

# **Nile Basin Initiative Nile Transboundary Environmental Action Project (NTEAP)**

## **Mid-Term Review**

The Nile Transboundary Environmental Action Project is a US\$43.6 million multi donor regional project covering 9 Nile basin countries, executed by the Nile Basin Initiative Secretariat. It aims at achieving socio-economic development through equitable utilization of the Nile basin resources. Its objective is to engage an entire spectrum of stakeholders on sustainable management of the basin common natural resources and enhance their understanding of the principles of these resources sustainable management. The project agreement was signed in April 2003 and it was launched in May 2004. The project is presently at its mid-term. The mid-term review found the project well advanced in achievement of its goals and objectives. Out of 40 project targets, 12 are fully attained and 3 in more than 90%. To fully achieve its objectives, during the second phase, the project should: (i) put more resources in demonstration of practical effects of its achievements; (ii) help the created stakeholder networks to sharply define their goals and to achieve them; (iii) reinforce collaboration with other environmental projects in the basin; (iv) use knowledge dissemination to build confidence in sustainable environment management as a way to economic development of the region; (v) orient the activities towards environment transboundary issues, especially those essential to social and political stability and economic prosperity of the Nile basin. The mid-term review mission recommends a one year extension of the project.

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## Acronyms

CAS	The World Bank Country Assistance Strategy
CBO	Community Based Organization
EE&A	Environmental Education and Awareness
EIN	Environmental Information Network
GEF	Global Environment Facility
KM	Knowledge management
KMS	Knowledge Management Support
LMGC	Local Micro Grant Coordinator
LVBC	Lake Victoria Basin Commission
LVEMP	Lake Victoria Environmental Management Project
MG	Microgrant
MTR	Mid Term Review
NBI	Nile Basin Initiative
NGO	Nongovernmental Organization
Nile-COM	Council of Ministers of Water Affairs of Nile Basin States
Nile-SEC	NBI Secretariat
Nile-TAC	NBI Technical Advisory Committee
NMSC	National Microgrant Steering Committee
NPC	National Project Coordinator
NPO	National Project Office
NRAK	Nile River Awareness Kit
NSC	National Steering Committee
NTEAP	Nile Transboundary Environment Action Project
PA	Public awareness
PAD	Project Appraisal Document
PIP	Project Implementation Plan
PMU	Project Management Unit
PSC	Project Steering Committee
RBM	River Basin Model
RPM	Regional Project Manager
SAP	Subsidiary Action Program
SES	Strategic Environmental Support
SVP	Shared Vision Program
TAC	Technical Advisory Committee
TEA	Transboundary Environmental Assessment
TOR	Terms of Reference
UNDP	United Nations Development Program
WG	Working Group
WQLS	Water Quality Lead Specialist
WQM	Water Quality Monitoring
WQWG	Water Quality Working Group

# **Nile Basin Initiative Nile Transboundary Environmental Action Project (NTEAP)**

## **Mid-Term Review**

### **Summary and Recommendations**

The Nile Transboundary Environmental Action Project (NTEAP) is a 43.6 million dollar regional project operating in nine Nile basin countries and created within the frame of the Shared Vision Program (SVP) of the Nile Basin Initiative (NBI). It is financed jointly by the Global Environment Facility (GEF), the Nile Basin Trust Fund, the United Nations Development Program (UNDP) and the Nongovernmental Organizations (NGOs). The project's grant agreement was signed on April 22, 2003; its activities were launched in May 2004. The NBI Secretariat is the project's executing agency. The project is managed by a Project Management Unit (PMU) based in Khartoum and by national offices in the member countries. Strategic guidance for the project is provided by a Project Steering Committee (PSC).

The mid-term review was to assess the project management and implementation and to recommend actions that might help project to achieve its objectives (See Annexes 1 and 2).

### **Goals and Development Objectives**

The NETAP contributes to the achievement of three Country Assistance Goals (CAS) of the World Bank: (1) Achieve substantial socio-economic development through equitable utilization of and benefit from the common Nile basin water resources; (2) Support the establishment of an enabling environment for cooperative development; (3) Develop a framework for basin-wide environmental action linked to transboundary issues with the context of the NBI's SVP under the GEF's International Waters Program. Its development objectives are: (1) Enhance the analytical capacity for basin-wide perspective to support the sustainable development, management and protection of the Nile basin water; (2) Engage the full spectrum of stakeholders, from local communities to top national policy makers, from elementary schools to universities, from NGOs to line ministries, in management and protection of the basin's shared resources.

At mid-term, it is too early to fully assess the project's contribution to the achievement of the first CAS goal, but the project is well advanced in its contribution to the realization of the second goal and has successfully launched the activities aimed at advancing the third goal. The project is also on its way to achieving the development objectives. It developed a concept note that was the basis for a synthesis of priority environmental policy issues within the Nile basin countries, helped the countries to produce national and regional Nile

water quality reports and to develop manuals for water quality analysis, and exhaustively assessed soil erosion. To implement the second objective, the project mobilized professionals from the member countries to (i) organize awareness raising campaigns, (ii) disseminate information about the Nile basin environment through the media, (iii) introduce lessons about the Nile environment into schools, (iv) create opportunities for obtaining university degrees in environmental studies, (v) network the secondary schools, (vi) finance environmental protection microprojects at the community level and (vii) launch national and regional water quality monitoring.

### **Project's components**

The project's activities were clustered into six components, each divided into two to six subcomponents.

*The Component 1: "Institutional Strengthening to Facilitate Regional Cooperation"* aims at enabling more effective cooperation on transboundary environmental management among Nile basin countries, including governments, NGOs and other stakeholders. From fourteen targets distributed throughout six subcomponents of this component, the project has achieved seven (Annex 3). Execution of four of the targets was assigned to another SVP project, with the remaining still being executed. The institutions created by the project, both central and those implanted in the member countries, implement the project successfully. The project publishes a Newsletter with information about its activities; it established an Internet link between the project and NBI libraries and developed a good quality Nile river environment awareness (NRAK) information set on CD ROM. It prepared a concept paper on environmental policy and an exhaustive comparative synthesis of the priority environmental policy issues in the countries. The project put in place a monitoring and evaluation (M&E) system that is operational and recently extended its activities towards standardization of monitoring procedures and deeper monitoring of microgrants (Annex 4). Less advanced is the development of a Strategic Framework for environmental management which is still at a stage of defining its objectives and scopes; whereas development of the regional River Basin Model (RBM) was entrusted to another SVP project.

There is scope for the project to improve the quality of further outputs of the component and better adjust them to the project objectives.

Recommendation 1. To address the frequently risen concern of national authorities about the impact of its outputs, during the second phase the project should:

- Put more resources into demonstration of the practical effects of its activities.

Recommendation 2. Since the project has no agenda for periodic financial auditing it is recommended that:

- The project, in consultation with the UNOPS and the World Bank, organize each year an independent financial audit.

Recommendation 3. To ensure full success in improvement of environmental and natural resource information management the project should:

- Expand the scope of the Environmental Information Network
- Undertake a capacity needs assessment of the institute libraries to facilitate effectively targeted training

- Complete provision of equipment, training and network linking
- Increase the knowledge base by preparing technical and environmental materials and identifying documents and manuals that may be needed by other project components.

Recommendation 4. It is unclear what is meant by the term Decision Support System to be based on the RBM, who the decision makers may be and what decisions are to be made using the model. It is recommended to:

- Clarify the scope of the model and identify the stakeholders to whom it is addressed.

Recommendation 5. To demonstrate importance of environmental policy reforms, the project should:

- Use its experience and incentives it possesses to encourage the countries to test, at first in a small scale, the social and economic utility of sound environmental policy, environmental policy reforms and enforcement of environmental laws; this demonstration may be achieved by translating the Nile basin protection policies into laws, by well orienting investment policies, by diversifying fiscal policies and enforcing taxation.

Recommendation 6. To support the Strategic Framework, more efforts must be made in further building of effective links and networks among institutions that are partners of NTEAP. The PMU will lead this effort:

- The Project Manager should propose the best approaches to building the networks
- NTEAP must integrate with the partner institutions (ministries of Education, Environment and Water) and other interested agencies
- National Project Coordinators (NPCs) must develop networks at district and community levels to involve community leaders, district councilors and district officers.

Recommendation 7. In the past, both the PSC and the PMU have given too little attention to documenting the project's progress towards achievement of CAS goals and project development objectives. It is recommended that in the second half of the project's execution:

- The PSC and PMU monitor closely and quantitatively the project's progress towards achievement of the CAS goals and development objectives and adjust the work plan to ensure achievement of the project objectives.

Recommendation 8. Moreover, to ensure an accurate (M&E), it is recommended that the subcomponent:

- Continues to monitor the project achievements through the established reporting system
- During the last semester of the project evaluate the social, environmental, financial and economic impact of the microgrants
- Before the end of the project, repeats the baseline M&E study and evaluates the project induced changes in the beneficiary countries.

*The Component 2: "Community-level Land, Forest and Water Conservation – Microgrant Program"* was to support pilot activities in geographic and thematic areas of transboundary significance and demonstrate the feasibility of local level approaches to

land and water conservation including mitigation actions for erosion, non-point source pollution, invasive waterweeds, environmental awareness and NGO networking.

Overall, the project made a good start at implementing the activities of the component and by mid-term it achieved part of the assigned objectives. Subcomponent 1: “Enhanced Basin-wide Capabilities and Cooperation” was achieved to the level of 50%, Subcomponent 2: “Priority Action for Addressing Soil Erosion”, was completed, and Subcomponent 3: “Nile Transboundary Microgrant Program to Support Local-level Land, Forest and Water Conservation Initiatives”, was only just started, to a level of 25%. It is expected that all three sub-components will be fully implemented by the end of the project. The realized outputs do match the Project Implementation Plan requirements and their quality is satisfactory.

To further improve the component’s output quality, the MTR offers eight recommendations.

Recommendation 9. In the first phase, most of the microgrants were implemented within individual countries and addressed community concerns:

- The NTEAP should address these deficiencies and increase the number of the transboundary projects.

Recommendation 10. Very few microgrants addressing invasive water weeds are being implemented. It is recommended that NTEAP:

- Finance more microgrants concerning invasive water weeds.

Recommendation 11. NTEAP can cluster future microgrant activities into a few thematic groups targeted as Nile basin environmental threads, and allocate funds so as to equitably address all thematic groups.

- It is recommended that NTEAP allocate funds to all categories of important transboundary environmental problems identified in the preceding studies.

Recommendation 12. There are hardly any implemented projects that serve the interest of marginalized groups or minorities.

- It is recommended that NTEAP encourages allocation of microgrants that address the needs of minority groups

Recommendation 13. In the past, there has been no attempt to analyze the economic feasibility or returns of the implemented microgrants projects.

- It is recommended that NTEAP trains NGOs in financial and economic analysis of implemented microgrant projects.

Recommendation 14. It is expected that from the microgrant program will emerge good practices on mitigation of transboundary environmental threats.

- It is recommended that NTEAP fosters emergence of good practice and use them as models for other microgrants. It may also request countries to give them academic and professional recognition as Nile-basin specific practices.

Recommendation 15. Numerous stakeholders requested increasing the microgrant ceiling to US\$50,000 arguing justly that the present US\$25,000 ceiling too frequently limits the utility of the project to the community and management costs of a larger grant will not substantially increase.

- It is recommended that when justified, NTEAP considers the possibility of raising the microgrant ceiling to US\$50,000. It can be made compulsory to support the requests by economic and financial analysis.

Recommendation 16. One of the reasons for slow implementation of the transboundary microgrants is lack of NGOs located in the provinces.

- It is recommended that the NTEAP seeks to build capacity of the NGOs located outside capitals and urban centers and encourages them to help communities to formulate and manage the transboundary microgrant projects.

*Component 3: “Environmental Education and Awareness (EE&A)”* aims to strengthen transboundary partnerships and develop network of environmental education and awareness practitioners, to build practitioners’ capacities, to introduce and build transboundary cooperation, and to demonstrate feasibility of developing and delivering environmental education and awareness programs at the basin-wide level. The component was active in three fields corresponding to its three subcomponents: (i) public information and awareness, (ii) introduction of Nile environment education to secondary schools and (iii) development of environmental studies and research in universities and research institutions.

The public information and awareness work groups are active but the members feel they could contribute more effectively if they had better understanding of their role and those of the whole group. The teachers’ network has not been very active to date and it appears that teachers are interested in participation but consider the program inadequately designed to have much impact. The student exchange program is well liked by students and host lecturers as it provides them with a good opportunity to study and discover the Nile basin environment. The lack of official interaction between NTEAP and the top university administration is a concern to lecturers. The research institutions are not yet involved in the program.

The progress in implementation of the EE&A component requires numerous improvements.

Recommendation 17. To increase impact of public information and awareness campaigns, the MTR recommends:

- Revitalize the Regional Journalists’ Network and propose them specific objectives and targets
- Provide training on Nile basin environmental issues; journalists should contribute to training program design to ensure it is properly directed
- Provide funds for journalists to cover NTEAP activities, such as World Environment Day
- NPCs and Local Microgrant Coordinators need to establish networks of environment activists and organizations at the community level; the PMU should assign a specific budget for networking
- EE&A working group members should become more involved in M&E of schools environmental programs so that they can contribute more effectively to their design improvement.

Recommendation 18. The school networking should be thoroughly reconsidered, namely the project should:

- Define a clear objective for the schools environmental programs
- Increase the number of schools projects and expand the eligibility criteria to encompass primary, secondary and vocational schools and schools outside the e-learning program
- Organize schools awards competitions on an annual basis and exploit their awareness potential
- Link microgrant projects to schools where possible to build awareness
- Establish a budget for district and community linkages and ensure formal agreements between NTEAP and the schools involved in the program.

Recommendation 19. Concerning the universities and research institutions, the EE&A Lead Specialist should:

- With support from NPCs and EE&A working groups propose the universities program objectives
- Ensure formal linkages between NTEAP and top level administration in the universities involved in the exchange and lecturers' Network programs
- Expand the scope of the Lecturers' Network introducing: (i) an exchange among lecturers of their biographies outlining research and teaching interests; (ii) a program of exchange between lecturers to facilitate developing joint research and extension projects.

*Component 4.* “Wetland and Biodiversity Conservation” aims to deepen understanding of the role of wetlands in supporting sustainable development and improve management at selected transboundary wetlands sites. The component has not yet been launched; however, the lead specialist is being recruited and the component is expected to be operational before the end of 2006. To ensure its success, the component should build on the three years experience of the whole project.

Recommendation 20. To avoid the past ambiguities around the working groups and network activities the MTR recommends that the project:

- Obtain official consent of institutions whose employees participate in working groups and networks
- Ensure that the work plan of the work groups or networks correspond to the work plan of the institutions involved
- Prior to start any training, carry out a training needs assessment for the group members
- clearly state goals and tasks of the component and the component's working groups.

*Component 5:* “The Basin-wide Water Quality Monitoring” aims at: enhancement of national capacities for water quality monitoring, transboundary water quality awareness raising and information sharing. There is a general consensus among the stakeholders that the component is important. It established a regional Water Quality Water Group (WQWG), assessed the national capacities in water quality monitoring, organized workshops on water monitoring and ordered a complement of laboratory analysis



equipment and water sampling material. However, to ensure further progress, the project should clarify the component's objectives and elaborate the strategy to achieve them.

Recommendation 21. To clarify the objectives and precise a work plan the component Lead Specialists and the work group members should:

- Decide about the content of the final outputs of the component and propose an agenda of achieve them by the end of the project and present them to the PSC for approval.

Recommendation 22. The project should take steps to enhance ownership of the component by WQWG and by the institutions they represent. To this effect, the project should:

- Clarify roles and responsibilities of the WQWG and establish linkage among the WQWG, the institutions with which they work and the project
- Identify tools and mechanisms that would support the WQWG members in their duties
- Involve the WQWG in activity planning and decision making for group activities.

Recommendation 23. To increase capacities of persons involved in water quality monitoring the project should:

- Tailor training programs to address the specific needs of participants
- Utilize capabilities from national institutions within the NBI countries to conduct training and share experiences.

Recommendation 24. The component needs to widen its circle of influence and become more visible. This would require:

- Improving the quality of its products and widening the range of its distribution
- Raising awareness of decision makers and other target groups about transboundary water quality issues.

### **Project Management**

The project has devoted and competent staff in the PMU and in the country offices, although they are overloaded with the demands of the project. The PSC efficiently guides and supervises the project. The budget adequately covers the activities. The financial management of the project, in spite of its complexity, is satisfactory. The delays in financing, a frequent problem in the past years, have been overcome. There are, however, several remaining points to confront, specifically: work overload, field staff autonomy and financial management of the field offices.

Recommendation 25. To improve the overload problem faced by the project staff on administrative and technical activities the PMU should:

- Organize an evaluation of the workload of the project staff expressed in person/days per task and propose adjustments.

Recommendation 26. To increase initiative of the field staff and the members of the working groups and provide them cleared guidelines, the PMU should:

- Allocate more time for communication and technical information exchange between the PMU lead specialists and the field personnel, and between the lead specialists and the working group members.

Recommendation 27. To ensure smooth financial management in some country offices, it is recommended to the Finance and Procurement Officer:

- To identify the origin of the current finance management difficulties, propose solutions and consult on the proposals with UNOPS and NBI Secretariat. The PMU should give this recommendation a high priority.

### **Challenges and Emerging Issues**

During the final half of the execution of its activities, the project will have to face several additional challenges: (i) initiate closer collaboration among its components and those with the other SVP, (ii) create enabling environment for transboundary cooperation (iii) improve the efficiency of information dissemination and (iv) initiate transboundary cooperation among communities. There are also two fundamental issues that emerged at the end of the initial phase: (i) how to play the role of leader while encouraging a participatory approach to management of the project's activities; and (ii) how to ensure permanence of the established networks and continuation of their activities. The steps the project takes to address these challenges will determine its success in attaining the project's goals and development objectives.

### **How to Face the Challenges: Conclusions and Recommendations**

The second half of the project activities will be more demanding than the first one. During this period the project should overcome the weaknesses of the first phase and demonstrate in practical terms the advantages of sound transboundary environmental management of the Nile basin. The first step in this demonstration is to emphasise within components and coordination with other SVP projects.

#### *Collaboration Among Project Components and With SVP Projects*

Recommendation 28. To reinforce the cooperation among the NTEAP components, the MTR recommends that:

- PMU Lead Specialists prepare a list of activities and outputs that will benefit the other components and the list of fields of cooperation among the components
- During a joint session the PMU should identify the most promising and most profitable fields of cooperation
- PMU assigns a complementary budget and allocate work time to implement the collaboration
- M&E evaluate the impact of the collaboration on the timeliness of activities and quality of outputs in terms of realization of the project's development objectives.

Recommendation 29. To reinforce the cooperative network among the SVP projects (see Annex 5), the NTEAP should:

- Request the NPCs to establish close working relations with those responsible for the SVP projects operating in their countries
- Jointly with the NBI-SVP coordinator, create formal links among the projects and allocate budget for collaboration and reporting systems
- Demonstrate to the PSC and NBI Secretariat the financial and technical advantages of this collaboration in terms of money saving, increase in output delivery and impact
- Modify the project's work plan to include emerging cooperative activities

Recommendation 30. To mobilize the SVP projects to collaborate with NTEAP, the PMU should:

- On the basis of the NTEAP experience, prepare a set of recommendations and advice to help other projects accelerate implementation of their activities
- Inform the projects about technical and methodological achievements of NTEAP that may create a base for the future collaboration.

#### *Creation of Enabling Environment*

The project initiated regional cooperation on political, administrative and technical levels creating an enabling environment for transboundary collaboration.

Recommendation 31. To take advantage of this environment and further motivate regional cooperation the project should:

- Inform the stakeholders about the opportunity of regional networking and about the steps needed put their activities in place
- Create incentives that will reinforce the motivation of stakeholders to take part in regional cooperation
- Congratulate authorities for their support for regional cooperation

Recommendation 32. To increase the level of expertise in the regional cooperation, the PMU should provide the groups and networks of stakeholders including working groups, networks, participating communities, schools and universities with:

- Knowledge building materials such as books, technical journals, films, extension materials, simple tools to measure and evaluate environmental parameters
- Tools to create and disseminate information such as printing and photocopying equipment or TV and radio emission aids.

Recommendation 33. The PMU may also:

- For the individuals who introduced the original approach to the Nile basin environmental management, provide incentives such as grants, study tours or information letters to their superiors
- Encourage and support group and network members to publicize their work through the local press, technical reviews and the NTEAP Newsletter; the encouragement may include subsidizing publication or assisting with contacting journalists or other aspects
- Encourage dissemination of regional approaches by supporting implementation of those actions that are the most promising.

#### *Information Dissemination*

In the future, the project should contribute to knowledge building about the Nile River, and this knowledge may be used as a support for political and economic decisions making within the basin.

Recommendation 34. Pertinent information should be provided to all levels of stakeholders but with priority to communities that participate in microgrant activities.

- Jointly with other SVP projects, the Knowledge Management Specialist should initiate production of information documents adapted to all educational levels of stakeholders

- For communities it should contain basic, practical information about the local rivers, their hydrology, fauna, flora, ecology, links with fisheries, agriculture and forestry
  - For schools, it should contain extension and demonstration materials for teachers and students
  - For technical schools and universities, the project may provide technical documents produced by consultants and by project staff
  - For vocational schools and universities, the project should disseminate information about employment opportunities for environment technicians and specialists.
- The project should interview the beneficiaries about their needs for documentation and the test impact of the documents provided.

However, the beneficiaries at the communities can be not mere consumers of the knowledge. They may also assist in its production and use it for their own purposes.

Recommendation 35. To this effect it is recommended:

- that the NETAP in collaboration with other SVP projects popularize simple environmental testing and probing methods and train the interested persons in their application.

#### *Transboundary cooperation*

The ultimate objective of the project as well as the whole NBI initiative is to channel the communities' energies from competition for the Nile basin natural resources towards collaboration and sustainable management.

Recommendation 36. Toward this end the project should:

- Gradually orient attention of the project's collaborators and partners towards specific priority issues of the Nile basin transboundary environment essential to social and political stability and economic prosperity

Recommendation 37. To reduce the risk of investment in actions that are not well adjusted to the beneficiaries' expectations and to the project objectives it is recommended that:

- All major project activities are accompanied by pilot testing that, if successful, can be extended across the region. These tests may cover implementation of policy adjustments, river environment monitoring, water quality monitoring or introduction of environment management improvements.

The regional projects are complex and frequently difficult to manage. While the regional dimension of the project creates significant difficulties, it provides with a range of solutions. The project can direct the regional dimension to its advantage.

Recommendation 38. It is recommended that:

- The project documents national and regional differences in environmental management and be sensitive to local solutions to the common problems; the project may incorporate the accumulated experience into activities planning and output production.

#### **Project extension**

The MTR team is convinced that, despite the additional work load represented in the second phase of the project, thanks to their competence and assiduity and building on the

experience accumulated during the past three years, the project staff will successfully meet the upcoming challenges. The first two and a half years of project execution suffered from an unpredictable delay of more than one year in the establishment of offices, recruitment of personnel and mobilization of stakeholders. As a consequence, the project activities only gained their full momentum at the end of 2005 and the beginning of 2006. Due to this early delay, the project is now underspent by about 60% of its budget unspent.

Recommendation 38.

Taking into account the one year delay in commencement of many of the project activities, and seeing the promising implementation and accomplishment of project activities, the MTR recommends extension of the project duration until the end of 2009.

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# **Nile Basin Initiative Nile Transboundary Environmental Action Project (NTEAP)**

## **Mid-Term Review**

### **1. Project Overview**

The Nile Transboundary Environmental Action Project (NTEAP) is one of seven projects financed under the Nile Basin Initiative (NBI) umbrella that forms a coordinated program called Shared Vision Program (SVP)<sup>1</sup> aiming at achieving sustainable socio-economic development through the equitable utilization of, and benefit from the common Nile basin water resources<sup>2</sup>. Four of the seven projects (including the NTEAP) are thematic and address the environmental management, power trade, water use in agriculture and water resource management. The three others build confidence of stakeholders, train them and promote socio-economic development. The NBI expects that the SVP projects will create an ‘enabling environment’<sup>3</sup> for implementation of a set of investment projects called Subsidiary Action Program (SAP). Since SVP and SAP families of projects are related to the Nile basin water and environment management, they are intended to closely collaborate during their execution. Since the NTEAP is the first of both families of projects and since environment is in the centre of concerns of all the projects, the NTEAP plays a focal role in the whole strategy of development of the Nile basin.

The project grant agreement was signed in April 22, 2003 and the project management agreement in October 12 the same year. The project activities were launched in May 2004 for a period of five years. The NTEAP covers nine Nile basin countries (Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania and Uganda). Its total cost is US\$43.60 million: the NBI contributes US\$5.55 million, the Global Environment Facilities (GEF) US\$8.00 million, the Nile Basin Trust Fund 12.81 million, the United Nations Development Program (UNDP) US\$18.49 million, the Nongovernmental Organizations NGOs US\$0.75 million.<sup>4</sup> The NBI Secretariat is the project’s executing agency. The project is managed by a Project Management Unit (PMU) based in Khartoum and by national offices in the member countries. Strategic guidance for the project is provided by a Project Steering Committee (PSC).

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<sup>1</sup>Nile Basin Initiative. Global Environment Facility. United Nations Development Programme. World Bank 2001 Nile River Basin. Transboundary Environmental Analysis Fig. 1, p. 107.

<sup>2</sup> Ibid. p. 106.

<sup>3</sup> Ibid., p.107.

<sup>4</sup> The World Bank 2003. Project Appraisal Document on a Proposed Grant from the Global Environment Facilities in the Amount of US\$8.00 Million to the Nile Basin Initiative for Nile Transboundary Environmental Action Project p. 1.



The project was developed through participatory process. It supports implementation of actions prioritized in a Transboundary Environmental Analysis (TEA) and encourage basin-wide cooperation among stakeholders. Due to the GEF budgetary constraints, the project was divided into two phases 2.5 years each. The mid-term review (MTR) that coincides with the end of the first phase is not only an occasion to review the project's achievements but also an opportunity to update the work program of the second phase of the project.

## **2. Mid-term Review Scope**

The MTR is intend to diagnose the challenges faced by the project and suggest actions that will increase value and impact of the project outputs and propose corrective measures that will ensure achievement of project objectives. It represents also an opportunity to reach consensus on the criteria for success of the project. Since the review attempts to determine in a systematic and objective manner the relevance, efficiency, effectiveness, impact and sustainability of the project's activities and outputs in light of the project's objectives, and since it is conducted in close collaboration with the project staff and the project's stakeholders, it may be regarded also as a learning process for the project team and the beneficiaries.

According to the Terms of Reference (TOR) of the mission (Annex 1), the present MTR should:

- Provide in-depth assessment of the project management and implementation of activities and determine to what extent the objectives of the project have been fulfilled
- Make recommendations for possible corrective actions that might facilitate the achievement of the desired project's outcomes.

It should also review and validate the project design, assumptions, outcomes and indicators, and provide recommendation on the sustainability and continuity of the institutions and networks. The detailed set of the present MTR objectives is in Annex 1.

The MTR is based on meetings with the national and regional authorities, on consultation with the stakeholders of the project, national and regional authorities and representatives of donors, on field visits of project activities and outputs and on analysis of the project administrative and technical documents and other documentation pertinent to the transboundary environmental projects, to the GEF approach and to the UNDP policy (See Annex 2). Although information from these sources is an integral par of the review, the evaluation report is a product of an independent team, and its content is at the total discretion of the evaluation team.

### **3. Review of Project and Project's Components**

The present section describes the project's progress in achievement of its goals and objectives. It also analyzes the progress in delivery of the component's outputs. The description of each component, after the statement of its objectives, contains an analysis of executed activities and delivered outputs, conclusions aiming at description of the outputs contribution towards achievement of the project's objectives followed by recommendation that should help project to reach its expected objectives and, finally, a work plan for the next three years. The summary of the project achievements at mid-term are in Annex 3, a proposed log-frame for the second half of the project activities is in Annex 4.

#### **3.1. *Project Goals, Objectives and Products***

The project is designed to support the member countries in developing an environmentally sustainable methods to deal with transboundary environment threads. Its regional dimension should help countries to develop common approach to reduce these threads and to synchronize their actions. To this effect, the project should strengthen the institutions of the member countries, initiate the community-level forest and water conservation, initiate environmental education and awareness, reinforce wetland biodiversity conservation and launch water quality monitoring.

The project outputs should contribute to achievement the sector related Country Assistance Strategies (CAS) goals of the World Bank and should realize the projects' development objectives.

##### **3.1.1. Achievement of the CAS Goals**

The sector-relate CAS objectives were defined in the Project Implementation Plan (PIP) as follow:

1. Achieve substantial socio-economic development through equitable utilization of and benefit from the common Nile basin water resources
2. The NBI's SVP aims to support the establishment of an enabling environment for cooperative development
3. The NTEAP aims to develop a framework for basin-wide environmental action linked to transboundary issues with the context of the NBI's SVP under the GEF's International Waters Program

It is too early to assess the project's contribution to achievement of the first goal, but the project is well advanced in contribution to realization of the second goal and it successfully launched the activities aimed at advancing the third goal.

Concerning the second goal, a review of the project outputs shows that they largely contribute to creation of enabling environment for cooperative development. In the member countries the project created national and regional working groups (WGs) and networks of specialists in school education, journalism, university lecturing and water quality monitoring. The groups and networks are composed of motivated members belonging to the best specialists in the countries. Additionally, through national steering committees and organized workshops, the project established the basic links between the technicians and the government administration within the countries and, through regional steering committees and regional WGs, among the technicians and the administration of the member countries. More than 2 000 specialists are involved in implementation of project goals. However, since their creation about 2 years ago, the WGs, networks and the committees evolved and their expectations changed. Therefore, the progress towards the regional cooperation should be updated as well. The project should assist the groups in adjusting the short term goals and working methods.

The project is less advanced in realization of the third goal. The viable framework for a working network within the context of the NBI's SVP is not yet developed since the NBI projects (except the presently reviewed NTEAP) are at an early stage of implementation. However, informal links between the projects teams are established or are in the process of being established and creation of formal links will follow soon.

### **3.1.2. Achievement of the Development Objectives**

Concerning the development objectives of the project, the PIP and the World Bank Project Appraisal Document (PAD) both stated that the project aims at creating more effective basin-wide stakeholder cooperation on transboundary environmental issues by supporting the implementation of a subset of actions prioritized by the transboundary analysis including:

1. Enhancing the analytical capacity for basin-wide perspective to support the sustainable development, management and protection of the Nile basin water
2. Engaging the full spectrum of stakeholders, from local communities to top national policy makers, from elementary schools to universities, from NGOs to line ministries, in management and protection of the basin's shared resources.

According to PIP and PAD, attainment of these objectives can be recognized by the following set of performance indicators:

1. Increased regional cooperation in environmental and water management fields
2. Increased levels of regional cooperation and coordination through the SVP's seven regional projects
3. Increased basin-wide community action and cooperation in land and water management
4. Increased number of basin-wide networks of environmental and water professionals

5. Greater appreciation of river hydrology and more informed discussion of development paths
6. Expanded information and knowledge base on land and water resources available to professionals and NGOs
7. Greater awareness of the linkage between macro/sectoral policies and the environment
8. Greater awareness and increased capacity on transboundary water quality threats

At the mid-term, the project is well advancing towards achievement of the both development objectives.

#### 1. Regional cooperation

The successful initiation of the regional cooperation in the water management, environmental education and awareness, and creation of a collaborative atmosphere among the highest environmental authorities through regional activities is the biggest achievement of the project. The technicians and the authorities of the member countries unanimously acknowledged importance and pertinence of the project activities aiming at increase of regional cooperation.

#### 2. SVP cooperation

The cooperation with other SVP projects is at the beginning due to delays in the project's implementation.

#### 3. Community action

The community actions sponsored by the project were launched successfully and were very well received by the beneficiaries.

#### 4. More informed discussion

Thanks to workshops and exchange of information among countries, the discussion about development of the river and its basin was initiated and took more professional turn. It is expected that more progress will be achieved once the SVP projects, jointly with the NTEAP will start to develop the decision system support (DSS).

#### 5. River hydrology

The project will contribute to knowledge building about Nile hydrology once the all needed equipment is available to the laboratories, the sampling is launched and the sampling results are shared within the region.

#### 6. Information and knowledge

The project was very active in building knowledge base and disseminating it through the Nile River Awareness Kit (NRAK).

#### 7. Linkage with policy

The project is at the beginning of the awareness building and of link creation between policy decision and environment management.

#### 8. Awareness

Greater awareness and increased capacity on transboundary water quality issues will be the combined effect of all the project activities and delivered output. The progress in awareness building may be evaluated at the end of the project.

### **3.1.3. Outputs Delivery**

The project is advance as well in achievement of its specific targets and in outputs delivery. From 40 targets assigned to the project, by mid-term twelve were achieved fully and three were achieved to a level of 90% or more (Annex 3). The next sections will review, component by component, advancement in the target achievement and outputs delivery.

## **3.2. *Component 1: Institutional Strengthening to Facilitate Regional Cooperation***

The first component aims at enabling more effective cooperation on transboundary environmental management among Nile basin countries, including governments, NGOs and other stakeholders. This cooperation is to be achieved through realization of six subcomponents:

1. Regional Capacity Building for Transboundary Environmental Management
2. Communication and Knowledge Management
3. Regional River Basin Model
4. Macro and Sectoral Policies and the Environment
5. Strategic Environment Support
6. Monitoring and Evaluation.

Globally, the project launched all the activities included in the work plan of the Component 1 and achieved many of its objectives. The subcomponents one and two were fully achieved; the subcomponent six almost fully; the other three launched successfully their activities and are now at about 10% of achievement of their outputs (Annex 3). It is highly likely that objectives of all subcomponents will be achieved by the end of the project. The delivered outputs correspond to the requirement of the PIP and their quality is highly satisfactory

### **3.2.1. Subcomponent 1. Regional Capacity Building for Transboundary Environmental Management**

The subcomponent was to establish the PMU and the PSC

#### **Activities**

The activities of this subcomponent and the project activities in general started with recruitment of the Regional Project Manager (RPM) by the Nile-SEC in October 2003. Before the recruitment, the Government of Sudan provided the project with adequate and renewed office that became regional headquarters of the project and location of the PMU.

The office was equipped from the project's funds. The PMU staff was recruited between December 2003 and May 2004. The official inauguration took place in May 2004 under the patronage of the President of Sudan and was attended by the Chairperson of the NBI Council of Ministers and by the UNDP Country Director. Recruitment of National Project Coordinators (NPCs) started in April 2004 and ended in June 2005, and recruitments of the Local Microgrant Coordinators (LMGCs) started in July 2004 and lasted until September 2005. The project prepared its first work plan in May 2004 and have it approved the same month during the first PSC meeting.

The PSC was nominated before 2003 and its first meeting took place the 27 and 28 May 2004. The PSC met three times (26 and 28 May 2004, 10 and 11 January 2005 and 13 and 14 December 2005. The next meeting is scheduled for February 2007.

Establishment and equipment of National Project Offices (NPOs) took more than a year and was completed only in mid 2005. Although not included in the original project design, this delay was foreseeable since the project's activities required mobilization of tenths of technicians and government administration employees in each of nine member countries, all of them in a voluntary basis, involvement of the NGOs, the interested communities and the national administration in general. In consequence, at the national level, the project activities are fully implemented for only about one year.

#### Outputs

Actually, the project has the PMU fully operational in Khartoum, and nine NPOs. Regional and national staff is composed of 28 professionals and 33 technicians. The recruited personnel is highly professional and, according to an unanimous opinion of the national authorities met during the countries visits, competent and committed to the project. During the past three years of the project existence there was any disciplinary action engaged against staff.

During the meetings, the PSC analyzed the project's achievements for the preceding years and discussed the work programs for the following ones. Without exception, the project's activities were approved by the PSC and the project was praised for quality of its achievements. Concerning the work plans, the PSC proposed six modifications that successfully adjusted the initial work plan to the new understanding of the cooperation on environmental issues by the member countries.

#### Conclusion

The PMU is playing well is leading role in implementation of the project's activities and the PSC annual meetings successfully guided the project in the process of implementation of its activities. Each year the project was supervised by donors' missions who, at these occasions, regularly expressed their support to the project and approved the obtained results. However, slow advancement in implementation of the project's activities in the first one year and half was a donor's preoccupation, and lack of "visible impacts" of the project's activities was sometimes deplored by the authorities met by the MTR during the visits in the member countries.

The PMU organized one financial audit in May 2006 that concluded that the project's transactions were in accordance with the relevant legislation.

The MTR mission recommendations aim at assisting the project in reinforcement of impact of its outputs on the institutions and activities of the member countries.

#### Recommendation 1.

To address the frequently risen preoccupations of national authorities, during the second phase:

- The project should put more resources in demonstration of practical effects of its activities.

#### Recommendation 2.

Since the project has no agenda for periodic financial auditing by an independent UNOPS and the World Bank accredited cabinet it is recommended that:

- The project, in consultation with the UNOPS and the World Bank organize each year an independent financial audit.

### **3.2.2. Subcomponent 2. Communications and Knowledge Management**

The Communications and Knowledge Management Subcomponent is to provide project collaborators and other key stakeholders across the basin with improved access to relevant environmental and natural resource management information.

#### Activities and Outputs

The PMU and the NPC's offices were connected to Internet and the link was established through the "MSN" and NBI/NTEAP portal by November 2005. The first NTEAP quarterly Newsletter was published in June 2004 in English and French. Since March 2006 they have been going out in five languages, including Swahili, Arabic and Amharic and now a total of ten issues have been published. Newsletters are distributed through a mailing list of project partners for secondary distribution, as well as at workshops and other project events. The basin-wide environmental web-site was established in 2004 with the fully designed version completed in both English and French in August 2006. The NTEAP web-site has been linked to the NBI/NTEAP Portal since October 2006.

The first step towards the NBI / NTEAP Environmental Information Network (EIN) was completed in October 2006, connecting the NTEAP library catalogue to the NBI library through the Internet. Currently the link is limited to NTEAP and NBI but the component is already intended to extend it to the libraries of host institutions and the line agencies. The extension will require training of librarians in environmental and natural resource libraries and provision of computers and library software. RPM should discuss the proposed EIN at the highest appropriate levels in all institutions involved to ensure their engagement and investment. The Nile River Awareness Kit (NRAK) interactive CD ROM has been developed and, after being subjected to rigorous testing and stakeholder

reviews, completed in October 2006. Approximately 1000 CD copies have been made and the NTEAP office is capable of making its own copies.

### Conclusions

The Communications and Knowledge Management subcomponent is achieving very good results. The NTEAP Newsletters are well written and presented but distribution is limited to the project partners. The NTEAP website is informative, well constructed and easy to use. The website has the potential to be a good source of information for students, researchers, or technicians while raising the profile of NTEAP. Its success will depend on the quality and appropriateness of the content. The EIN established a link between NTEAP and NBI libraries. The intent is now to expand the links to encompass other libraries in the NBI countries, including those of the Ministries of Environment, the Ministries of Water and possibly other line agencies. A network for supporting water quality practitioners and the management of water quality data will be part of this resource. The need for such a data base has been raised by establishment of the Water Quality Working Group (WQWG).

The NRAK CD is a very useful product. National level training on its use is planned for 2007. It will be directed at NPCs, members of WGs and the Journalists', Teachers' and Lecturers' Networks. Information on the Nile is somewhat fundamental but at this stage appropriate as a learning and awareness raising tool.

### Recommendation 3.

To ensure full success in improvement of environmental and natural resource information management the project should:

- Expand the scope of the (EIN).
- Undertake a needs assessment on capacities of the institute libraries to facilitate effectively targeted training. This would be led by the Knowledge Management Support (KMS), supported by the NPCs, the host agency focal point and WG members, to be completed by the first quarter of 2007.
- Complete provision of equipment, training and network linking by the end of 2007. The estimated total cost is approximately \$200,000 but will be updated following the assessment of needs.
- Increase the knowledge base by preparing technical and other environmental materials, identifying documents and manuals that may be needed by other project components.

### **3.2.3. Subcomponent 3. Regional River Basin Model**

The component should develop a regional River Basin Model (RBM) coupled with human capacity and institutional support



#### Activities

NTEAP is financing this component but the component is being run entirely from the Water Resources group in Addis Ababa and overseen by SVP.

#### Recommendation 4.

The term Decision Support System (DSS) is used to describe the RBM, though it is unclear who the decisions makers may be and what decisions are to be made using the model.

- It is recommended to clarify the scope of the model and identify the stakeholders to whom it is addressed.

Close contacts should be maintained between the Regional River Basin Model component and the Basin Wide Water Quality Monitoring component. Modeling water quality at the basin level may not be feasible at this stage, but the two components will share and develop the same networks of stakeholders and nurture a mutual understanding of the important link between water resource and water quality.

### **3.2.4. Subcomponent 4. Macro and Sectoral Policies and the Environment**

#### Objective

Complete transboundary studies of macro and sector policies and environment

#### Activities

Initially, the transboundary studies should cover the link between macro and sector policies and environment. The second PSC (January 2005) decided to extend them to include the soil erosion problems. Following this decision, in August 2005, the project prepared a concept paper to guide the national studies. The first studies' planning workshop was organized the 28 and 29 August 2006.

#### Outputs

The main achievements of the component was the concept paper and an exhaustive comparative synthesis of the priority environmental policy issues presented in the workshops.

#### Conclusions

At mid-term, the sub-component attained its original goal. Concerning the studies, the participants of the workshop felt that during the second half, the project should finance further in-depth studies on the impact of the macro and sectoral policies on the Nile basin environment. It seems, however, that indeed, if needed, the project should go further in the environmental policy harmonization studies, but the priority should be attached not to studies but to demonstration of social and economic utility of environmental policy reforms and to enforcement of existing and planned laws.

### Recommendation 5.

To demonstrate importance of environmental policy reforms, the project should use its experience and incentives he posses to demonstrate the social and economic utility of sound environmental policy and its reforms, and the benefits of environmental law enforcement. This demonstration can be achieved by:

- Translating the Nile basin protection policies into laws (management of Nile river adjacent lands, harmonization of national approaches to the transboundary issues, facilitating post-conflict, cross-border sustainable land and water management, regulating the land ownership)
- Well oriented investment policies (financing waste management, large scale reforestation and soil conservation)
- Diversifying fiscal policy (facilitate credit for Nile basin transboundary and regional investments)
- Enforcing taxation and charges (taxation of pollutants, penalize unsustainable natural resource exploitation).

To implement this recommendations, the NPCs should help countries to identify the feasible reforms and enforcement possibilities, discuss with the authorities their pilot implementation on a community scale, assist the governments in implementation of the reforms in a community scale and support the governments in extension of the successful reforms.

### **3.2.5. Subcomponent 5. Strategic Environmental Support**

The primary objective of the NTEAP is to provide a “strategic framework for environmental management”. The Strategic Environmental Support (SES) subcomponent aims to facilitate achievement of that objective.

#### Activities

The SES subcomponent prepared in November 2005 a ‘Strategic Environmental Framework for the Nile Basin Concept Paper’. The paper identified basic steps in a process toward achieving a framework. The paper was discussed by the PSC in December 2005. As a result, a Joint Action Plan was developed with two SAP projects to provide support to environmental impact studies as a means of addressing SES and the Strategic Framework. The SES target should also complete at least three transboundary or sub-regional activities’ protocol. It is estimated that approximately 10% of this subcomponent has been completed. In the second phase, the project will introduce SES gradually by providing support to the SAP projects on selected issues.

#### Outputs

The SEF Concept Paper made an attempt at prompting discussion toward developing the environmental framework but without much success. There was little understanding of what a Strategic Framework is or should be and where SES should be directed. The

decision to support SAP projects was a way to make some headway on a strategic framework but this also has been slow to start and its actual contribution to developing a strategic framework is questionable.

The Parliamentarian Orientation Workshop held in July 2006 and the Regional Macro-Policies Planning Workshop held in August 2006 brought law makers and policy makers together. Some work is ongoing in each country at national and local or district level which also supports the strategic framework, but more needs to be done in active network building, supported by appropriate budgets and focused within a strategic framework.

### Conclusions

The Strategic Framework should connect the various line agencies so that they can make their contributions to an improved and well managed environment in a well coordinated and mutually directed way. There is a vertical component to the framework with several levels: from regional (transboundary) through to national to district and to community, as well a horizontal one across ministries and other organisations and across borders. These links need to be formed proactively. NTEAP has a specific contribution to support building the links but it must also be done in a context of the NBI, and be supported by SVP and the SAP projects.

The component activities toward building the Strategic Framework for Environmental Action has been hampered by an unclear understanding of what it expected. Such an important component of the project (the primary objective) should have warranted a Lead Specialist from the start of the project.

The weakest aspect of NTEAP is that the necessary links are not being established. Although there are an estimated 2000 persons contributing to NTEAP, as WG or network members or officers involved with microgrant projects, most of them are in government or other jobs and who give their time on a voluntary basis. Many are contributing without official consent of their superiors. Of equal importance is that NTEAP's established relationships with the individuals and not with the institutions they work for. The linkages are also necessary at the local or district level to ensure investment in the NTEAP objectives. The involvement of district officers (environment, education, forestry, possibly others to be determined by the LMGC) in microgrant and schools projects is currently ad hoc and must become formal and regular. Their supervisors need to be aware of and approve their involvement and their ministers needs to be aware of their contribution to NTEAP. Ideally, the NTEAP activities must be made an official part of the duties of the staff involved through direct contact between the NTEAP RPMs and top administrators in the agencies involved.

In summary, the strategic environmental support and contributions to the Strategic Framework must be done through building linkages at all levels over the remainder of the project to ensure that the NTEAP partners continue at least some of this important work.

### Recommendation 6.

To support the Strategic Framework specific proactive efforts must be made in building effective links and networks among institutions and organizations that are partners of NTEAP. The RPM will lead this effort, supported by the Nile Basin Initiative Technical Advisory Committee (Nile-TAC) and PSC members plus NPCs and LMGC. The efforts must also be coordinated with and supported by the NBI and the other SVP projects administrations.

- Before February 2007, the RPM should propose the PSC the best approach to building the networks
- NTEAP must integrate with the partner institutions and other line agencies. RPM, supported by NBI and PSC and TAC members, should meet individually with ministers or deputy ministers of the project partners: Ministry of Environment, Ministry of Education, Ministry of Water and others. The purpose of NTEAP, its relationship with NBI, should be clarified and their partnership officialised
- NPCs and LMGCs must develop networks at the district and community level. This will involve bringing community leaders, District Councilors, District Officers together to highlight what NTEAP is doing and discuss how these partners and NTEAP can mutually contribute to each others' goals.

The links of NTEAP with other projects such as the Lake Victoria Basin Commission (LVBC) or the Lake Victoria Environmental Management Project (LVEMP) could additionally form a good foundation for a Strategic Framework at the regional level. The RPM, assisted by NBI and the and the NBI Technical Advisory Committee (Nile-TAC) should investigate how each of these organizations and projects may contribute to developing Nile basin strategic framework. With NTEAP now half over, this work must be a priority. Failing to develop the Strategic Environmental Framework will seriously damage the sustainability of NTEAP.

### **3.2.6. Subcomponent 6. Monitoring and Evaluation**

The Sub-component should put in place a Monitoring and Evaluation (M&E) system of the project.

#### Activities

The M&E was an integral part of the PIP. However, in 2005, following the decision of the third PSC it was situated as a subcomponent 6 of the first component. Before the PSC decision, the monitoring and evaluation consisted in monthly, semi-annual and annual reporting of project work plans and activities. The PSC additionally charged it with development of M&E strategy and preparing an action plan. The Officer in charge of the M&E component developed a strategy and an action plan and visited the project member countries to help the national officers to develop national monitoring of the project activities. The M&E Officer organized also the present Mid-term Review.

## Outputs

The project is producing a good quality and exhaustive semi-annual and annual work plans and reports. However, due to the weakness of the work plan presentation in the PIP, the past work plans and annual reports suffered from incoherence in presentation of the project components, activities and outputs (identified also by the PSC). This incoherence was overcome during the early stages of the present Mid-term Review.

To meet the additional responsibility of M&E, the subcomponent organized a workshop held in Kenya 11 and 12 April 2005, during which the staff was initiated in the principle of monitoring and evaluation of the project's progress and of activities impact. The workshop organizers proposed a M&E Action Plan and a short list of impact indicators. The key indicators of the Action Plan were generic and qualitative<sup>5</sup>. Essentially, the indicators were a copy of those included in the PIP. The impact indicators were only qualitative.

The project produced also Baseline Profiles describing the state of the regional cooperation, environmental education and awareness and water quality monitoring in 2005.<sup>6</sup> This study gives an excellent description of the state of the key environmental problems that should be taken into account when planning the project's activities.

Finally, in May 2006, the project produced very detailed and well conceived manual for monitoring and evaluation of microgrant projects. The manual, once followed, will standardize the evaluation procedures among the project member countries and certainly increase the proficiency of the NGOs participating in the microgrant program.

## Conclusions

Establishment of the M&E sub-component was an important step in full implementation of the project. Its work program for the second phase should be updated to follow the newly proposed schedule (Annexes 3 and 4). The semiannual and annual project reports describe accurately the progress in achievements of the project outputs. However, the project's reports give too little place to analysis of the global progress toward achievement of CAS goals and project development objectives.

## Recommendation 7.

In the past, both the PSC and the PMU have given too little attention to documenting the project's progress towards achievement of CAS goals and project development objectives. It is recommended that in the second half of the project's execution:

- The PSC and PMU monitor closely and quantitatively the project's progress towards achievement of the CAS goals and development objectives and adjust the work plan to ensure achievement of the project objectives.

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<sup>5</sup> As for example "Improved level of public awareness and knowledge of transboundary environmental issues." (Page 20 of Monitoring and Evaluation Regional Workshop Nivasha, Kenya 11-12 April 2005.

<sup>6</sup> Monitoring and Evaluation Strategy and Action Plan Vol. II. Baseline Profiles. Draft. 28 July 2005.

## Component 1: Institutional Strengthening to Facilitate Regional Cooperation. Work plan

	2007				2008				2009			
	1	2	3	4	1	2	3	4	1	2	3	4
Subcomponent 1.1: Regional Capacity Building												
1.1.1 Establish PMU and PSC												
1.1.2 Continue to operate the project	X	X	X	X	X	X	X	X	X	X	X	X
1.1.3 Organize financial audits				X				X				X
Subcomponent 1.2: Communications and Knowledge Management												
1.2.1 PMU and NPCs connected to Internet												
1.2.2 Newsletter published widely												
1.2.3 Basin-wide environmental website established												
1.2.4 Develop EIN Network.												
Discuss and agree on development of networked EIN with key administrators in relevant ministries	X											
Needs assessment for EIN	X											
Train the line agency librarians		X										
Establish library electronic networks		X	X	X								
Provide equipment and software		X	X									
Continue to manage, build and improve EIN				X	X	X	X	X	X	X	X	X
Identify technical materials required to support other components	X	X	X	X								
Develop technical materials			X	X	X	X						
Prepare and disseminate materials					X	X	X	X				
Subcomponent 1.3: Regional River Basin Model (RBM)												
1.3.1 Continue to manage budget for building the RBM	X	X	X	X	X	X	X	X	X	X	X	X
Subcomponent 1.4: Macro and Sectoral Policies												
1.4.1 Continue in depth transboundary studies												
1.4.2 Demonstrate utility of policy reforms	X	X	X	X	X	X						
Identify feasible reforms and adjustments	X	X	X									
Implement the reforms and adjustments			X	X	X	X	X	X				
Scale up the successful experiments								X	X	X	X	X
Subcomponent 1.5: Strategic Environmental Support (SES)												
1.5.1 Three protocols done												
1.5.2 Support in building the SES												
Approach to developing links at ministry level	X											
Strengthen links and make official staff involvement in NTEAP	X	X	X									
Instruct NPCs and NGCs to develop links at district and community level	X											
Semi annual meetings of NPCs and MGCs on strategies for link and framework development	X		X		X		X		X			
Meet with TAC and PSC members and others to discuss plan for regional link development	X											
Meet with other transboundary organizations such as LVBC and projects such as LVEMP to discuss links	X											
Continue link development	X	X	X	X	X	X	X	X	X	X	X	X
Subcomponent 1.6: Monitoring and Evaluation												
1.6.1 Develop baseline for M&E												
1.6.2 Develop M&A Strategy Action Plan												
1.6.3 Produce monthly, semi annual and annual tracking matrix	X	X	X	X	X	X	X	X	X	X	X	X
1.6.4 Increase M&E NTEAP performances	X	X	X	X								
1.6.5 Evaluate achievement of goals and objectives				X				X				X
1.6.6 Monitor impact												
Monitor impact of the microgrant projects					X	X	X	X	X	X	X	X
Monitor global impact of the project											X	X
Ad-hoc impact evaluations			X				X				X	

Recommendation 8.

Moreover, to ensure the accurate monitoring and evaluation, it is recommended that the subcomponent:

- Continues to monitor the project achievements through the established reporting system
- During the last semester of the project evaluate the social, environmental, financial and economic impact of the microgrants
- Before the end of the project, repeats the baseline M&E study and evaluates the project induced changes in the beneficiary countries.

### **3.3. Component 2: Community-level Land, Forest and Water Conservation – Microgrant Program**

The component is to support pilot activities in geographic and thematic areas of transboundary significance and demonstrate feasibility of local level approaches to land and water conservation including mitigation action for erosion, non-point source pollution, invasive waterweeds, environmental awareness and NGO networking.

Component 2 has three subcomponents:

1. Enhanced basin-wide capabilities and cooperation
2. Priority action for addressing soil erosion
3. Nile Transboundary Microgrant Program to support local-level land, forest and water conservation initiatives

Overall, the project timely started implementing the activities of the component and by mid-term achieved part of the assigned objectives. Subcomponent 1 was achieved to the level of 50%, subcomponent 2 was completed while the just started subcomponent 3 was achieved to the level of 25%. It is quite likely that all three sub-components will be fully implemented by the end of the project. The realized outputs do match the PIP requirements and their quality is satisfactory.

#### **3.3.1. Subcomponent 1. Enhanced basin-wide capabilities and cooperation**

The objective of the subcomponent was the management of the activities of the entire component, as well as support to a series of workshops which provide training and information sharing for NGOs, NGO networks and government staff.

Activities

The activities of this subcomponent started with appointment of the Nile Transboundary Microgrant Lead Specialist at the PMU in April 2004. Four out of eight targeted regional training and awareness workshops were conducted. The first, largely for NTEAP staff

was held in Khartoum, Sudan in December 2004 and was attended by 12 men and 5 women. The other three capacity building workshops in technical and organizational skills related to transboundary environmental management for NGOs and government staff were conducted in Nairobi, in April 2004, Addis Ababa , in September 2005 and Cairo, in May 2006. They were attended by 27 men and 13 women, 22 men and 12 women and 14 men and 14 women respectively, indicating that women participation was increasing progressively up to parity in the last workshop.

#### Outputs

Although it is difficult to measure enhancement of capabilities, it is possible to gauge basin-wide cooperation. The workshops seemed to have served their intended purposes. NGOs and fostered Community Based Organizations (CBOs) have come up with technically sound proposals for microgrant funding. The level of understanding and acceptance of local and federal governments to the notion of implementation by CBOs through NGOs and project ownership by various levels of government is commendable. The level of implementation of approved grants is satisfactory.

### **3.3.2. Subcomponent 2. Priority action for addressing soil erosion**

The objective of the subcomponent was the support to carry out rapid assessments in regions where soil erosion has been identified as high priority during the project preparations.

#### Activities

The activities were entirely implemented. The rapid soil assessment studies in Ethiopia and Sudan were conducted during 2005. The Rwandan study was conducted early 2006. Six soil erosion issue papers were prepared for the remaining Nile basin countries. National workshops were organized in all countries to discuss the study reports. Experts from Ethiopia and Sudan participated in each other's workshops. A regional workshop on Soil Erosion & Watershed Management was organized in Addis Ababa, Ethiopia in September 2006. It brought together experts from all Nile basin countries to discuss and identify priority sites, processes and opportunities for interventions through microgrant funding.

#### Outputs

The intended outputs seem to have been realized. A need for improved transboundary soil erosion protection can be felt in Nile basin countries. The activities were relevant to the problems addressed. They were efficiently implemented. They can be deemed as effective in contributing to the outcome of the subcomponent. They are expected to contribute to the overall NBI/SVP regional targets and thus have a positive impact.



### **3.3.3. Subcomponent 3. Nile Transboundary Microgrant Program to support local-level land, forest and water conservation initiatives**

The objective of the subcomponent was to support community-driven interventions to address transboundary environmental threats on a local scale as well as providing alternative sustainable livelihood opportunities to communities who may otherwise be obliged to overexploit their natural resources.

#### Activities

In the past, most of the NTEAP efforts were directed towards preparatory, administrative and institutional duties:

- 10 National/Local LMGC were recruited in 9 NB countries
- 10 microgrant offices were established in 9 NB countries and provided with vehicles & equipment (except for the recently established office in Southern Sudan),
- A regional microgrants workshop was held in December 2004 in Khartoum, Sudan. The workshop discussed the draft outline for the regional strategy, the microgrant manual and the subsequent formulation of National Action Plans for micro grants. The workshop was attended by 12 men and 5 women. The key output from the workshop: the draft Nile Transboundary Micro-grants Strategy was realized
- Three other Regional Microgrant (MG) Capacity Building Workshops were organized in Nairobi, Addis Ababa and Cairo during April 2005, September 2005 and May 2006 respectively
- Regional Nile Transboundary Microgrants Strategy and Operation Manuals were developed in 2004 and 2005 respectively
- M&E frameworks together with communication strategy were developed
- National Transboundary MG launching workshops were organized in Egypt, Kenya, Sudan, Tanzania and Uganda during 2005 and in Burundi, Democratic Republic of Congo, Ethiopia and Rwanda, during 2006

Actual disbursement of grants to CBOs and grass roots groups started early 2006. Activities pertaining to the MG program establishment and functioning have been fully implemented. Implementation of actual MG projects up to mid-term have been achieved to a level of 25%. In spite of the slow start in some countries, it is anticipated that by the end of the project first phase, all 118 MG projects will be implemented. It should be noted that country-specific targets for 10% of microgrants to be awarded to women's NGO or community organizations has been entirely achieved.

#### Outputs:

With a 118 MG projects being implemented in nine Nile basin countries, it can be deemed that the intended outputs seems to have been realized. The activities under the subcomponent are relevant to the problems addressed. They are being efficiently implemented. They are effectively contributing to the outcome of the subcomponent.

They are expected to contribute to the overall NBI/SVP regional targets and thus have a positive impact.

### 3.3.4. Conclusions and recommendations

One hundred and eighteen MG projects are being implemented in all nine Nile basin countries, some of which just about to complete their one year duration while others barely started three months ago. Country-specific targets for 10% of microgrants to be awarded to women's NGO or community organizations reached has been achieved in 100%. Organization of regional review workshops to assess progress and draw lessons learnt and identify promising or viable approaches to transboundary environmental issues together with recommendations to the way forward can only be undertaken towards the end of 2007 after the maturation of all 118 microgrants.

It is however noted that no transboundary MG projects *per se* were implemented. The need for and feasibility thereof have been voiced by various stakeholders including NGOs and local governments authorities. Geographic and thematic areas cited include: (i) river bank erosion control activities between Rwanda/Burundi and between Uganda/Tanzania and Uganda/Kenya; (ii) control of mobile sand dunes between Sudan/Egypt. Even though that microgrant projects are community driven, NTEAP can perhaps identify and refine transboundary projects as a first step and continue, replicate and scale up such projects in a subsequent step including subsequent phases of NBI SAP.

#### Recommendation 9

- It is recommended that NTEAP makes deliberate moves and takes necessary steps to address the deficiencies in transboundary projects.

#### Recommendation 10.

Very few microgrants addressing invasive water weeds are being implemented. It is widely acknowledged that spread and intensity of such aquatic plants as papyrus and water hyacinth and their negative impact on water flow, irrigation, hydropower generation, fishing and navigation amount to becoming national and transboundary problems.

- It is recommended that NTEAP makes deliberate moves and takes necessary steps to address deficiencies in activities in particular the thematic or focus areas as invasive water weeds.

#### Recommendation 11.

Very few microgrants are being implemented that address the issue of competing land uses such as provision of pasture and browse needs particularly of domestic livestock, the consequential overgrazing, soil and bank erosion together with the possible likelihood of resultant social friction between herders and sedentary farmers. NTEAP can group all microgram activities in several thematic or focus areas and endeavors to allocate MG which will equitably address all focus areas.

- It is recommended that NTEAP makes deliberate moves and takes necessary steps to address deficiencies in activities in particular thematic or focus areas as fodder provision.

#### Recommendation 12.

There are hardly any implemented projects that serve the interest of marginalized groups as minorities.

- It is recommended that NTEAP makes deliberate moves and takes necessary steps to encourage microgrant proposals that address the needs of minority groups.

#### Recommendation 13.

There seems to be no attempt to analyze the economic feasibility or returns of the implemented microgrants projects.

- It is recommended that NTEAP trains NGOs on simple economic analysis of implemented MG projects,

#### Recommendation 14.

It is anticipated that good practices on mitigation of transboundary environmental threats or issues will emerge. It must be stressed however, that some benefits and attributes of such activities as tree planting require time before they are realized. It takes a few years for a tree or shrub to develop a crown to intercept rain drops and a root system to hold soil particle together to bring about an effect of reducing soil erosion or produce utility wood.

- It is recommended that NTEAP foster emerging good practices and endeavor to give them academic and professional recognition as Nile-basin specific practices. NTEAP can assist communities with institutional and legal aspects pertaining to ownership of planted trees or reclaimed areas. It can then continue, replicate and scale up such projects in a subsequent step including subsequent phases of NBI Subsidiary Action program.

#### Recommendation 15.

In many liabilities where Small Grant Schemes with a ceiling of US\$50,000, are available, NGOs and CBOs opt for microgrants with US\$25,000 as a last resort.

The cost of administering 25,000 or 50,000 dollars projects is the same. One year is too short a time to appreciate the results of hardly any activity.

- It is recommended that NTEAP seriously consider the possibility of raising the microgrant ceiling to US\$50,000. It can be made obligatory that proposals for more than US\$25,000 should be supported by economic analysis.

#### Recommendation 16.

When the need for feasibility of concurrent cross-border activities were raised, the lack of competent NGOs in border areas was cited.

- It is recommended that NTEAP seeks to build capacity of NGOs outside capitals and urban centers and encourage them to take up cross border projects.

**Component 2. Community-level Land, Forest and Water Conservation – Microgrant Program. Work plan**

	2007		2008		2009	
	I	II	I	II	I	II
2.1 Enhanced Basin-wide Capabilities and Cooperation						
2.1.1 Organize regional training workshops	X	X				
2.2 Improve Understanding of Transboundary Soil Erosion						
2.2.1 Transboundary assessment and studies of soil erosion completed in Ethiopia, Sudan and Rwanda						
2.3 Nile Transboundary MG Program to Support Local-Level Land, Forest And Water Conservation Initiatives						
2.3.1 Transboundary MG program established and functioning in NBI countries						
2.3.2 Microgrants disbursed to CBOs and grassroots groups across the broad base of stakeholder communities						
2.3.3 Country specific targets for percentage of microgrants to be awarded to women's NGOs or communities organizations reached						
2.3.4 Identification of promising or viable approaches to transboundary environmental issues that can be scaled up or replicated	X	X				
Implementation of transboundary projects			X	X	X	X
2.3.5 Identification of transboundary projects on invasive water weeds	X	X				
Implementation of transboundary projects on invasive water weeds			X	X	X	X
2.3.6 Addressing microgrant proposals concerning needs of minority groups	X	X	X	X	X	X
2.3.7 Train NGOs & CBOs on economic analysis of microgrant projects	X	X	X	X	X	X
2.3.8 Foster emerging of good practices						
Refine identified good practice activities			X	X		
Continue, replicate and scale up identified good practices					X	X
Advocate, give academic recognition to identified good practices					X	X
Assist communities with institutional and legal aspects pertaining to ownership of planted trees or reclaimed areas					X	X

**3.4. Component 3: Environmental Education and Awareness**

The component Environmental Education and Awareness (EE&A) aims to develop or strengthen transboundary partnerships and networks of environmental education and awareness practitioners, to build practitioners' capacities, to introduce and build transboundary cooperation, and to demonstrate feasibility of developing and delivering a variety of environmental education and awareness programs at the basin-wide level. The component 3 has three subcomponents called:

- 1 Public Information and Awareness
- 2 Secondary Schools
- 3 Universities and other Research Institutions

### **3.4.1. Subcomponent 1. Public Information and Awareness**

This subcomponent supports the development and delivery of a small number of transboundary environmental awareness campaigns by basin wide teams of practitioners drawn from the participating countries.

#### **Activities**

The National EE&A Working Groups were established as early as in October and November 2004 and most of the EE&A reviews (with exception of Rwanda) were completed by January 2005. The two Environmental Awareness Programs to be designed by transboundary teams and delivered in five countries have not yet been prepared. World Environment Day activities were carried out in nine countries in 2005 and in most of them in 2006. They were reportedly well attended. Where possible, activities took place across borders, illustrating the regional nature of the Nile basin environment. Four Regional Networks (Teachers, Lecturers, Journalists and Practitioners) were established by late 2004 to assist NRTAP in regional awareness campaign and environmental management issues, with the Journalists' Network specifically aimed at public awareness (PA). Awareness materials have been developed with the support of the Communications and Knowledge Management subcomponent of the Component 1.

#### **Conclusions**

The EE&A WGs are active but members feel their contribution would be more effective if they had a better understanding of the component goals. They are also not certain what their role is and what the objectives of the WG are.

Preparing the national EE&A reviews was a good starting point to the awareness campaigns but their impact is limited by not having been circulated to WG members and other stakeholders in other countries. The World Environment Day activities are good in themselves but their contribution to public awareness remains limited and local, unless they are more widely publicised. The Communications and Knowledge Management subcomponent of the component 1 supports PA activities through preparing posters, calendars and other materials.

The Regional Journalists' Network is important but unfortunately it is not very active. Journalists blame lack of attention from NTEAP and improperly directed training showing a lack of understanding of the current level of environmental journalism. No real interest in the network has been developed and it is now not very much contributing to PA in NTEAP.

A good PA opportunity has been missed in failing to properly link schools, communities, community leaders, local government officers, NGOs and others with the NTEAP microgrant and schools projects.

In general, the progress on PA activities is not very satisfactory. This has been stated by NPCs, LMGCs, PSC, and WG members. Part of the problem is the lack of a clear objective for the PA program. Opportunities for good PA events have been missed for several reasons, including: the limited time the NPCs has for developing a PA program, and lack of adequate budget line in the NPCs offices to support PA activities and established network.

#### Recommendation 17

The foundations for effective PA and a good PA campaign are now in place, with NPCs and MGCs keen to contribute, journalists available on the National EE&A WGs to support PA and an established Regional Journalists' Network, other networks of teachers and lecturers who could also contribute. NTEAP now must use these to develop an effective and sustainable PA programme. To this effect, The EE&A Lead Specialist should:

- Revitalise the Regional Journalists' Network. Working with the members, define the specific objective or target for the Journalists' Network. An example objective is: "to develop a permanent, basin wide group of journalists with a solid understanding of Nile basin environmental issues who are committed to publicising the environmental agenda.
- Provide training on Nile basin environmental issues. Journalists should contribute to training development to ensure it is properly directed. Activities will involve preparing information materials by January 2007 and holding training workshop in February 2007 to go over the materials. The cost of this is expected to be \$60,000.
- Establish budgets for expenses for journalists to cover NTEAP activities, such as World Environment Day. This should start immediately and continue for the remainder of project. Cost estimate: \$400,000.
- NPCs and LMGCs need to establish networks of local people and organizations which will help drive public awareness of NTEAP and Nile basin environmental issues at the local level. This requires a specific budget for networking opportunities, which must be accessible and flexible to allow NPCs and LMGCs be responsive to opportunities as they occur. This should start immediately and continue through the project. Cost estimate: \$300,000.
- EE&A WG members should become more involved in M&E of schools programs so that they can contribute more effectively to them as well as to developing networks for PA. A budget should be established to support expenses for WG involvement in M&E activities. Cost estimate: \$300,000.

### **3.4.2. Subcomponent 2. Secondary Schools**

This subcomponent should establish an electronic network of selected schools for environmental education and should support exchanges of school staff and experiences between the Nile riparian countries and include community projects where students can apply knowledge for improving environmental conditions and an award scheme or competition in schools and their communities.

### Activities

The schools electronic network has been established in ten schools in each of the nine countries. Not all schools have yet the equipment to participate fully. The associated e-learning modules which are the foundation of this activity are currently being developed and will be disseminated when they are complete. A Training of Trainers Workshop was conducted in 2006 for the e-learning modules. Twenty-four out of a planned 180 teachers have undergone training. Transboundary school environmental projects have been designed and 34 out of the planned 80-100 are now underway. The schools awards competition has started with one competition completed. It is open to all schools and advertised through posters at NGO offices and community centers.

### Conclusions

The schools electronic network has been hampered by absence of computers in some schools and by uncertain electricity supply. However, progress has been made on obtaining computers for some schools, and with the help of NGOs and the EE&A team the project continues to develop this program. The Teachers' Network has not been very active to date and it appears that teachers are interested but the program was inadequately designed to have much impact. Once the e-learning program gets fully underway the teachers' interests will be revitalized. The school projects visited have very good potential for having impact on environmental awareness building in both schools and communities. The projects are very 'hands-on' with students doing the work and taking the responsibility to keep them running. The projects are linked by the teachers to the school curricula and classroom activities. They appear to be very well received by the schools and their associated communities. Monitoring and evaluating the school projects is difficult because of the time needed. EE&A WG members have expressed an interest in assisting with M&E but there is no budget to support travel expenses for WG members. Similar complaints are made about the lack of travel expenses for meetings. Stakeholders insist that secondary school is the wrong level for schools projects and vocational schools should be eligible. Primary schools are closer to the community and primary students are more open to new ideas than secondary schools. Vocational schools may also be a good vehicle for environmental knowledge dissemination. The direct impact of the schools program is bound to be limited by the small number of schools targeted compared with the large number of schools in the basin. Instead, the potential impact is indirect and related to PA. The school awards competition has the potential of becoming an annual event centered on World Environment Day, supported by the Ministry of Education or even run by the district authorities. A well developed network of teachers across the basin could exchange ideas on how to develop environmental program and activities. Network building needs to involve: headmasters or headmistresses and principals, district officers (or equivalent) from education, environment, water resources, forestry and agriculture, as well as NGOs, CBOs and other pertinent organizations.

### Recommendation 18.

- Define a clear objective for the schools programme by December 2006. An example objective is to “support schools to implement projects which demonstrate

- activities having a positive impact on the environment and on community life from which students can learn and disseminate to their communities, and which NTEAP can exploit to further publicise Nile Basin environmental issues.”
- Double the number of schools projects and expand the eligibility criteria to encompass primary, secondary and vocational schools and schools outside the e-learning programme. Exploit the PA opportunity of this through supporting journalists to cover the projects and by bringing community leaders, district officers, etc. from neighbouring areas to visit them. The cost estimate for this is \$400,000 if the number of schools is doubled for each country, including the additional administrative costs. Additional PA cost is estimated at \$50,000 per year.
  - Continue the schools awards competition and repeat it annually. Ensure it is exploited for its PA potential by inviting journalists to cover the awards and other aspects. The cost of the program is already evaluated and the additional costs of journalist coverage are accounted for under Subcomponent 3.1.
  - Link microgrant projects to schools where possible to exploit the PA possibilities.
  - Establish a budget for district and community linkages and ensure formal agreements between NTEAP and the schools involved in the programme as well as district officers and others as identified by the NPC. This is an essential part of developing a Strategic Framework as discussed in subcomponent 1.5. This should be done as a priority, by the end January 2007, with a new budget estimate of \$360,000.

### **3.4.3. Subcomponent 3. Universities and other Research Institutions**

This subcomponent supports exchanges of university level environmental education professors, other researchers and students between the Nile riparian countries.

#### **Activities**

An exchange program between junior faculty and graduate students has started. The opportunity was advertised in universities by posters and host lecturers. Development of a university level course in Nile Transboundary Environmental Issues has not yet started. Nine master degree students from six countries have now started their exchange programs. A Lecturers' Network has been established involving lecturers from all nine countries. Two workshops have been held, in May 2005 and May 2006.

#### **Conclusions:**

The student exchange program is well liked by students and host lecturers as it provides a good opportunity for students and lecturers to discover aspects of the Nile basin environment. The lack of official interaction between NTEAP and the higher university administration is a concern to lecturers. The Lecturers' Network is functioning but is less active than it might be, with very little activity so far outside the two regional meetings. A major problem is that the lecturers' administrative superiors are officially unaware of both the exchange program and the Lecturers' Network. The exchange students deal only



with the lecturer and are not officially part of the host university and the lecturers contribute to the network without their superiors' permission. Formal linkages are needed between NTEAP and the universities involved. The lecturers have also raised the need to clarify the objectives or purpose of the network. The EE&A Lead Specialist has been active in building the network. The network has now been linked with the United Nations Environmental Program "Mainstreaming Environmental Education" program, which may help expand the program to include personal exchanges. The development of the course in Nile Transboundary Environmental Issues has not started, probably because the Lecturers' Network is not active enough.

#### Recommendation 19.

- The EE&A Lead Specialist should define as a priority the universities program objectives, with support from NPCs and EE&A WGs. An example objective may be to "develop a permanent network of lecturers undertaking collaborative research on Nile Basin environmental issues and developing ideas for environmental education at the university level".
- Ensure formal linkages between top level administration in NTEAP and top level administration in the universities involved in the exchange and lecturers' Network programs.
- Expand the scope of the Lecturers' Network to include two main activities: (i) lecturers will prepare and exchange among them their biographies outlining research and teaching interests by January 2007; (ii) project will prepare a program of exchanges between lecturers to facilitate developing joint research projects and other initiatives. Activities should start in February 2004; estimated cost US\$150 000.

### Component 3: Environmental Education and Awareness. Work Plan

Component 3: Environmental Education and Awareness (EE&A)	2007				2008				2009			
	1	2	3	4	1	2	3	4	1	2	3	4
<b>Subcomponent 3.1: Enhance Public Awareness and Understanding</b>												
3.1.1 National WG established												
3.1.2 National EE&A reviews carried out	X	X	X	X	X	X	X	X	X	X	X	X
3.1.3 At least two environmental awareness programs designed by transboundary team and delivered in 5 countries	X	X	X	X	X	X	X					
3.1.4 Enhanced public awareness of transboundary issues	X	X	X	X	X	X	X	X	X	X	X	X
3.1.5 Develop a clear objective for the PA programme	X											
3.1.6 Prepare information materials on Nile Basin issues for journalists	X											
3.1.7 Hold a training and orientation workshop for journalists focused on Nile Basin issues	X											
3.1.8 Establish a budget for journalists to cover NTEAP activities		X										
3.1.9 NPCs and MGCs to identify PA activities around microgrants and schools projects	X	X	X	X	X	X	X	X	X	X	X	X
Establish a budget for NPCs and MGCs to support PA opportunities		X										
Establish a budget for EE&A WG members to contribute to M&E and PA activities around schools projects		X										
EE&A WG members participate in M&E and PA activities around schools projects		X	X	X	X	X	X	X	X	X	X	X
<b>Subcomponent 3.2: Networking Secondary Schools</b>												
3.2.1 Teachers trained in project based collaborative learning	X	X	X	X	X	X	X					
3.2.2 Environmental modules developed and offered to teachers	X	X	X	X	X	X	X					
3.2.3 Transboundary school environmental projects designed and carried out collaboratively	X	X	X	X	X	X	X	X	X	X	X	X
3.2.4 Develop a clear objective for the Schools program	X											
3.2.5 Decision on increasing (double) the schools program and include primary and vocational schools made at PSC meeting	X											
3.2.6 National EE&A meeting to outline schools expansion plans	X											
3.2.7 Continue the schools awards competition and repeat it annually		X				X				X		
3.2.8 Invite journalists to cover aspects of the schools program	X	X	X	X	X	X	X	X	X	X	X	X
3.2.9 Link microgrant projects with schools where possible												
3.2.10 Establish a budget for district and community linkages in support of Subcomponent 1.5	X											
3.2.11 NPCs and EE&A WGs to work to build linkages	X	X	X	X	X	X	X	X	X	X	X	X
<b>Subcomponent 3.3: Pilot Enhanced Networking Among Universities and Other Research Institutions</b>												
3.3.1 Two Junior faculty or graduate students in exchange programs from each of 10 countries	X	X	X	X	X	X	X					
3.3.2 University course in Nile transboundary environmental issues developed collaboratively between universities in at least 6 Nile countries	X	X	X	X	X	X	X					
3.3.3 Ensure formal linkage between NTEAP and universities in support of the program	X											
Lecturers prepare biographies and exchange	X											
Lecturers' Network meeting	X											
First lecturer exchange			X									
Reciprocal lecturer exchange							X					
Submission by lecturers of abstract for joint research								X				

### **3.5. Component 4: Wetland and Biodiversity Conservation**

The component aims to improve understanding of the role of wetlands in supporting sustainable development and improve management at selected transboundary wetlands sites.

Component 4 has three subcomponents:

1. Enhance regional cooperation and capacity for conservation and management of wetlands and improve their biodiversity
2. Improve understanding and awareness of the role of wetlands in supporting sustainable development
3. Strengthen management capacity of selected wetlands.

The component did not yet start its activities. However, the lead specialist is being recruited and the component will be operational before the end of 2006.

#### Conclusions et Recommendations

The component can build on the three years experience of the whole project. The past experience indicate that the network of stakeholders and experts once established needs to be associated with specific tasks and with a specified goal that the networks agree on. Holding occasional meetings is not sufficient to interest and involve WG and network members.

#### Recommendation 20.

Therefore, before finalizing the participation of Working Group members, network members, NTEAP and NBI must:

- Obtain official consent of institutions whose employees participate in working groups and networks
- Ensure that the work plan of the work groups or networks correspond to the work plan of the institutions involved
- Prior to start any training, carry out a training needs assessment for the group members
- clearly state goals and tasks of the component and the component's working groups.

The ecological and economic studies can be initiated as a desk study by the Lead Specialist because it is likely that significant information is available on line or in technical journals and in other sources. Depending on the level of detail required and the particular area of expertise of the Lead Specialist, his task may require presence of a consultant. The three transboundary sites may be difficult to get approval to work in as transboundary areas.

Piloting capacity building is not very useful if there will be no attempt to disseminate and replicate what is learned from the piloting. Replication should be added to the program. While biodiversity is included in the component title, there is little reference to biodiversity in the subcomponents and activities. Wetlands are not the only areas with diverse environments. The decision must be made at the start as what is focused: wetlands or overall biodiversity.

#### **Component 4: Wetlands and Biodiversity Conservation. Work Plan**

Component 4: Wetlands and Biodiversity Conservation	2007				2008				2009			
	1	2	3	4	1	2	3	4	1	2	3	4
Subcomponent 4.1: Enhance Regional Cooperation and Capacity for Conservation And Management of Wetlands and Improve Their Biodiversity												
4.1.1 Develop clear objectives and goals for regional cooperation and capacity building	X											
4.1.2 Establish a network of stakeholders and experts	X	X										
4.1.3 Carry out needs assessment on training in consultation with network members		X	X									
4.1.4 Develop training courses		X	X									
Basin-wide wetland network of stakeholders and experts functions effectively				X	X	X	X	X	X	X	X	X
4.1.6 Develop wetland education, training and awareness programs have been developed in 3 languages				X	X	X	X	X				
Subcomponent 4.2: Improve Understanding and Awareness of The Role of Wetlands in Supporting Sustainable Development												
4.2.1 Ecological and economic studies of the role of wetlands in sustainable development completed in at least one southern and northern Nile country												
Identify and select study sites in consultation with network			X	X								
Complete ecological and economic studies of the role Of wetlands in sustainable development			X	X	X							
4.2.2 Carry out wetland education, training and awareness programs developed in 4.1 and complete it by studies in 4.2.1				X	X	X	X	X	X	X	X	X
Subcomponent 4.3: Strengthen management capacity of selected wetlands												
4.3.1 Complete pilot initiatives for capacity building and management in 3 key transboundary sites, involving at least one southern and in northern Nile country					X	X	X	X	X	X	X	X
4.3.2 Disseminate and try to replicate the initiatives for capacity building and management								X	X	X	X	X

### **3.6. Component 5: Basin-wide Water Quality Monitoring**

The Basin-wide Water Quality Monitoring (WQM) component aims at: (i) Enhancement national capacities for water quality monitoring; (ii) Transboundary water quality awareness raising and information sharing.

### 3.6.1. Activities and Outputs

Aside from the relatively slow start, and the delay in the implementation of a number of the main activities of the component followed the PIP. The main activities executed to date are:

- Establishment of the Regional WQWG
- Preparation of 9 National WQM Baseline Reports for the member countries. A consolidated report "Regional Nile Basin Water Quality Monitoring Baseline Report" was also produced
- Four regional workshops for the WQWG were held
- Six National Water Quality Monitoring and Enforcement Workshops held in Tanzania, DRC, Rwanda, Egypt, Ethiopia and Burundi
- Consensus between member countries over 44 transboundary sampling stations, as well as 11 water quality parameters of transboundary importance
- One regional training workshop for WQWG
- Procurement of low cost laboratory equipment for three countries completed. Equipment for the remainder of the member countries in pipeline
- National baseline reviews on the status of water quality data management in member countries well underway
- National consultancies for the development of training modules and material, are currently being undertaken
- With a view of harmonizing analytical methods amongst member countries, 4 Water Quality Operational Manuals have been produced in draft format.

The activities not executed or suffering great delays are:

- The standardized procedures for sampling, testing and reporting.
- Modalities for data and information sharing and exchange
- Agreed roles and responsibilities of national authorities, including Reference and Focal Laboratories
- Water quality data storage, analysis and dissemination
- Modality for utilization of water quality data and information to address priority problems in the Nile basin, and plan for collaborative actions.

Delays are caused by:

- Relatively slow response from national stakeholders
- Centralized procurement procedures
- Objectives of the component and its overall plan not totally clear to national stakeholders
- Delays in translation services
- Insufficient follow up by the component.

There is a general consensus among the WQWG members and the laboratories heads that the component is important. However, there is still a need for clearer objectives for the

component, and for strategy to achieve these objectives. This concern has already been raised during the third PSC meeting. In response to the PSC comments, the Water Quality Leading Specialist (WQLS) prepared in June 2006 a concept paper “Establishing and Making Operational the Transboundary Water Quality Monitoring Network” which has not yet been communicated to all stakeholders.

The stakeholders interviewed by the MTR mission considered the component's activities as helpful and they have a positive attitude towards the achieved outputs. In particular:

- The National and Regional WQM baseline reports were perceived by most stakeholders as being useful; however, the national reports should have been wider circulated among the WQWG members
- The Regional Capacity Building Workshop was perceived as useful but the participants from the countries where national capacities exist considered it not very useful
- The regional workshops were generally judged positively; however in the future they should focus on methods of progressing towards achieving the component's objectives.

The ownership of the component by the relevant national authorities and the members of the WQWG need to be strengthened. In addition to building a consensus over clearly stated objectives, more active involvement in planning project activities, choice of consultants and responsibility over national deliverables, could improve the sense of ownership and responsibility towards the component.

The level of commitment of the WQWG members and the facilitation role of the WQWG are insufficient. The WQWG members are usually overloaded with work in their ministries therefore they may allocate only limited time and attention to the NTEAP activities. The project do not provide significant resources to the institutions and, in addition, the project's products and activities are not visible enough nor politically attractive to motivate the deciders to allocate to the WQWG the resources required. In consequence, the main burden of the follow up and facilitation rests with the NPCs and the Lead Specialist. As a result, the component's activities are characterized by intervals of action around meetings and events, separated by relatively long periods of inactivity

Review of delivered outputs indicates that their quality needs to be improved. In particular, recommendations and planned actions are too general and not focused towards achieving the objectives of the component. The content and the presentation of the Regional WQM baseline should be improved.

The component is poorly known outside the circle of the members of the PSC and the WG. Communicating and sharing the results and outputs of the work performed regionally and nationally amongst stakeholders in the member countries was so far satisfactory.

Utilization and sharing of water quality data and information, both regionally and nationally, has not yet received sufficient attention. There is currently no mechanism for

water quality data exchange between the Nile Basin countries. To ensure sustainability of the project results, such a mechanism should be designed, tested and initiated before the end of the project.

The PIP anticipates linkages and synergies between components of NTEAP, as well as linkages with the other SVP projects. To satisfy this requirement, the project should establish linkages with the DSS-River Basin Model and the LVEMP.

### **3.6.2. Conclusions**

The component had a slow start with a number of activities delayed. However, recently, relatively large number of planned activities have been initiated, some of which are near completion. The delays apply to national consultancies addressing water quality data management and procurement of equipment and training of particular concern is absence of tested mechanism for water quality data exchange between the countries.

Although importance of the components to the Nile basin management is generally acknowledged, consensus over the objectives of the component, and the approach to accomplish them is yet to be achieved. The commitment of the members of PSC and commitment and capacities of WQWG members to fully undertake their role in making the component effective and successful need to be enhanced.

The component reports should be more focused toward achieving the objectives of the component. The training activity that has been conducted by the component so far was relatively well received by most of the participants. Given the difference in the capacities and experiences of the participants, better tailored training would be needed in the future. In addition, expertise and resources within the NB countries should be utilized for future training activities whenever possible.

The exercise of water quality data generation, storage, retrieval, sharing and utilization for better water quality planning and management in the region has not been initiated yet. The modality and mechanism for data exchange and utilization by and between the NBI countries is not in place. Outside the limited inner circle of the members of the PSC and the WG, little is known about the component. To raise awareness about the water quality management the project should enlarge the repertoire of activities beyond a one study tour included in the PIP work plan.

### **3.6.3. Recommendations**

The WQLS should, as soon as possible, present and discuss with the WQWGs the Concept Paper that clarifies and refines the component's objectives and proposes a strategy for achieving these objectives.

#### Recommendation 21.

To clarify the objectives and precise a work plan the component Lead Specialists and the work group members should:

- Decide about the content of the final outputs of the component and propose an agenda of achieve them by the end of the project and present them to the PSC for approval.

#### Recommendation 22.

The project should take steps to enhance ownership of the component by WQWG and by the institutions they represent. To this effect, the project should:

- Clarify roles and responsibilities of the WQWG and establish linkage among the WQWG, the institutions with which they work and the project
- Identify tools and mechanisms that would support the WQWG members in their duties
- Involve the WQWG in activity planning and decision making for group activities.

#### Recommendation 23.

To increase capacities of persons involved in water quality monitoring the project should:

- Tailor training programs to address the specific needs of participants
- Utilize capabilities from national institutions within the NBI countries to conduct training and share experiences.

The water quality data generation, storage, retrieval, sharing and utilization should be initiated as soon as possible. This need to be done even if the data are not yet generated and the agreed water quality parameters are not all monitored. The modality and mechanism for data exchange and utilization among the NBI countries need to designed, presented, tested and agreed by the WQWG. It will need to be officially approved by the relevant national institutions, and probably by the Nile-COM or Nile-TAC.

#### Recommendation 24.

The component needs to widen its circle of influence and become more visible. This would require:

- Improving the quality of its products and widening the range of its distribution
- Raising awareness of decision makers and other target groups about transboundary water quality issues.

The framework within which the regional water quality data and information would be utilized for transboundary water quality management needs to be considered within the lifetime of the project. In absence of such a framework, the sustainability of the component activities is questionable. At a minimum, a regional modality or framework for transboundary water quality management should be prepared, discussed and approved by the WQWG and the PSC.



## Component 5: Water Quality Monitoring Basin-Wide. Work Plan

	2007				2008				2009			
	1	2	3	4	1	2	3	4	1	2	3	4
Subcomponent 5.1 Enhanced National Capacities for Water Quality Monitoring												
5.1.1 Regional Working Group established.												
5.1.2 Existing national capacities assessed, including documentation of sampling points in each country.	X	X	X									
5.1.3 Existing information on water quality aggregated in Nile water quality report.												
5.1.4 Common analytical methods selected and agreed for basin-wide use By Working Group.												
Present and discuss Concept Paper with WQWG and PSC	X											
Prepare and discuss tools and mechanisms to support WQWG and Authorities	X											
Common analytical methods selected and agreed for basin-wide use		X										
5.1.5 National training workshops held and methods pilot tested.												
Prepare training program sharply focused on needs		X										
National training workshops held and methods tested			X	X	X							
5.1.6 Two regional workshops on water quality management issues conducted												
Consultancy on mechanism for water quality data sharing				X	X							
Regional workshops on mechanism for water quality sharing						X						
Consultancy on mechanism for transboundary water quality management								X	X			
Regional workshops on mechanism for transboundary water quality management										X	X	
Subcomponent 5.2 Transboundary Water Quality Awareness Raising and Information Sharing												
5.2.1 International Study Tour to raise awareness on need for transboundary cooperation.												
5.2.2 Information on sampling points and parameters of special transboundary significance exchanged on regular basis based on priority threats.							X	X	X	X	X	X
5.2.3 Study on biological diversity indices conducted and pilot tested and presented to WQWG	X	X	X									
Biological indicators and simplified methods of WQ evaluation used by communities				X	X	X	X	X	X	X	X	X
5.2.4 Critical evaluation of progress undertaken and recommendations for follow-up action formulated.												
Complete procurement and delivery of equipment	X	X										
Consultancy to prepare awareness program	X	X	X									
Regional workshop to discuss awareness program			X									
Implement awareness activities including study tours				X	X	X	X	X	X	X	X	X
Evaluate progress and experiences and recommend follow up actions										X	X	X

## 4. Review of Project Management

The NBI Secretariat (Nile-SEC) is the executing agency of the project. It manages the overall fund flow, disbursements and information sharing, coordination, integration, monitoring and evaluation. The NTEAP is managed by a regional PMU located in Khartoum, Sudan. The PMU is responsible for managing and implementing the project in all participating countries. To facilitated these tasks, the daily management of the PMU is overseen by the UNOPS who facilitate local contracting, fund management, local procurement, disbursement, program administration and project-level financial monitoring. It prepares the financial documentation for NBI review and submission to the World Bank.

#### **4.1. Guidance and Supervision**

Overall technical and strategic guidance to the project are provided by the PSC composed of heads of environmental agencies or permanent secretaries of the environment ministries, one Nile-TAC member, one representative of the Nile-SEC, invited guests and observers. The PSC meetings should be held at least once a year. The project supervision is ensured by joint annual supervision missions of the NBI and donors, by annual PSC meetings and by mid-term review. The project submits monthly: a short progress report to the Nile-SEC, NPC, UNDP and the World Bank; quarterly: a financial management report to the Nile-SEC and the World Bank; semiannually and annually: a project implementation progress report distributed to Nile-SEC, PSC, NPC, the World Bank and UNDP. Additionally, the annual report has attached a yearly work plan.

#### **4.2. Staffing**

The PMU staff is composed of project manager, financial specialist and lead specialists all recruited competitively from the candidates originating from the region, and technical support staff. In each of the member countries, the project recruited competitively from the country one NPC who ensure implementation and coordination of all project's activities at the national level and liaison with other basin-wide projects. The NPC reports to the PMU and works under guidance of National Environmental Focal Points and Nile-TAC members.

Each country has also a LMGC who is a contracted employee of UNOPS. The LMGC is responsible for implementation of the Nile Transboundary Microgrants Program. The coordinator reports to the Microgrants Lead Specialist in the PMU. The implementation of the microgrant programs is coordinated and supervised by National Microgrant Steering Committee (NMSC) who develops a microgrant action program, reviews and approves microgrant requests and organizes field visits. The members of NMSC serve on a voluntary basis.

#### **4.3. Financial management**

The project budget covers adequately the activities. In spite of the complexity of operating in 9 countries, the expenses approval system for the field offices is going smoothly and the project funds are now, in general, available timely.

In the past, during more than one year, the UNOPS administration was at the origin of many delays in reacting to the financial requests from the project. These delays retarded execution of the project's activities, frustrated the management and discouraged the project's beneficiaries. The delays are attributed to the organizational adjustments within

the UNOPS and the move of the UNOPS department covering the project's funding from New York to Nairobi. Actually, the project and its overseeing institution have overcome these difficulties and it is estimated by UNOPS, that the remaining minor problems, including status of the project personnel will be solved before the end of this year.

During the country visits, other points were brought to the attention of the MTR: (1) In some countries, there are still delays (sometimes exceeding 2 month) in processing the payment of pending bills by the local UNDP or SVP projects offices. These delays slow down the project activities, discourage the project customers and, where notorious, tarnish the image of the project and the NBI. (2) The financial management of microgrants by the NGOs is insufficiently controlled by the project. (3) The financing of the NPC offices represent an administrative challenge and security risk. The NPCs do not keep imprest account and they are not authorized to open banking account for the coordination unit. Therefore, on occasion of activities as workshops the NPCs store in their offices an important sums of money. The NPCs are not insured against loss of this money.

#### **4.4. Management performance**

The NTEAP is a complex project operating in 9 countries and financed by 5 donors; it is the first from the series of 7 SVP projects and one having the highest budget; it is staffed with few technicians. In spite of this, the overall management of the project is highly satisfactory. Spending, although slow during the first year and half of its implementation, corresponds now to that scheduled by the work plan. The outputs delivery is ahead of plan and the quality of achieved outputs is in general satisfactory. This successful management was possible due to devoted personnel from the field and from the headquarters and to good working conditions provided by the host countries. This success can be attributed also to the PSC that supported the project staff initiatives and successfully guided the whole project. Therefore, it may be expected that during the second phase, with the administrative routines well tuned, the technical personnel enriched by the past almost 3 years' experience and in collaboration with fully implemented seven other SVP projects, the NTEAP will attain its objectives.

##### **4.4.1. Challenges**

However, the project has still many challenges and management difficulties to overcome, some of them representing an important obstacle to smooth running of the activities. The most important challenges identified by the mission are:

1. The NPCs are periodically overloaded by administrative duties and have not enough time to devote to technical subjects. They complain to be too frequently merely a conduit for passing orders from the Headquarters to the national stakeholders. The Headquarters staff is also absorbed by meetings, field visits and administration of activities, having little time to knowledge building, conceptual

- work and assisting the national partners in implementation of recommendations from numerous workshops
2. Some field staff complains about lack of freedom in decision making and about centralization of the decision in the Headquarters in Khartoum. From the another site, some field staff and some members of WGs consider that the Headquarters play insufficient role in providing them with appropriate guidelines for future activities.
  3. Insufficient link between decision of introducing a new activity and feasibility of its implementation. For example, management of the National Eligible Projects by the NPC will increase the NPC's work load in detriment of technical activities.

#### **4.4.2. Recommendations**

##### Recommendation 25.

To improve the overload problem faced by the project staff on administrative and technical activities the PMU should:

- Organize before the next PSC meeting, an evaluation of the work load of the project staff expressed in person/days per task and propose adjustments. If necessary, the PMU Manager may propose, on a temporary base, hiring an auxiliary staff adequately trained. The results of evaluation and the proposals should be submitted to the next PSC for consideration.

##### Recommendation 26.

To increase autonomy of the field staff and the members of the working groups and provide them with more guidelines, the PMU should:

- Allocate more time for communication and technical information exchange between the PMU and the field personnel and the WG members. The next PSC should decide how much time the staff should spend in consultation with the stakeholders and identify the competence and knowledge required to fulfill these duties.

Although the project is demand driven, the project technicians should have time and technical capacity to offer the beneficiaries perspectives and suggests options. If needed, the project may offer the staff a possibility to upgrade their professional capacities

##### Recommendation 27.

To ensure smooth financial management, it is recommended to the Finance and Procurement Officer:

- To identify the origin of the current finance management difficulties, propose the solutions and consult the proposals with the UNOPS and the NBI. Since the adequate financial management is a key factor of successful implementation of all project's activities, the PMU should attach to this recommendation a high priority.

## 5. Challenges to Implementation

The project launched successfully bases for better understanding of the Nile environment management. Although the project is at the beginning of creation of this understanding, and in the preceding years it accumulate valuable experience, during the next phase of it execution the project will have to face several additional challenges:

- The first is to launch closer collaboration among its components since the project's outputs are interrelated and mutually reinforcing
- Then, the project should start to build close collaboration with other SVP projects, with projects financed by other donors and with the development initiatives on the various governmental levels
- The project should increase its visibility through dissemination of its technical achievements and through advice to less experienced partners
- During the second half of its activities, the project should demonstrate utility of application of its outputs and show benefits from environmentally sound management
- Finally, the priority should be given to transboundary activities linked to the Nile environment

## 6. Emerging Issues

It seems that at the present stage, the project is facing two fundamental problems:

- How to play a role of leader while encouraging a participatory approach to management of the project's activities
- How to ensure permanence of the established networks and continuation of the launched activities.

The participatory projects differ from the “standard” ones by the role played by the beneficiaries in the project execution. The standard project implements a pre-established work plan; the progress in achievement of the project objectives is planned in advance and must be respected. In the participatory projects, the beneficiaries elaborate the work plans and the progress toward objectives depend on their readiness to implement the planned tasks. The NTEAP is a demand driven project where the beneficiaries decide about the direction and agenda of the activities. The PMU's role is to mobilize the beneficiaries and assist them in implementation. However, the PMU and the project technical officers cannot uniquely play a passive role. They should provide the beneficiaries with information, present them with options and help them to reach decision. In consequence, the project should help their technical personnel to acquire the necessary skills and to produce outputs helping the beneficiaries to progress towards the project's goal. To this effect the project should capitalize on its experience and on experience of other SVP projects. The final half of the project implementation will show in which extent the project personnel will be able to reconcile the role of manager and catalyst.

Concerning the second point, it is necessary to realize that the change of approach to management of the Nile basin environment by the basin countries is a long term endeavor that may last more than one generation. The progress in achievement of the projects long term goals may be slow and unequal throughout the region. Therefore it is necessary to have an institution that will become a custody of the acquired knowledge and experience. Probably this role will play the structure that will follow the NTEAP. To create that structure, the NBI and the member countries may take two approaches: (i) if the NBI will become a permanent body with headquarter and national offices, it may inherit the project's legacy and charge one of its offices to lead the environmental transboundary activities; (ii) if at the end of the project the NBI has its status unchanged, the continuation of the environment management activities will require financing of the next phases of the NTEAP project.

## **7. Conclusions and Recommendations**

Among the SVP projects family, the NETAP is the most advanced in execution of its program. It is also the most important in terms of budget, and situated at the center of the initiative concerning the Nile basin. Analysis of the project's activities and description of its output at mid-term show that the project is contributing well towards achievement of the World Bank CAS goals and is progressing successfully towards attainment of its own development objectives.

There are still numerous challenges before the project and attainment of its objectives requires permanent attention to the feedback from stakeholders. As the whole Nile basin initiative, the project has a starting point, but the final shape of the outputs and the degree of achievement of its development objectives depend not only on commitment of the project staff but also on participation and initiative of the beneficiaries.

### ***7.1. Achievements of the CAS goals and the project development objectives***

The project is successfully progressing towards achievement of the World Bank CAS goals and the project development objectives.

Concerning the first CAS goal aiming at socio-economic development, although some specific actions of the project contribute to its achievement, in general, it is too early to globally assess the project's genuine contribution. The second goal aims at establishing an enabling environment for cooperative development. Creating the WGs, networks and involving the NGOs and rural communities in execution of the project's activities, the project largely contributed to establishment of such an environment. Achievement of the third CAS goal that aims at development of a framework for basin-wide environmental action is in progress. Its full attainment depends on implementation agenda of others SVP projects. To ensure a success in this achievement the project should take initiative,

contributing to establishment and reinforcement of collaboration with the SVP projects (Annex 5).

The project has two development objectives and at mid-term it is well advanced at attainment of both of them. The first objective requires that the project enhance the analytical capacity for basin-wide perspective to support the sustainable development, management and protection of the Nile basin water. The project is on a way to achieve this objective. On the policy level, it developed a concept note that was a basis for a synthesis of the priority environmental policy issues within the Nile basin countries. On a technical level, the project helped the countries to produce national and regional Nile water quality reports and to develop manuals for water quality analysis. Additionally, some most affected countries exhaustively assessed the soil erosion. To implement the second objective, engagement of the full spectrum of stakeholders in management and protection of the basin's shared resources, the project mobilized professionals from the member countries to (i) organize awareness raising campaigns, (ii) disseminate information about the Nile basin environment throughout the media, (iii) introduce lessons about the Nile environment into schools, (iv) creating opportunities for obtaining university degrees in environment, (v) network the secondary schools, (vi) finance environmental protection microprojects on the community level and (vii) launch national and regional water quality monitoring.

In spite of these achievements, that are satisfactory at the mid-term, during the second phase, to successfully attain its development objectives, the project should meet several additional challenges.

## **7.2. *Challenges of the second phase***

The second phase of the project will be more demanding than the first one. During this time the project should: (i) initiate closer collaboration among its components and those with the other SVP, (ii) create enabling environment for transboundary cooperation (iii) improve the efficiency of information dissemination and (iv) initiate transboundary cooperation among communities.

### **7.2.1. Collaboration Among Project Components and With SVP Projects**

To reinforce the impact of its activities the project's components should introduce an dynamic program of collaboration among its own components. The NTEAP is at the beginning of its collaboration with the SVP projects (Annex 5).

Recommendation 28.

To reinforce the cooperation among the NTEAP components, the MTR recommends that:

- PMU Lead Specialists prepare a list of activities and outputs that will benefit the other components and the list of fields of cooperation among the components
- During a joint session the PMU should identify the most promising and most profitable fields of cooperation
- PMU assigns a complementary budget and allocate work time to implement the collaboration
- M&E evaluate the impact of the collaboration on the timeliness of activities and quality of outputs in terms of realization of the project’s development objectives.

Recommendation 29.

To reinforce the cooperative network among the SVP projects, the NTEAP should:

- Request the NPCs to establish close working relations with those responsible for the SVP projects operating in their countries
- Jointly with the NBI-SVP coordinator, create formal links among the projects and allocate budget for collaboration and reporting systems
- Demonstrate to the PSC and NBI Secretariat the financial and technical advantages of this collaboration in terms of money saving, increase in output delivery and impact
- Modify the project’s work plan to include emerging cooperative activities

Recommendation 30.

To mobilize the SVP projects to collaborate with NTEAP, the PMU should:

- On the basis of the NTEAP experience, prepare a set of recommendations and advice to help other projects accelerate implementation of their activities
- Inform the projects about technical and methodological achievements of NTEAP that may create a base for the future collaboration.

### **7.2.2. Creation of Enabling Environment**

The project initiated regional cooperation on political, administrative and technical levels creating an enabling environment for transboundary collaboration.

Recommendation 31. To take advantage of this environment and further motivate regional cooperation the project should:

- Inform the stakeholders about the opportunity of regional networking and about the steps needed put their activities in place
- Create incentives that will reinforce the motivation of stakeholders to take part in regional cooperation
- Congratulate authorities for their support for regional cooperation

Recommendation 32. To increase the level of expertise in the regional cooperation, the PMU should provide the groups and networks of stakeholders including working groups, networks, participating communities, schools and universities with:



- Knowledge building materials such as books, technical journals, films, extension materials, simple tools to measure and evaluate environmental parameters
- Tools to create and disseminate information such as printing and photocopying equipment or TV and radio emission aids.

Recommendation 33. The PMU may also:

- For the individuals who introduced the original approach to the Nile basin environmental management, provide incentives such as grants, study tours or information letters to their superiors
- Encourage and support group and network members to publicize their work through the local press, technical reviews and the NTEAP Newsletter; the encouragement may include subsidizing publication or assisting with contacting journalists or other aspects
- Encourage dissemination of regional approaches by supporting implementation of those actions that are the most promising.

### **7.2.3. Information Dissemination**

Pertinent information should be provided to all levels of clients but in priority to the communities that participate in microgrant activities. Absence of information condemns whole sectors of the beneficiaries to ignorance. In the future, the project should contribute to knowledge building about the Nile River, and this knowledge may be used as a support for political and economic decisions making within the basin.

Recommendation 34.

Pertinent information should be provided to all levels of stakeholders but with priority to communities that participate in microgrant activities.

- Jointly with other SVP projects, the Knowledge Management Specialist should initiate production of information documents adapted to all educational levels of stakeholders
  - For communities it should contain basic, practical information about the local rivers, their hydrology, fauna, flora, ecology, links with fisheries, agriculture and forestry
  - For schools, it should contain extension and demonstration materials for teachers and students
  - For technical schools and universities, the project may provide technical documents produced by consultants and by project staff
  - For vocational schools and universities, the project should disseminate information about employment opportunities for environment technicians and specialists.
- The project should interview the beneficiaries about their needs for documentation and the test impact of the documents provided.

The basic knowledge about the Nile may be used immediately by the communities involved in Nile environment management to evaluate progress achieved in such indicators as in sediment load reduction, biodiversity changes or water quality improvement. The beneficiaries can be not only consumers of the knowledge but they may produce it as well. The beneficiaries at the communities can be not mere consumers of the knowledge. They may also assist in its production and use it for their own purposes.

Recommendation 35.

- that the NETAP in collaboration with other SVP projects popularize simple environmental testing and probing methods and train the interested persons (teachers, agronomists, forestry agents) in their application. The Leading Water Quality Monitoring Specialists will be responsible for implementation of this recommendation.

#### **7.2.4. Transboundary cooperation**

The community actions sponsored by the project in the first phase were limited mostly to activities related to environment and poverty alleviation without taking on account their transboundary effect. In the second phase the projects should move to implementation of the transboundary projects. They should have beneficial effect on environment or motivate the resource users to collaboration and joint action aiming at optimal management of the water and adjacent lands.

Recommendation 36.

Toward this end the project should:

- Gradually orient attention of the project's collaborators and partners towards specific priority issues of the Nile basin transboundary environment essential to social and political stability and economic prosperity.

To obtain the tangible results, in the first place, the project should be well informed about opinions and requirements of the stakeholders and know how to match the available solutions to their demands. The presence and dynamism of the M&E subcomponent is a key element. The project progress reporting should be accurate and exhaustive. The project should look constantly for feedback from the beneficiaries to improve the quality of outputs.

Recommendation 37.

To reduce the risk of investment in actions that are not well adjusted to the beneficiaries' expectations and to the project objectives it is recommended that:

- All major project activities are accompanied by pilot testing that, if successful, can be extended across the region. These tests may cover implementation of policy

adjustments, river environment monitoring, water quality monitoring or introduction of environment management improvements.

The project operates in 9 countries. This situation implies diversity of environmental priorities, administrative approaches and policy frameworks. In consequence, the regional projects are complex and frequently difficult to manage. While the regional dimension of the project creates significant difficulties, it provides with a range of solutions. The project can direct the regional dimension to its advantage.

Recommendation 38.

- The project documents national and regional differences in environmental management and be sensitive to local solutions to the common problems; the project may incorporate the accumulated experience into activities planning and output production.

### **7.2.5. Conclusions**

The MTR team is convinced that despite the additional work load that represents the second phase of the project, thanks to its competence and assiduity and due to experience accumulated during the past three years, the project staff will successfully meet the upcoming challenges.

### **7.3. *Project extension***

The first two and a half years of project execution suffered from an unpredictable delay of more than one year in the establishment of offices, recruitment of personnel and mobilization of stakeholders. As a consequence, the project activities only gained their full momentum at the end of 2005 and the beginning of 2006. Due to this early delay, the project is now underspent by about 60% of its budget unspent.

Recommendation 38.

- Taking into account the one year delay in commencement of many of the project activities, and seeing the promising implementation and accomplishment of project activities, the MTR recommends extension of the project duration until the end of 2009.

# Annexes

## ***Annexe 1. Terms of reference***

### **Background:**

The Nile Trans-boundary Environmental Action Project (NTEAP) is one of the seven projects under the Nile Basin Initiative (NBI) Shared Vision Program (SVP). The objective of the NTEAP is to support the development of a basin-wide framework for actions to address high priority transboundary environmental issues within the context of the Nile Basin Initiatives' (NBI's) Strategic Action Program. The Project supports the nine NBI countries (Burundi, Democratic Republic of Congo, Egypt, DRC, Kenya, Rwanda, Sudan, Tanzania and Uganda) to develop sound approaches to deal with transboundary environmental threats at the regional and national level. Moreover, the Project will encourage more effective basin wide stakeholder cooperation on Transboundary environmental issues by supporting the implementation of the actions prioritized by the Transboundary Environmental Analysis Document in the following areas/components:

- Institutional Strengthening to facilitate regional cooperation;
- Community-Level Land, Forests and Water Conservation;
- Environmental Education and Awareness;
- Wetlands and Biodiversity Conservation;
- Basin Wide Water Quality Monitoring.

### **Summary of components' objectives:**

#### **Component 1: Institutional Strengthening to facilitate regional cooperation:**

The component aims at enabling improved transboundary cooperation on environmental management among and between Nile Basin countries through improved communication, knowledge exchange, and enhanced tools for environmental management.

This component will enable deeper and more effective cooperation on transboundary environmental management among and between the Nile riparian countries, including governments, NGOs, researchers, and other stakeholders. Key stakeholders will gain improved access to relevant resource management information relating to the entire Nile Basin, while some of the key linkages between macro and sectoral policies and the environment will be highlighted and better understood. A substantial learning process will result from the development of the River Basin Model and Decision Support System in coordination with the SVP Water Resources Planning and Management Project and will increase understanding of the Nile's hydrological behavior as well as linkages between environment and development.

This component includes four distinct sub-components as follows:

- Regional Coordination which addresses the overall management arrangement for the Project, including a Project Steering Committee and PMU and a national project coordinator in each country;

- Knowledge Management which will provide project participants and other key stakeholders across the basin with improved access to relevant environmental and natural resources management information;
- Decision Support System and river basin modeling. This sub-component will contribute to the development of a river basin model for the Nile Basin as part of a Nile Basin Decision Support System being developed by the SVP Water Resource Planning and Management Project.
- Macro and Sectoral Policies and the Environment. This sub-component will consist of policy studies of the patterns of economic development and priority transboundary environmental issues. The primary goal is to produce a synthesis suitable for dissemination in all of the Nile Riparian countries.

### **Component 2: Community-Level Land, Forests, and Water Conservation:**

The second component, which is the Community-Level Land, Forests and Water Conservation Component, is supporting pilot activities in geographic and thematic areas of transboundary significance. It will demonstrate the feasibility of local level approaches to land and water conservation, including mitigation action for erosion, non-point source pollution, invasive waterweeds and environmental awareness and NGO networking.

This component consists of three sub-components:

- **Enhanced basin wide capabilities and cooperation:** This includes the management of activities for the entire component, as well as provision of support to a series of workshops that are intended to provide training and information sharing for NGOs, NGO networks and government staff.
- **Priority Action for addressing soil erosion.** This sub-component will support carrying out rapid assessment studies in regions where soil erosion have been identified as high priority during project preparations.
- **The Nile Transboundary Micro grant Program:** This program will support community-driven interventions to address transboundary environmental threats on a local scale. The Nile Transboundary Micro grants will also provide alternative sustainable livelihood opportunities to communities who may otherwise be obliged to overexploit their natural resources.

### **Component 3: Environmental Education and Awareness (EE&A):**

The component aims at increasing public awareness and understanding of the community of interest and the common ecospecies that the Nile creates. Activities especially target the future generation in the basin countries. This component consists of three sub-components:

- **Public information and awareness.** This sub-component will support the development and delivery of a small number of trans-boundary environmental awareness campaigns by basin wide teams of practitioners drawn from the participating countries.
- **Secondary Schools.** This sub-component will establish an electronic network of selected schools for trans-boundary environmental education and will support exchanges of schools staff and experiences between the Nile riparian countries as well as community projects where students can apply knowledge acquired.
- **Universities and other research institutions.** This sub-component will support exchanges of university level education professors, other researchers and students between the Nile riparian countries.

**Component 4: Wetlands and Biodiversity Conservation** (*evaluation is limited to design only, as this component has not yet been launched*):

The objective of this component is to improve the understanding and awareness of the role of wetlands in supporting sustainable development and improved management at selected transboundary wetland sites and “cross-boarder” protected areas. The component will build on the significant number of nationally focused wetland conservation and management initiatives in the Nile Basin. This component consists of three subcomponents:

- **Enhanced regional cooperation and capabilities.** This sub-component will create an enabling environment for enhanced regional cooperation through networking and capacity building activities.
- **Better understanding and broader awareness of the role of wetlands in supporting sustainable development.** This sub-component will support at least two in depth ecological and economic studies on the role that wetlands play in supporting sustainable development, one study each in a northern and a southern country of the Nile Basin.
- **More effective management of wetlands and transboundary protected areas.** This sub-component will help demonstrate effective management schemes that have proven to lead to sustainable conservation of natural resources.

This component of the Nile Transboundary Environmental Project (NTEAP) will start in phase two of the project i.e. late in year 2006.

**Component 5: Basin Wide Water Quality Monitoring:**

The Basin wide Water Quality Monitoring Component, will initiate a basin-wide dialogue on water quality and improve understanding of transboundary water quality issues, improve capacities for monitoring and management of water quality and initiate exchange and dissemination of information on key-parameters. The component consists of two sub-components:

- **Enhanced national capacities for water quality monitoring.** This sub-component will aim at establishing a baseline on water quality information at both the national and regional scale. In addition, the sub-component will enhance capacities for regional cooperation, especially through strengthening dialogue among the relevant institutions across the basin.
- **Awareness raising and information sharing on transboundary water quality monitoring.** This sub-component aims at raising awareness at the institutional level for the relevance of cooperation on water quality management and provides an initial common, updated information base on transboundary water quality issues.

The following are the overall project’s expected outcomes:

1. Increased regional cooperation in environmental and water management fields
2. Increased basin-wide community action and cooperation in land and water management
3. Increased number of basin-wide networks of environmental and water professionals and increased number of experts knowledgeable on the environment
4. Greater appreciation of river hydrology and more informed discussion of development paths
5. Expanded information, knowledge base and know-how on land and water resources available to professionals and NGOs
6. Greater awareness of the linkages between macro/sectoral policies and the environment
7. Greater awareness and increased capacity on transboundary water quality threats

The project total budget is \$43.6 Million dollars, over an implementation period of five years, of which 10% is in kind contribution of member countries. Funding is provided by the GEF (UNDP, WB), CIDA and the Netherlands. The project delivers its services through the Project Management Regional Unit (PMU) situated in Khartoum, Sudan and the network of National Coordination and Micro-grant offices in the nine riparian countries. The United Nations Office for Projects Services (UNOPS) acts as executing Agency on operational issues while the Steering Committee and the Nile Secretariat in Entebbe provide the overall guidance and program support.

The project started when the Regional Project Manager and the Finance & Procurement Specialist reported to their duty station in Khartoum on October 2003. The project was officially launched in May 2004. The actual implementation started after the 2004 Work Plan was approved during the first Steering Committee Meeting that took place in Khartoum in May 2004. Since then the project managed to achieve the following:

- Setting up the different mechanisms to facilitate the implementation of the project activities. This included recruitment of professional and support staff throughout the basin, securing office space for all, procurement of vehicles, furniture, and office equipment, setting implementation system for Microgrant Program and other components in the nine NBI countries, setting financial mechanisms at the PMU and the country level and developing the baseline for project component, different strategies and implementation instruments.
- Different regional and national networks were established through out the basin, as per the Project Implementation Plan (PIP), to facilitate implementation and undertake the necessary orientation and training (more than 200 professional throughout the basin).
- More than 2000 participants from NGOs, NGO networks and Government Officials and project staff were trained in different component related issues. Moreover, environmental awareness campaigns involving thousands of people were carried out throughout the basin.
- National Action Plans for Micro-grants were developed and approved in the nine countries and around 127 projects were approved and are being implemented in the nine countries.
- Through the various workshops, meetings & missions to NBI countries, the prospect of cooperation among the riparian countries has increased over the last two years. Discussions on joint cross border and transboundary community activities to strengthen regional cooperation were also initiated.
- Efforts to improve awareness and knowledge on the Nile basin issues among professionals in the basin included production of the NTEAP regular quarterly newsletter, establishment of the NTEAP web site and portal and design and production of an interactive CD with comprehensive technical and awareness information on the Nile Basin.
- Support to enhance capacity on water quality monitoring in the form of training and field testing equipment was provided.

## **2. OBJECTIVES OF THE MID TERM REVIEW (MTR)**

The purpose of the MTR is two-fold:

1. to provide an in-depth assessment of the project management and implementation of activities and determine to what extent the objectives of the project have been fulfilled; and
2. to make recommendations for possible corrective actions that might facilitate the achievement of the desired project outcomes.

The MTR will also include review and validation of the project design, assumptions, outcomes and indicators in view of the information collected and the progress being made so far. It will be a decisive review on the project lifetime as well as provide recommendations on the sustainability and continuity of the institutions and networks created by the project and whether the project as whole or some components of it should continue beyond the second phase.

Specifically the MTR will:

- Review the progress attained on issues relating to regional coordination on environmental issues across the Basin.
- Assess the likelihood of the component specific outputs being attained in the projected time frame for the budget stipulated in the PIP and whether the intended outputs are expected yield the desired outcomes.
- Provide guidance that will help in developing the revised project log frame, by NTEAP, incorporating the new GEF formats and indicators for International Waters Projects as feasible (available at [www.gef.org](http://www.gef.org)).
- Evaluate whether the awareness raising and training undertaken by the project are contributing towards improved understating of the challenges facing the Nile basin's water and environment resources. Focus on developing consensus around the future priorities for the delivery of the activities of the Project.
- Assess whether the gender dimensions are adequately addressed through the project's specific activities and proposed strategies to strengthen those dimensions in the future.
- Review the NTEAP Micro-grants program, focusing on the soundness of the process of grant selection to assure quality of micro-grant projects selected, quality of monitoring and support of on-going activities, selection process, and administration of program. The Review should also
  - Assess whether the operational arrangements is adequate to handle a foreseeable increase in the size of the grants from \$25,000 to \$50,000 (noting that an ESMF will be put in place).
  - Assess the adequacy and responsiveness to needs in terms of capacity enhancement and training of (i) the NSC and LSC members; (ii) NGOs and CBOs. The review will also make recommendations whether the level of funding for these activities is adequate.
  - Assess whether the system of using twinning arrangements between NGOs and nascent CBOs in accessing grants is effective and beneficial for both parties and/or could be expanded especially in those countries emerging from conflict and with resulting limited number of experienced NGOs and CBOs.
  - Assess the viability of maintaining a 50 % target of type 2 and 3 projects. Specifically, give recommendations whether this level shall be maintained or relaxed with a view of not overly restraining grant approvals in the latter half of the project.
  - Review the adequacy of a 10 % specific target to women's groups in order to reach a sufficient number of women. The review should therefore not look at the percentage of grants awarded to women's groups in isolation, but also take into consideration how many women are addressed through all grants.
- Review the current management and operational arrangements, including financial disbursement mechanisms at both regional and national levels of the Project, the working relationships and linkages established with the project and between the project and its stakeholders (networks, working groups, line ministries, etc.).
- Review the quality and extent of operational zing relevant linkages and collaboration with other SVP/SAP projects and other relevant partners.
- Review the communication and information sharing strategies/materials adopted by the project in terms of their effectiveness to reach the desired stakeholders. Make recommendations for additional avenues for reaching various target groups either through this project or in collaboration with other SVP projects.
- Analyze and collate lessons learned to date, draw conclusions, and formulate recommendations regarding adjustments of activities, outputs or outcomes of the Project.
- Make specific recommendation in relation to the project life-span/duration in view of the progress being made and the current budget implementation rate.
- Make specific recommendations on meeting the current project needs through future phases, programmes or institutionalizing the current NTEAP activities at the national and regional levels. In this context, the Mission should be exposed to the current NBI structure and the newly proposed Cooperative Framework



- Review the current M&E system/strategy of NTEAP in view of the NBI M&E system being developed by Universalia.
- Make specific recommendations for capacity building of national and local micro-grants steering committees, national and regional networks and working groups.

### Scope of the MTR:

It is expected that the Review will be able to suggest clear directions, based on lessons learned from the experience so far and challenges faced to date during project implementation. The Review will cover the entire project with its different components that are operational. The Review will not cover the fourth component relating to Biodiversity and Wetlands as it is not yet operational. More specifically, the Review will focus on:

- **Relevance:** The extent to which the project correctly addresses the identified problems and needs. **Guiding issues include:** i) Appropriateness of the project design to the identified problems and towards supporting the implementation of the GEF areas of focus and the NBI Vision. ii) Complimentarily and coherence with other related programs and activities at national or local levels. iii) Overall design strengths and weakness as reflected in the original logical framework. iv) Extent of participation by host country institutions and beneficiaries.
- **Efficiency: An assessment of how well the various activities transformed the** available resources into intended outputs in terms of quantity, quality and timeliness. **Guiding issues include:** i) Linkages and commitment between the project and host-country institutions at national level, ii) Approach used in terms of substance and delivery of work. iii) Level of Partner country contributions in the project; iv) Extent of monitoring systems to assess progress and impact. v) Extent of the project's ability to adapt its program and approach in response to changing assumptions and risks; v) assess the impact and extent of support/guidance provided by UNOPS, UNDP and WB to the project.
- **Effectiveness:** To what extent have the project outputs been achieved and to what extent they contribute to achieving the project outcomes. **Guiding issues include:** i) Progress towards targets/milestones defined in the Phase One indicators to measure the achievements of the project outcomes ii) Appropriateness of the indicators to measure the achievements of the project objective. iii) Validity of the assumptions and risks of the project at the objective level, including discussion of unforeseen benefits or risks.
- **Impact:** To what extent the project objectives have been achieved and thus contributing to the overall goal, SVP outcomes. **Guiding issues include:** i) To what extent have the overall NBI/SVP regional targets benefited (or expected to benefit) from the achievements of the project. ii) Where might changes be affected by the project based on experience and lessons learned contribute towards achieving a desired wider impact. iii) Have there been unplanned impact (negative or positive) resulting from the project and what are their consequences. iv) Have there been, or expected to be, gender-related or poverty related impacts rising from the project.
- **Synergies and linkages:** Extent to which the project managed to establish synergies and linkages with other stakeholders/partners. **Guiding issues include:** i) Extent of linkages with other SVPs and SAPs; ii) Extent of linkages with other regional and sub-regional projects/programs in the Basin such as the Small Grants Program<sup>1</sup> iii) Effectiveness of networks developed by the project and networks involving the project, iv) Extent of linkages with existing initiatives at national level.
- **Sustainability:** Extent to which the outcomes of the project are likely to continue after the end of the project. While it is recognized that this is an MTR and the project has not ended, the project should identify and address issues of sustainability. **Guiding issues include:** i) Extent of project "ownership" by NBI countries and national institutions and means for ensuring the integration of NTEAP activities into national programs; ii) Extent of the prevailing and expected policy environment in support of the project objectives and achievements; iii) Extent of the institutional capacities of host countries institutions to carry forward project outcomes after the end of the funding support, at all levels; iv) Assess the extent and nature of ongoing

needs beyond the current project and how these might best be met through future phases, programmes, or institutionalization of work begun under NTEAP.

#### ASSESSMENT METHODOLOGY, PROCESS AND MANAGEMENT

4. The review team will be responsible for developing a detailed review plan, including activities and timing. In general, the MTR will include a thorough review of all project documents and reports, field visit to all NBI countries in addition to visiting the PMU and the NBI Secretariat. The NTEAP PMU will be responsible for all operational arrangements necessary for the successful conduct of the review, including availing materials, travel, meetings, field visits etc. NPCs and MGCs will arrange and facilitate field missions in their respective countries. The MTR Mission is expected to start mid September while the final workshop where results will be discussed will be conducted towards the end of October.

The following table, present a tentative schedule of activities/tasks to be performed (to be refined and finalized by the review team upon the start of the assignment):

No.	Tasks	Duration/ Location
1.	Review and familiarize with the existing documents relating to the NBI and NTEAP such as the Nile Transboundary Environmental Analysis (TEA). Review and assess the NTEAP Project Implementation Plan (PIP), the Project Appraisal Document (PAD) baseline and progress reports, different strategies and manuals as listed below in this document.	4 days/ Khartoum
2.	Prepare a detailed and concise action plan for conducting the MTR, including field visits to all NBI countries, work strategy methodology. The plan should indicate the support needed at national and regional level. The plan will be presented and discussed with the PMU. A conference call to discuss the questionnaire for Donors/WB/UNDP will be arranged. Questionnaires for NPCs, NMGCs, PSCs, and TAC members should be distributed.	2 days/ Khartoum
4.	Discussion with the PMU (individual meetings with the RPM and lead specialists)	3 days/ Khartoum
5.	Jointly undertake national visit to Sudan as a model case (team should improve national questionnaires as necessary based on experience)	3 days/ Khartoum
6.	Undertake field visits to all NBI countries (Team will split into four)	14 days/ Basin
7.	Meet with the NBI Secretariat in Entebbe	2 days/ Entebbe
8.	Prepare the draft MTR summary report of findings and recommendations	6 days/ Khartoum
9.	Presentation and discussion of the review findings and recommendations. (Workshop will be attended by PMU, Nile Sec, and Donors) (Khartoum)	3 days/  Khartoum
10.	Finalization of the MTR report (home base)	3 days/  Khartoum
	Total working days	40

### **Review Team Composition:**

The team will be composed of four, individually recruited, international consultants, each of whom must have a minimum of ten years experience in their respective fields; significant experience in evaluating complex, multi-sector, regional programs; and excellent writing and communication skills. Experience in Africa and/or the NBI Countries is a distinct advantage. French is an advantage.

- **Team Leader- Environment/Evaluation Expert:** The team leader will have extensive hands-on experience in the evaluation and management of complex programs particularly in the field of environment/international waters and has a demonstrated capacity for strategic thinking. **Preferably**, the team leader should also have extensive technical experience in field of environmental education and awareness. The expert will assess the different strategies adopted and the quality of outputs produced including the different national and regional networks and their impacts. Experience on Result Based Management concepts is important. The Team Leader will coordinate the work of the entire team and will also ensure that the outputs are produced by the other consultants in the timeframe provided.
- **Water Quality Expert:** The Expert will have extensive experience in Transboundary Water Quality monitoring. He/She will assess whether the design of the component fits within the overall project objective. The expert will review whether the outputs and activities set forth for the component will lead towards the intended objectives. Moreover, the expert will review whether the activities within the component will be sustained through the national and regional mechanisms. The expert will also assess whether the component's outputs/deliverables are adequate, in terms of quality and quantity, and meet the needs of the riparian countries, given the financial limitations of the component.
- **Management Expert:** The Management Specialist will bring into the team strong experience on effective management and efficient use of resources. The Management Specialist will review the Institutional Strengthening to Facilitate Regional Cooperation component with the view of assessing whether the component is adopting the right approach in delivering the sub-components including: the Macro-Sectoral Policy related activities, the Environmental Framework, the National Eligible Projects, the M&E Strategy and the Knowledge Management. The expert will also review the adequacy and efficiency of the project's management structure, the finance and administration set-up. The expert will also review the effectiveness of the financial disbursement modality adopted by the project at both the national and regional levels.
- **Community Development Expert:** The Community development specialist will take the Lead role in the review and evaluation of the Microgrant program. The Expert should have solid environmental conservation experience with emphasis on community roles in implementing small scale conservation/mitigation measures. The expert will assess the strategies being pursued and the quality of products being produced.

As this is an independent review process, none of the above-mentioned individuals should have been associated at any time with the design, formulation or implementation of the Project or any other SVP projects.

### **7. Stakeholders Meeting/Workshop**

The MTR exercise will avail an opportunity for partners to jointly review progress and to identify achievements, constraints and gaps that need to be addressed. To reduce the needs for time consuming and costly individual reviews and improve the sharing of information among stakeholders, the PMU will convene a Stakeholders Meeting to discuss the review findings and recommendations. The participants to the Meeting will include professional staff of the PMU, representatives of NPCs and MGSs, Nile SEC (ED and SPO of the SVP), representatives of donors, 2-3 representatives of the PSC, TAC member of Sudan and other relevant stakeholders.

## 8. Reporting and expected Outputs:

At the end of the field missions, the MTR Team Leader shall submit and present a concise Summary of the MTR to the RPM and the Monitoring and Evaluation Lead Specialist which highlights the main findings and recommendations emerging from the MTR, for review and wider distribution. The Summary should not be more than 4 pages in length. The main findings will be presented and discussed with the main stakeholders, as described above, in the workshop to be organized by the PMU.

No later than two weeks after the end of the review mission, the MTR Team Leader shall submit a **draft report** to the PMU.

The MTR consultants shall finalize the MTR report no later than one week after receiving comments on the draft report.

As a guide, the MTR draft and final report should be no more than 50 pages (including annexes) and should reflect the following outline:

- **Executive Summary:** A free-standing executive summary mainly on the key purpose and issues of the MTR, outline the main analytical points and clearly indicate the main conclusions, lessons learned and recommendations. It should be short and no more than five pages.
- **Main Text:** Should start with an introduction describing the project being reviewed and the evaluation objectives. The body of the report should follow the five review criteria described in the methodology describing the facts and interpreting them in accordance with key questions for the review.
- **Conclusions and Recommendations** according to relevance, efficiency, effectiveness, impact and sustainability criteria and lessons learned that emerge from the project.

### Annexes should include:

- The TORs for the MTR
- The revised Logical Framework of the project
- Tabular account of progress and achievements against the log frame
- Map of the project area if relevant
- List of persons/organization consulted and methodology.
- Documentation consulted
- Other relevant annexes

### The MTR Team will produce the following outputs:

- A succinct and analytical MTR Report presenting the findings and recommendations. This should include a brief three-page summary of recommendations. In preparing the MTR Report, the Review Team will be guided by the inputs received from the PMU, field visits and its own assessment of the achievements/outputs of the project.
- A mission report including records of the proceedings of the stake-holders meeting and other key meetings with stakeholders, with a maximum length of 10 pages.

Documents to be provided/sent to the MTR Team:

- Project Implementation Plan (PIP)
- Project Appraisal Document (PAD)
- Transboundary Environmental Analysis

- Annual Work plans
- Annual progress reports.
- MG Strategy and Manual
- Baseline reports
- M&E and communication strategies
- Components specific reports and documents (to be provided by lead specialists in Khartoum)

Annex 1:

## SUGGESTED MTR REPORT CONTENTS

Executive Summary

Acronyms

I GEF NTEAP Project Overview

II Mid-term Evaluation Scope

III Evaluations of Components

IV Evaluation of Project Management

V. Challenges to Implementation

VI. Emerging Issues

VII. Recommendations

VIII. Conclusions

### ANNEXES:

A. Proposed log-frame

B. Persons met with by country

C. Mid-term Evaluation Process

D. Others

Annex II

List of persons/organizations to be met

Mission program will be prepared in consultation with NPCs and MGCs in each NBI country:

1. National Project Coordinator (NPC).
2. National and Local Microgrant Coordinators (N/LMGC).
3. Project Steering Committee Member (PSC).
4. Technical Advisory Committee Member(s) (TAC).
5. NBI Focal Point.
6. Environmental Education and Awareness Focal Point within the Host Institution.
7. Environmental Education Focal Point within the Ministry of Education.
8. EE&A National Working Group.
9. Water Quality (WQ) working Group Members.
10. Head of the WQ and pollution control division (where applicable)

11. Universities collaborating with NTEAP on EE&A and WQ issues.
12. National and Local (where applicable) Steering Committee of Microgrant.
13. Host NGO of Microgrant (where applicable).
14. NGO(s) collaborating on EE&A.
15. Representatives from the EE&A Regional Networks.
16. One of the schools participating in the program.
17. Microgrant projects (minimum three Microgrant project).
18. UNDP Country Office.

## ***Annex 2. Methodology of the Review***

The mid-term review of the project consisted on:

- meetings and consultations with the stakeholders of the project, national and regional authorities and representatives of the donors (see the Persons Met )
- field visits of project activities and outputs (see the Program of Field Visits)
- analysis of the project administrative and technical documents and other documentation pertinent to the transboundary environmental projects, to the GEF approach and to the UNDP policy (See the Consulted Documents)
- presentation of draft results and conclusions during a two days workshop attended by project management and the representatives of the stakeholders
- redaction of the final mid-term review report

### **Annex 2.1 Persons Met**

#### **Headquarters and Others**

AbyBaker, Amir	Microgrant Lead Specialist
Arumudri, Joel Alimudoa	Knowledge Management Lead Specialist
Asfaw Gedion	NTEAP Regional Project manager
Kikundo, Mausche	Environment Education Lead Specialist
Okuonzi, Ronald	NTEAP Finance and Procurement Specialist
Omwenga, John	Water Quality Monitoring Lead Specialist
Rahim, Mohammed	Web Page Publisher
Salih, Intisar (Ms.)	Monitoring and Evaluation Specialist
Bobrow, Ary	Portfolio Manager Africa Regional Office, UNOPS Nairobi
Hamere Wondimu (Ms.)	Senior Program Officer, SVP-NBI Entebbe

#### **Burundi**

Azza, Selemani	Secrétaire General NGO APROTEV
Bagirindyi, Charles	Coordonnateur National ONG ICA
Bankamwabo, Jimmy	Rural Economist NGO AFEB
Bernard, Rubanita	ONG FDMR
Bitariho, Gabriel	Conseiller Socio-culturel du Gouverneur de province Ngozi
Broek, Antonius	Country Director, UNDP
Gatoyo Joseph Joseph	Directeur du Lycee Gatara
Kakunze, Alain Charles	ONG ENVIRO-PROTEC
Kanyenkiko, Anatole	ONG SBRL de l'UCODE
Karibwami telesphore	ONG APE
Kayitesi, Odette (Ms.)	Ministre de l'Aménagement du Territoire, du Tourisme et de l'Environnement

Kendall, John	NGO FDMR
Kinyomyi Antoine	NGO ODEB
Masunzu, Renilda (Ms.)	President of NGO AFFB
Mbabarempore, Consolata	NGO Association Muzinga
Mbonabuca, Terence	Ministere de l'Interieur et de la Securite publique
Mundanda, Philibert	Local Microgrant Coordinator
Nahimana, Norbert	ONG ICA
Ndayiziga, Oscar	General Director of Institut National pour l'Environnement et la Conservation de la Nature (INECN) et membre du PSC
Nditabiriye, Dismas	NGO ACVE
Nduwimana Esperance (Ms.)	NGO ADMR
Nduwimana, Louis	Assistant de Representen resident du PNUD
Ngendabanyikwa, Salvator	NGO APROTEV
Nitunga, Rose	Assistant au Programme, PNUD
Niyonzima, Helmenegilde	Conseiller economique du Gouverneur de Province Ngozi
Nkurumziza, Etienne	NGO ADMR
Ntibandye, Methode	Charge d'appui des programmes des microsubventions province Ngozi
Nyamuyenze Severin	NGO ANRDD
Nzosabimana Francine	NGO APRN/BEPB
Ruzima, Salvatore	National Project Coordinator NTEAP
Sinankwakure, Fabien	Chef de Cabinet Ministere de l'Amenagement du Territoire, du Tourisme et de l'Environnement

### **Democratic Republic of Congo**

Afata, Joseph L.	National Project Coordinator
Kongolo, Marcel Kasongo	Conseiller en Education
Lubunga Stephane	Local Microgrant Coordinator
Meso Austin Mawalala Nzola	Directeur-Chef de Service, Direction des Ressources en Eau, Ministère de l'Environnement, Conservation de la Nature, Eaux et Forets, membre du TAC

### **Egypt**

Abdel Salam El Banna	Chairman of the National SGP Steering Committee and Member of the Local Committee.
Ahmed Zaki	Member of the Micro -Grant Local Committee.
Akram Albert Amir	Member of the National EEA Working Group
Elham Abu El Kheir (Ms.)	Ministry of Education – Environmental Education Eligible Project
Ernest Kagaro	Finance and Procurement -Applied Training Project
Etmad Mohamed (Ms.)	Ministry of Education – Environmental Education
Hassan Kamel	Regional Network of University Professors
Hussein Al Tahtawy	Manager of Egyptian Environmental Agency Upper Egypt Branch
Ithar, Khalil	National Project Coordinator



Khaled, Bayoumy	Local Micro Grants Coordinator
Maher Boushra Henien	Chairperson of NGO – Schools Projects and National
Mai El Shafei (Ms.)	Member of the National EEA Working Group
Mohamed Bayoumy	UNDP - Member of the Steering Committee
Mohamed Shehata	Consultant -National Eligible Project
Nadia Morkos (Ms.)	Ministry of Education– Environmental Education
Saad Nassar	Chairman, NGO Implementing Micro-Grant Project
Sameh Seif Ghaly	Member of the National EEA Working Group
Samir Abdel Mooty Farag	Director - Ministry of Education - Environmental Education
Solafa Goueli	Regional Network of University Professors
Tarek, Tawfik	Director of Central Laboratory for Environmental Quality Monitoring - Member of Water Quality Group

### **Ethiopia**

Abdalla, Babiker	Environment Advisor, ENTRO
Allebachew, M.	LMGC
Ashagrie, Y.	Forest Development Programme , ORDA
Beyene, Tefera	Advisor to Minister, Ministry of Water Resources, Nile-TAC
Damenna, M.	Environmental Club Sponsor, Fitch Secondary School
Desalegn, M.	Deputy Director General , EPA PSC member
El Daw, A.K.	Regional Project Coordinator, ENTRO
Etsub, W.	Head, Public Relations Service, ORDA
Gufla, F.	Gebreselassie, GeberAmlak. EPA, EE&A WG Ethiopian Wildlife & Natural History Society (NGO)-EE&A WG
Hailu, Girma	Assistant Resident Representative (Programme), UNDP
Hamad, Osman	Water Policy Lead Specialist ,
Meknnen, W.(Ms)	NPC, NTEAP
Minliko, Dejene	Deputy Director , ORDA (NGO), NBI- Water Resources Planning & Management Project
Simesso, Lens (Ms.).	Professional Alliance for Development in Ethiopia (NGO)
Solomon, Gebretsadic.	WQWG
Temesgen, G.	Ministry of Education, EE&A WG
Worku, Amare	Professional Alliance for Development in Ethiopia (NGO)

### **Kenya**

Ayodi, Jennifer (Ms.)	Principal, Kaimosi Girls' School, Kenya
Barasa, Eliud	Ministry of Education
Chege, Nancy (Ms.)	National Coordinator, UNDP GEF Small Grants Programme
Gor, Samuel	Water Quality Working Group Member and staff member LVEMP
Kajumbi, Obondo	Kenya Tourist Development Corporation
Kapiyo, Raphael	Lecturer, Masumo University, Member of EE&A Working

Kisaka, Lily (Ms.)	Group and part of the Lecturer Network Programme NTEAP NPC
Macharia, Ayub	Kenyatta University
Madara, Martin	NTEAP MG Coordinator
Mbegera, M.O.	NEMA, and Chair of PSC
Mogusu, Daniel	NBI Desk Officer
Mulwa, Bernard	NEMA, WQ WG member
Musjoni, Zipporah	AFEW Kenya Giraffe Centre
Mwinzi, A. Muusya	Director General National Environment Management Authority (NEMA), host institution for NTEAP
Nekesa, Agneta (Ms.)	Leader of Women's Group for microgrant project in Busia District
Nyamazeo, Gideon	Senior Lecturer, University of Nairobi
Odengo, Rachel (Ms.)	Kenya Broadcasting Corporation
Okongu, John	Project Manager, Lake Victoria Environmental Management Project (LVEMP)
Onim, Esther (Ms.)	CARE International in Kisumu, liaison person for host institution for Micro Grant Programme in Kenya
Opiyo, Andrew (Ms.)	Member Nyandera Green Valley Conservation Group
Othieno, Mr.	Principal, Bishop Artundo Mungambua School
Wabwire, Geoffery	Teacher and main project coordinator Kaimosi Girls' School
Wesonga, MacDonald	Director, ARDAP, an NGO
<b>Rwanda</b>	
Anania, Joseph Bizima	Local Microgrant Coordinator, Rwanda
Bikwemu, Gaspard	Acting Project Manager of Kagera TIWRM /NELSAP/NBI Project
Birori, Mardochee	Water Quality Working Group
Budengeri, Annonciata	Vice Mayor in charge of finance, Economy and Development- Musanze District, Northern Province,
Dusabeyezu, Sebastian	Director of Environmental Education Institution Support and Outreach Department
Kabuto, Alexis	NGO KIST
Kapiteni, Antoine	IMCE MINITERE
Kayigamba, Françoise	GEF-SGP
Konate, Cheickna	Security Advisor UNDP
Maekawa, Miko (Ms.)	Head of Sustainable Livelihoods Unit, Assistant Resident Representative, UNDP Rwanda
Mashinga, Theobald	Director of EIA, Compliance and Enforcement, Focal Point of NTEAP
Mpambara, Aimee Rwanda	Environment Management Authority
Mugunga, Remy	Office of the President. Economic Adviser, TAC member
Muhongayire, J. d'Arc (Ms.)	Coordinator of NGO Bamporoze Association
Mujawayezu, Agnes (Ms.)	NGO 'Pro-Femmes'
Mukakamali, Dancila (Ms.)	Education and Awareness Working Group. Nile

Mukankomeje, Rose (Ms.)	Basin Discourse Forum in Rwanda Director General of Rwanda Environment Management Authority
Muligirwa, Emmanuel	National Project Coordinator Rwanda
Musabe, Therese	UNR Butare
Ngarambe, Vincent	Multisector Investment Group Ltd.
Nkusi, Johnson	Environmental Education and Awareness Working Group
Ruzindaza, Charles	Director of Unite de Departement Economique et Promotion d'emploi Musanze District
Sayintoga, Francois d'Assise	NGO ASOFERWA
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Warinswa	The Citizen Newspaper, EE&A WG
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### **Tanzania**

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Genchwere, Ruge	Mogabiri FEC
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Kabwe, Ezekial	Buhemara RAC
Kamagenge, Victor	MGC

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Minani, Phillip Mjengera, Hassani J.	Accodeo-Musoma Director of Water Laboratories, Ministry of Water, and member of the WQ WG
Mobura, Angeline Mugurusi, Eric Muhappa, Augustine Murusuri, Nehemia	member, LSC, Mwanza PSC member from Tanzania National Chairperson, ECOVIC National Coordinator for GEF Small Grants Program and National Micro Grants Coordinator
Mutagonda, Leocardia Nbobeji, Jackson Ngomuo, Vida Nnyiti, Paul	chair, LSC, Mwanza host NGO representative for NTEAP National EE&A WG member and chemist at the WQ labs Chair, National Micro Grant Steering Committee, Director of the Wildlife Conservation Society of Tanzania
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Wangira, Denis	Chairman, Youth Environmental Service (YES), Bosia.
Willber, W.	Health Inspector, Malaba.

## **Annex 2.2 Program of Field Visits**

### **Burundi**

23 and 26 October meetings in Bujumbura  
24 October visits in Bugarama, Gatara and Kayanza  
25 October visit in Busiga and Ngozi

### **Democratic Republic of Congo**

1 November meeting with the project team in Goma (border between Congo and Rwanda)

### **Egypt**

28 – 31 October meetings in Cairo  
1 November visit to Menia  
2 November visit to Aswan  
4 November meetings in Cairo

### **Kenya**

21 to 26 October Kisumu and District to visit MG projects, schools projects, meetings with stakeholders, etc.  
26 to 28 October Nairobi – meetings with stakeholders  
7 November meeting in UNOPS

### **Rwanda**

27, 27 and 31 October meetings in Kigali  
28 October visit in Bugasera district  
29 October visit in Musanze district

### **Sudan**

9 to 16 October Khartoum - Meetings with PMU, stakeholders and documentation studies  
16 and 17 October visit to lower Atbara region to see microgrant projects  
18 and 21 October Khartoum - meetings with stakeholders  
18 to 19 November Khartoum - report writing and workshop preparation

### **Tanzania**

29 October to 2 Novemer Dar es Salaam MGSC meeting and meetings with national level stakeholders  
3 to 6 November Mwanza and Musoma Districts to visit micro grant projects, school projects and meetings with stakeholders

### **Uganda, Entebbe**

6 November Visit in NBI-SEC

## **Annex 2.3 Consulted Documents**

1. NBI, 2002. Transboundary Environmental Action Project, Project Implementation Plan
2. NBI, NTEAP, 2004 to 2006. Semi-Annual and Annual Reports
3. NBI, NTEAP, 2005. Proceedings of the 3<sup>rd</sup> workshop 17-19 November 2005. held at the Windsor Lake Hotel Entebbe, Uganda
4. NBI, NTEAP, 2004, 2005, 2006. Annual Work Plans
5. NBI, NTEAP, 2004, 2005, 2006. Project's Steering Committee Meetings
6. NBI, NTEAP, 2004. Nile Transboundary Environmental Action Project Nile Transboundary Micro-grants Program Operational Manual
7. NBI, NTEAP, 2005. Baseline Assessments, EE&A Component (eight countries)
8. NBI, NTEAP, 2005. A Study Report on Mitigating Soil Erosion Within the Nile Basin Parts of Ethiopia
9. NBI, NTEAP, 2005. Community-level Land, Forest and Water Conservation
10. NBI, NTEAP, 2006. School Award Scheme: a Transboundary Awareness Tool
11. NBI, NTEAP, 2005. Concept Paper. Macro and Sectoral Policies and the Environment
12. NBI, NTEAP, 2005. Master Students Exchange Programme: a Tool for Generating EE&A Practitioners and Information
13. NBI, NTEAP, 2005. Monitoring and Evaluation Strategy and Action Plan. Baseline Profiles
14. NBI, NTEAP, 2005. Monitoring and Evaluation Regional Workshop Nivashi Kenya
15. NBI, NTEAP, 2005. National Nile Basin Water Quality Monitoring Baseline Reports
16. NBI, NTEAP, 2005. National Water Quality Monitoring and Enforcement Workshop Report for DRC
17. NBI, NTEAP, 2005. Nile Basin Countries at a Glance
18. NBI, NTEAP, 2005. Nile Transboundary micro-grants program action plans (for the countries)
19. NBI, NTEAP, 2005. Nile Transboundary Micro-Grants Program. National Action Plans
20. NBI, NTEAP, 2005. Regional Microgrant Strategy
21. NBI, NTEAP, 2005. Regional Microgrant Strategy
22. NBI, NTEAP, 2005. Regional Water Quality Working Group. Proceeding of the 2<sup>nd</sup> Workshop 19-21 July 2005. Held in the Novotel Hotel Bujumbura, Burundi
23. NBI, NTEAP, 2005. Soil Erosion Mitigation in the Nile Basin of Sudan
24. NBI, NTEAP, 2005. Transboundary Environmental Assessment (TEA)
25. NBI, NTEAP, 2006. An Overview of Knowledge Management Subcomponent
26. NBI, NTEAP, 2006. Basin-wide Environmental Web Site
27. NBI, NTEAP, 2006. Concept Paper on Establishing and Making Operational the Nile Transboundary Water Quality Monitoring Network
28. NBI, NTEAP, 2006. Concept Paper Strategic Environmental Framework for the Nile Basin



29. NBI, NTEAP, 2006. EE&A Networks: Vehicles for Reaching More Stakeholders
30. NBI, NTEAP, 2006. Environmental Education and Awareness Activity within the Nile Basin: Collaborative Efforts of SVP and SAPs
31. NBI, NTEAP, 2006. Macro/Sectoral Policies and the Environment. Planning Workshop Report
32. NBI, NTEAP, 2006. Microgrant Status of Implementation Report
33. NBI, NTEAP, 2006. Micro-Grant Status of implementation Report
34. NBI, NTEAP, 2006. National Action Plan Micro-Grants
35. NBI, NTEAP, 2006. Nile River Awareness Kit (NRAK), CD Beta Version
36. NBI, NTEAP, 2006. Report on WQ Monitoring Data Exchange, Selected Monitoring Status and Parameters and Issues Related to Covering of Running Cost for NBI Countries
37. NBI, NTEAP, 2006. Sustainability of Transboundary EE&A Awareness Activities
38. NBI, NTEAP, 2006. Training of Trainers Manual for Monitoring and Evaluation Projects
39. NBI, NTEAP, 2006. Transboundary Project Based Learning: a Myth or a Reality
40. NBI, NTEAP, 2005. Annual Report Jan. – December 2005.
41. NBI, NTEAP, 2005. Concept Paper Strategic Environmental Framework for the Nile Basin.
42. NBI, NTEAP, 2005. Semi-Annual Report Jan. – June 2006.
43. The World Bank, 2003. Project Appraisal Document of a Proposed Grant from the Global Environmental Facility in the Amount of US\$8.00 million to the Nile Basin Initiative for Nile Transboundary Environmental Action Project

### **Annex 3. Achievement of Objectives and Outputs at Mid-term**

#### **Sector Related CAS Goal**

Hierarchy of Objectives	Performance Indicators	Achievements at Mid-Term
<p>1. Achieve substantial socio-economic development through equitable utilization of and benefit from the common Nile basin water resources</p> <p>2. The NBI's SVP aims to support the establishment of an enabling environment for cooperative development</p> <p>3. The TEAP aims to develop a framework for basin-wide environmental action linked to transboundary issues with the context of the NBI's SVP under the GEF's International Waters Program</p>	<p>Achieving sustainable socio-economic development in the Basin States</p> <p>Establishing an enabling environment for cooperative development</p> <p>Establishing an environmental framework for transboundary actions</p>	<p>It is too early to assess the project contribution towards realization of this goal</p> <p>Project contributed to creation of an enabling environment establishing working groups, networks and organizing awareness campaigns</p> <p>The project initiated collaboration with other NBI projects. Further development of this collaboration will take place once the projects are fully implemented</p>

### Project Development Objectives Part A

Hierarchy of Objectives	Performance Indicators	Achievements at Mid-Term
<p>The project aims at creating more effective basin-wide stakeholder cooperation on transboundary environmental issues by supporting the implementation of a subset of the actions prioritized by the transboundary analysis including:</p> <p>1. Enhancing the analytical capacity for basin-wide perspective to support the sustainable development, management and protection of the Nile basin water</p> <p>2. Engaging the full spectrum of stakeholders, from local communities top national policy makers, from elementary schools to universities, from NGO's to line ministries, in management and protection of the basin's shared resources</p>	<p>Increased levels of regional cooperation and coordination through the Shared Vision Program's (SVP) seven regional projects</p> <p>Increased regional cooperation in environmental and water management fields</p> <p>Increased basin-wide community action and cooperation in land and water management</p> <p>Increased number of Basin-wide networks of environmental and water professionals</p> <p>Greater appreciation of river hydrology and more informed discussion of development paths</p> <p>Expanded information and knowledge base on land and water resources available to professionals and NGOs</p>	<p>Collaboration with other SVP projects is at the beginning due to delays in their implementation</p> <p>The project created a collaborative atmosphere among the environmental authorities through activities of regional and national working groups and networks in journalism, education, water quality measurement and at, the community level, through the microgrants for Nile environment projects</p> <p>Demand for community action is very strong. Before mid-term the project launched 118 community level projects and it has currently about 2000 submissions for further projects</p> <p>The number of professionals involved and their networks was established at the beginning of the project and it did not increase. However, the skill of the professionals increased due to their participation in the project's activities</p> <p>The project will contribute toward knowledge building about the Nile hydrology once the laboratories will start water sampling and model running.</p> <p>The project was very active in building knowledge base and disseminating it mostly through the Nile River Awareness Kit</p>

### Project Development Objectives Part B

Hierarchy of Objectives	Performance Indicators	Achievements at Mid-Term
	<p>Greater awareness of the linkage between macro/sectoral policies and the environment</p> <p>Greater awareness and increased capacity on transboundary water quality threats</p>	<p>The program of linkage between policy and environment management was recently launched</p> <p>Greater awareness and increased capacity on transboundary water quality issues will be the combined effect of all the project activities and the delivered output. The progress in awareness building may be evaluated at the end of the project.</p>

## Components and Activities

The Components and Activities are according to the Annex A ‘Project Logframe’ of the Project Implementation Plan (PIP). The column ‘ModifiedTargets’ reflects the changes in the original targets introduced by the Project Steering Committee. After the title of a component in bracket are financing institutions and cost.

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 1: Institutional Strengthening to Facilitate Regional Cooperation (GEF/WB &amp; GEF/UNDP; US\$18.24 million).</b>				
1.1 Regional Capacity Building for Transboundary Environmental Management (GEF/UNDP; US\$10.47 million).	1.1.1 Establish Project Management Unit (PMU) and Project Steering Committee (PSC) including hiring of staff.		Established: PMU, PSC and 9 national offices. Regional and national staff hired (28 professional plus 33 support staff)	100%
1.2 Communications and Knowledge Management (GEF/WB, Canadian Space Agency; US\$0.99 million).	1.2.1 PMU and National Project Coordinator's (NPC) offices connected to Internet.		PMU and all NPC offices connected to internet Link through MSN and NBI/NTEAP portal established	100%
	1.2.2 Newsletter published regularly and distributed widely with best practices, lessons learned, workshop announcements and links to additional resource and material of interest for all project areas.		Ten issues published in five languages (English, French, Swahili, Arabic, Amharic) Newsletter distributed to limited number of partners	100% Continuous activity Distribution for wider spectrum of stakeholders in 2007
	1.2.3 Basin-wide environmental web site established and used as knowledge portal to access NBI related environment reports and for distributing newsletter.	1.2.3 Basin-wide environmental web site established and used as knowledge portal to access NBI related environment reports and for distributing newsletter. Develop Nile River Awareness Kit (NRAK)	Basin-wide environmental web site established in English and French Web-site linked to NBI/NTEAP Portal to facilitate access to environmental documents and reports. NRAK interactive CD ROM developed	100% Continuous activity Web site updated regularly to reflect the success stories and the best practices NRAK CD ROM widely distributed throughout the basin

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 1: Institutional Strengthening to Facilitate Regional Cooperation (GEF/WB &amp; GEF/UNDP; US\$18.24 million).</b>				
<p>1.3 Regional River Basin Model (RBM) coupled with human capacity and institutional support, developed and facilitating water resources planning at a regional level The riparian have greater appreciation for river systems behavior (GEF/WB &amp; NBTF/WB; US\$6.33 million)</p>	<p>1.3.1 River Basin Model developed and staff trained. Model developed and calibrated based on participatory development process. Core riparian staff understand and able to use model.</p> <p>1.3.2 Linkages between regional Unit and national network of users established. Multi-sectoral network of DSS/RBM users solidified at national level through awareness building. National staff capable of using model. Technical troubleshooting and country visits by regional DSS/RBM unit staff conducted</p> <p>1.3.3 RBM refined and applied to riparian selected test cases. Modeling results facilitate dialogue among riparian staff on options for water resources management and development.</p> <p>1.3.4 RBM use and training consolidated. Long-term training plan, including overseas training programs, implemented. RBM integrated into Nile DSS</p>		<p>Decision Support System (DSS) Lead Specialist hired March 2006 MS.c programe to train 18 candidates from Nile Basin Countries initiated. Needs assessment for DSS units completed Staff for regional and national DSS units are recruited</p>	<p>10% The 1.3 output will be produced by the Water Resource Planning and Management Project (WTPM). NTEAP will contribute US\$ 3.63 Million funding.</p>

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 1: Institutional Strengthening to Facilitate Regional Cooperation (GEF/WB &amp; GEF/UNDP; US\$18.24 million).</b>				
1.4 Macro and sectoral policies and the environment (GEF/WB; US\$0.45 million)	1.4.1 Transboundary studies of macro and sector policies and environment (including root causes) completed in 4 countries, including at least one in each of the two NBI sub-regions.		Annotated Bibliography developed Concept note developed and discussed by PSC Regional Planning Workshop conducted and proceedings finalized	10% Regional WS recommended to undertake studies in all NB Countries Studies conducted in all NB Countries and final reports submitted to respective governments
1.5 Strategic Environmental Support (SES) Provided ; US\$?.?? million		1.5.1 At least three transboundary/sub-regional activities/ protocols/ MOUs done	Concept note developed and discussed by PSC Joint action plan developed with the two Subsidiary Actions Programs (SAPs)	10% The SES will be introduced gradually providing support to the SAPs on selected issues
1.6 Monitoring and Evaluation (M&E) System in Place (GEF UNDP; US\$?.?? million)	1.6.1 Baseline for the M&E system developed		Baseline for WQ, EE&A, status of regional cooperation and NGOs developed.	100%
	1.6.2 M&E Strategy and Action Plan developed		M&E Strategy and Action plan, including data collection form and reporting formats developed.	100%
	1.6.3 Monthly, Semi Annual, Annual and quarterly tracking Matrix produced		Monthly reports for 2004, 2005, 2006 produced and circulated Semi annual and Annual reports produced regularly Tracking Matrix produced quarterly and discussed at the PMC	100% Continuous activities
	1.6.4 M&E of NTEAP Performances: - Conduct regional WS with PSC to review M&E Strategy and Indicators - Develop M&E Manual to train NGOs and CBOs on MG monitoring - Conduct TOT WS - Conduct MG M&E review WS  - Organize national M&E trainings of the WSs - Organize minimum of 10 monitoring visits - Develop monitoring plans for 2006  - Organize a MTR		- Regional WS with PSC to review M&E Strategy and Indicators conducted - M&E Manual to train NGOs and CBOs on MG monitoring developed - TOT WS conducted - MG M&E review WS conducted - 7 national M&E training WSs conducted - All 10 monitoring visits conducted Monitoring plans for 2006 developed in 7 countries and implemented in two. MTR was organized	30% (conduct surveys, build capacities on M&E, coordinated and undertake monitoring activities) Continuous activities to assess project performance

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 2. Community-level Land, Forest and Water Conservation – Microgrant Program. (CIDA through NBTf/WB &amp; GEF/UNDP; US\$11.85 million)</b>				
2.1 Enhanced basin-wide capabilities and cooperation (GEF/UNDP; US\$2.87 million).	2.1.1 Regional training workshops (WS) designed and conducted for NGO capacity building in technical and organizational skills related to transboundary environmental management.	2.1 Eight Regional training WS designed and conducted	Four Regional training and awareness WSs on transboundary Environmental management conducted.	50%
2.2 Improved understanding of transboundary soil erosion (GEF/UNDP; US\$0.31 million).	2.2.1 Transboundary assessments and studies of soil erosion completed in Ethiopia, Sudan & Rwanda.	Transboundary assessments and studies of soil erosion completed in all countries.	Studies completed in all NB Countries Regional WS conducted	100%
2.3 Nile Transboundary Microgrant Program to support local-level land, forest and water conservation initiatives (CIDA through NBTf/WB; US\$8.72 million)	2.3.1 Transboundary Microgrant Program established and functioning in NBI countries.		Regional strategy and Manuel developed 10 MGCs recruited and 10 MG offices established NSC established in 9 NB countries. 9 National Action Plans approved	95%
	2.3.2 Microgrants disbursed to CBOs and grassroots groups across the broad base of stakeholder communities.		118 MG projects amounting to US\$2.5 million approved and implementation started.	252% US\$6.3 million to be disbursed to NGOs and CBOs
	2.3.3 Country specific targets for percentage of the microgrants to be awarded to women’s NGOs or community organizations reached.		More than US\$250,000 allocated to women NGOs and CBOs	More than 252% US\$630,000 allocated for women NGOs and CBOs
	2.3.4 Identification of promising or viable approaches to transboundary environmental issues that can be scaled up or replicated.		One promising options on water hyacinth management identified and documented	0%



Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 3. Environmental Education and Awareness (GEF/UNDP; US\$3.43 million).</b>				
3.1 Enhanced public awareness and understanding of Nile transboundary environmental issues (GEF/UNDP; US\$2.20 million).	3.1.1 National Working Groups established in 10 countries.		National Working Groups established in 9 countries.	90% National Working Groups in Eritrea will be established once it will join the NBI probably before the end of the project
	3.1.2 National Environmental Education and Awareness (EE&A) Reviews carried out in 10 countries.		National EE&A reviews conducted in 8 countries	80%
	3.1.3 At least two environmental awareness programs designed by transboundary teams and delivered in 5 countries.			0%
	3.1.4 Enhanced public awareness of transboundary environmental issues.		4 regional networks and one national working group formed Awareness materials developed Two WED campaigns carried out in 9 countries	10%
3.2 Networking of secondary schools for project-based learning (GEF/UNDP; US\$0.78 million).	3.2.1 Teachers trained in project-based collaborative learning (1-3 teachers per school, a total of 80-100 schools from 6-10 countries).		24 teachers trained from 9 countries 90 Schools participated in school programs in 9 countries	13% teachers trained 100% schools participated
	3.2.2 Environmental modules developed and offered to teachers in 10 countries.		None	0%
	3.2 Transboundary school environmental projects designed and carried out collaboratively (a total of 80-100 schools from 6-10 countries).		Projects are approved and at the beginning of implementation in 34 schools in 9 countries	38%
3.3 Piloting enhanced networking among universities and other research institutions. (GEF/UNDP; US\$0.45 million)	3.3.1 Two junior faculty or graduate students in exchange programs from each of 10 countries.		Nine students are engaged in exchange programs in 6 countries	50% of students
	3.3.2 University course in Nile Transboundary Environmental Issues developed collaboratively between universities in at least 6 Nile countries.		None	0%

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 4. Wetlands and Biodiversity Conservation (GEF/UNDP and possibly NBTF/WB – Phase 2; US\$7.15 million).</b>				
4.1 Regional cooperation is enhanced and capacity for conservation and management of wetlands and their biodiversity is improved (GEF/UNDP; US\$1.33 million).	4.1.1 Basin-wide wetland management network of stakeholders and experts established and functioning effectively	The Component 4.1 will be developed during the second phase of the project	Lead Specialist is being recruited	
	4.1.2 Wetland education, training and awareness programs have been developed in 3 languages.			
4.2 Understanding and awareness of the role of wetlands in supporting sustainable development is improved (Possibly NBTF/WB – Phase 2; US\$2.71 million).	4.2.1 Ecological and economic studies of the role of wetlands in sustainable development completed in at least one southern and one northern Nile country.			
	4.2.2 Wetland education, training and awareness programs developed in 4.1 and completed by studies mentioned above, delivered.			
4.3 Management capacity of selected wetlands strengthened (GEF/UNDP and possibly NBTF/WB – Phase 2; US\$3.11 million).	4.3.1 Pilot initiatives completed in support of capacity building and management at 3 key transboundary sites, involving at least one southern and one northern Nile country.			

Components and Activities	Original Targets	Modified Targets	Achievements at Mid-Term	Percent of achievements at the MTR
<b>Component 5. Basin-wide Water Quality Monitoring (GEF/WB; US\$2.93 million)</b>				
5.1 Enhanced national capacities for water quality monitoring. (GEF/WB; US\$1.51 million).	5.1.1 Regional Working Group established.		Regional working Group of 18 members fro 9 countries established	100%
	5.1.2 Existing national capacities assessed, including documentation of sampling points in each country.		Assessment completed in 9 countries. Lab equipment provided to 7 countries	90%
	5.1.3 Existing information on water quality aggregated in Nile water quality report.		Nile Water Quality regional report produced & translated to French	100%
	5.1.4 Common analytical methods selected and agreed for basin-wide use by Working Group.		National consultancies launched in all countries and reports are being received 4 manuals were developed by International consultant	30% Working group will select common methods based on national assessments
	5.1.5 National training workshops held and methods pilot tested.		None.	0%
	5.1.6 Two regional workshops on water quality management issues conducted.		Tow regional WS conducted	100%
5.2 Transboundary water quality awareness raising and information sharing. (GEF/WB; US\$1.42 million).	5.2.1 International Study Tour to raise awareness on need for transboundary cooperation.	Activity suspended. No funds allocated for the study tour		
	5.2.2 Information on sampling points and parameters of special transboundary significance exchanged on regular basis based on priority threats.		44 sampling stations and 11 parameters selected and agreed by the Water Quality (WQ) Working Groups (WG)	50%
	5.2.3 Study on biological diversity indices conducted and pilot tested.		TOR for the studies developed	10%
	5.2.4 Critical evaluation of progress undertaken and recommendations for follow-up action formulated.		Follow up proposals formulated	Evaluation will be done towards the end of the project

### **Annex 4. Proposed Log-frame for the Second Half of the Project**

Components and Activities	Targets	Performance indicator	Monitoring and evaluation
1.1 Regional Capacity Building for Transboundary Environmental Management	1.1.1 Establish PMU and PSC	PMU and PSC still operational	Annually reports
	1.1.2 Continue to operate the Project Management Unit (PMU) and Project Steering Committee (PSC) including evaluation of staff performance and financial audit.	Project is executing its activities	Semi annually and annually reports
	1.1.3 Organize financial audits	Audits organized, audits recommendations followed	Audit reports
1.2 Communications and Knowledge Management	1.2.1 Maintain connection of the PMU and National Project Coordinator's (NPC) offices to Internet.	Connection exists	Project reports
	1.2.2 Publish and distribute the Newsletter containing description of the widely with best practices, lessons learned, workshop announcements and links to additional resource and material of interest for all project areas.	Newsletter published and distributed	Newsletter content, impact and distribution evaluation included in the yearly report
	1.2.3 Maintain the Basin-wide environmental web site and used as knowledge portal to access NBI related environment reports and for distributing newsletter. Improve the content of the web site, Improve and disseminate Nile River Awareness Kit (NRAK)	Web site exist and NRAK improved and distributed widely	Website content and NRAK quality, distribution and impact evaluation included in the yearly reports
	1.2.4 Develop and manage a networked environmental library	Networked library developed and regularly managed	Library content, impact and distribution evaluation included in the yearly report

Components and Activities	Targets	Performance indicator	Monitoring and evaluation
1.3 Regional River Basin Model (RBM) coupled with human capacity and institutional support, developed and facilitating water resources planning at a regional level The riparian have greater appreciation for river systems behavior	1.3.1 Continue to manage budget for the RBM	Disbursements correspond to the work plan	Project annual report
1.4 Macro and sectoral policies and the environment	1.4.1 Continue if needed to support achievement of the target 1.4.2 in depth studies about transboundary about macro and sector policies and environment (including root causes)	Studies organized	Description of studies impact on policy in semi annual and annual reports
	1.4.2 Demonstrate utility of environmental policy reforms and enforcement of environmental laws	Number of changes and modification introduced in the member countries	Quantified impact of the policy changes on the Nile basin environment included in annual reports
1.5 Strategic Environmental Support (SES) Provided	1.5.1 At least three transboundary/sub-regional activities/ protocols/ MOUs done		
	1.5.2 Support in building the SES	Number and quality of links developed	Project semi annual reports
1.6 Monitoring and Evaluation (M&E) System in Place	1.6.1 Baseline M&E study developed and repeated during the last semester of project execution	Comparison of the two studies results	Baseline study documents
	1.6.2 M&E strategy developed	M&E strategy evaluation	M&E strategy document
	1.6.3 Monthly, Semi Annual, Annual and quarterly tracking Matrix produced	The matrix content	Matrix parameter progress analysis
	1.6.4 Continue the M&E of NTEAP Performances	Quantitative progress in output delivery and in achieving the CAS and the project development objectives Terminal review organized in the last 2 month of the project execution	Project monthly, semiannual and annual reports
	1.6.5 Evaluate achievements of goals and development objectives	Compare the achievements with the terminal goals	Evaluation reports
	1.6.6 Monitor impact	Evaluation of impact	Impact reports

Components and Activities	Targets	Performance indicator	Monitoring and evaluation
2.1 Enhanced basin-wide capabilities and cooperation	2.1.1 Remaining five regional training WS designed and conducted	Trainings conducted participant's performances tested	Project annual report
2.2 Improved understanding of transboundary soil erosion	2.2.1. Transboundary assessments and studies of soil erosion completed in all countries.	No activities	
2.3 Nile Transboundary Microgrant Program to support local-level land, forest and water conservation initiatives	2.3.1 Transboundary Microgrant Program established and functioning in NBI countries.	Establish the MG in the tenth country if requested	Project annual report
	2.3.2 Microgrants disbursed to CBOs and grassroots groups across the broad base of stakeholder communities.	Number of microgrants implemented	Project reports
	2.3.3 Country specific targets for percentage of the microgrants to be awarded to women's NGOs or community organizations reached.	Number of microgrants implemented	Project reports
	2.3.4 Identification of promising or viable approaches to transboundary environmental issues that can be scaled up or replicated	Number of microgrants identified and microgrants scaled up	Project reports
	2.3.5 Identification of transboundary projects on invasive water weeds	Number of project identified and number of microprojects financed	Project reports
	2.3.6 Addressing microgrant proposals concerning needs of minority groups	Number of microprojects addressing the concerns of minorities	Project reports
	2.3.7 Train NGOs and SBOs on economic analysis of microgrant projects	Number of persons trained and impact of training	Project reports and impact studies
	2.3.8 Foster of emerging of good practices	Number of good practices identified and good practices replicated	Project reports and impact studies

Components and Activities	Original Targets	Performance indicator	Monitoring and evaluation
3.1 Enhanced public awareness and understanding of Nile transboundary environmental issues	3.1.1 National Working Groups established in 10 countries.	Working groups exists and are operational	Project rappers, technical rappers, impact evaluation
	3.1.2 National Environmental Education and Awareness (EE&A) Reviews carried out in 10 countries.	Analysis of quality and usefulness of the reviews	Reviews, survey of the beneficiaries
	3.1.3 At least two environmental awareness programs designed by transboundary teams and delivered in 5 countries.	Awareness campaigns organized	Survey of the beneficiaries
	3.1.4 Enhanced public awareness of transboundary environmental issues.	Existing of the awareness material and the awareness campaigns	Survey of the campaigns, interviews with the beneficiaries
	3.1.5 Develop a clear objective for the PA program	Clear objectives developed	Semi annual reports
	3.1.6 Prepare Information material on Nile basin issues for journalists	Information material prepared	Semi annual reports Impact evaluations
	3.1.7 Hold an orientation workshop for journalists	Workshop held	Workshop report
	3.1.8 Establish a budget for journalists to cover NTEAP activities	Budget established	Annual reports
	3.1.9 Identify PA activities around microgrants and school projects	Activities identified and incorporated in PA campaigns	Annual reports and impact reports
3.2 Networking of secondary schools for project-based learning	3.2.1 Teachers trained in project-based collaborative learning (1-3 teachers per school, a total of 80-100 schools from 6-10 countries).	Number of teachers trained	Interviews with teacher trained. Interviews with school officials about the impact of the training
	3.2.2 Environmental modules developed and offered to teachers in 10 countries.	Developed modules	Survey of the module users
	3.2.3 Transboundary school environmental projects designed and carried out collaboratively (a total of 80-100 schools from 6-10 countries).	Number of students engaged	Evaluation of a sample of school projects
	Clear objective for school program developed	Objective developed and evaluated by stakeholders	Evaluation report
	Number of school increased and vocational schools included in the program	Number of schools	Annual report
	School expansion plan outlined in an EE&A meeting	Plan exists and is evaluated	Annual report, evaluation report
	Scholl awards competition continues annually	Number of schools participating in awards competition	Annal report

	Journalists cover school environmental program	Number of programs covered	Annual report
	Link microgrant projects with schools	Number of links	Annual report
	Continue to build links around the environment issues and institutions	Number of new links created	Annual report
3.3 Piloting enhanced networking among universities and other research institutions	3.3.1 Two junior faculty or graduate students in exchange programs from each of 10 countries.	Number of students engaged in exchange	Interviews with students
	3.3.2 University course in Nile Transboundary Environmental Issues developed collaboratively between universities in at least 6 Nile countries.	Courses developed	Interviews with the faculty authorities and with the students
	3.3.3 Linkage among universities exists	Number of universities contributing to the link	Annual report



Components and Activities	Targets	Performance indicator	Monitoring and evaluation
4.1 Regional cooperation is enhanced and capacity for conservation and management of wetlands and their biodiversity is improved	4.1.1 Develop clear objectives and goals for regional cooperation and capacity building	Objectives developed and evaluated	Technical and annual reports
	4.1.2 Establish a network of stakeholders and experts	Network established	Technical report
	4.1.3 Carry out needs assessment on training in consultation with network members	Assessment carried and evaluated	Technical reprot
	4.1.4 Develop training courses	Training courses developed and evaluated	Evaluation reports
	4.1.5 Basin-wide wetland management network of stakeholders and experts established and functioning effectively	Reports from network's meetings	Assessment of the reports
	4.1.6 Wetland education, training and awareness programs have been developed in 3 languages.	Education, training and awareness programs developed	Assessment of the programs
4.2 Understanding and awareness of the role of wetlands in supporting sustainable development is improved	4.2.1 Ecological and economic studies of the role of wetlands in sustainable development completed in at least one southern and one northern Nile country.	Studies results	Evaluation of the studies contribution to awareness programs
	4.2.2 Wetland education, training and awareness programs developed in 4.1 and completed by studies mentioned above, delivered.	Awareness programs	Survey of the beneficiaries of the awareness programs
4.3 Management capacity of selected wetlands strengthened	4.3.1 Pilot initiatives completed in support of capacity building and management at 3 key transboundary sites, involving at least one southern and one northern Nile country.	Managed wetlands	Evaluation of the management impact
	4.3.1 Disseminate and try to replicate the initiatives for capacity building and management	Number of initiatives replicated	Annual report

Components and Activities	Targets	Performance indicator	Monitoring and evaluation
5.1 Enhanced national capacities for water quality monitoring.	5.1.1 Regional Working Group established.	Reports from the group's meetings	Reports reviews
	5.1.2 Existing national capacities assessed, including documentation of sampling points in each country.	Reports from national capacities' assessment	Report review
	5.1.3 Existing information on water quality aggregated in Nile water quality report.	Report on Nile water quality	Review of the study content by a specialist
	5.1.4 Common analytical methods selected and agreed for basin-wide use by Working Group.	Manual for common analytical methods available	Analysis of the workshop report, Survey of participants
	5.1.5 National training workshops held and methods pilot tested.	Workshop reports	Analysis of the workshop report, Survey of participants
	5.1.6 Two regional workshops on water quality management issues conducted.	Workshop reports	
5.2 Transboundary water quality awareness raising and information sharing	5.2.1 International study tour (Activity suspended. No funds allocated for the study tour)		
	5.2.2 Information on sampling points and parameters of special transboundary significance exchanged on regular basis based on priority threats.	Progress reports	Analysis of the progress reports, survey of the implicated laboratories
	5.2.3 Study on biological diversity indices conducted and pilot tested.	Study results	Analysis of the study content by a specialist
	5.2.4 Critical evaluation of progress undertaken and recommendations for follow-up action formulated.	Evaluation document	Review of the document. Component impact evaluation

### **Annex 5. Fields of Collaboration with SVP and SAP Projects**

Program	Project Type	Project Name	Field of Collaboration	NTEAP Component
SVP	Thematic	Nile basin Regional Power Trade	Understand river system behavior	S. Comp. 1.3: Regional River Basin Model Comp. 5. Water Quality Monitoring
		Efficient Water Use for Agricultural Production	Community-managed irrigation Policy development	Comp. 2: Community Level Land, Forest and Eater Conservation
		Water resources Planning and management	Develop river basin planning model and DSS	S. Comp. 1.3: Regional River Basin Model Comp. 5. Water Quality Monitoring
		Confidence Building and Stakeholder Involvement	Public awareness, community driven development, involvement of civil society	Comp. 3: Environmental Education and Awareness
	Facilitative	Applied Training	Capacity building, human resource development	Comp. 1: Institutional Strengthening
		Socio-Economic Development and Benefit Sharing	Greater understanding from policy-makers of benefits from cooperative management and development of the shared vision	S. Comp. 1.4 Macro and Sectoral policies and the Environment
SAP		Kegera Transboundary IWRM Project	Microgrants, awareness building, training	Comp. 2: Community Level Land, Forest and Water Conservation