1)
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	0% (0)	0% (0)	0% (0)	20% (1)	80% (4)

Responses from interviews that relate to specific metrics in the Logical Framework analysis are as follows:

- Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.

“The process was initiated and at that time. I was a part of it. There were a number of people involved, also looking at local water quality standards. There was an effort to form a transboundary water resources initiative. Kenya had a structure, but it was not the same as in Entebbe. There was a strategy, but nothing on transboundary issues. It now has officials on Tanzania and Kenya side and also involving scientists from each country. My comment is that the process ebbed down and is not as vibrant as when we started”

- Project objective B: Development of an investment strategy and conducting pre-feasibility studies
 - Output B1: A Mara River Basin Monograph and information management database developed.

“The Nile DSS, where our staff participated from the surface water side with 2 officers from VBS and two from VBN. We use Mike Basin for water management. It was agreed that through the project we are going to get the “key” (access) to use the software, and computers were also supplied. Operationalization is uncertain.”

- Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin
 - Output C1: Staff trained at national and basin levels and Basin offices strengthened.

“NELSAP has done very well, in capacity building and the treatment of data collection. A number of us have been trained in data collection, processing and installation of hydrological equipment, and especially, dealing with water quality and hydrology. Of all the basins, Mara is enjoying a faster rate of modernisation (installations) and is also linked with other partners. Groundwork has been laid by NELSAP, but that attracted many other partners that are now investing. Recently we got equipment from UNESCO (Netherlands), who have come to do an installation in the upper part of the Mara (rainfall stations). It is because of the involvement of NELSAP. We had an initial process through NELSAP to identify areas, and these are now being installed. WWF have been in the basin for a long time, but after NELSAP intervention, they have donated water quality measurement equipment (pocket) and also supported the rehabilitation of the gauging stations. One of the priority areas that they are supporting now is data collection.

A lot of improvements have been realised in Transboundary relations. There were suspicions and counter allegations that the Kenya is abstracting all the water. Since there was no platform to discuss ideas, it was difficult to bring people together. The projects facilitated the bringing together of people. In Kenya there was local water resource management, but nothing on transboundary. We used the Kenya approach and applied it in a transboundary context. At the first meeting we had allegation, but because we can openly discuss it, the situation has improved. They are now able to organise themselves on transboundary issues. It has eased the tension. The relationship is established, but the sustainability will depend on on-going discussion. It is still a new concept and still would need support for some time. At this moment the transboundary issue without support will be tricky, because they cannot charge for water abstraction, so it will depend on how they can mobilise their own funds.

The community should be able to manage their own (water) resources. Our main problem in the Mara (in Kenya) is scarce (sometimes), but pollution is the main problem. If we now give the community the authority to manage their own water resources, it will improve. For some time there was a view that this is the work of the government, but with sensitisation, they are changing their view. There is also the issue of expectation. Whenever people gather about an issue, then they know something is coming out of it. For water resources there is nothing coming immediately, so it has been challenging to get them to participate in a voluntary way, without immediate benefits. We tried an experiment with Mara WRUA. We wanted a legal engagement so that they be involved fully in the management of the Mara. They will go to abstractors, do surveys, etc. We developed a legal instrument that was signed, but got stuck in implementation”

- Output D1: Identified small-scale projects implemented.

“In Mara we have had projects supported by WWF and other organisations, for instance greenhouse farming, poultry, etc. The WRUAs are now copying what is happening here. Now we have a window to support micro-projects in communities. The WRUAs are not yet at the right level to be funded for small projects (there are four levels). E.g. level 1=capacity development and development of a sub-catchment management plan. Once it is accounted they get 2M shillings to implement micro-projects. The WRUA are stuck on financial management and don't qualify for the support. With new guidelines, there will be many WRUAs in the Mara catchments (now still only one big one). A small scale project from NELSAP is “Bomet” water supply project, which is a big project. People's perception is changing, because in Bomet water-borne disease was rampant. The project has given support to this. NELSAP also approached us to see if they can assist with the sub-catchment management plan.”

The Mara River Basin projects (Bridging Phase - 2010-2012). Respondents in the WEB-based survey provided good to very good ratings for Bridging Phase of the Mara River Basin projects, except for Outputs 2A and 2B, which had some poor ratings.

Rating	Very poor	Poor	Average	Good	Very good
Component 1A (Institutional strengthening): Joint sustainable cooperative framework defined and agreed upon and bilateral agreement for the joint management signed among the Kenya and Tanzania	0% (0)	0% (0)	50% (3)	50% (3)	0% (0)
Component 1 B (Building Regional Water Management Capacity): Capacity built at all levels for sustainable management of the basin.	0% (0)	0% (0)	0% (0)	83% (5)	16% (1)
Component 1C (Improving information, Knowledge and Monitoring): Technical capabilities of regional water management organizations strengthened	0% (0)	0% (0)	0% (0)	80% (4)	20% (1)
Component 2A: Effective preparation for regional water resources infrastructure in the river basin	0% (0)	33% (2)	16% (1)	16% (1)	33% (2)
Component 2B: Resource Mobilization for financing Regional Water Infrastructure Financing mechanisms for regional water infrastructure from the public as well as private sector explored	0% (0)	16% (1)	33% (2)	50% (3)	0% (0)
Component 3 (Project management): Effective program management with timely monitoring and evaluation	0% (0)	0% (0)	0% (0)	83% (5)	16% (1)

The Kagera River Basin projects (Phase I - up to 2009). Respondents in the WEB-based survey provided average to good ratings for Phase I of the Kagera River Basin projects, with some exception in the very poor and very good categories.

Rating	Very poor	Poor	Average	Good	Very good
A. To establish a sustainable framework for joint management of the shared water resources of the Kagera River Basin	0% (0)	0% (0)	71% (5)	28% (2)	0% (0)
Output A1: A joint transboundary permanent management framework including a management strategy for Kagera river basin established.	0% (0)	12% (1)	37% (3)	37% (3)	12% (1)
Output A2: Common procedures for Environmental Impact Assessment developed and agreed	0% (0)	0% (0)	62% (5)	37% (3)	0% (0)
B. Development of an investment strategy and conducting pre-feasibility studies.	0% (0)	0% (0)	12% (1)	75% (6)	12% (1)
Output B1: A Kagera River Basin Monograph and information management database developed.	0% (0)	0% (0)	12% (1)	37% (3)	50% (4)
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	0% (0)	12% (1)	25% (2)	50% (4)	12% (1)
Output B3: Pre-feasibility studies conducted	0% (0)	0% (0)	25% (2)	37% (3)	37% (3)
C. Building capacity at all levels for sustainable management and development of Kagera River Basin.	0% (0)	12% (1)	25% (2)	37% (3)	25% (2)
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	0% (0)	0% (0)	25% (2)	50% (4)	25% (2)
Output C2: Community awareness rising about environmental management issues and development options.	0% (0)	12% (1)	25% (2)	50% (4)	12% (1)
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	0% (0)	0% (0)	42% (3)	14% (1)	42% (3)
D. Implementing small-scale investment projects in Kagera River basin community.	0% (0)	0% (0)	25% (2)	62% (5)	12% (1)
Output D1: Identified small-scale projects implemented.	0% (0)	0% (0)	42% (3)	42% (3)	14% (1)

The Kagera River Basin projects (Bridging Phase - 2010-2012)

Respondents in the WEB-based survey provided good ratings for Bridging Phase of the Kagera River Basin projects, with some exceptions in the average and very good categories.

Rating	Very poor	Poor	Average	Good	Very good
Improved and integrated water resource management (IWRM) in the Kagera river basin for enhanced regional integration to foster growth including improved community livelihoods.	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
1. Institutions and capacity built for transboundary IWRM	0% (0)	0% (0)	25% (2)	62% (5)	12% (1)
2. Regional Water Resources Infrastructure prepared and resources mobilized for implementation	0% (0)	0% (0)	37% (3)	50% (4)	12% (1)
3. Project Management: Effective program management with timely monitoring and evaluation	0% (0)	0% (0)	25% (2)	62% (5)	12% (1)

The Sio-Malaba-Malakisi River Basin projects (Phase I - up to 2009). Respondents in the WEB-based survey provided good to very good ratings for Phase I of the Sio-Malaba-Malakisi River Basin projects, with some average and a few poor ratings.

Rating	Very poor	Poor	Average	Good	Very good
1. Establishment of a sustainable framework for joint management of the shared water resources of the Sio-Malaba -Malakisi River Catchments.	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
Output 1.1: A trans-boundary management framework including a management strategy established for the Sio-Malakisi/Malaba River catchments.	0% (0)	0% (0)	0% (0)	71% (5)	28% (2)
2. Development of an investment strategy and conducting pre-feasibility studies.	0% (0)	0% (0)	28% (2)	28% (2)	42% (3)
Output 2.1: A Sio-Malakisi/Malaba River Monograph and information management database developed.	0% (0)	0% (0)	0% (0)	42% (3)	57% (4)
Output 2.2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	0% (0)	14% (1)	0% (0)	57% (4)	28% (2)
Output 2.3: Pre-feasibility studies conducted	0% (0)	0% (0)	28% (2)	42% (3)	28% (2)
3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments.	0% (0)	0% (0)	28% (2)	57% (4)	14% (1)
Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.	0% (0)	0% (0)	28% (2)	42% (3)	28% (2)
Output 3.2: Community awareness raising about environmental management issues and development options.	0% (0)	0% (0)	14% (1)	57% (4)	28% (2)
Output 3.3: Catchment-wide sustainable hydro-meteorological network and water quality monitoring system.	0% (0)	14% (1)	14% (1)	42% (3)	28% (2)
4. Implementing small-scale investment projects to build early confidence in Sio-Malaba-Malakisi River community.	0% (0)	14% (1)	14% (1)	28% (2)	42% (3)
Output 4.1: Identified small-scale projects implemented.	0% (0)	14% (1)	14% (1)	28% (2)	42% (3)

- 2. Development of an investment strategy and conducting pre-feasibility studies.
 - Output 2.1: A Sio-Malaba- Malakisi River Monograph and information management database developed.

“Data sharing is still an issue. We install and acquire data, but for example, on the same river there is separate measurement on the Uganda side and Kenya side. The Mara monitoring network is one of the best. It is rehabilitated, even overdesigned. We developed a database, and we get information from the countries that we put into the database, which is one way of sharing. We are now finalising a state of basin report at the sub-basin level. The officers are also getting together and sharing knowledge, for instance by developing the sub-catchment plan together.”

- 3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments.
 - Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.

“The workshops we had where communities have been taken through IWRM were good capacity building and especially useful for the development of the catchment management plan. Capacity development has been substantial for Kenya and Uganda. They got together and went through restoration of monitoring stations and jointly did practical restoration. IWRM training also brought together country staff. We had exchange tours where technical staff is being exposed to different examples, for instance to RSA, Tanzania etc. Community exchange has also been very good and the example is being taken up in other regions. It should be a continuous process”

The Sio-Malaba-Malakisi River Basin projects (Bridging Phase - 2010-2012)

Respondents in the WEB-based survey provided good to very good ratings for Bridging Phase of the Sio-Malaba-Malakisi River Basin projects, with a few average ratings.

Rating	Very poor	Poor	Average	Good	Very good
Component 1: Institutional Strengthening and Capacity building for Transboundary IWRM	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
- Good IWRM institutions and effective planning with stakeholder participation	0% (0)	0% (0)	0% (0)	85% (6)	14% (1)
- Sub regional capacity built in transboundary IWRM and development	0% (0)	0% (0)	0% (0)	71% (5)	28% (2)
- Information, knowledge and monitoring improved	0% (0)	0% (0)	28% (2)	57% (4)	14% (1)
Component 2: Preparations for development of Regional Water Resources Infrastructure	0% (0)	0% (0)	14% (1)	42% (3)	42% (3)
- Effective preparation & resource mobilization for regional water resources infrastructure in the river basin	0% (0)	0% (0)	14% (1)	71% (5)	14% (1)
Component 3: Project Management	0% (0)	0% (0)	0% (0)	42% (3)	57% (4)
- Effective program management with timely monitoring and evaluation	0% (0)	0% (0)	0% (0)	57% (4)	42% (3)

Summary of Performance Related to Objectives in Logical Framework

THE MARA RIVER BASIN PROJECTS (PHASE I – UP TO 2009)

Project objective A: Establishment of a sustainable framework for joint management of the shared water resources of the Mara River Basin.	The achievement of this objective was “Good”, with 80% of the respondents in the WEB-based survey agreeing. The details of the work are provided in the: <i>“Mara River Basin Policy, Legal, and Institutional Cooperative Framework. Draft Final Report.”</i> (NBI/NELSAP [WREM International Inc.], 2008d).
Project objective B: Development of an investment strategy and conducting pre-feasibility studies	
Output B1: A Mara River Basin Monograph and information management database developed.	The investment strategy and pre-feasibility studies was rated as “Good” (40% of respondents) to “Very good” (60% of respondents), with the: <i>“Mara River Basin Monograph. Final Report”</i> (NBI/NELSAP [WREM International Inc.], 2008j) and the shared database providing further information.
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	The approach to using a simple model contributed to the <i>“Mara River Basin Investment Strategy. Final Report”</i> (NBI/NELSAP [WREM International Inc.], 2008b), with 80% of respondents in the WEB-based survey rating this as “Good”
Output B3: Preparation pre-feasibility study documents.	The document: <i>“Project Preparation for Conservation of Maasai Mau and Transmara Forest Blocks of the Mau Forest Complex and Preparation of Investment Project Proposal Final Report – Main Report”</i> (NBI/NELSAP [LTS International Ltd.], 2012h) is aligned with this output, but respondents in the WEB-based survey rated the preparation of pre-feasibility study documents as Poor to Good, indicating that more could have been achieved.
Project objective C: Building capacity at all levels for sustainable management and development of Mara River Basin	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	The value of training and strengthening of basin offices were emphasized in engagements with participants and stakeholders in interviews, whereas the WEB-based survey supported the good progress with “Good” and “Very good” ratings.
Output C2: Community awareness rising about environmental management issues and development options.	There were many examples raised in interviews where increased awareness led to identification of development opportunities. This was supported by the average to good ratings in the WEB-based survey. The need for further increasing awareness was pervasive in all engagements.
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	The <i>“Assessment and Design of Hydrometric Network and Guidance of Water Quality Survey for Mara River. Final Report”</i> (NBI/NELSAP, 2008) provides details on achieving this output, with the WEB-based survey mostly rating it as “Very good”

THE MARA RIVER BASIN PROJECTS (BRIDGING PHASE - 2010-2012)

Component 1A (Institutional strengthening): Joint sustainable cooperative framework defined and agreed upon and bilateral agreement for the joint management signed among the Kenya and Tanzania	The requirements of this component are met, as described in the MOA between NELSAP and Kenya and the MOA between NELSAP and Tanzania. The WEB-based survey supports this view with ratings of average and good.
Component 1 B (Building Regional Water Management Capacity): Capacity built at all levels for sustainable management of the basin.	Respondents in interviews and the WEB-based survey supported achievement of this metric with ratings of good and very good, saying that the capacity building efforts have strengthened national and regional capacity. The retention of capacity is however a problem.
Component 1C (Improving information, Knowledge and Monitoring): Technical capabilities of regional water management organizations strengthened	Advances in this area relate to better knowledge sharing between countries as well as the establishment of a regional monitoring network. Respondents in the WEB-based survey: rated this as good to very good, whereas the report: <i>“Assessment and Design of Hydrometric Network and Guidance of Water Quality Survey for Mara River. Final Report.”</i> (NBI/NELSAP, 2008) provides details on the network.
Component 2A: Effective preparation	The good achievements in this component were overshadowed by

for regional water resources infrastructure in the river basin	growing expectations for action on the ground. The WEB-based survey exposed the wide-ranging views with responses varying from poor and average, to good and very good. The report: “ <i>Project Preparation for Conservation of Maasai Mau and Transmara Forest Blocks of the Mau Forest Complex and Preparation of Investment Project Proposal Final Report – Main Report</i> ” (NBI/NELSAP [LTS International Ltd.], 2012h) provides an example of an investment proposal.
Component 2B: Resource Mobilization for financing Regional Water Infrastructure. Financing mechanisms for regional water infrastructure from the public as well as private sector explored	Resource mobilization has been identified as a key challenge to the achievement of regional development objectives. The WEB-based survey emphasized this point with views on achievement of this component ranging from poor to average to good.
Component 3 (Project management): Effective program management with timely monitoring and evaluation	Programme management was highlighted as being a strong point of the initiative, with WEB-based survey inputs ranging from good to very good.

THE KAGERA RIVER BASIN PROJECTS (PHASE I - UP TO 2009)

A. To establish a sustainable framework for joint management of the shared water resources of the Kagera River Basin	
Output A1: A joint transboundary permanent management framework including a management strategy for Kagera river basin established.	The “ <i>Kagera River Basin Transboundary Cooperative Framework and Management Strategy in the Four Riparian Countries of Burundi, Rwanda, Tanzania and Uganda</i> .” (NBI/NELSAP [COWI Uganda], 2007a; NBI/NELSAP [COWI Uganda], 2007b) confirm that this output has been met, with the WEB-based responses also being average to good.
Output A2: Common procedures for Environmental Impact Assessment developed and agreed	Not feasible in the short term. NELSAP decided to develop: “ <i>Country Assessments on Environmental and Social Policies in the Nile Equatorial Lakes Region</i> ” (NBI/NELSAP [Judy Obitre-Gama], 2012) and the “ <i>Preliminary Environmental and Social Management Framework for Project Preparation and Implementation</i> ” (NBI/NELSAP, undated k). The WEB-based survey had responses of average to good.
B. Development of an investment strategy and conducting pre-feasibility studies.	
Output B1: A Kagera River Basin Monograph and information management database developed	This output is captured in the “ <i>Kagera River Basin Monograph. Basin Development Report</i> ” (NBI/NELSAP [BRL Engénierie], 2008), with the WEB-based survey confirming the achievement with ratings of good to very good.
Output B2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	The “ <i>Scenarios for Kagera River Basin Development</i> ” ((NBI/NELSAP, undated l) demonstrate delivery on this output, whereas the WEB-based survey resulted in feedback of good to very good
Output B3: Pre-feasibility studies conducted	The evaluation confirmed that pre-feasibilities studies have been conducted, for example on small dams. The WEB-based survey confirmed this with ratings of good to very good.
C. Building capacity at all levels for sustainable management and development of Kagera River Basin.	
Output C1: Staff trained at national and basin levels and Basin offices strengthened.	Feedback through the interviews confirmed that staff training was beneficial, but also revealed ongoing challenges in staff capacity. The WEB-based survey confirmed this dichotomy, with rating of average, good and very good.
Output C2: Community awareness rising about environmental management issues and development options.	While community awareness was rated as having benefitted from the programme, ongoing efforts are needed in this regard. The WEB-based survey echoed this view, with ratings of average and good.
Output C3: Basin wide sustainable hydro-meteorological network and water quality survey.	Delivery on this output is documented in “ <i>Consulting Services to Harmonize National Reports to Assess, Review and Design of a Sustainable Hydrometric Network for Kagera River Basin. Final Report</i> .” (NBI/NELSAP [Mkhandi SH], 2009). The WEB-based survey supports the delivery, but highlight the need for ongoing maintenance and operation with ratings of average, good and very good.
D. Implementing small-scale investment projects in Kagera River basin community.	
Output D1: Identified small-scale projects implemented.	The report: “ <i>Rapid Identification and Assessment of Potential Sites for Multipurpose Storage Reservoirs. Final Assessment Report</i> .” (NBI/NELSAP [Ntale HK], 2011) and WEB-based survey (average to

	good) confirm delivery on this output.
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THE KAGERA RIVER BASIN PROJECTS (BRIDGING PHASE - 2010-2012)

Improved and integrated water resource management (IWRM) in the Kagera river basin for enhanced regional integration to foster growth including improved community livelihoods.	
1. Institutions and capacity built for transboundary IWRM	Engagements with stakeholders and members confirmed that the programme contributed significantly to institutional and individual capacity development in support of IWRM, with the WEB-based survey returning results of a average to good.
2. Regional Water Resources Infrastructure prepared and resources mobilized for implementation	The report " <i>Detailed Identification Studies For Potential Large Dams In The Kagera Basin. Final Report (Volume I).</i> " (NBI/NELSAP [Ntale HK], 2012a) confirm delivery on this objective, with the WEB-based survey responses being mostly good with some average ratings.
3. Project Management: Effective program management with timely monitoring and evaluation	Information collected through interviews confirm that project management was effective and have improved over the programme duration. The ratings in feedback through the WEB-based survey were mostly "good", with some being "average".

THE SIO-MALABA-MALAKISI RIVER BASIN PROJECTS (PHASE I - UP TO 2009)

1. Establishment of a sustainable framework for joint management of the shared water resources of the Sio-Malaba -Malakisi River Catchments.	
Output 1.1: A trans-boundary management framework including a management strategy established for the Sio-Malakisi/Malaba River catchments.	The "Sio-Malaba-Malakisi (SMM) Investment Strategy. Final Report" (NBI/NELSAP [WREM International Inc.], 2008g) confirms delivery on this output. Respondents in the WEB-based survey also rated achievement on this output as "good"
2. Development of an investment strategy and conducting pre-feasibility studies.	
Output 2.1: A Sio-Malakisi/Malaba River Monograph and information management database developed.	The " <i>Sio-Malaba-Malakisi (SMM) River Basin Monograph. Draft Final Report</i> " (NBI/NELSAP [WREM International Inc.], 2008i) confirms delivery on the output, with respondents in the interviews confirming that the shared database has been developed. The WEB-based survey confirms this evaluation, with ratings of good and very good.
Output 2.2: Simple model for assessing development scenarios and selection of a preferred Development Strategy	The "Sio-Malaba-Malakisi (SMM) Investment Strategy. Final Report" (NBI/NELSAP [WREM International Inc.], 2008g) reports on these aspects, whereas the WEB-based survey returned results of good to very good.
Output 2.3: Pre-feasibility studies conducted	The feedback through interviews and the WEB-based survey confirmed that this requirement has been met through the various pollution control documents, but that more could still be done.
3. Building capacity at all levels for sustainable management and development of Sio-Malaba-Malakisi River Catchments.	
Output 3.1: Staff trained at national and basin levels and catchment offices strengthened.	The value of training was confirmed in interviews , but the requirement to strengthen this was emphasized, also through the WEB-based survey that yielded results of average, good and very good.
Output 3.2: Community awareness raising about environmental management issues and development options.	Efforts in this regards seems to have been successful, with respondents in interviews and the WEB-based survey rating this as good to very good.
Output 3.3: Catchment-wide sustainable hydro-meteorological network and water quality monitoring system.	The document: " <i>Consultancy Services for Assessment, Design and Installation of a Sustainable Hydrometric Network in the Sio-Malaba-Malakisi River Catchments. Final Report.</i> " (NBI/NELSAP [Zaake Tamukedde & Hydroflow Services], 2008) confirms delivery on this output, with the WEB-based survey results showing good to very good performance.
4. Implementing small-scale investment projects to build early confidence in Sio-Malaba-Malakisi River community.	
Output 4.1: Identified small-scale projects implemented.	Feedback through interviews emphasized the importance of small-scale projects and commended the progress made in this regard. The WEB-based survey echoed the view with good and very good

THE SIO-MALABA-MALAKISI RIVER BASIN PROJECTS (BRIDGING PHASE - 2010-2012)

Component 1: Institutional Strengthening and Capacity building for Transboundary IWRM - Good IWRM institutions and effective planning with stakeholder participation - Sub regional capacity built in transboundary IWRM and development - Information, knowledge and monitoring improved	Feedback through the interviews confirmed that institutions and planning improved, capacity development took place and information, knowledge and monitoring improved. The WEB-based survey confirm the findings with most respondents returning an evaluation of "Good"
Component 2: Preparations for development of Regional Water Resources Infrastructure - Effective preparation & resource mobilization for regional water resources infrastructure in the river basin	According to stakeholders and members, the preparation of WR infrastructure was good, but most respondents emphasized the need for implementation of the projects. The WEB-based survey reflected good to very good performance against this component.
Component 3: Project Management - Effective program management with timely monitoring and evaluation	Various project management documents were reviewed, which confirmed, together with interviews and the WEB-based survey that this aspect was very good and has improved over time.



Transboundary Integrated Water Resources Management and Development Projects in The Mara (Kenya/Tanzania); Sio-Malaba-Malakisi (Kenya/Uganda) and Kagera (Uganda, Rwanda, Burundi, Tanzania)

The programme "Transboundary Integrated Water Resources Management and Development" is part of the Nile Basin Initiative and focuses on three rivers, namely the Mara (shared by Kenya and Tanzania); the Sio-Malaba-Malakisi (shared by Kenya and Uganda) and the Kagera river (shared by Uganda, Rwanda, Burundi and Tanzania). The evaluation appraises the Swedish and Norwegian bilateral support 2005-2010, in terms of relevance, effectiveness, efficiency, impact, and sustainability.

The overarching conclusion of the evaluation is that the projects have met or exceeded most of the specified outcomes and objectives. Through the support a strong foundation has been established for knowledge based water resources management within the Nile Equatorial Lakes Region. Trust between the countries has improved, so that countries now share water data and has agreed on joint development plans for the shared water resources. The evaluation points out that the complexity of the implementation environment was underestimated in the design of the programme and need more attention in future plans. It also recommends that alignment with national priorities should be improved and emphasises the need to look beyond line ministries for water, and involve ministries for finance and planning.

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