



*Applied Training Project
(ATP)
Implementation Completion Report
(ICR)*

Applied Training Project Publications

December 2009

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Executive Summary

The Applied Training Project (ATP) was one of the eight basin-wide projects under the Shared Vision Program (SVP) of the Nile Basin Initiative (NBI). Country assessments made during the ATP project preparation period revealed the following three key clear gaps in terms of IWRM capacity in the basin.

- a) Most of the Nile Basin countries have weak human and institutional capacity to manage water resources in an integrated manner. Water management within each country is fragmented between sectors, and there is little integration among various sectors of water use, between water quantity and quality, and between surface and groundwater.
- b) There is uneven distribution of capacity within the basin. There is a great need for most of the countries in the Basin to develop a strong cadre of trained water professionals, while some countries already have such a group.
- c) There is little interaction among water professionals in the basin which is an obstacle for joint management and development of the Nile water resources.

ATP was thus designed to improve water planning and management cooperatively in the basin by assisting in the development of human resources and institutional capacity building through:

- Strengthening capacity in selected subject areas of integrated water resources planning and management within the region in the medium term;
- Strengthening centers with the capacity to develop and deliver training programs in Integrated Water Resources Management (IWRM); and
- Expanding frequency and scope of basin interchange among water professionals involved in capacity building activities.

In order to meet the identified gaps, the project implemented several activities addressing both short-and long-term time horizons. ATP provided in-country and high priority trainings related to water policy formulation and implementation, and conducted Training of Trainers targeting a group of postgraduate trainees. In addition, ATP supported the establishment of the Nile Basin University Forum (NBUF) as a basin wide network of lead training institutions in Integrated Water Resource Management (IWRM).

At closure, the project has conducted appreciation courses for 88 policy makers; post graduate training for 15 PhD and 91 MSc; 50 postgraduate diplomas and short-term training in various IWRM related areas for 1325 practitioners. ATP has also developed IWRM MSc curriculum and teaching materials that has been adopted so far by four tertiary institutions in the basin. Moreover, four professional exchange programs involving university professors, water professionals and students were facilitated.

The main achievements of the project include the following:

- Improved human capacity in water planning and management through the short-term and long-term (MSc and PhD) trainings, exchange visits, applied research and related interventions;
- Six universities and tertiary training institutions were strengthened by hardware, software, curriculum, and teaching materials; training modules adopted by universities;
- Improved policy and decision makers awareness on water resource planning and management (WRPM) through targeted appreciation workshops, exchange visits, and advocacy
- Development of IWRM MSc Curriculum which is so far adopted by four institutions who have started delivering training using the modules;
- Establishment of the Nile Basin Universities Forum which will coordinate IWRM capacity building activities among participating universities;
- Collaboration with Networks that are engaged in IWRM activities in the region and worldwide
- Lay the ground for E-learning in IWRM through the development of E-learning strategy and Business plan
- Development of Coordinated Capacity Development Strategy for Nile Basin Initiative (NBI).

Lessons learned:

- Capacity building is a long time endeavor; it requires coordinated efforts, active follow-up and long-term commitment of the countries and development partners.
- Delivering trainings through organizing workshops, both at regional and national levels required considerable amount of resources. E-learning would have been more cost effective training method with wider outreach.
- Active participation of the basin universities in the development of IWRM modules and teaching materials has contributed to their adoption
- The NBUF provides a platform for coordinating IWRM capacity building activities between basin universities
- The IWRM networks were critical links to coordinate capacity building activities and information sharing
- Capacity Development strategy could have helped to streamline and prioritize the trainings provided by ATP
- Scholarship management requires diligence and close follow up involving tasks starting from students' selection; follow up on disbursement of stipend, tuition fees, research fees and logistics of supervisors up to the completion of the studies.
- Collaboration with other SVP projects (e.g. NTEAP and EWUAP) on some trainings has helped to strengthen horizontal linkages among the projects, promote knowledge sharing, and cost saving
- The arrangement of having government officers implement project activities on a part-time basis negatively affected the timely delivery of project outputs. This is because the National Project Coordinators (NPCs) had other responsibilities and were not accountable to the PMU on project related activities.

Recommendations:

- Building on the NBI draft Capacity Building Strategy, which was initially developed by the ATP, review the training needs assessment in water planning and management both to take stock of what has been achieved through ATP and develop “Basin Training Plan” focusing on key requirements for trans-boundary water resources management and development. This can be taken as part of the action plan for the implementation of the NBI Capacity building strategy
- Facilitate the implementation of the E-Learning strategy and Business plan by:-
 - Commissioning the evaluation of the participating institutions e-learning facilities for the pilot phase
 - Upgrading the competence centre (Makerere) and any other centre with the required software and possibly hardware.
 - Facilitating specialized training for the key staff of the E-learning centers: Curriculum developers, Multimedia Content developers, Institutional Designers and Subject Matter Specialists.
 - uploading selected IWRM courses on the module platform and
 - Commissioning the Pilot phase of E-learning.
- Maintain the link with the basin universities who have adopted the IWRM modules and teaching materials through the NBI capacity building unit
- Ensure the timely development of the teaching materials for the remaining modules in collaboration with the NBUF.
- Encourage the continuation of NBUF activities by providing support in the areas of fund raising, involvement in NBI events as resource persons, etc
- Engage the IWRM capacity building Networks and strengthen the established collaboration by involving them in training and related activities
- Manage the remaining scholarships, 12 MSc students and 5 PhD students, up to their completion through the Nile Sec.

List of abbreviations

ACBF	African Capacity Building Foundation
ATP	Applied Training Project
AVU	African Virtual University (Nairobi)
CapNet	International Capacity Building Network
CBSI	Confidence Building and Stakeholder Involvement
CIDA	Canadian International Development Agency
CO	Consultant Qualification
DPP	Detailed Procurement Plan
EAC	East African Community
EN-SAP	Eastern Nile Subsidiary Action Program
FMRs	Financial Monitoring Reports
FMS	Financial Management Specialist
GEF	Global Environment Facility
GPN	General Procurement Notice
GWP	Global Water Partnership
HRI	Hydraulic Research Institute
IC	Individual Consultant
ICB	International Competitive Bidding
ICCON	International Consortium for Cooperation on the Nile
IWRM	Integrated Water Resources Management
MSA	Management Services Agreement
MDG	Millennium Development Goals
NBI	Nile Basin Initiative
NBTF	Nile Basin Trust Fund
NCB	National Competitive Bidding
NEL-SAP	Nile Equatorial Lakes Region Subsidiary Action Program
NGO	Nongovernmental organization
Nile-COM	Council of Ministers of Water Affairs of the Nile Basin States
Nile-TAC	Nile Basin Initiative Technical Advisory Committee
Nile-SEC	Nile Basin Initiative Secretariat
NPC	National Project Coordinator
NRBAP	Nile River Basin Action Program
PAD	Project Appraisal Document
PIP	Project Implementation Plan
PMO	Project Management Officer
PMU	Project Management Unit
PSA	Project Services Agency
PSC	Project Steering Committee
OCBS	Quality and Cost-Based Selection
RPM	Regional Project Manager
SAP	Subsidiary Action Program
SPN	Specific Procurement Notices
SVP	Shared Vision Program
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WBI	World Bank Institute
WWC	World Water Council

Basic Project Data

Project Title:	Applied Training Project
UNOPS Project Numbers:	00034031, 00034035, 00034036, 00034037
Project Duration:	Five years (25, September 2004-December, 2009)
Date of Signature:	February 12, 2004
Project Effectiveness:	June 10, 2004
Project Launch:	January, 2005.
Project Completion:	Original – June 30, 2008, Revised –December 31, 2009
Project Closure:	Original – December 31, 2008 Revised - December 31, 2009
Funding Source & Amount:	NBTF
Trust Fund Grant Number	052980
Project budget:	US \$ 19.68 million: (Through the Trust Fund US\$ 18.61 million and country contribution in kind \$1.07million)
Geographic Location:	PMU location in Cairo, Egypt and operating in all the NBI Countries (Burundi, Democratic Republic of Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, and Uganda)
Implementing Agency:	United Nations Office for Project Services
Executing Agency:	Nile Basin Initiative
Development Partner (s):	World Bank, Netherlands, Norway, and Sweden.

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1. Project Context, Development Objectives and Design

1.1 Project Context and Rationale

The country assessments that were carried out as a part of the preparation of the Applied Training Project Document identified the following three clear gaps in terms of Integrated Water Resources Management (IWRM) capacity in the Nile basin.

a) Lack of capacity to manage water in an integrated manner. Most of the Basin countries are burdened by weak human and institutional capacity to manage water resources in an integrated manner. This situation applies not only to the management of international waters, but also to the management of national waters, at the level of a river basin and/or at the level of a country. That is, water management within each country is still fragmented between sectors, and there is little integration among various sectors of water use, between water quantity and quality, and between surface and groundwater.

b) Uneven distribution of capacity within the basin. The water sector in the Basin is characterized by widely diverse institutional capacities in the countries. The availability of water professionals, for instance, varies from 100 in one country to several times that number in another. Senior managers, trainers, and researchers are even fewer. Moreover, six of the ten riparian countries have undergone significant civil strife, resulting in a vast backlog of water-related investments, inadequate infrastructure management, and a need for institutional and human resource development. There is a great need for some of the countries in the Basin to develop a strong cadre of trained professionals, while other countries already have such a group.

c) Little interaction among water professionals in the basin. By its very nature, management of trans-boundary waters is a complex matter. In the case of the Nile, collective or joint development of the Nile waters is made even more difficult by the fact that there is limited trade and exchange among the riparian countries. Political, economic, social, and cultural differences among the countries pose a major challenge to such exchange. The absence of opportunities for exchange of experience among the Basin's water professionals in particular, and among people at large, has been a constraint to building a Nile water fraternity engaged in professional interaction and joint problem-solving.

Capacity building in IWRM is needed at the national and basin level within the country as well as at regional level. The implication is that substantial efforts are required to add to, and strengthen the capacity of water professionals and agencies.

A long-term program is thus required to address the many gaps and variation among countries. Such a program must be inclusive, taking into account initiatives of the countries themselves and the assistance activities of all donors and institutions involved in capacity building. The Applied Training Project of five years was intended to be a first step in the evolution of such a program.

The project provided support for basin-wide capacity building through a network of training, education, and research institutions in the basin, while at the same time creating a pool of trained human resources in the basin. The basic project design features which were considered in response to the above mentioned gaps include:

Time Horizon: The project considered a mix of activities that have short- and long-term time horizons in response to country needs in the context of a basin-wide approach to water management. The short-term horizon allowed the ATP, together with the other SVP projects, to support in-country and high priority training related to water policy formulation and implementation, and in general water management. The longer-term horizon addressed provision of support for a group of postgraduate trainees who were expected to become trainers.

ATP also supported the creation and operationalization of the NBUF, a basin-wide network of lead training institutions in the basin countries which may support the coordination of capacity building activities after project phase-out. The creation of this network provided an opportunity for interaction among training institutions and for joint problem-solving.

Training services demand and supply: Through awareness creation on IWRM aimed at policy makers, the ATP created demand for capacity building within the countries and orient training to practical needs. On the supply side, through activities aimed at trainers, the project attempted to extend capacity building beyond one-shot training events and multiply opportunities for knowledge and skill development. ATP also supported Basin training institutions in developing their capacity to design and deliver course modules in integrated water resources management.

1.2 Original Project Objectives and Key Expected Results

The Applied Training Project (ATP) supported the SVP's vision to improve water planning and management cooperatively in the basin by assisting in the development of human resources and institutional capacity building through:

- Strengthening capacity in selected subject areas of integrated water resources planning and management within the region in the medium term;
- Strengthening centers with the capacity to develop and deliver training programs in Integrated Water Resources Management (IWRM); and
- Expanding frequency and scope of basin interchange among water professionals involved in capacity building activities.

Table 1: Summary of original ATP Outcomes and Indicators

Outcome	Outcome Indicators
Outcome 1: Strengthened institutional capacity in selected areas of water resources planning and management	Number and capacity of trainers and water professionals in water resources planning and management
Outcome 2: Strengthen centers with the capacity to deliver training programs in integrated water resources management (IWRM)	Basin institutions ready to deliver selected modules of water resources planning and management
Outcome 3: Expand the frequency and scope of basin interchange among water professionals	Number of training events among basin countries

Source: Project Appraisal Document, Applied Training Project, November 5, 2004

1.3 Revised Project Objectives and Key Expected Results

The project development objective remained the same in the revised Results Based System (RBS) though there were changes in the logic chain and statement of the objectives. The original project design had one overall objective with three outcomes contributing to its attainment whereas the RBS split the objective into two, each with its own outcome and indicator. The other difference is that the RBS explicitly links the outcomes with goal/vision of the NBI, providing clarity on how the ATP contributes to the NBI vision. The following Table indicates the evolution of the original project outcomes into the RBS format.

Table 2: Comparison of Original and Revised Objectives

Original design	RBS
Objective: improve water planning and management cooperatively in the basin by assisting in the development of human resources and institutional capacity building	Objective 1: To strengthen planning & management capacity of water resources in NB Countries
Outcome 1: Strengthened institutional capacity in selected areas of water resources planning and management	Outcome 1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices
Outcome 2: Strengthen centers with the capacity to deliver training programs in integrated water resources management (IWRM)	Objective 2: To <i>strengthen national institutions to sustain capacity development in water resources</i>
Outcome 3: Expand the frequency and scope of basin interchange among water professionals	Outcome 2: Strengthened implementation capacity of NBI institutions

1.4 Project components

1.4.1 Original components and costs

Component 1: Building Capacity—Human Resources Development (Practitioners) (Original cost - \$4,608,200)

This component aimed at decision makers and professionals in the water sectors in the basin countries. The purpose was to build awareness among decision-makers; legitimize capacity building as part of the development of water resource professionals; and strengthen knowledge and skills related to priority water management and development policy at the national and transnational levels. This component included three sub-components: appreciation course for decision makers, national workshops for practitioners and Development of Teaching Material for Workshops

Component 2: Building Capacity: Human Resources Development (Postgraduate) (Original cost - \$5,428,300)

This component was to address the long-term training needs of the basin in the form of training of trainers, and ensure sustainability of capacity building. It included four sub-components, namely (a) Postgraduate degree/diploma program, (b) Ph.D. degree program, (c) Administration and operation of the Training Fellowship Facility, and (d) Curriculum design and development in IWRM.

Component 3: Promoting Basin Interchange (Original cost - \$4,116,200)

This component provided support for the formation and operation of the “Nile Net”, a network training institutions, which was later formed as Nile Basin University Forum. Support for collaborative research and staff exchange was also made available for participation in the planning and design of a basin-wide Nile Forum of water professionals engaged in capacity building. The four sub-components were: (a) Establishing and operating Nile Net, (b) Nile Forum, (c) Staff-Researcher Development Drawdown Facility, and (d) Virtual/Distance learning

Component 4: Regional Coordination and Facilitation (\$3,111,100)

This component was to support the ATP Project Management Unit in Egypt for managing and monitoring of the project, including staff, office support, equipment, vehicles, and related facilities and services. It included Midterm and End-Term Review, Project Steering Committee Meetings, and Establishing and Operating the Project Management Unit

The original project cost was \$19.681 million including the fees for the project services agency (PSA). With regard to the source of funding, \$18.607 million was grant through the Nile basin Trust Fund (NBTF), while the balance, \$1.073 was in-kind contribution by the basin governments.

1.4.2 Formal revision to project components or costs

There was no formal revision of the project. However, the mid-term review noted that the project may not disburse the entire grant amount and recommended the transfer of \$ 4 Million to the Institutional Strengthening Project (ISP) Capacity Building Sub component. Later the PSC accepted the recommendation and the project budget reduced by same. The following table shows the changes in the project budget.

Table 3: Project Original and Revised budget by component

Component	Original budget (USD)	Revised budget (USD)
Building Capacity—Human Resources Development (Practitioners)	4,608,200	4,663,754
Building Capacity: Human Resources Development (Postgraduate)	5,428,300	4,222,109
Promoting Basin Interchange	4,116,200	2,716,262
Regional Coordination and Facilitation	3,111,100	2,777,875

1.5 Target Groups/Beneficiaries

The main beneficiaries of ATP identified during the project design were:

- Training institutions and training professionals in the basin who would be strengthened in production and dissemination of knowledge and skills in water resources management
- Water professionals in the basin who participate in various regional and national training events and learn from one another
- Policy makers who will be oriented to the need and importance of training in IWRM

1.6 Key Project Milestones

YEAR	MILESTONE
2004	<ul style="list-style-type: none"> • Grant agreement signed • ATP PMU Established
2005	<ul style="list-style-type: none"> • Project launched • Training needs and institutional capacity assessments conducted • First batch of post graduate scholarships awarded • The Regional Nile Net for water professionals and institutions established
2006	<ul style="list-style-type: none"> • National Nile Net chapters established in the Nile Basin countries • Curricula for an MSc program in IWRM and short courses developed • Results Based M&E system adopted (a change from activity based project management system to results based planning and monitoring)
2007	<ul style="list-style-type: none"> • Award of Applied research grants provided • Midterm review carried out • First batch of MSc students graduated
2008	<ul style="list-style-type: none"> • A capacity building strategy for the Nile Basin is developed • A Nile Basin University Forum initiated
2009	<ul style="list-style-type: none"> • Teaching materials for MSc and short courses developed • Distance Learning and certification strategy developed • Award of second batch of applied research grants • ATP's Capacity building activities handed over to the Nile Basin Initiative and network institutions in the region • The Nile Basin University Forum established • The ATP closed

2. Implementation

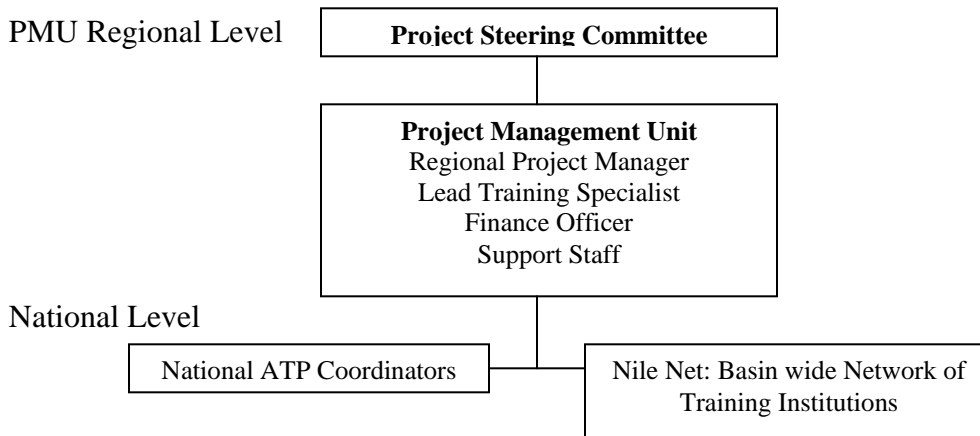
2.1 Description of Implementation Setup and Operation

Project Management Unit: As per the decision of the Extraordinary Meeting of the Nile-COM in Khartoum, in 2001, the PMU’s for each of the eight SVP projects were located in different Nile Basin countries based on a “decentralized approach” to enhance ownership and commitment to the program in the region. Accordingly, the ATP PMU was hosted by the government of Egypt, and located at the Training Institute for Water Studies in 6th October city, Cairo, Egypt.

The ATP PMU operates at a regional level, and was responsible for managing and implementing the ATP activities in all the basin countries. One of the major tasks of the PMU was to establish and strengthen the Nile-Net, a network of training institutions in the basin involved in capacity building related to integrated water resource management (IWRM). Moreover, the ATP PMU provided support to the national level activities of other SVP projects in Egypt in relation to procurement, financial management and logistics. On behalf of the NBI, the United Nations Office for Project Services (UNOPS) provided management services to the PMU with regard to contracting, fund management, procurement, disbursement, project administration, and financial monitoring.

Project Steering Committee (PSC): The ATP PMU reported to the Project Steering Committee (PSC), which provided programmatic and strategic guidance and oversight to ensure that the project objectives are achieved and the project remains within budget and on schedule. The PSC members were nominated by their respective countries. The PSC included the Nile-TAC member from Egypt to ensure coordination with the broader NBI and other SVP projects, and a representative of the NBI Secretariat. Moreover, National Project Coordinators, development partners’ representative(s), World Bank representative(s), and UNOPS representative (s) were invited as observers to the PSC meetings. The Regional Project Manager served as a secretary for the PSC meetings.

Figure 1: Organizational Chart Illustrating the Applied Training Project



The ATP PSC reviewed and approved annual work plans, annual reports and other reports submitted by the PMU. The ATP PSC meetings were held at least once a year, and they were chaired by the PSC member from the host country, Egypt. Six PSC meetings were held during the life of the project, including the mid-year PSC meeting held in the final year of the project.

Staffing: The staff of the ATP PMU included: a regional project manager, a lead training specialist, a finance and procurement officer, an office administrator, IT specialist, and administrative and support staff. The Regional Project Manager and the Lead Training Specialist were recruited competitively at regional level, and all the other staff were recruited competitively from Egypt.

Table 4: ATP PMU key Staff

Position	Incumbent	Entry on duty date	Source of funding	Remark
Regional Project Manger/Lead Training Specialist	Dr. William M Kudoja	2005	NBTF	Ag. RPM as of June 2009
Lead Specialist	Tamene Tiruneh	September 2009	NBTF	
Finance Officer	Usman Hassan	July, 2009	NBTF	
IT and Web designer	Khalid Wahdan	Sept. 2009	NBTF	
Former staff				
Regional Project Manager	Dr Canisius Kanangire	Sept. 2004	NBTF	Left in May, 2009
Finance and Procurement Specialist	Ernest Kagoro	Oct. 2004	NBTF	Left in February, 2009.
IT and Web designer	Mohamed Shimmy	Jan. 2009	NBTF	Left in June, 2009
IT and Web designer	Ismail Hamdy El Sayed	Sept. 2005	NBTF	Left in September, 2008

At country level, a National Project Coordinator (NPC) was nominated by the respective countries to serve as a focal point for coordinating ATP activities in the country. The NPC's provided a link between the PMU and the countries for the planning and execution of the project at national level. They were also responsible for ensuring the participation of all the stakeholders, liaise with National NBI office and other NBI SVP projects. The

NPC's responsibilities were carried out on a part-time basis, and they were not directly accountable to the PMU.

Each country also designated a lead training institution for the ATP. These institutions formed the Nile-Net, a network of capacity building organizations, which worked with the PMU in outreach activities in the basin countries. These institutions played key role in facilitating many of the water training centers in the basin countries to be involved in ATP activities. They were supported by the PMU to conduct national activities and organize national meetings and consultations.

2.2 Summary of project implementation

ATP governance structure: The Project Steering Committee (PSC) provided the necessary strategic guidance for the smooth implementation of the project. However, the link with national NBI offices was weak as most of the members were not attached to the ministries where these offices are based. The link to the Subsidiary Action Programs (SAPs) was also weak in terms of providing guidance as they were not represented at the ATP PSC meetings. However, the Nile-TAC member from the host country, Egypt used to attend the PSC meetings, and provide advice on linking project interventions with the broader Nile basin issues and needs.

Staffing and operation of the PMU: The PMU was not staffed in a level commensurate to its requirements. Other than the RPM, there was only one Lead Specialist to coordinate all the technical aspects of the project. Furthermore, there was a very high staff turnover over the project period, which negatively affected project operations. Though the PMU staffing was very lean, the project delivered on all its expected outputs with proper coordination and support from its networks, basin partner universities and National Project Coordinators (NPC) in the basin countries.

The national activities were coordinated by NPC's who were nominated by their respective governments. They were coordinating ATP activities on part time basis and they were not accountable to ATP PMU. As they are full time government employees, it was difficult for them to devote much time to ATP. The PMU later hired full time NPC assistants to address the problem.

Project location: The project was located in 6th October city, Cairo at the premises of the Regional Centre for Training and Water Studies (RCTWS). Though it made sense to have the project office in close proximity to the Training Centre, it was very far from town and residences of staff. The PMU staff had to spend lots of time driving to and from the office, thus creating unnecessary stress with negative impact on productivity.

Finance and procurement: The project achieved a relatively high disbursement rate over the years despite the challenge of managing several scholarships and a significant number of consultancies for developing courses, delivering trainings, and conducting studies. This was achieved regardless of the frequent changes in the finance and procurement staff. In the last six

months of the project life, all expenses had to be approved by UNOPS Nairobi, and cash had to be processed through UNDP cheques. This has negatively affected project operation with unnecessary paper work and travel to UNDP Cairo office which is located in town, about 65 km from the ATP office.

3. Challenges and their Resolution

3.1 Challenges faced on the Project Design and Changes Made

The project design assumed that the capacity building in IWRM in the basin could be achieved through short courses and long-term training. Based on this design feature, the project embarked on training activities in the absence of a basin-wide capacity building strategy.

The impact of the short courses was less than expectation because they were originally delivered as single topic courses. *The project had to increase the number of trainees from each beneficiary institution in the region, and provide the consecutive trainings on IWRM to the same people to equip them with the knowledge required to effect changes.* This was done in the final year of the project with little impact on previous IWRM trainings.

National level implementation through government nominated NPC rather than PMU hired staff had affected project delivery, particularly country level short courses. This might sound reasonable with regard to sustainability after project phase-out and cost effectiveness. Given that the NPC's were full-time government employees with other responsibilities, it was evident that they can only attend to ATP activities whenever they have extra time. *The PMU had to hire NPC assistants to fill the gap.*

3.2 Challenges Faced in Implementation and Adjustments Made

The project was given the task of awarding scholarships to water professionals from the basin countries for long-term training. The main challenge was the selection of candidates given the limited resources and high demand. *The project formed a Training Fellowship Committee from among the Project Steering Committee members and developed Rules of Procedure for the committee. Applicants were to submit their applications to the coordinators with copies to the PMU and the national committee would short list and rank. The final selection and award remained with the regional committee.*

At regional level, the procurement of institutions to deliver short courses through normal advertisements via the national coordinators did not yield any results. *Direct communication with the capable institutions enabled the PMU to obtain professionals to and institutions to deliver the courses.*

At National levels, some countries did not have the capacity to organize short courses due to lack of facilitators in the fields that they were interested to be trained in. The other problem was that the qualified facilitators were government employees who could not be paid for facilitation according to World Bank rules and regulations. *The PMU made arrangements to procure facilitators from outside the country in the region and in two instances outside the region.*

The project awarded applied research funds to deserving applicants from the basin. This facility was added on to the project activities in order to gather data and information that will enable water managers and policy makers to make informed decisions on water resources management. Supervision and monitoring of the researchers was a challenge from the PMU. *The project engaged the services of national project coordinators to assist the supervision and monitoring.*

The Regional Nile Net was therefore formed in 2005 in Nairobi, Kenya. Operationalization of country chapters then followed in all the countries except D.R. Congo. With time, however, it emerged that the network could not be sustained as the countries submitted huge budgets for the implementation of their activities which the project could not afford and sustain. *The project therefore came up with an alternative, the Nile Basin Universities Forum, a network of basin Universities which collaborate in capacity building, research, and exchange of students and staff among other activities.*

There was a very high staff turn over during the life of the project. The RPM (final year), finance and procurement, and IT specialist left the project. This affected the timely project operation. *New staff was hired to fill the gaps.*

The PMU was located in 6th October city, far from town, where most of the staff resides. It was also far from UNDP Cairo office which is also located in downtown. This had negative impact on project operation due to travel stress, and unnecessary staff time spent on the road to and from the office.

In the last six months of the project, all approvals have to be made in UNOPS Nairobi. This had affected the project's timely delivery with unnecessary delays and paper works. The project finance and procurement staff had to spend time unnecessarily to send copies of all documents to Nairobi for approval.

3.3 Project Reviews/Evaluations Made

Some implementation reviews and Mid-Term Evaluation were conducted during the project period. Table 3 below shows the summary of the main issues with the adjustments made. For details refer Annex 6.

Table 5: Project reviews and Adjustments made

Mission	Key issue	Adjustments Made
Supervision Mission: January, 2005	Issue 1: Project to recruit a Lead Training Specialist (LTS)	LTS recruited in June, 2005
	Issue 2: PMU and UNOPS to procure vehicles for the project	Vehicles were procured in October, 2005.
	Issue 3: PMU to develop output based contracts for National Project Coordinators	Output based contracts were developed for National Project Coordinators
Mid term review: July, 2007.	Issue 1: Extend the project for one more year to enable ongoing activities to be fully completed in a timely and effective manner.	Project extension documents were prepared and submitted. The project was extended to 31 December, 2009.
	Issue 2: Results framework of the project to be enhanced to include indicators and documentation of the outcome and impact of the fellowship degree program and joint MSc modules, including the contributions of graduates to research	Indicators of the outcome of the fellowship degree program were included in the results framework
	Issue 3: Increase the number of academic institutions and professional centers who have agreed to participate for sustainable incorporation of the learning materials within the basin	Academic institutions were increased to include among others, National University of Rwanda, University of Dar as Salaam, Nairobi University, and Kenya Water Institute.
	Issue 4: Sharpen the focus of the research activities financed to address links between technical aspects of water resources management and socio-economic and human resources management, as important ingredients in IWRM and contribution to the future regional investments in the sector.	A project proposal in this area was funded. Particularly the researchers were looking at the socio economic effects of Lake Victoria lake level changes on the riparian communities.
Supervision Mission: January 2008	Issue 1: NBI Secretariat to request an extension of the ATP Grant from the World Bank in accordance with the recommendations of the MTR as approved by the PSC.	The extension was requested and the Grant was amended for an extension of one year with closing date changed from December, 31, 2008 to December 31, 2009.
	Issue 2: Consultant(s) for the development of the Capacity Building Strategy to be recruited not later than April 1, 2008. The project should develop a capacity building strategy for the NBC	The consultant was procured a bit late due to some complications with the World Bank procurement system. He was eventually procured. The Capacity

		building strategy document was prepared and submitted to TAC and Nile Secretariat.
Supervision Mission August 2009	Issue 1. Develop a strategy for continued dialogue and capacity building on IWRM issues beyond the close of the ATP and SVP.	Collaboration with capacity building networks in place and have been given the curriculum and teaching materials to continue with delivery of short courses. These are CBCBN and IWRM Net.
	Issue 2. Develop strategy for coordinating existing capacity building	A long term capacity building strategy document has been developed and submitted to the NBI Secretariat.
	Issue 3. Work with Sap's and other SVP Projects, particularly EWUAP, to design further short courses for delivery in 2009	This was done however the EWUAP project closed in June, 2009.
	Issue 4. Preparation and dissemination of knowledge products	ATP products uploaded on the Nile IS website, ATP database and some have been published and distributed to stakeholders in a regional stakeholder's dissemination workshop that was held on 21-22 December, 2009 in Kampala, Uganda. An e-learning program has been developed and teaching materials will be uploaded under the supervision of Makerere University E-learning centre.

Supervision Mission -May, 2009	Issue 1:A qualified Finance and Procurement Officer to the procured for the remainder of the project period	The FO was recruited and reported for duty in July, 2009.
	Issue 2: Two short-term consultants to assist the Ag. RPM to be in completion of project activities	One consultant was recruited in September, 2009 and one IT Web designer on 15 September, 2009
	Issue 3: The PMU to update all procurement files schedule the ex-post procurement review	Files were updated and an ex-post review was carried out.
	Issue 4: By September 30, 2009 the NBI will ensure the continuation of committed scholarships after ATP closure through one of the proposed options. Once the option is agreed upon, the NBI Secretariat will obtain the World Bank's no objection.	The Nile Basin Initiative will make payments for stipend and fees to the students and the institutions
	Issue 5: By October, 31, 2009 ATP will work with Nile –SEC to prepare the first draft of the Nib's ATP completion report, which will be circulated for comments and finalized by the NBI by December, 15, 2009.	Done
	Issue 6: The project will collaborate closely with the Nile-Sac's Knowledge Management unit to package, sustain, and disseminate knowledge products, training materials and the virtual learning platform, among other outputs	The project collaborated with the KM specialist in uploading products on the Nile-IS, publication of the MSc curriculum and the E-learning product development process.
	Issue 7: ATP will identify potential partner institutions for continuation or follow on to the project's many activities and outputs. The project will work with the Communications and Knowledge Management teams to provide targeted information materials to these potential partners.	Partner institutions already identified, they are the Universities who are members of the Nile Basin Universities Forum and capacity building networks. Products are still under preparation.

4. Description and Evaluation of Project Achievements

4.1 Achievement of Project Development Objectives

The main challenges that were identified during the project design, stated under Section 1.1 called for the need to impart skills, knowledge and attitude to manage water in a holistic way. The project therefore embarked on provision of support to training programs at all levels to contribute to those needs following the rapid capacity needs assessment made at national level during the onset of the project.

Since embracing IWRM principles required the change in the way of doing things, reforms in policies, rules and regulations, the training started at the highest level of decision making. Therefore, policy and decision makers in the water sector including Ministers and Members of Parliaments were the first targeted group. .

The major part of the training program targeted the middle cadre professionals and in some cases technicians. They were exposed to new skills, tools and knowledge through short courses which were carefully selected and designed to suit the needs of the basin countries. The course duration ranged from five days to three months. Some of the courses that were delivered were: the classical IWRM, GIS and remote sensing for water management, financial and economic instruments in water management, conflict resolution, management and negotiating skills and gender mainstreaming in IWRM. Detailed list of trainings conducted is attached as Annex 7.

In order to ensure that the basin universities have the capacity to conduct training in IWRM, at MSc and PhD levels, scholarships were awarded to academic staff of universities and research institutions. This went hand in hand with the applied research facility, an activity that was added to the project midway in its implementation. The objective of the facility was to gather data and information from the basin that would enable policy makers to make informed decisions in water resources management.

The capacity to deliver courses in IWRM varied from one country to another. In order to further enhance the capacity, the project developed MSc curriculum in IWRM and short courses for adoption by basin institutions. A distance e-learning program was developed for use in the basin in order to reach as many trainees as possible. The program could utilize the teaching materials that have been developed for the curriculum and short courses. During the delivery of the short courses the project collaborated and forged partnerships with other capacity building networks in the basin and outside the region. It is envisaged that these institutions will sustain the delivery of short courses. The delivery of the MSc program and other activities of ATP are expected to be advanced and sustained by the Nile Basin Universities which have now formed the Nile Basin University Forum for collaboration in delivery of joint program, research and exchange of staff and students.

The major results of the ATP therefore can be summarized as follows:

- a) The project created awareness among policy and decision makers on IWRM principles and the importance of training in IWRM which has contributed to legitimize support of capacity building in IWRM in the Nile Basin countries.
- b) The skills and knowledge of water professionals on water resources planning and management were improved through short and long term trainings;
- c) Capacity of institutions to deliver courses in IWRM is enhanced by: provision of a curriculum, teaching materials, software, hardware and through training of their staff at MSc and PhD levels;
- d) Data and information on the basin regarding the hydrology, watershed, groundwater etc, has been gathered and disseminated through publications by researchers, graduates who carried out their researches in the basin;
- e) A mechanism of sustaining the capacity building has been put in place by enabling the capacity building networks with teaching materials, and a distance e-learning program; and
- f) A coordinated capacity development strategy developed for NBI which could guide needs assessment, planning and implementation of future capacity development programs

Achievements in addressing the project mid-term and short-term outcomes are briefly described below. A detailed table which includes achievements by expected outcomes and output indicators is attached as Annex 3.

Table 6: Summary of Achievements against outcome indicators

Results	Indicators	Achievements
<i>Objective 1</i>	<i>To strengthen planning & management capacity of water resources in NB Countries</i>	
Medium-Term Outcomes:	Medium-Term Outcome Indicators:	
1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices	Targeted gaps in human capacity improved	Human capacity in water planning and management improved through the short-term and long-term (MSc and PhD) trainings, exchange visits, applied research and related interventions by ATP
<i>Objective 2</i>	<i>To strengthen national institutions to sustain capacity development in water resources</i>	
Medium-Term Outcomes:	Medium-Term Outcome Indicators:	
2: Strengthened implementation capacity of NBI institutions	No. of basin institutions sustaining priority training modules in water resources management	Six universities and tertiary training institutions were strengthened by hardware, software, curriculum, and teaching materials; training modules adopted by universities

Short-Term Outcomes:	Short-Term Outcome Indicators:	
1.1. Increased awareness among policy and decision makers in WRPM	Training action plans for 50% of trainees implemented	Policy and decision makers awareness on WRPM has significantly improved; 88 participants attended IWRM awareness seminars
1.2. Strengthened knowledge and skills attitude related to priority water planning and management	Training action plans for 50% of trainees implemented	1325 (165%) people attended short courses; 15 PhD (100%) and 91 MSc (121%); Additionally 50 persons received postgraduate diploma training
2.1. Strengthened capacity of Tertiary Institutions to develop and deliver IWRM programs	No. of institutions adopting &/or delivering IWRM programs	Two universities have adopted the program and have started delivering training using the modules
2.2. increased collaboration and networking among water professionals and institutions	No. of collaborative activities & networking undertaken	Nile Basin University Forum established and operational; collaboration with IWRM networks, e.g. NBCBN, IWRM Net, etc

Source: ATP PAD, ATP RBS and ATP progress reports

The stated development objective for the Applied Training Project was to support the SVP's vision of improving water planning and management cooperatively in the basin by assisting the development of human resources and institutional capacity building. As per the RBS, two mid-term outcomes and six short-term outcomes which contribute to the attainment of the development objective were identified. The following section reviews achievements under these outcomes and their contribution to the goal of the project. Details on outcomes and outputs are given in **Annex 3**.

Medium-Term Outcome 1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices

Short-Term Outcome 1.1: *Increased awareness among policy and decision makers in WRPM*

There are evidences that policy and decision makers in the basin now have increased awareness on IWRM as an important tool for water planning and management. The increased demand for training on IWRM is a good indicator of this awareness. The appreciation seminars for policy and decision makers organized by ATP and the continuous advocacy made by ATP on IWRM have significantly contributed to the increased awareness on IWRM in the basin.

Short-Term Outcome 1.2: *Strengthened knowledge and skills attitude related to priority water planning and management*

About 1325 water professionals, well above the 800 originally planned, participated in regional and national short courses on several IWRM topics. These courses were delivered by higher learning institutions within the basin which also contributed to capacity building of the participating training institutions in the region. The course evaluations by the participants have revealed that the short courses have contributed to increased knowledge and skills in water planning and management. Based on feedbacks from participants, the same people participated in cascade of IWRM trainings of related topics for greater impact.

Medium-Term Outcome 2: *Strengthened implementation capacity of NBI institutions*

Short-Term Outcome 2.1: *Strengthened capacity of Tertiary Institutions to develop and deliver IWRM programs*

The capacity of several universities and tertiary education institutions on development and delivery of IWRM program was strengthened in different ways, including: (a) PhD and MSc level training of their staff, (b) participation in the development of IWRM curriculum, modules and teaching materials, (c) delivery of short course in IWRM related topics, (d) exchange staff visits between institutions, and (e) consultancy assignments.

ATP has sponsored 15 PhD and 91 MSc students to undertake their studies on IWRM. Though most of the PhD studies were done in overseas universities, all the research works were undertaken within the region. On the other hand, all the MSc studies were conducted in the basin universities, and the research topics were on priority IWRM issues specific to their countries/region. This has helped to strengthen the capacities of the universities in the region, build trust and confidence, and improved communications between students and teachers from different basin countries. The continuation of the IWRM program in the participating universities is one of the evidences of the positive impacts of ATP interventions in this area.

The IWRM curriculum, modules and teaching materials development was based on the needs of the Tertiary institutions in the region. They participated in the development, and some of them have already adopted the modules. This is one of the lasting legacies of the ATP, where the institutions may continue to update and use the modules and teaching materials long after the closure of the project.

Most of the short courses in IWRM were conducted either by the tertiary institutions in the basin or individuals/professors from these institutions. The course development and delivery has provided an opportunity for capacity building of the institutions and individuals involved. This is evident of increased readiness and confidence by the basin tertiary institutions to deliver short courses in IWRM.

The exchange visits by professors in the basin universities to lecture/teach on IWRM related topics in another basin country were instrumental in building trust and confidence. Furthermore, the visits helped to build capacities through sharing of knowledge and experiences. The ATP has encouraged the exchange visits in several ways, and it is possible that they may continue after project closure.

The consultancy assignments on IWRM, availed by ATP, have also provided an opportunity for the tertiary institutions and individuals in these institutions to build their capacities. The knowledge and skills enhanced through the consultancies will continue to contribute to improved water planning and management well beyond the project.

The ATP has also supported the development of an E-learning strategy and business plan. E-learning experts from the nine basin countries have reviewed the strategy and business plan, and developed an action plan to implement the strategy. As per the agreed upon strategy, there will be service centres in eight countries, and a competence centre in Makerere University, Uganda. Some IWRM courses were also uploaded on the Moodle platform. Though the original idea was to pilot e-learning in selected centres where there are existing facilities, all countries have shown an interest to start the program. This can be done only after an assessment on the minimum facilities available at each designated centre. E-learning has the potential to reach a wider audience with reduced cost, and the NBI capacity building strategy has to follow up on it. The regional network of e-learning experts could be consulted on how to proceed on the start-up and piloting activities.

Short-Term Outcome 2.2: Increased collaboration and networking among water professionals and institutions

A professional exchange program was established and several technical visits for water professionals, within and outside the basin, were organized. These include visits to Egypt and Rwanda to share experiences in irrigation and hydropower, and a visit to the Senegal basin for NELSP staff. These exchange visits have helped to improve knowledge and skills in water planning and management, and to share experiences among water professionals from the basin.

The Nile Basin University Forum (NBUF) was established to continue the networking activities with regard to capacity building in IWRM in the region. The Forum consists of participating universities from all the basin countries, and has adopted its constitution in June 2009. It has selected its governing bodies, board of directors and technical committee members, and designated Makerere University to serve as the secretariat of the Forum.

Short-Term Outcome 2.3: Increased opportunities for exchange of information, data and basin experiences

An applied research facility was established to support researchers to undertake studies in IWRM related topics. These research products are published and disseminated widely. It is believed that they will contribute to knowledge and informed decision making on IWRM. Furthermore, data and information on the basin regarding the hydrology, watershed, groundwater etc, were gathered and disseminated through publications and other reports.

4.2 Contribution to the NBI vision

The Applied Training Project Impact statement is, "Enhanced sustainable management of water resources in the Nile basin." The Project's activities that are implemented to contribute to this impact are capacity building at long term and short term. For long term capacity building, the project has trained water professionals at MSc and PhD levels in areas of integrated water resources management. The project has also supported the delivery of short courses at regional and national levels. The contribution of the impact of the project is through the short term outcome of NBI 2.1; "Enhanced capabilities and capacities based on best practices, on transboundary issues in all themes and sectors".

Some of the specific courses that imparted skills and knowledge to tackle the water resources management issues are: water resources planning and management, integrated water resources management, conflict resolution, management and negotiating skills, river basin engineering, integrated watershed management, and GIS and remote sensing for water resources management.

The ATP has also developed a long-term capacity building strategy for the NBI which could guide the institutional and human resources development.

4.3 Project Efficiency

Impact of delayed project start up

Most of the project technical activities started in mid 2005 after the Lead Training Specialist (LTS) came on board, though the PMU was operational since late 2004. Considering the delay in start-up activities, the project was given one year no-cost extension. Even with the no- extension, there are activities which can not be completed by the end of the project, December, 2009. Example of these activities include: the award of a second tranche of applied research funds, development of teaching materials for five modules of the MSc curriculum and sixteen short courses, and a pilot phase of the e-learning program in the basin countries.

Considering the achievements of the project in building capacities in water resource planning and management in the basin and the resources made available, the PMU was efficient in implementing the project. Several factors have contributed to project efficiency, including proper use of the limited human resources, collaboration with Networks and basin universities, and support by NPCs and basin governments.

The cost effectiveness of the project location and governance arrangements

The Project Management Unit is located at 6th October City in the outskirts of Cairo. It is about 65 kilometers from the residential area of the international staff. Commuting to and from the office one way took at least half an hour. This incurred additional cost on the project both time wise and in terms of transport expenses.

The project faced other monetary expenses. For all procurements, the project had to pay taxes unlike in other basin countries where the SVP projects had Diplomatic status. The Government didn't exempt custom duty on the project vehicles and hence the PMU had to pay for using temporary number plates every six months for the life of the project.

4.4 Unexpected/ Ancillary Results achieved and their significance

The project through the World Bank Institute received additional funds from the Swiss Government for IWRM training in the basin. Although the funds were managed by the WBI, the training was facilitated by ATP and sub-regional Global IWRM courses were delivered. This increased the number of participants and provided high quality teaching materials.

According to the PAD the project was to award 75 MSc scholarships. However with time it became apparent that those numbers were not enough as less endowed countries needed more professionals in the water sector. By the end of the project the total number of MSc scholarships awarded was 91. The additional MSc scholarships were awarded to Southern Sudan, Burundi, Democratic Republic of Congo and Rwanda. Furthermore, 50 postgraduate diploma scholarships were awarded to Francophone countries, Burundi, D. R. Congo and Rwanda which was not in the original project plan.

5. Mainstreaming and Sustainability

5.1 Transition arrangements and sustainability mechanisms

The ATP capacity building activities were undertaken in close collaboration with established centres of excellence, academic and research institutions, which continue to exist after project phase out. Therefore, there is a high level of confidence that most of the activities and benefits could be sustained. However, the following three key actions require special attention with regard to their transition and sustainability.

- E-learning program: The NBI needs to build upon the E-Learning strategy, Business plan and Action Plan prepared by ATP. As per the strategy and business plan, a two-year program including piloting the e-learning program in selected universities in the region is recommended.

E-learning is a cost effective training method and will allow training institutions as well as NBI to reach more trainees thus, increase the level of knowledge and skills in the Nile Basin. Training institutions that have facilities and capacity to transform the training materials into e-learning could be identified and start-up utilization of these facilities as a pilot program. It is important that virtual learning platform is maintained by Nile-SEC to ensure that this program is utilized after project closure and that collaboration with key institutions continues as needed.

- The ATP has facilitated the establishment of the NBUF. Makerere University, Uganda is selected as the secretariat, and the University has already provided an office space. It is important that the NBUF continues operation in order to sustain the activities and benefits of the ATP capacity building and networking efforts. It is proposed that Nile-SEC follow-up with donors that have shown interest to fund the NBUF such as the University of Bergen for the initial activities of the Forum and create a formal linkage with the NBUF.
- The project has developed a coordinated capacity building strategy for the Nile Basin which could be used by NBI. The Nile-SEC should build upon this Strategy to sustain capacity development within the basin in a coordinated manner.

A table showing list of project outputs, their importance and methodologies for sustainability is attached as Annex 5.

5.2 Assessment of Risks to Sustainability of Outcomes

E-learning: The universities which have the e-learning facilities are at different level in terms of capacities. Some are relatively weak with little experience in e-learning. There is a risk that these learning centres might fail to start and sustain the e-learning program.

There are at least two ways to mitigate this risk: (a) The NBI to follow up on these centres and provide support as necessary, and (b) the competence centre (Makerere

university), in collaboration with NBI to provide technical backstopping and sustain the linkages with the service centres.

The capacity building activity of delivery of short courses will be mainstreamed to networks which collaborated with ATP during project implementation. There is a risk that they may not do so after the project closure due to lack of funds or materials.

6. Finance and Procurement

6.1 Project costs and financing

The ATP project was funded through the Nile Basin Trust Fund (NBTF). The five year project cost was estimated as US \$19.68 million, of which US \$1.07 million was made available through governments in kind contributions. The flow of funds for project activities was through UNOPS upon authorization by the NBI.

During the project mid-term review and subsequent implementation review missions, detailed reviews were made on the project planned activities and budget requirement and the following key issues were identified:

- (i) The project needs no-cost extension of one year to complete its activities and deliver the expected outputs;
- (ii) The project could not fully utilize the initially allocated budget during the extended project period;
- (iii) It is important that the NBI Capacity Development Strategy be mainstreamed and sustained by the NBI Institutional Strengthening Project (ISP) for which remaining budget from ATP could be allocated.

In view of the above reasons, the project closing period was extended for one year till December 31, 2009 and the grant was reduced by US \$4.23 (from US\$18.61 million to US\$14.38 million) through the grant amendment made on December 19, 2008. This was the only amendment made during the life of the project.

Although it is early at this point to provide exact budget expenditure figures for the period up to December 31, 2009, and some committed payments could be carried over to the grace period, the estimated total amount to be disbursed including commitments is US \$13,380,883 with a potential variation of US \$999,117 compared to revised budget amounts. The main reason for the observed deviation is basically because some countries could not hold all the planned activities as per the work plan.

Tables 7 and 8 below show budgets by funding sources and category of grant agreement. Project budget by component is attached as Annex 8.

Table 7: Budget implementation by funding sources (USD ‘000s)

Source of Funding	NBTF		Country Contribution (in kind)	
	Planned	Actual	Planned	Actual
Total Budgeted	14,380,000	14,380,000	1,070,000	1,070,000
Total Disbursed	14,380,000	14,380,000	NA (in kind)	NA (in kind)

Table 8: Budget implementation by Category of Grant Agreement as at 30th September 2009

Category	Grant Allocation (USD)	Disbursed (USD)	Remaining (USD)
1. Goods	570,000	544,707	25,293
2. Consulting services,	3,740,000	3,602,241	137,759
3. Training and Workshops	8,970,000	7,326,357	1,643,643
4. Operating Costs	1,100,000	1,460,628	(360,628)
Total	14,380,000	12,933,933	1,446,067

6.2 Financial Management

UNOPS provided support in the execution of the project through the provision of project services related to financial management, procurement of goods and services and recruitment of project staff.

The finance staff of ATP was trained to use UNOPS financial management system - ATLAS. However, some issues related to understanding and use of the system resulted in occasional delays of payments and impeded full implementation of UNOPS rules and regulations. There were also sometimes technical problems in ATLAS which resulted in delayed payments or postponement of activities.

6.3 Procurement

As mentioned in 6.2, most of the Procurement functions were performed by UNOPS keeping with the World Bank guidelines and obtaining No-Objection from World Bank, where applicable. Further observations particularly relevant to Procurement are as below;

- The location of the PMU being very far from the city center made it difficult to employing required procurement officer. However, towards the end of the project, a Procurement Assistant was recruited and this helped ease the purchases of goods and services.
- The position of a Procurement officer was vacant for extended intervals and at one occasion the I.T. professional had to perform Procurement functions. Piling up of Procurement functions and handling of the same by inadequately experienced individual added further complexities in Procurement.

6.4 Audit

As per grant agreement requirements annual audit of all project expenditures were carried out since inception to the end of 2008. Except for the audit report of 2008, all other reports were unqualified. The 2008 qualification was also related more to reporting on Un liquidated Obligations (ULO's) in the financial statements. Since then a lot of care is being taken to immediately close the ULO's once the funds are disbursed so that they are not reported in the financial statements as expenditure. The detailed audit report is in Annex 11.

7. Partnership and Networking

Partnerships were forged with Universities and other tertiary capacity building institutions in the delivery of short courses, development of the IWRM curriculum, development of teaching materials and consultancies for different studies in the basin.

Nile Net: The partnership of Universities with the ATP in capacity building culminated in the formation of the Nile Basin Universities Forum (NBUF) that collaborates in the delivery of joint programs, research, and exchange of staff and students. The NBI Secretariat could benefit from this Forum in its capacity building programs for the Secretariat as well as the Subsidiary Action Programs (SAP's).

Partnership with other tertiary training institutions: The NBI Secretariat signed a Memorandum of Understanding with Ramboll Natura(Sweden) and Kenya Water Institute (KEWI)for the delivery of IWRM courses,.

ATP Alumni: The alumni of the ATP could work closely with the NBUF as it is the young professionals' research wing of the forum.

Collaboration with IWRM networks: The ATP organized coordination meetings of the water networks which were involved in similar activities like the ATP in the basin. . These were: Friend Nile, NBCBN, Netwas, IWRM Net, and Global Water Partnership. These networks exchanged information about each others activities, collaborated in capacity building activities specifically the delivery of short courses as well as funding of applied research. The ATP funded some research proposals which were submitted by members of the NBCBN.

8 Risks and Assumptions

The **Critical Risks** associated with the implementation of the ATP and the mitigation measures identified were as follows.

Risks:

Participants in Appreciation seminars do not remain in leadership positions to support training and trained professionals

Practitioners are not able to utilize their skills

Quality of teaching materials is inadequate

Training is not demand-based, but driven by training institutions

Practitioners are not retained as water professionals/trainers after the training

Mitigation measures:

The implementation of the mitigation measures identified could be outlined as follows:

Influence policy makers to heighten awareness of the need for and scope of IWRM education: Through organization of awareness seminars, development of IWRM modules and teaching materials, delivery of short-term and long-term trainings, advocacy, and interventions, the ATP has significantly contributed to the acceptance of IWRM in the region. Some examples include: the IWRM modules and teaching materials developed with the support of the project are already taken up by several universities and tertiary training institutions; the NBI, with the approval of the Nile TAC has established IWRM sub component; and several water sector related institutions in the basin have trained people in IWRM. These are real changes in IWRM education well beyond awareness creation.

Support human resource professionals to present the case for capacity building at the Nile Forum: Project sponsored PhD and MSc students, and water professionals from the basin were supported to present their papers not only at the Nile Forum but also in other conferences abroad; the ATP also supported the creation of the Nile Basin Universities Forum to facilitate basin-wide exchange and capacity building in IWRM; the Alumni of the ATP scholarship is another forum to exchange experiences and present the case for capacity building in IWRM.

Link to international organizations such as the CAPNET that aims to raise global awareness of the importance of IWRM: Over the project period, the ATP has worked closely with several international and regional organizations to promote linkages and synergies on IWRM. The NBRP of the University of Bergen, GWP East Africa, IWMI are some of the institutions the ATP has established working relations to promote IWRM. Furthermore, the NBUF, which is a network of basin universities

involved in water related training, is an important forum to raise awareness and promote IWRM education in the region. The exchange of visiting professors to lecture on water related topic in a university in another basin country is also an important linkage to promote IWRM education.

Use the Steering Committee is largely composed of decision makers from the basin countries: The ATP has used the Steering Committee to advocate for IWRM education in the region, as some of them hold key positions in their respective countries. Furthermore, the national project coordinators, who in most cases come from universities, have also helped in promoting IWRM in teaching the postgraduate students.

Focus on rigorous methods of selection of training modules through regional meetings: the process of the development of the training modules and teaching materials was highly participatory and demand driven. Several regional meetings and workshops were organized to select the modules based on current and future needs. Basin universities and tertiary education institutions have significant role in determining their needs. Highly qualified persons, both from the region and international, were involved in the development of the modules and teaching materials. To ensure quality, the modules and teaching materials were peer reviewed by renowned scholars in their respective fields. The adoption of the modules by basin universities is also one testimony of the quality.

All candidates for training to be sponsored by a relevant basin institution and selected candidates to sign appropriate contracts of commitment to serve the sponsor after training: The ATP has done a deliberate attempt to implement this mitigation measures in several ways: supporting letter from employer to qualify for scholarships, all MSc studies to be done in basin universities, all PhD research works to be undertaken in the region. These measures could definitely help to retain the capacity built through the trainings within the region, but can not be a guarantee that the trainee would remain within the same institution.

9 Disposition of project assets

In the five years of project implementation, a lot of assets were acquired which were located in all the basin countries and the PMU. These include two vehicles located at the PMU and office equipment and furniture in the national project coordinators offices as well as partner universities and other tertiary training institutions in the basin countries. The total value of the assets is estimated to be US \$ 258, 000. All the assets, except 3 laptops at the PMU, are in good working conditions.

The project assets shall be disposed in accordance with the NBI assets disposal guidelines and in consultation with and endorsement of the respective country TAC member. As the assets will assist the institutions in developing materials, research and delivery of courses, they should remain with the universities and tertiary training institutions. The laptops that were purchased for the PhD students, the project recommended to be retained by the students to enable them continue with their scientific work. The assets located at the PMU shall be transferred to the PMU host institution. A summary Table depicting the proposed destination of the ATP assets is attached as annex 12.

10 Lessons and Recommendations

Lessons learned:

- Capacity building is a long time endeavor; it requires coordinated efforts, active follow-up and long-term commitment of the countries and development partners.
- Delivering trainings through organizing workshops, both at regional and national levels required considerable amount of resources. E-learning would have been more cost effective training method with wider outreach.
- Active participation of the basin universities in the development of IWRM modules and teaching materials has contributed to their adoption
- The NBUF provides a platform for coordinating IWRM capacity building activities between basin universities
- The IWRM networks were critical links to coordinate capacity building activities and information sharing
- Capacity Development strategy could have helped to streamline and prioritize the trainings provided by ATP
- Scholarship management requires diligence and close follow up involving tasks starting from students' selection; follow up on disbursement of stipend, tuition fees, research fees and logistics of supervisors up to the completion of the studies.
- Collaboration with other SVP projects (e.g. NTEAP and EWUAP) on some trainings has helped to strengthen horizontal linkages among the projects, promote knowledge sharing, and cost saving
- The arrangement of having government officers implement project activities on a part-time basis negatively affected the timely delivery of project outputs. This is because the National Project Coordinators (NPCs) had other responsibilities and were not accountable to the PMU on project related activities.

Recommendations:

- Building on the NBI draft Capacity Building Strategy, which was initially developed by the ATP, review the training needs assessment in water planning and management both to take stock of what has been achieved through ATP and develop "Basin Training Plan" focusing on key requirements for trans-boundary water resources management and development. This can be taken as part of the action plan for the implementation of the *NBI Capacity building strategy*
- Facilitate the implementation of the E-Learning strategy and Business plan by:-
 - Commissioning the evaluation of the participating institutions e-learning facilities for the pilot phase
 - Upgrading the competence centre (Makerere) and any other centre with the required software and possibly hardware.
 - Facilitating specialized training for the key staff of the E-learning centers: Curriculum developers. Multimedia Content developers, Institutional Designers and Subject Matter Specialists.

- uploading selected IWRM courses on the module platform and
- Commissioning the Pilot phase of E-learning.
- Maintain the link with the basin universities who have adopted the IWRM modules and teaching materials through the NBI capacity building unit
- Ensure the timely development of the teaching materials for the remaining modules in collaboration with the NBUF.
- Encourage the continuation of NBUF activities by providing support in the areas of fund raising, involvement in NBI events as resource persons, etc
- Engage the IWRM capacity building Networks and strengthen the established collaboration by involving them in training and related activities
- Manage the remaining scholarships, 12 MSc students and 5 PhD students, up to their completion through the Nile Sec.

Annex 1. Project Logframe

NBI Program/Project Logframe		
Project/program name: ATP - Applied Training Project		
Results	Indicators	Assumptions and Risks
Goal: <i>To ensure efficient water management and the optimal use of the resources</i>		
Impact:	Impact Indicators:	Assumptions and Risks:
Improved enabling environment for Nile Basin Countries to realize the NBI Shared Vision	Permanent NBI cooperative framework functioning	Continued political & financial commitment by the riparian countries Continued donor support
Objective i: <i>To strengthen planning & management capacity of water resources in NB Countries</i>		
Medium-Term Outcomes:	Medium-Term Outcome Indicators:	Assumptions and Risks:
1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices	Targeted gaps in human capacity improved	Trained professionals remain in their institutions
Objective ii: <i>To strengthen national institutions to sustain capacity development in water resources</i>		
Medium-Term Outcomes:	Medium-Term Outcome Indicators:	Assumptions and Risks:
2: Strengthened implementation capacity of NBI institutions	No. of basin institutions sustaining priority training modules in water resources management	Availability of communication infrastructure for networking
Short-Term Outcomes:	Short-Term Outcome Indicators:	Assumptions and Risks:
1.1. Increased awareness among policy and decision makers in WRPM	Training action plans for 50% of trainees implemented	Efficient use of equipment provided
1.2. Strengthened knowledge and skills attitude related to priority water planning	Training action plans for 50% of trainees implemented	

and management		
2.1. Strengthened capacity of Tertiary Institutions to develop and deliver IWRM programs	No. of institutions adopting &/or delivering IWRM programs	
2.2. increased collaboration and networking among water professionals and institutions	No. of collaborative activities & networking undertaken	
2.3. Increased opportunities for exchange of information, data and basin experiences	No. of workshops organized for dissemination of research funding	
2.4. Enhanced Regional Coordination and Facilitation	No. of coordination & facilitation activities undertaken	
Outputs (with main activities):	Output Indicators:	Assumptions and Risks:
1.1.1. Three appreciation seminars for policy and decision makers provided	No. of trainees acquiring knowledge & attitude in IWRM principles & practices	Active participation of stakeholders & willingness to cooperate & collaborate
1.2.1. Short courses for practitioners and trainers at regional and national levels related to water planning management provided	No. of trainees acquiring KSA in utilizing IWRM & selected subject areas	
1.2.2: Three focused regional practitioners workshops to exchange applied research results and present best practiced in WRM provided	No. of workshops organized	

2.1.1. Post graduate fellowship program functioning	No. of postgraduates completed their studies	
2.1.2 Output 2.1.2 Graduates participation in applied research in the basin	Number of graduates participating in applied research in the basin	
	Number of graduates employed within the Nile basin countries institutions	
2.1.3. virtual / distance learning established and running in 4 institutions		
2.1.4. Water resources management curriculum developed and adopted by at least 3 institutions	No. of curriculum modules developed	
2.2.1. Professional exchange program established and operational	No. of research exchange missions undertaken	
2.2.2. Nile Net established and operational at country and basin levels	No. of networking activities	
2.2.3. Follow-on program for graduates established	No. of follow-on activities undertaken	
2.3.1. Applied research facility established and operational	No. of applied research undertaken	
2.4.1. PMU operational	No. of progress reports submitted	
2.4.2. Steering committee meetings held	No. of steering committee meetings organized	

2.4.3. Midterm and project completion review completed	No. of reviews completed	
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Annex 2: Key Performance Indicators of PAD¹

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluations	Critical Assumptions
<p>NBI Regional Goal</p> <p>The vision of the Nile Basin Initiative (NBI) is to achieve sustainable socioeconomic development through the equitable utilization of, and benefit from, the common Nile Basin water resources.</p>	<p>Sector Indicators</p> <p>Increasing levels of regional cooperation and coordination through the Shared Vision Program's seven regional projects</p>	<p>Sector / Country Reports</p> <p>Nile Secretariat's Annual Report</p>	<ul style="list-style-type: none"> • Continued commitment of riparian countries to pursue cooperative development of the Nile • Political and economic stability of riparian countries
<p>Project Development Objective</p> <ul style="list-style-type: none"> • Strengthen institutional capacity in selected areas of water resources planning and management • Strengthen centers with the capacity to deliver training programs in IWRM • Expand the frequency and scope of basin interchange among water professionals 	<p>Outcome/Impact Indicators</p> <ul style="list-style-type: none"> • Number and capacity of trainers and water professionals in water resources management increased. • Basin institutions ready to deliver selected modules of water resources planning and management • Number of training events with one or more basin country increased 	<p>Project Reports</p> <ul style="list-style-type: none"> • Semiannual and Annual reports • Midterm Evaluation • Implementation Completion Report 	<p>(From Objective to Goal)</p> <ul style="list-style-type: none"> • Training in water resources management enables policy makers to adopt a basin-wide framework • Potential civil strife and conflicts do not prevent planned basin-wide interactions

¹ Project Appraisal Document, Applied Training Project, November 2004

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluations	Critical Assumptions
<p>Output by Component Component 1: Building Capacity—Human Resources Development (practitioners)</p> <p>1.1 Appreciation Seminars for Policy Makers: Training and Skills Enhancement</p> <p>1.2 IWRM short courses for practitioners: Training and Skills Enhancement</p> <p>1.3 Development of IWRM teaching material for workshop: Curriculum Development</p>	<p>Outcome/Impact Indicators</p> <p>1.1 150 participants exposed to IWRM</p> <p>1.2 800 sector professionals trained in IWRM</p> <p>1.3 15-20 modules developed</p>	<p>Project Reports</p> <p>1.1 Semiannual and Annual reports</p> <p>1.2 Midterm Evaluation</p> <p>1.3 Implementation Completion Report</p>	<p>(From outputs to objectives)</p> <p>1.1 Participants in Appreciation Seminars remain in leadership positions to legitimize need for training</p> <p>1.2 Practitioners are enabled to utilize their skills.</p> <p>1.3 Quality of teaching materials is high.</p>
<p>Outcome by Component Component 2: Building Capacity—Human Resources Development (post-graduate)</p> <p>2.1 Master’s Degree Program</p> <p>2.2 Ph.D. Degree Program</p> <p>2.3 Training and Fellowship Fund</p> <p>2.4 Curriculum design and development in IWRM</p>	<p>2.1 Specified number of regional centers delivering IWRM modules</p> <p>2.2 90 trainers/researchers trained</p> <p>2.4 15 Modules Developed</p>	<p>2.1 Semiannual reports</p> <p>2.2 Annual reports</p> <p>2.3 Midterm evaluation</p>	<p>2.1 Participants are retained as water professionals/trainers after the training</p> <p>2.2 Quality of teaching material is high.</p>

Hierarchy of Objectives	Key Performance Indicators	Monitoring and Evaluations	Critical Assumptions
<p>Output by Component Component 3: Promoting Basin Interchange</p> <p>3.1 Establishing and operating Nile Net at country and basin levels</p> <p>3.2 Nile Capacity Building Forum</p> <p>3.3 Staff Research Development Facility</p> <p>3.4 Virtual/Distance learning</p>	<p>Outcome/Impact Indicators</p> <p>3.1 Nile Net is set up and is operational</p> <p>3.2 Participation of water professionals in Nile Forum enabled</p> <p>3.3 Number of activities involving two or more Basin institutions</p> <p>3.4 Proposal for V/D Learning completed</p>	<p>Project Reports</p> <p>3.1 Semiannual reports</p> <p>3.2 Annual reports</p> <p>3.3 Midterm Evaluation</p> <p>3.4 Visit Reports</p>	<p>(From outputs to objectives)</p> <p>3.1 Appropriate technology is used for communication among countries</p> <p>3.2 Trust level and opportunities for bilateral and regional exchange increase over time</p>
<p>Output by Component Component 4: Regional Coordination and Facilitation</p> <p>4.1 Midterm and project completion review</p> <p>4.2 Steering Committee meetings</p> <p>4.3 Operating the PMU</p> <p>Input by Component</p> <p>Component 1: Building Capacity: Human Resources Development (Development Practitioners)</p> <p>Component 2: Building Capacity: Human Resources Development (postgraduate)</p> <p>Component 3: Promoting Basin Interchange</p> <p>Component 4: Regional Coordination and Facilitation</p>	<p>Outcome/Impact Indicators</p> <p>4.1 Mid and end Term Reviews completed</p> <p>4.2 Steering committee meetings held.</p> <p>4.3 PMU is operational and is able to deliver project services effectively.</p> <p>Base Costs (*000)</p> <p>Component 1: \$3,991.3</p> <p>Component 2: \$4,731.3</p> <p>Component 3: \$3,567.2</p> <p>Component 4: \$2,813.3</p>	<p>Project Reports</p> <p>4.1 Semiannual reports</p> <p>4.2 Annual reports</p> <p>4.3 Midterm evaluation report and ICR</p> <p>Semiannual reports</p> <p>Annual reports</p> <p>Midterm evaluation report</p> <p>ICR</p>	<p>(From outputs to objectives)</p>

Annex 3 - Results achieved by outcome and output

	Targets		Results Achieved	Gaps left and Reasons
	Original	Revised		
Mid-Term Outcome 1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices				
Short-Term Outcome 1.1: Increased awareness among policy and decision makers in WRPM				
Output 1.1.1 Appreciation seminars for policy and decision makers provided	3	-	3	-
Short-Term Outcome 1.2. Strengthened knowledge and skills attitude related to priority water planning and management				
Output 1.2.1 Short courses for practitioners and trainers at regional and national levels related to water planning management provided	800	-	1325	
Output 1.2.2 Regional practitioners workshops to exchange applied research results and present best practiced in WRM provided	3	-	3	
Mid-Term Outcome 2: Strengthened implementation				

capacity of NBI institutions				
Short-Term Outcome 2.1: Strengthened capacity of Tertiary Institutions to develop and deliver IWRM programs				
Output 2.1.1 Post graduate fellowship program functioning				
PhD	15	-	15	Additional scholarships provided to countries with low capacity Based on requests from Burundi, D.R.Congo and Rwanda
MSc	75	91	91	
Postgraduate diploma	-	50	50	
Output 2.1.2 Graduates participation in applied research in the basin	90	106	106	
Output 2.1.3 Virtual / distance learning established and running in 4 institutions	4	-	-	E-learning strategy and Business plan completed; Not enough time to pilot/run the program
Output 2.1.4 Water resources management curriculum developed and adopted by at least 3 institutions (Modules developed)	9	-	9	
Short-Term Outcome 2.2: Increased collaboration and networking among water professionals and institutions				
Output 2.2.1 Professional exchange program established and operational (Exchange missions)	4	-	4	
Output 2.2.2 Nile Net established and operational at country and basin levels	1	-	1	Nile Net was replaced by the Nile Basin Universities form due to cost and sustainability
Output 2.2.3 Follow-on program for graduates established				Alumni for ATP graduates established

Short-Term Outcome 2.3: Increased opportunities for exchange of information, data and basin experiences			
Output 2.3.1 Applied research facility established and operational	-		The applied research was included later, and 4 institutions have benefited from the grant

Annex 4- Key Project Results (contribution to the NBI vision)

	Results achieved	Contribution to NBI cooperation including convergence of frameworks & policies	Contribution to joint investments and other cooperative actions	Contribution to NBI & country capacity
Mid-Term Outcome 1: Increased capacity to plan, manage and develop water and water related resources in the NB by utilizing IWRM Principles and practices				
Short-Term Outcome 1.1: Increased awareness among policy and decision makers in WRPM				
Output 1.1.1 Appreciation seminars for policy and decision makers provided	3	-		Policy and decision makers aware of IWRM tools, and principles
Short-Term Outcome 1.2. Strengthened knowledge and skills attitude related to priority water planning and management				
Output 1.2.1 Short courses for practitioners and trainers at regional and national levels related to water planning management provided	1325	As participants were from different Ministries there could be convergence of policies regarding water resources		Capacity of water professionals and academia was enhanced with skills, tools and knowledge on IWRM
Output 1.2.2 Regional practitioners workshops to exchange applied research	3			During these scientific workshops knowledge was

results and present best practiced in WRM provided				shared and gained by all participants
Mid-Term Outcome 2: Strengthened implementation capacity of NBI institutions				
Short-Term Outcome 2.1: Strengthened capacity of Tertiary Institutions to develop and deliver IWRM programs				
Output 2.1.1 Post graduate fellowship program functioning		Since the graduates were trained from different countries they forged partnerships for further cooperation using the alumni association which they formed in 2009.	Joint research among the graduates is a possibility after having been trained on research methodology, sampling, analysis and results interpretation and dissemination of results.	Capacity of professionals was definitely built for all the countries after the training at post graduate level
<p style="text-align: right;">PhD</p> <p style="text-align: right;">MSc</p> <p style="text-align: center;">Postgraduate diploma</p>	<p style="text-align: center;">15</p> <p style="text-align: center;">91</p> <p style="text-align: center;">50</p>			
Output 2.1.2 Graduates participation in applied research in the basin	106	Joint research has led to cooperation among the researchers		Capacity of graduates to conduct research was enhanced by their participation in research.
Output 2.1.3 Virtual / distance learning established and running in 4 institutions	-			
Output 2.1.4 Water resources management curriculum developed and adopted by at least 3 institutions	9	Development of the curriculum was participatory and therefore cooperation among professionals was		Capacity of the academic staff who developed the curriculum was enhanced by this activity. Those who

(Modules developed)		enhanced by this activity		developed the teaching materials also gained experience in developing these materials as they had to consult and read new information to include in the materials.
Short-Term Outcome 2.2: Increased collaboration and networking among water professionals and institutions				
Output 2.2.1 Professional exchange program established and operational (Exchange missions)	4	Exchange of professional increased the cooperation and built trust among the professionals		Capacity was built during this exchange visits to irrigation farms, laboratories, agriculture enterprises and best practices. This was due to the exchange of knowledge. Academic exchange visits to deliver particular modules led to capacity building of the participants who would otherwise could not have gained this knowledge without the visit.
Output 2.2.2 Nile Net established and operational at country and basin levels	1	Nile Net was replaced by the Nile Basin Universities forum due to cost and sustainability		Capacity was built in developing a constitution agreeable to all parties. Valuable ideas were exchanged during the formation of the forum in areas of constitution and

				certification and standardization of academic programs.
Output 2.2.3 Follow-on program for graduates established				
Short-Term Outcome 2.3: Increased opportunities for exchange of information, data and basin experiences				
Output 2.3.1 Applied research facility established and operational		The applied research was included later, and 4 institutions have benefited from the grant		Those researchers who participated in the applied research gained a lot of experience in the designing of a good proposal as peers were involved during the proposal polishing stage. A lot of capacity was also built in the sampling , analysis , interpretation and manuscript preparation as peers were also involved to ensure a good product came out of the research.

Annex 5: Project Outputs and Functions - Mainstreaming and Sustainability Roadmap

Applied Training Project (ATP)						
Assets/Outputs				Mainstreaming and Sustainability		
Type	² List of Outputs	Completion timeframe By Project	Importance	Potential locations and methodology for sustainability	Responsibility	Timeframe
³ Networks and Goodwill	<p>Project Steering Committee (PSC) - 9 members from each of the nine NBI member countries</p> <p>Network of Training Institutions - Nile-Net (focal persons ATP national coordinators)</p>	Dec. 2009	<ul style="list-style-type: none"> • PSC Members have knowledge and developed capacity on NBI issues and capacity/research development and are resource persons to promote capacity development in the NB • Nile-Net is a network of water professionals in the basin with country chapters working with ATP. Instrumental to sustain the capacity building activities of ATP. 	<ul style="list-style-type: none"> • As necessary, involve PSC members for advocacy in their respective countries • Sustaining the Nile-Net by creating collaboration with existing networks NBCBN, Friend Nile, IWRM-Nile Net, Water net, GWP, GDNL, Netwas, and IWMI. • Nile-SEC to continue collaborating with GWP and share information (GWP could be instrumental to link with other institutions on capacity building) • NBI to create collaborative system with Nile Basin University Forum • Engage the Nile-Net as necessary within the framework of the NBI capacity development strategy and implementation by ISP Comp 2 	Head SPM/comp 2.5 team and SAPs staff dealing with Capacity Building	Starting Jan 2010

² Bolded and Shaded rows show outputs that directly contribute and are priorities to be considered in the process of the Nile Basin Sustainability Framework Preparation Process

³ NBI Directory is under development

Applied Training Project (ATP)						
Assets/Outputs				Mainstreaming and Sustainability		
Type	² List of Outputs	Completion timeframe By Project	Importance	Potential locations and methodology for sustainability	Responsibility	Timeframe
	Nile Basin University Forum	Dec 2009	It is to sustain postgraduate training with joint PhD and MSc as well as collaborative research and staff research exchange program. Funded by University of Bergen after end of ATP. This forum will be a good opportunity to sustain the alumni workshop and the graduates network (future researchers)	<ul style="list-style-type: none"> Follow up the establishment and work of the forum beyond the ATP closure in collaboration with University of Bergen (UoB) Alumni association and scientific annual conference will be sustained by NBUF through UoB funding 	Head SPM/comp 2.5 team and SAPs staff dealing with Capacity Building	Starting from Jan 2010
	Formal Collaboration (MOU signed between Kenya Water Institute (KEWI) and Ramboll Natura	Dec 2009	With KEWI important to deliver short courses on IWRM related courses and with Ramboll Natura for Environmental Sustainable Development, Transboundary IWRM and EIA training	Promote the collaboration with NBI and as necessary use these institutions for further training through the ISP Comp 2		
Networks and Goodwill	Collaboration among water networks operating in the Nile Basin		ATP initiated on bringing together water networks involved through a workshop and identified areas and modalities of collaboration. Nile-Net of NBI, NBCBN, Friend Nile, IWRM-Nile Net, GWP, Environmental Education and Water Quality attended this workshop.	<ul style="list-style-type: none"> NBI to further promote this imitative to avoid overlapping of efforts and use resources efficiently for the benefit of NBI countries. Depending on the capacity of the NBI modalities of sustaining the water networks (e.g. through intranet) could be developed. Invite key institutions to attend key NBI forums like the NBI show case 	Head SPM/comp 2.5 team and SAPs staff dealing with Capacity Building	Starting from Dec 2006
	Trainers; Short courses for practitioners related to IWRM (1325 people trained)	During the project	Resource persons in the NB countries			

Applied Training Project (ATP)						
Assets/Outputs				Mainstreaming and Sustainability		
Type	² List of Outputs	Completion timeframe By Project	Importance	Potential locations and methodology for sustainability	Responsibility	Timeframe
	Appreciation Seminar & workshop for senior government officials, secretary generals, academicians and members of parliament. (88 participated)	period up to Dec 2009				
	Postgraduate scholarships total 156 (91 MSc, 50 post graduate diploma & 15 PhD)					
	Project senior professional regional Staff (2)	Dec 2009	Resource persons for NBI to provide professional services as necessary			
	Include all at the Nile-SEC NBI roster/directory (areas of expertise, address)					KM Specialist
⁴ Knowledge	Training Need and institutional capacity assessments in all NBI countries and consolidated report	2005 (editorial to be finalized by Nov 2009)	Base line data for evaluation	Nile-SEC will use this documents as baseline information for capacity building assessment	ISP Comp 2.5 team and SAPs staff dealing with Capacity Building	Starting Nov 2009

⁴ Most of ATP documents are subject to editing Nov 2009. The Nile-SEC KM Specialist will follow-up with the project for effective and timely editorial, review and uploading on the Nile-IS. In addition all knowledge products will be handed over to the countries for use.

Applied Training Project (ATP)						
Assets/Outputs				Mainstreaming and Sustainability		
Type	² List of Outputs	Completion timeframe By Project	Importance	Potential locations and methodology for sustainability	Responsibility	Timeframe
	MSc Curriculum and teaching materials (indicate no. of teaching materials modules, courses)	2009	Strengthening capacity of tertiary institutions to deliver IWRM courses	<ul style="list-style-type: none"> Rwanda irrigation and drainage ; Nairobi University GIS and remote sensing; University of Dar es Salaam in groundwater and Makerere University in the Core IWRM module. 		
	Short courses curricula and teaching materials indicate the numbers	2008	For use by institutions to strengthen knowledge and skills attitude related to water planning and management	<ul style="list-style-type: none"> Collaboration with the Institutions identified by ATP as centers of excellence who will take up the curricula and teaching materials and work with them to fulfill the needs of NBI Follow up with NBUF to maintain and update the curricula 	Head SPM/ ISP Comp 2.5 team and SAPs staff dealing with Capacity Building	Starting Jan 2010
	<p>Distance Learning program and certification strategy and business plan</p> <p>Review report, develop priority courses that can be transformed to e-learning and submit final</p>	Nov, 2009	Allow training institutions to reach more students and thus increase the level of knowledge and skills related to water resources management in the Nile Basin.	<ul style="list-style-type: none"> Nile-SEC identify those institutions who have facilities and capacity to transform the materials into e-learning Virtual learning platform to be maintained by Nile-SEC to ensure that this program is utilized after project closure and that collaboration with key institutions continues as needed. Link NBUF so that they own and use the platform 	Head SPM/ ISP Comp 2.5 team and SAPs staff dealing with Capacity Building	Starting Jan 2010

Applied Training Project (ATP)						
Assets/Outputs				Mainstreaming and Sustainability		
Type	² List of Outputs	Completion timeframe By Project	Importance	Potential locations and methodology for sustainability	Responsibility	Timeframe
	Research programs (total 21 by end of project)	2009	Research results in different water resources related area will benefit the NBI institutions and NBI countries water resources management and development	Analysis of research documents to identify relevant results for use by NBI (Nile-SEC and SAPs)	ISP Comp 2.5 team and SAPs staff dealing with Capacity Building	Starting Jan 2010
				Handover to NBUF	ISP Comp 2.5 team	Starting Jan 2010
Knowledge Products	Long term NBI Capacity Development Strategy	2009	The strategy provides an organized approach for human resources capacity development within NBI for sustainable development and management of the shared water resources of the NB through the application of IWRM principles and international best practices in transboundary water management with the full participation of stakeholders within and outside the basin.	<ul style="list-style-type: none"> ISP component need to further conduct capacity assessment, training needs and develop plan and implement based on the strategy Based on the needs, action plan and budget to be prepared and presented to NBTF for financing 	Head SPM/ ISP Comp 2.5 team and SAPs staff dealing with Capacity Building	During ISP period
	Draft concept note on Nile Basin Climate Change Strategy	2009 (transferred to ISP)	It recommends a baseline assessment on existing efforts, actors on CC and capacity gaps in the Nile Basin.	NBI to take up this concept not and build upon it for further action	IWRM Specialist/ IWRM team	2009
Physical Assets & Other Docs	Vehicles, equipments, etc	Assets to be disposed of in accordance with the NBI Assets disposal rules and procedures and as per the principles and priorities endorsed by Nile-TAC				Dec 2009
	Financial, procurement and administrative documents	It will be followed up by UNOPS and relevant documents transferred to Nile-SEC				

Annex 6- List of Reviews and Evaluations Made

Mission	Key issue	Adjustments Made
Supervision mission: January, 2005	Issue 1: Telephone and internet connection should be done by the Ministry of Water Resources and Irrigation of Egypt	The telephone and internet connection were done by the Regional Center for Training and Water Studies to the PMU
	Issue 2: Project to recruit a Lead Training Specialist	LTS recruited in June, 2005
	Issue 3: PMU and UNOPS to procure vehicles for the project	Vehicles were procured in October, 2005.
	Issue 4: PMU to develop output based contracts for National Project Coordinators	Output based contracts were developed for National Project Coordinators. They are supposed to submit a report before payment for honorarium of 500 US\$
	Issue 5: A list of approved uses for the NPC monthly honorarium	The list of uses for NPC honorarium was developed to include: transport, telephone, internet for a sum of 500 US\$ to be accounted for.
Mid term review: July, 2007.	Issue 1: Extend the project for one more year to enable ongoing activities to be fully completed in a timely and effective manner.	Project extension documents were prepared and submitted. The project was extended to 31 December, 2009.
	Issue 2: Results framework of the project to be enhanced to include indicators and documentation of the outcome and impact of the fellowship degree program and joint MSc modules, including the contributions of graduates to research	Indicators of the outcome of the fellowship degree program were included in the results framework
	Issue 3: Increase the number of academic institutions and professional centers who have agreed to participate for sustainable incorporation of the learning materials within the basin	Academic institutions were increased to include among others, National University of Rwanda, University of Dar es Salaam, Nairobi University, and Kenya Water Institute.

	Issue 4: Mechanisms should be developed to encourage and assist the existing institutions to mainstream the project's learning products in their formal curricula	The project has assisted the relevant institutions with equipment and facilities for course delivery. For example a LAN was purchased and installed for KEWI and computer facilities were given to some Universities.
	Issue 5: Following subjects to be added to the modules under development: water economics and finance, water coastal zone management, freshwater ecosystems management, integrated watershed management	The courses were added and delivered at regional level among the short courses.
	Issue 6: Sharpen the focus of the research activities financed to address links between technical aspects of water resources management and socio-economic and human resources management, as important ingredients in IWRM and contribution to the future regional investments in the sector.	A project proposal in this area was funded. Particularly the researchers were looking at the socio economic effects of Lake Victoria lake level changes on the riparian communities. (I am sure you have more examples on this)
	Issue 7: Implement mechanisms to increase the level and intensity of national capacity building activities currently facilitated by National Coordinators who are normally fully engaged in their own activities	The intensity was increased after the recruitment of full time assistants who were employed by UNOPS.
Supervision mission: January, 2008	Issue 1: Egyptian National Project Coordinator not eligible for honorarium	Honorarium for the coordinator was stopped except for reimbursement of operational expenses when incurred
	Issue 2: The ATP to encourage MSc and PhD students to present papers during the Nile Basin Development Forum(NBDF)	Students were sponsored to present papers at the forum. These were Eltigani Bashier of the University of Gezira and Abdulkadir of Munster University.
	Issue 3: Transport allowance for national staff to be increased by 40% due to the increase in fuel prices	Transport allowance increase accepted but not implemented until September, 2009.
	Issue 4: NBI Secretariat to request an extension of the ATP Grant from the World Bank in accordance with the recommendations of the MTR as approved by the PSC.	The extension was requested and the Grant was amended for an extension of one year with closing date changed from December, 31, 2008 to December 31, 2009.
	Issue 5: Consultant(s) for the development of the Capacity Building Strategy to be recruited not later than April 1, 2008. The project should develop a	The consultant was procured a bit late due to some complications with the World Bank procurement system. He was eventually procured. The Capacity building strategy document was prepared and submitted to TAC

	capacity building strategy for the NBC	and Nile Secretariat.
Supervision mission: August, 2008	Enhance the results framework to include indicators and documentation of outcome and impact of the fellowship degree program, including the contributions of graduates to research and practice related to the Nile Basin and within the Basin institutions.	M& E questionnaires were developed. Graduates involved in research.
	NBI develop the necessary program in order to monitor the above mentioned fellowship impacts to be carried out by a basin organization or at national level	Internal evaluation of projects is ongoing and will be completed by end of December, 2009.
	Develop a strategy for continued dialogue and capacity building on IWRM issues beyond the close of the ATP and SVP.	Collaboration with capacity building networks in place and have been given the curriculum and teaching materials to continue with delivery of short courses. These are CBCBN and IWRM Net.
	Develop strategy for coordinating existing capacity building	A long term capacity building strategy document has been developed and submitted to the NBI Secretariat.
	Work with SAP's and other SVP Projects, particularly EUWAP, to design further short courses for delivery in 2009.	This was done however the Uuwap project closed in June, 2009.

	Preparation and dissemination of knowledge products.	ATP products uploaded on the Nile IS website, ATP database and some have been published and distributed to stakeholders in a regional stakeholder's dissemination workshop that was held on 21-22 December, 2009 in Kampala, Uganda. An e-learning program has been developed and teaching materials will be uploaded under the supervision of Makerere University E-learning centre.
Supervision mission: May, 2009	Issue 1: A qualified Finance and Procurement Officer to be procured for the remainder of the project period	The FO was recruited and reported for duty in July, 2009.
	Issue 2: Two short-term consultants to assist the Ag. RPM to be in completion of project activities	One consultant was recruited in September, 2009 and one IT Web designer on 15 September, 2009
	Issue 3: The PMU to update all procurement files schedule the ex-post procurement review	Files were updated and an ex-post review was carried out.
	Issue 4: By September 30, 2009 the NBI will ensure the continuation of committed scholarships after ATP closure through one of the proposed options. Once the option is agreed upon, the NBI Secretariat will obtain the World Bank's no objection.	The Nile Basin Initiative will make payments for stipend and fees to the students and the institutions
	Issue 5: By October, 31, 2009 ATP will work with Nile –SEC to prepare the first draft of the NBI's ATP completion report, which will be circulated for comments and finalized by the NBI by December, 15, 2009.	The preparation of the completion report is ongoing
	Issue 6: The project will collaborate closely with the Nile-SEC's Knowledge Management unit to package, sustain, and disseminate knowledge products, training materials and the virtual learning platform, among other outputs	The project collaborated with the KM specialist in uploading products on the Nile-IS, publication of the MSc curriculum and the E-learning product development process.
	Issue 7: ATP will identify potential partner institutions for continuation or follow on to the project's many activities and outputs. The project will work with the	Partner institutions already identified, they are the Universities who are members of the Nile Basin Universities Forum and capacity building networks. Products are still under preparation.

	Communications and Knowledge Management teams to provide targeted information materials to these potential partners.	
	Issue 8: ATP and NBI Secretariat will further explore the idea of a final SVP “showcase “event.	<i>The idea was explored</i>

Annex 7 – List of trainings conducted and evaluation results

No.	Topic	Venue	Date	Number of Trainees	Level of Satisfaction based on Evaluation
Year 2009					
1	Conflict Management and Negotiation Skills Training on Integrated Water Resource Management	Kinshasa, D. R. Congo	17 – 21 August	27	Satisfactory
2	Conflict and Hydro Politics of the Nile	Bujumbura, Burundi	10 – 14 August	25	Satisfactory
3	Decision Support Systems and Hydro informatics	Nairobi, Kenya	13–19 July	28	Satisfactory
4	Decision Support Systems and Hydro informatics	Addis Ababa, Ethiopia	22–28 June	25	Satisfactory
5	Regional short course on Water Uses/IWRM	Dar es salaam, Tanzania	14 – 23 May	31	Satisfactory
6	Regional short course on Water Uses/IWRM	Kampala, Uganda	20-30 April	31	Satisfactory
7	IWRM and Water Resources Planning and management	Kigali, Rwanda	23 March - 01 April	31	Satisfactory
8	IWRM and Water Resources Planning and management	Ismailia, Egypt	1-10 March	26	Satisfactory
	Total			224	
Year 2008					
9	Groundwater Investigations,	Alexandria, Egypt	29 November - 03 December.	30	Satisfactory

	Modeling and Exploration				
10	GIS and Remote Sensing Applications in Water Resources Management	Nairobi, Kenya	22 September - 03 October 2008	30	Satisfactory
11	Economic Instruments in IWRM	Ismailia, Egypt	8-12 September	27	Satisfactory
12	Integrated Watershed Management and Water Harvesting	Addis Ababa, Ethiopia	17-23 August	27	Satisfactory
13	Aquatic Ecosystems	Kampala, Uganda	16 – 20 June	26	Satisfactory
14	Environmental Impact Assessment and Auditing	Nairobi, Kenya	26-30 May	32	Satisfactory
15	Training of Trainers (ToT) in IWRM	Dar es Salaam, Tanzania	05 – 09 May	23	Satisfactory
16	Appreciation Seminar for Policy and Decision Makers	Kigali, Rwanda	28 January-01 February	49	Satisfactory
	Total			184	
Year 2007					
17	Global IWRM, ENSAP	Khartoum, Sudan	21-25 October	27	Satisfactory
18	Conflict Resolution management and Negotiating Skills	Bujumbura, Burundi	9- 18 October	35	Satisfactory
19	Global IWRM FRANCOPHON E	Bujumbura, Burundi	8-12 October	30	Satisfactory
20	Global IWRM, NELSAP	Bagamoyo, Tanzania	17-21 September	30	Satisfactory
21	Advanced Course on Laboratory	Cairo, Egypt	12 – 30 August	27	Satisfactory

	Techniques				
22	Gender mainstreaming in IWRM	Kampala, Uganda	23 -27 July	31	Satisfactory
23	On-farm Water Management	Cairo, Egypt	30 June – 19 July	43	Satisfactory
24	Ground water Investigation, Exploration, and Modeling application	Delta Barrage, Egypt	15 April – 03 May	23	Satisfactory
25	Regional Training Course on Hydro-informatics	Khartoum, Sudan	11 – 25 March	27	Satisfactory
26	Numerical weather prediction	Cairo, Egypt	1-30 March	6	Satisfactory
	Total			279	
Year 2006					
27	Gender Mainstreaming in IWRM	Entebbe, Uganda	06- 10 November	30	Satisfactory
28	Water Resources Planning and Management	Dar es Salaam, Tanzania	17 – 30 September	51	Not satisfactory
29	Environmental Impact Assessment	Kigali, Rwanda	21 – 31 August	36	Satisfactory
30	Training Workshop on Water Harvesting	Addis Ababa, Ethiopia	07 – 18 August	35	Satisfactory
31	Remote Sensing, GPS and GIS Basic Principles and Major Applications	Nairobi, Kenya	10 July - 04 August	23	Satisfactory
32	Hydraulic Engineering in River Basins	Delta Barrage, Egypt	09 July –05 October	20	Satisfactory
33	On-farm Water Management	Cairo, Egypt	11 June - 20 July	27	Satisfactory
34	Integrated Water Resource	Cairo, Egypt	25-30 June	33	Satisfactory

Applied Training Project (ATP)
Implementation Completion Report (ICR)

	Management				
	Total			255	
	Grand total			942	

Annex 8- Budget Implementation by Component

Component	Appraisal estimate	Amended Grant Amount
Component 1- Practitioners: Building Capacity and Human Resources Development	4,993,002	4,663,754
Component 2 – Postgraduates: Building Capacity and Human Resources Development	5,876,064	4,222,109
Component 3 - Promoting Basin Interchange	4,459,644	2,716,262
Component 4 - Regional Coordination and Facilitation	3,281,290	2,777,875
Total	18,610,000	14,380,000
Countries In-kind Contribution	1,070,000	
Total Project Budget	19,680,000	

Annex 9- List of Documents produced

1. Training Needs Assessment report (Consolidated)
2. Reports of the Project Steering Committee Meetings: 1-6.
3. Reports of the Training Fellowship Committee (2).
4. Report of the Research Advisory Committee.
5. Report of the Regional Nile Net workshop.
6. Reports of the IWRM Assessment Studies for the Nile basin countries.
7. Regional report on e-learning facilities and programs in the basin.
8. Distance learning strategy for the Nile Basin countries.
9. E-learning business plan.
10. Curriculum for the MSc IWRM programme and short courses.
11. Teaching materials for modules: Core IWRM, Ecology management, DSS and Hydro informatics, and Water and climate.
12. Teaching materials for short courses: Water quality and sanitation, Watershed Management and Society, Mediation, negotiating skills and Conflict management on water issues, GIS and remote sensing for water management, Community water quality monitoring programme, Water ecosystems and Gender mainstreaming in IWRM.
13. Long term capacity building strategy
14. Training/Resource Materials for short courses.
15. Report of the Regional workshop in IWRM.
16. Draft Constitution of the Nile Basin Universities Forum.

Annex 10- List of project Staff, consultants involved, Steering Committee, NPC's and other working groups.

10-1 Project Staff

Position	Incumbent	Entry on duty date	Source of funding	Remark
Regional Project Manger/Lead Training Specialist	Dr. William M Kudoja	2005	NBTF	RPM as of July 2009
Lead Specialist	Tamene Tiruneh	September 2009	NBTF	
Finance Officer	Usman Hassan	16 July, 2009	NBTF	
Office Administrator	Noha Zaki El Maraghy	Feb., 2006	NBTF	
Finance Assistant	Mervat Salman	April, 2007	NBTF	
IT and Web designer	Khalid Wahdan	Sept. 2009	NBTF	
Procurement Assistant	Azhar El Saghir	Dec. 2008	NBTF	
Driver	Ezzat Abdel Maoughoud	March, 2006	NBTF	
Driver	Adel Ali	Aug. 2009	NBTF	
Old staff				
Regional Project Manager	Dr Canisius Kanangire	Sept. 2004	NBTF	Left in May, 2009
Finance and Procurement Specialist	Ernest Kagoro	Oct. 2004	NBTF	Left in February, 2009.
IT and Web designer	Mohamed Shimmy	Jan. 2009	NBTF	June, 2009
IT and Web designer	Ismail Hamdy El Sayed	Sept. 2005	NBTF	Left in September, 2008
Finance and Procurement Assistant	Rania Ahmed Shafik	Aug. 2005	NBTF	Left in 2006
Secretary	Vivian Labib	Aug. 2005	NBTF	Left in Jan. 2006
Driver	Mounir Yassin	Nov., 2009	NBTF	Oct. 2006

10.2- Consultants

Country	Name	Involvement	Address
Burundi			
	Prof. Pascal Nkurunziza	Course delivery, IWRM consultancy	University of Burundi
	Prof. Jean Marie Sabushimike	Course delivery, IWRM consultancy	University of Burundi
D.R Congo			
	Dr Josephine Bitota	Course delivery-Global IWRM	University of Kasai
	Mr Raphael Tshimanga	IWRM consultancy	University of Kinshasa
Egypt			
	Dr Mohamed Soliman	Curriculum development consultancy	Hydraulic research institute
		Course delivery-River engineering	
		Teaching materials review consultancy	
	Prof. Mohamed Allam	Course delivery-Groundwater investigations	Cairo University
	Dr Ahmed Imam	Course delivery- Groundwater investigations	Cairo University
	Dr Hesham Bekhit	Course delivery- Groundwater investigations	Cairo University
	Mr Ahmed El- Sobky	E-learning consultancy	RITSEC
	Dr Aly El-Bahrawy	IWRM consultancy	Ain Shams University
		Knowledge management consultancy	
	Dr Ahmed Imam	Course delivery- Groundwater investigations	Cairo Uni
	Dr Tarik A Tawfic	Course delivery-Advanced laboratory techniques	Central laboratories
Ethiopia			
	Dr Zelalem Hailu G Christos	E-learning consultancy	University of Addis Ababa
		Course delivery	
	Dr Yonas Michael	IWRM consultancy	University of Addis Ababa
		Course delivery-Hydrological modelling	
	Dr Dereje Hailu	IWRM consultancy-Hydrological modelling	UAA

	Dr Rahel Bekele	Meeting facilitation	UAA
		Knowledge management consultancy	
	Mr Wondwussen Mulugeta	E-learning consultancy	UAA
	Dr Yacob Arsano	Course delivery- Global IWRM(Hydro-politics)	UAA
	Dr Nata Tadesse	Applied Research	Mekelle University
	Dr Tony Karbo	Course delivery- Conflict resolution, management and negotiating skills	UPEACE
		Teaching material development consultancy	
	Mr Birhanu Fentaw	Course delivery-Integrated watershed management	Ethiopian water harvesting association
	Mr Lakew Desta	Course delivery-Rainwater harvesting	EWHA
	Mr Sorssa Netea	Course delivery- Rainwater harvesting	EWHA
	Mr Seleshi Getahun	Course delivery- Rainwater harvesting	EWHA
	Mr Zerihum Alemayehu	Course delivery- Rainwater harvesting	Consultant
	Mr Degnachew Legesse	Course delivery- Rainwater harvesting	UAA
Kenya			
	Prof. Francis Mutua	Course delivery-Attitude change in water resources management: Floods and drought	University of Nairobi
		Teaching materials review consultancy	
	Prof. Eric Odada	Course delivery-Attitude change in water resources management: Floods and drought	
	Prof. Joseph Ininda	Course delivery- Attitude change in water resources management: Floods and drought	
		Teaching materials review consultancy	
	Dr Yashon O Ouma	Teaching materials development consultancy	Moi University
		Course delivery-DSS and hydro-informatics	
	Prof. Victor Odenyo	Course delivery-EIA and auditing	
	Dr Elias Okakuwun	Course delivery-EIA and auditing	
	Prof. JB Okeyo Owuor	Course delivery- EIA and auditing	
	Dr Emmanuel Kipkorir	Course delivery- EIA and auditing	
	Prof. Mwakio Tole	Course delivery- EIA and auditing	Kenyatta University

		IWRM consultancy	
	Prof.	Course delivery- EIA and auditing	Egerton University
	Mr Mwalimu Musau Kithome	Course delivery-IWRM	Kenya water institute
	Mr Vincent Njuguna	Course delivery-Gender mainstreaming in IWRM: Financial and economic instruments in water resources management	NETWAS
	Mr Babu Ayindo	Course delivery-Conflict resolution, management and negotiating skills	Consultant
	Mr John Walubengo	E-learning consultancy	KCCT
	Mr Charles Oyaya	Workshop facilitation	Free lance consultant
	Dr Tesfaye Korme	Course delivery-GIS and remote sensing for water management	RCMRD, Nairobi
	Dr John Gichuki	Applied Research	KMFRI
	Mr Frederick Guya	Applied Research	KMFRI
Rwanda			
	Ms Coletha Ruhamyia	Meeting facilitation	Kigali Institute of Technology(KIST)
	Mr Gerard Rwagasana	E-learning consultancy	National University of Rwanda
	Mr Laure Bitetera	IWRM consultancy	NUR/GEF
	Mr Didas Kayihura	Constitution consultant	KIST
Sudan			
	Prof. Ahmed Abdalla	Course delivery-DSS and hydro-informatics: Appreciation seminar in IWRM	UNESCO Chair of water resources
		Teaching material development consultancy	
	Dr Bashar Kameldin	Course delivery, (Course delivery-DSS and hydro- informatics: Appreciation seminar in IWRM)IWRM consultancy	
		Teaching material development consultancy	
	Dr Yosif Ibrahim	Course delivery-Appreciation seminar in IWRM	
	Dr Ahmed El Mufti	Course delivery- Appreciation seminar in IWRM	Consultant
	Dr Seifeldin Abdalla	Course delivery- Appreciation seminar in IWRM: Global IWRM	

	Dr Atta El-Battahani	Course delivery-Global IWRM	Consultant
	Dr Mohd El Muntasir I Ahmed	Course delivery- Appreciation seminar in IWRM	University of Khartoum
	Dr Amel Saeed	E-learning consultancy	NJCJ Journalism school
	Prof. Gamal Abdo	Curriculum review	
Tanzania			
	Prof. Damas Mashauri	Curriculum review consultancy	University of Dar es Salaam
		Course delivery-IWRM: Water resources planning and management	
		Teaching material development consultancy	
	Prof. Felix Mtalo	Course delivery-Water resources planning and management	
	Prof. Mwesiga Baregu	Course delivery- Conflict resolution, management and negotiating skills	
	Dr Anderson Tumaini Kimaro	Course delivery-IWRM	
		Applied Research	
	Dr Richard Kimwaga	Course delivery-IWRM	
	Prof. Frederick Mwanuzi	IWRM consultancy	
	Prof. John Machiwa	Course delivery- Water uses	
		Teaching material development consultancy	
	Dr Daniel Shilla	Course delivery-Water uses	
	Dr Mulugu	Teaching material development consultancy	
	Dr Respickius Casmir	E-learning consultancy	
	Prof. Jonathan Kabigumila	Course delivery- Water uses	
	Dr Wagner	Course delivery- Water uses	
	Dr Ester William Dungumaro	Course delivery-IWRM	
	Prof. John Kabudi	Course delivery-Global IWRM	
	Prof. Henry Mahoo	Course delivery- Water uses	
	Prof. Nick Kihupi	Course delivery- Water uses	
	Prof. Filbert Rwehumbiza	Course delivery- Water uses	
	Mr Richard Toba	Meeting facilitation	

	Dr Hudson Hamisi Nkotagu	Scholarship write up consultancy	
	Dr Rashidi Tamatama	Applied research advisor	
	Prof. Nuhu Hatibu	Course delivery-IWRM	Kilimo trust-Kampala
	Mr Amon Shoko	Applied research	TAFIRI
	MR Kajitanus Osewe	Applied research	TAFIRI
Uganda			
	Ms Sarah Naigaga	Meeting facilitation	NBD
	Prof. Frank Kansiime	Course delivery-Facilitation skills	Makerere University
	Dr Consolata Kabonesa	Course delivery-Gender mainstreaming in IWRM: Global IWRM	Makerere University
	Dr Timothy Twongo	IWRM consultancy	Consultant, Jinja
	Prof. John Okedi	IWRM consultancy	Consultant, Kampala
	Mr Yazidi Bamutaze	Applied research	Makerere University
	Prof. Moses Tenywa Makooma	Applied research	Makerere University
	Mr Paul Omute	Applied research	Kyambogo University
	Dr Juma Kasozi	E-learning consultancy	Makerere University
Zimbabwe			
	Ms Noma Nesen	Course delivery-Gender mainstreaming in IWRM: Financial and economic instruments in water resources	Institute of water and sanitation development(IWSD)
	Ms Rennie Chioreso	Course delivery- Gender mainstreaming in IWRM: Financial and economic instruments in water resources; IWRM	IWSD
	Dr 'Lovemore Mujuru'	Course delivery- Financial and economic instruments in water resources	IWSD
Botswana			
	Ms Keletso Makgekgenene	Course delivery-Gender mainstreaming in IWRM	Ministry of social affairs(Gender)
Lesotho			
	Dr Mamphiti E Matete	Course delivery- Financial and economic instruments in water resources	University of Lesotho
South Africa			
	Dr Eric Mungatana	Course delivery- Financial and economic instruments	University of Pretoria

		in water resources	
Senegal			
	Dr Mame Dagou Diop	Course delivery-Global IWRM	WWF
Netherlands			
	Jeltje Kemerink	Appreciation seminar consultancy	UNESCO-IHE
	Jan Luijendijk	Appreciation seminar consultancy	
	Dr Wim Bastiaanssen	Course delivery- Irrigation	Water watch
Switzerland			
	Jean Bigagaza	Course delivery-Gender mainstreaming in IWRM	Consultant

10.3-Project Steering Committee Members, National Project Coordinators and National Office Assistants

County	Name	Mobile / Telephone	E-mail	Institute	Mailing address
Burundi	Dr. Bukuru Jacques (PSC)	257-22220981 257-79980146 Fax.257-22223491	mwiteka@hotmail.fr	University of Burundi,	B.P. 1550 Bujumbura
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D.R Congo	Mr. Gerard Denis Nsukami Ntangu (PSC)	+243 998244040	gdntangu@yahoo.fr	Ministere de l'Environnement, Conservation de la Nature et Touresme, Kinshasa	Mr. Gerard Nsukami NTANGU
D.R Congo	Prof. Vincent Mwamba Lukanda (NPC)	(243)997034716	vlukanda@yahoo.fr , vlukanda@nilebasin.org , lmwamba@nilebasin.org	Department of Physics, Faculty of Sciences, University of Kinshasa,	B.P. 190, Kinshasa XI,
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Egypt	Dr. Dalal S. Alnagar, (NPC)	Tel.(20) 2-38334676, (20) 2-3238334107 Fax:(20) 2-38334106	dalnagar@trainingcenter-eg.com , dalnagar@nilebsin.org	Ministry of Water Resources and Irrigation, Regional Center for Training and Water Studies	P.O. Box 58, Zip Code 12566, 6 October City Cairo;

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Kenya	Eng. Mwalimu K. Masau (PSC)	+25420607425 +25420606718	kewi@sahannet.com , kewi@accesskenya.co.ke mkithome@yahoo.com	Kenya water Institute, Nairobi, Kenya	P.O.Box 60013-00200
Kenya	Prof. Francis Mutua (NPC)	Tel:(254) 20-4441045, Cell (254) 722-835867 Fax :(254) 20-577373	fmutua@uonbi.ac.ke or, fmmutua@gmail.com , fmutua@nilebasin.org	Department of Meteorology, University of Nairobi	P.O. Box 30197, Nairobi;
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Sudan	Eng. Abu Obieda Ahmed (NPC)	(249) 511843220, Mob: (249) 9121878752	hurs_abdo@hotmail.com , aobieda@nilebasin.org	The hydraulics Research station	PO Box 318, Wadi Medani, Sudan
Tanzania	Dr Sixtus Kayombo (PSC)		principal@wri.ac.tz	Rwegarulila Water Resources Training Institute	35059 Dar Es Salaam

Tanzania	Prof. Felix Mtalo (NPC)	(255) 22-2410029, Fax: (255) 22- 2410029	mtalo@wrep.udsm.ac.tz; felixmtalo@yahoo.co.uk , fmtalo@nilebasin.org	Department of Water Resources Engineering, University of Dar es Salaam	P. O. Box 35131, Dar es Salaam;
Uganda	Prof. Denis Byamukama (NPC)	Tel: +256 78 519315	byamukamad@yahoo.co.uk	Makerere University Institute of Environment And Natural Resources	WSS Services (U) Ltd Plot 3 Pilkington Road 4th Floor NIC Building P. O. Box 27755, Kampala

NPC's/ATP Office Assistants

Burundi	Ms. Francine Nininahazwe	(257)79980513	fnininahazwe@nilebasin.org	Assistant NPC ATP/NBI	
Egypt	Eng. Khaled Roshdy	+20112555526	[kroshdy@nilebasin.org]	Assistant NPC ATP/NBI	
Kenya	Ms. Pamela Kimwele	+254733873015	[pkimwele@nilebasin.org]	Assistant NPC ATP/NBI	
Rwanda	Mr. Charles KASANZIKI	+250-08517556	[kasanzikic2001@yahoo.fr]	Assistant NPC ATP/NBI	
Tanzania	Ms. Martha Kabuzya	+255713443315	[MarthaK@unops.org]	Assistant NPC ATP/NBI	
Uganda	Ms. Isabella Linton Kiconco	256 (0)782 333 202,	[IsabellaK@unops.org]	Assistant NPC ATP/NBI	

Annex 11- Audit report the recent one before closure

United Nations Office for Project Services (UNOPS)

Financial audit of the Nile Basin Initiative (NBI) Report for the Applied Training Project (ATP) for the year ended 31 December 2008

July 2009

1 Executive summary

1.1 Background of the project

The Applied Training Project (ATP) is one of the eight projects under the Nile Basin Initiative (NBI) Shared Vision Program (SVP). Its objective is to develop human resources and institutional capacity building to improve water planning and management in the basin.

The Project has 4 components namely:

λ Practitioners: Building capacity and human resources development;

Postgraduates: Building capacity and human resources development;

Promoting basin interchange; and

Regional coordination and facilitation.

The project regional Project Management Unit (PMU) is based in '6th October City', Egypt. The duration of the project is from 2005 to 2009 with a total budget of US\$ 19.68 million.

1.2 Objectives of the project

The Office of Internal Audit conducted a limited scope audit of Applied Training Project (Atlas project ID number 34031, 34035, 34036 & 34037) in 2008. The audit was carried out with the assistance of PricewaterhouseCoopers.

The purpose of the audit was to assess the extent to which operational processes had been effected to provide reasonable assurance with regard to the following areas: efficient and economic use of resources; reliability of operational and financial reporting and compliance of activities and transactions with applicable regulations, rules and procedures.

The audit focused more effort on reviewing the procurement process and the overall management of the project. The audit also included in its scope the following aspects of the project:

- Assess the key operational processes and management practices relating to programme/project management portfolio and other related services provided;
- Review selected procurement cases to check compliance with established rules;

Assess the adequacy of the financial operations and controls (including administrative budget management) and of the personnel administrative functions (recruitment, performance appraisal and training);

- Compliance of system of contracts for procurement of goods and services
- Asset/property management;
- Cash management
- Staffing and management of human resources
- Review any other issues that may emerge during the audit, including specific issues which UNOPS contemplates could be considered as part of the audit

The audit reviewed the transactions for the period from 1 January 2008 to 31 December 2008

PricewaterhouseCoopers Nile Basin Initiative (NBI) – UNOPS ATP audit report for the year ended 31 December 2008 1

1.3 Overall assessment

Based on the work that we have done, the overall level of internal control with respect to the Applied Training project's operations is partially satisfactory. We have provided a summary of findings under section 1.4 with details under section 3.2.

Below we present work done based on main programme areas, ratings, and our basis of ratings;

Area	Work done	Basis of rating	Rating
Programme and project management	We reviewed the following; • Programme performance against work plan and budget; Project cost and time overruns; Overall project supervision; and • General ATP policies.	Based on our review, we noted the following exceptions: We were not provided with an analysis of budget versus actual; Approval and effecting of salary transfers was done before receipt of the approved vouchers; Delays in the removal of the former Finance and procurement specialist (FPS) from the authorised list of signatories Disbursement of micro grant and research funds done on lapsed agreements These were high priority issues, thus considered imperative to ensure that UNOPS is not exposed to high risks. Lack of an IT policy; and Lack of an appropriate staff training programme for new staff and existing staff assigned new roles. These were medium priority findings, thus considered necessary to protect the programme against exposure to significant risks. The only low priority finding considered desirable to enhance control and better value for money was the delay in the closure of the bank accounts operated under the FASS system.	Partially satisfactory

PricewaterhouseCoopers Nile Basin Initiative (NBI) – UNOPS 2 Applied Training Project (ATP) audit report for the year ended 31 December 2008

Area	Work done	Basis of rating	Rating
Financial operations, controls and cash/fund management	We reviewed the financial operations and implementation of financial control systems. These included: Budgetary controls, cash management, commitments, advances and verification/authority.	Based on our review, we noted the following exceptions: • Payment of cheques to 3 rd parties; Conflict of interest where the FPS was both the vendor and approver of a payment voucher Failure to adjust ULOs (Commitments/Unliquidated Obligations) before the closure of the financial year Ineligible payment of taxes Missing payment vouchers and support documentation These were high priority issues, thus considered imperative to ensure that UNOPS is not exposed to high risks. Weakness in the filing of records Weakness in the documentation of receipt of cheques Failure to document cash counts Failure to cancel documents by stamping them 'PAID' upon payments; These were medium priority findings, thus considered necessary to protect the programme against exposure to significant risks.	Partially satisfactory
Contracting for procurement of goods and services	We reviewed the following; Delegation of authority and procurement thresholds; Process of evaluation of bids and proposals; Approvals and authorization; Segregation of duties; Receiving procedures; and Certification of work done by consultants.	Based on our evaluation, the programme in ATP Egypt complied with laid down procurement rules and regulations. However, from our review of the same in RPT Tanzania for ATP related expenditure there was lack of evidence of competitive bidding. The issue was considered to be of high priority, thus considered imperative to ensure that UNOPS is not exposed to high risks.	Satisfactory

Area	Work done	Basis of rating	Rating
Staffing and management of human resources	We reviewed the following; • Staff requirements with comparison to the organizational chart; and Compliance with respect to engagement of staff and consultants.	Based on our review, we noted the following exceptions: Weaknesses in the updating/maintenance of staff files. This was a low priority finding, thus considered desirable to enhance control and better value for money.	Partially satisfactory
Asset/property management, ICT and general issues	We reviewed the following; ICT management. Our evaluation included review of: IT Policies and standards; Support IT facilities provided; • IT security; • Training and maintenance. Fixed asset management. We reviewed the following; Fixed assets receipt, storage and issuance; Fixed assets controls; and Fixed assets safety and security.	The project was adequately equipped with IT facilities. The facilities were in good working condition and were being utilized to achieve the programme objectives. However, the project lacked offsite back-up systems and procedures. This was a low priority finding considered desirable to enhance better controls on data storage. Based on our review, we noted the following issues in relation to the management of assets; Failure to include ATP assets held in other countries in the ATP asset register; and Failure to undertake an inventory count. These were medium priority findings, thus considered necessary to protect the programme against exposure to significant risks. Failure to maintain equipment loan forms; and Weakness in the maintenance of vehicle logs and vehicle history records. These were low priority findings considered desirable to enhance better controls on assets management.	Partially satisfactory

1.4 Summary of findings

The draft report contains 23 recommendations, of which 10 are considered High priority, 8 are considered Medium priority and 5 are considered to be of Low priority.

A summary of the high priority findings which require management attention are as follows:

No	Findings and recommendations	Priority	Functional Area
1	Failure to provide an analysis of budget versus actual With the emergence of the Atlas financial management system, which generates real time data, management should ensure that they undertake periodic analysis of budget versus actual.	High	Finance
2	Approval and effecting of salary transfers before the approval of the payment vouchers Management should ensure that all salary transfers are made after the approval of the payment vouchers	High	Finance
3	Delay in the removal of the Finance and Procurement Specialist (FPS) from the authorised list of bank signatories Management should ensure that the authorised signatories listing at the bank is amended to reflect existing employees of ATP	High	Finance
4	Disbursement of Micro grant and research funds on lapsed agreements Management should ensure that there are procedures in place to track the expiry and renewal/extension of agreements.	High	Project Activities/Finance
5	Payment of cheques to 3rd parties Management should ensure that all payments are made to the vendor as per the vendor profile details on the payment voucher.	High	Finance
6	Conflict of interest where the FPS was both the vendor and approver of a payment voucher Management should ensure that there is adequate segregation of duties to avoid conflict of interest.	High	Finance

7	Failure to adjust ULOs (Commitments/Unliquidated Obligations) before the closure of the financial year. Management should ensure that an immediate review exercise is undertaken and adjustments made. In addition, procedure should be laid down for future periodic reviews of ULO.	High	Finance
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No	Findings and recommendations	Priority	Functional Area
8	Ineligible payment of taxes Management should ensure that approval to pay taxes is obtained from UNOPS before payment of any taxes.	High	Finance
9	Missing payment vouchers and support documentation The missing payment vouchers and support documents should be provided.	High	Finance
10	Lack of evidence of competitive bidding Ensure adherence to laid down project and NBI procurement procedures that requires evidence of competitive bidding for procurement of goods and services equal to or greater than USD 2,500.	High	Procurement

1.5 Good practices observed

Areas of good practice included;

Cash was received and spent from designated accounts,
Bank reconciliation statements and replenishments requests for the entire period were prepared,
Procurement guidelines were followed in the ATP Egypt PMU; and
There was an adequate plan for the segregation of duties in place despite the small number of staff.

1.6 Office management

The management of the Applied Training Project at the time of the audit consisted of:

Dr. Canisius Kanangire - Regional Project Manager (RPM); and
Dr. William Kudoja – Lead Training Specialist (LTS).

1.7 Acknowledgement

The audit was conducted under the supervision of Mr. Stephen Mwaura, and was carried out by Mr. Anthony Saiti. The audit team extends its appreciation to the management and staff

members of UNOPS office in the Applied Training project for their full cooperation during the audit.

Annex 12: Destination of project assets

No.	Country	Item	Value (USD)	Recipient
1.	Burundi	Furniture and equipment	49,168.72	Joseph Bigirimana Dean, Faculty of Agriculture, University of Burundi
2.	D.R. Congo	Equipment	1,285.71	Head of Department of Environment, University of Kinshasa
3.	Egypt	Equipment, furniture and machinery	20,635.37	Dr. Maha Tawfik Director, Regional Centre for Training and Water Studies
4.	Ethiopia	Equipment	32,311.79	Dr Mekonnen Ayana, Dean of Postgraduate Studies, Arba Minch University
5.	Kenya	Equipment and furniture	6,971.00	Prof. John Muthama, Chairman, Department of Meteorology, University of Nairobi
6.	Rwanda	Equipment	17,138.82	Dr Daniel Nsirushwa Rutakazambuga, Dean Faculty of Agriculture, National University of Butare
7.	Sudan			
8.	Tanzania	Equipment	15,917.23	Dr Simon Mkhandi, Head of Department of Water Resources Engineering, University of Dar es Salaam
		Furniture and Machinery	1,251.41	Prof. Yunnus David Mgaya Deputy Vice Chancellor(A&F) University of Dar es Salaam
9.	Uganda	Equipment and furniture	35,635.89	Prof. Frank Kansiime, Director, Makerere University Institute of Environment and Natural Resources
			25,966.63	Kyambogo University
	TOTAL		206,282.57	