



Burundi



D. R. Congo



Egypt



Ethiopia



Kenya



Sudan



Rwanda



Tanzania



Uganda



NILE BASIN INITIATIVE



TRANSBOUNDARY ENVIRONMENTAL ACTION PROJECT

Project Completion Report

Volume I

Main Report

DRAFT

DECEMBER 2009
KHARTOUM, SUDAN

(i) Executive Summary

This document is the Project Completion Report (PCR) of the Nile Transboundary Environmental Action Project (NTEAP) that operated from 2003 to 2009 under the Nile Basin Initiative (NBI) Shared Vision Program (SVP).

The Nile Basin (NB) covering close to 3 million square kilometers faces significant environmental problems related to water resources and land degradation compounded by poverty, population growth and lack of awareness. Furthermore, large-scale flooding and periodic devastating droughts are recurrent phenomena in most of the Basin. Although countries of the NB have been struggling to address these challenges individually, cooperative actions and regional approaches were found to be more appropriate ways for addressing the environmental problems facing the NB.

NTEAP was envisaged to strengthen riparian cooperation and coordination through transboundary (TB) activities including capacity building, training, education & awareness-raising, knowledge & information sharing, communications, environmental monitoring and activities at selected pilot sites.

Some 347 community-level projects; including 234 Micro-grant Projects (MGPs), 37 National Eligible Projects (NEPs) and 76 schools projects have been implemented over the period 2003-2009 with full participation of communities, students, teachers, local governments and Non-governmental Organizations (NGOs). The project disbursed \$5.2 million for MGPs of which 205 projects were fully completed.

In the quest for increased capacity and awareness on water quality monitoring the Regional Water Quality Working Group (RWQWG) elaborated & agreed 13 water quality parameters, sampled on quarterly intervals through 44 TB sampling stations and data exchanged between the nine NB countries.

The capacity for conservation and management of wetlands & their biodiversity was enhanced through activities of the Regional Wetlands Working Group (RWWG).

All information and knowledge products of NTEAP generated during 2004-2009 have been put on an interactive CD ROM for ease of reference and will be widely circulated within the Basin.

The project was funded through the Global Environmental Facility (GEF) and the Nile Basin Trust Fund (NBTF) with a total planned budget of \$43.6 million including \$4.3 million from riparian countries' sources. The actual budget made available was \$32.50 million of which \$31.80 was expended (97.8%).

The PCR, prepared by the NTEAP team consists of three volumes: Volume I is the main report, Volume II consists of Annexes and Volume III is an illustrated summary with pictures that portray project achievements during the project life.

Volume I has 10 Sections. Section 1 briefly explains the project context and development objectives, key expected results, project components and costs, project beneficiaries and key milestones; Section 2 outlines project implementation aspects and Section 3 addresses challenges & their resolutions including results of review missions; Section 4 describes project achievements and contribution to the NBI vision including a discussion on efficiency and ancillary results; Section 5 dwells on mainstreaming and sustainability;

Section 6 on finance and procurement issues; Section 7 discusses management performance, partnership and networking ; Section 8 covers risks and management thereof ; Section 9 explains the disposal of project assets and the report concludes by Section 10 providing recommendations and lessons learned.

The recommendations of the report that are elaborated in Section 10 are highlighted below: It is recommended that NB and related initiatives should consider:

- ⊕ Allowing for sufficient time for an adequate start up/pre-implementation phase,
- ⊕ Adopting project implementation mechanisms that include other execution modalities such as national UN offices, Government and relevant Civil Society Organizations (CSOs),
- ⊕ Adopting participatory monitoring approaches,
- ⊕ Advocating through the relevant national curriculum development mechanisms/centers the adoption of environment education modules and their incorporation in national school & university curricula.
- ⊕ Building on the momentum and efforts created by NTEAP and select some national/regional forerunners such as Nile Basin Development Forum (NBDF), NBI national offices, WQWG network, etc to continue the capacity building work in the future and ensure the implementation of the Memorandum of Understanding (MOA) between NBI and Ramboll Natura on Education for Sustainable Development (ESD).
- ⊕ Continuing to provide substantive institutional support to the NB countries to enhance their capacities and ensure the endorsement and implementation of the regional Wetlands Strategy and sign the draft MOU with Ramsar Secretariat to ensure the continuity of the RWWG.
- ⊕ Finalizing arrangements to ensure participation of the Project Steering Committee (PSC) as an advisory group/steering committee in the NBI activities.
- ⊕ Establishing a strong mechanism to extract and assimilate the knowledge products & information generated by NTEAP and to use that knowledge to strengthen the planning and enhance the Nile Basin Resource Management.
- ⊕ Establishing sustained linkages and cooperation with the Small Grants Program (SGP) and undertake dedicated actions to finalize and sign the draft MOU developed by NTEAP.
- ⊕ Pursuing the funding and implementation of the Water Quality Monitoring Strategy (WQMS) approved by the Nile Basin Initiative Technical Advisory Committee (Nile-TAC) to ensure the smooth flow of the data from the network stations to the Decision Support System (DSS) by making the necessary follow up on Egypt's offer to sponsor the WQWG.

(Please see Annex 4 on proposals to address the recommendations on sustaining NTEAP outputs)

(Please see Annex 4 on proposals to address the recommendations on sustaining NTEAP outputs)

(ii) List of abbreviations

AQC	-Analytical Quality Control
CAS	-Country Assistance Strategy
CBO	-Community Based Organization
CEF	-Country Cooperation Framework
CIDA	-Canadian International Development Agency
COM	-Council of Ministers
CQ	-Consultants Qualifications
CSO	-Civil Society Organization
DR	-Democratic Republic
DSS	-Decision Support System
EE&A	-Environment Education and Awareness
ENTRO	-Eastern Nile Technical Regional Office
ESD	-Education for Sustainable Development
FASS	-Field Administrative Support System
FMR	-Financial Monitoring Report
GEF	-Global Environmental Facility
GIS	-Geographic Information System
ICB	-International Competitive Bidding
IGAD	-Intergovernmental Authority on Development
ISP	-Institutional Strengthening Project
IWRM	-Integrated Water resources Management
KM	-Knowledge Management
M&E	-Monitoring & Evaluation
MG	-Microgrants
MOU	-Memorandum Of Understanding
MTR	-Mid Term Review
NB	-Nile Basin
NBDF	-Nile Basin Development Forum
NBI	-Nile Basin Initiative
NBIF	-Nile basin Trust Fund
NCB	-National Competitive Bidding

NELSAPCU	-Nile Equatorial Lakes Subsidiary Action Project Coordination Union
NEPs	-National Eligible Projects
NGO	-Nongovernmental Organization
NPC	-National Project Coordinator
NTEAP	-Nile Transboundary Action Project
OIC	-Officer in Charge
PAD	-Project Approval Document
PAR	-Personnel Assessment Report
PIP	-Project Implementation Plan
PMC	-Project Management Committee
PMU	-Project Management Unit
PSC	-Project Steering Committee
PSC	-Project Steering Committee
QCBS	-Quality and Cost Based Selection
RBS	-Results Based System
RPM	-Regional Project Manager
RWG	-Regional Working Group
SGP	-Small Grants Program
SVP	-shared Vision Program
TAC	-Technical Advisory Committee
TB	-Transboundary
TEA	-Transboundary Environmental Analysis
TOR	-Terms of Reference
UN	-United Nations
UNDP	-United Nations Development Program
UNOPS	-United Nations Office for Project Services
USD	-United States Dollar
WB	-World Bank
WQM	-Water Quality Monitoring
WQWG	-Water Quality Working Group
WRPM	-Water Resources Planning and Management

(iii) Basic project data

Project Title:	Nile Transboundary Environmental Action Project (NTEAP)
Project Numbers:	30977-RAF/02/RA5;30978-RAF/02/RB5;30979-RAF/02/RC5;30980-RAF/02/RD5;30981-RAF/02/RF5;30982-RAF/02/RG5;30944-UNDP-GEF
Implementing Agencies:	UNDP, The World Bank
Executing Agencies:	Nile Basin Initiative through UNOPS
Funding Agencies:	GEF Resources: WB: \$8 Million and UNDP: \$ 18.49 Million Trust Fund: \$ 12.81 Million Nile Countries: \$ 4.3 million
Project Duration:	5 years Date of Signature: April 22 2003 Effectiveness: October 13 2003 Launch: 29-30 May 2004 Completion: October 2009 Closure: December 2009
Geographical Location of the Project:	NTEAP Project Management Unit located in Khartoum, Sudan National Project Coordinators located in the environment agencies of NBI countries Microgrants coordinators located in the Nile Basin parts of NBI countries (Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, Sudan, Tanzania, Uganda, and Eritrea has an observer status)

(iv) Table of Contents

(i) Executive Summary	2
(ii) List of abbreviations	4
(iii) Basic project data.....	6
(iv) Table of Contents	7
1. Project Context, Development Objectives and Design	9
1.1. Project Context and Rationale	9
1.2. Original Project Objectives and Key Expected Results	9
1.3. Revised Project Objectives and Key Expected Results	10
1.4. Project components.....	12
1.5. Targeted Groups / Beneficiaries	12
1.6. Key project milestones	13
2. Implementation	14
2.1. Description of Implementation Setup and Operation	14
2.2. Summary of project implementation	15
3. Challenges and their Resolution.....	17
3.1. Challenges faced on the Project Design and Changes Made	17
3.2. Challenges Faced in Implementation and Adjustments Made	18
4. Description and Evaluation of Project Achievements.....	21
4.1. Achievement of Project Development Objectives	21
4.2. Project Efficiency	31
4.3. Unexpected/ Ancillary Results achieved and their significance	32
5. Mainstreaming and Sustainability	33
5.1. Transition arrangements and sustainability mechanisms	33
6. Finance and Procurement.....	35
6.1. Project costs and financing	35
6.2. Financial Management	37
6.3. Procurement.....	38
7. Management Performance, Partnerships and Networking	39
8. Risks and Assumptions	41
9. Disposition of project assets.....	42
10. Lessons and Recommendations.....	43

Annexes

- Annex 1 - Project Log-frame
- Annex 2 – Results Achieved by Outcome and Output
- Annex 3 - Key Project Results (contribution to the NBI vision)
- Annex 4 - Mainstreaming and Sustainability Roadmap
- Annex 5 - List of Reviews and Evaluations Made
- Annex 6 - List of trainings conducted and Stakeholders Involvement
- Annex 7 - Budget implementation by Component, Outcome and Output
- Annex 8- Budget implementation from Project Inception up to September 30 2009
- Annex 9a- List of project Staff
- Annex 9b- List of Steering Committee Members and Observers
- Annex 9c-List of Working Group Members
- Annex 10 –Summary of Project Assets Value and Asset Value by Country
- Annex 10b-NTEAP Total Asset List
- Annex 11- List and Basic Information of MG, NEPs and School Projects
- Annex 12- List of Documents Produces
- Annex 13 – NTEAP Organogram
- Annex 14— Audit report the recent one before closure (separate pdf file)

1. Project Context, Development Objectives and Design

1.1. Project Context and Rationale

1. Significant environmental issues related to water resources include land degradation, water quality protection, aquatic weeds infestation, wetland protection, and extreme events. Land degradation due to deforestation and cultivation on steep slopes has led to losses of biologically important habitats, high rates of soil erosion, and sedimentation of rivers, lakes, and reservoirs. Water quality problems are increasing, with localized pollution from agriculture, industry, mining and domestic effluent. The proliferation of aquatic weeds, particularly water hyacinth, is having major adverse consequences. The region contains some of the world's largest and most ecologically important wetlands. Pollution and changes in flow regimes due to water resources development could have major effects on the human use and biodiversity conservation value of these ecosystems. Poverty and population growth impose additional pressures on natural resources, compounded by a lack of awareness of land-water interactions and the functioning of critical ecosystems. Furthermore, large-scale flooding and periodic devastating droughts are very severe problems in most of the Basin.
2. The Nile countries recognized that future development of the Basin must be environmentally sustainable. Identifying the environment and development synergies, and thus the sustainable development opportunities in the Basin, had therefore emerged as a major priority. More effective cooperation and coordination between the riparian countries is badly needed if the Nile Basin's environment is to be conserved in ways that help improve the quality of life of the inhabitants.
3. The Nile Transboundary Environmental Action Project (NTEAP) was envisaged to strengthen riparian cooperation and coordination through transboundary activities including capacity building, training, education and awareness raising, knowledge and information sharing, communications, environmental monitoring and activities at selected pilot sites. Consistent emphasis was given to encouraging diverse stakeholder groups to work together, not only within their own countries but especially with counterparts in other riparian countries, as an essential contribution to building the mutual understanding, relationships and trust that will be essential to collaborative problem-solving for the Basin as a whole.

1.2. Original Project Objectives and Key Expected Results

1.2.1. Sector Related/CAS Goal

4. The vision of the Nile Basin Initiative (NBI) is to achieve sustainable socio-economic development through the equitable utilization of, and benefit from, the common Nile Basin water resources. The NBI's Shared Vision Program aims to support the establishment of an enabling environment for cooperative development.
5. The Transboundary Environmental Action project aims to develop a framework for basin-wide environmental action linked to transboundary issues within the context of the Nile Basin Initiative's (NBI's) Shared Vision Program under the GEF's International Waters Program. This broad aim supports both the World Bank's

Country Assistance Strategy(CSA) and the GEF Country Cooperation Framework (CEF)

1.2.2. Development Objective

6. The project aims at creating more effective basin-wide stakeholder cooperation on transboundary environmental issues by supporting the implementation of a subset of the actions prioritized by the transboundary analysis including: Enhancing the analytical capacity for a basin-wide perspective to support the sustainable development, management, and protection of the Nile Basin Water Resources; and engaging the full spectrum of stakeholders, from local communities to national policy makers, from elementary schools to universities, from non-governmental organizations to line ministries, in management and protection of the basin's shared resources.
7. Key performance Indicators:
 - ⊕ Increased regional cooperation in environmental _ and water management fields;
 - ⊕ Increased basin-wide community action and cooperation in land and water management;
 - ⊕ Effective basin-wide networks of environmental and water professionals;
 - ⊕ Greater appreciation of river hydrology and more informed discussion of development paths;
 - ⊕ Expanded information and knowledge base on land and water resources available to government staff and NGOs;
 - ⊕ Greater awareness of the linkages between macro/sectoral _ policies and the environment; and
 - ⊕ Greater awareness of and increased capacity on transboundary water quality threats.

1.3. Revised Project Objectives and Key Expected Results

8. During the submission for the Second Phase GEF funding in 2007, the objective of the project was revised to read:

“To protect critical Nile Basin ecosystems from transboundary threats through the provision of a strategic environmental framework and the engagement of stakeholders according to the principles of Integrated Water Resources Management (IWRM)”
9. This objective provided a sharper focus for NTEAP on aspects of the Nile “environment” not covered by other projects, namely “ecosystems”, while still seeking to work through the Strategic Environment Framework and the engagement of stakeholders, according to IWRM principles.
10. This revision also incorporated in the design the Results Based System (RBS) approach that has been adopted by the NBI. The revision articulated five outcomes for the project based on the agreed upon earlier outputs under each component. The

table below shows the components, outcomes, outcome indicators and the long term expected impact as per the revised log frame.

Table 1: Outcomes and Outcome Indicators

Component	Outcomes	Outcome indicators
Institutional Strengthening to Facilitate Regional Cooperation	Institutions strengthened to facilitate regional collaboration	<ul style="list-style-type: none"> ⊕ Transboundary EIA guidelines for use by NBI investment programs developed ⊕ Policy recommendations on Basin environment protection formulated and submitted for consideration in at least two countries ⊕ Environment function of the NB permanent institution defined through a consultative process ⊕ Nile Basin Development Forum in 2008 defines the environmental issues and priorities for the Basin ⊕ Nile Cooperative Framework ratified with specific references to wetlands conservation (co-financed catalytic outcome)
Community-Level Land, Forests and Water Conservation;	Improved capacity of the Nile Basin communities to demonstrate and adopt viable approaches to integrated natural resources management across GEF focal areas	<ul style="list-style-type: none"> ⊕ 3 pilots identified for up scaling and 10 identified for replication during the project lifetime.
Environmental Education and Public Awareness	Environmental Education Improved and Public awareness enhanced	<ul style="list-style-type: none"> ⊕ At least 8 universities in 6 NBI countries approved and adopted the environmental modules based on Nile environmental threats ⊕ Environmental campaigns and schools award programs adopted and institutionalized at national levels in at least 6 NBI countries.
Wetlands and Biodiversity Conservation	Enhanced Capacity for conservation and management of wetlands and their biodiversity	<ul style="list-style-type: none"> ⊕ Strategic approach to wetlands management in the basin with key actions, steps and responsibilities developed. ⊕ Management plans for at least three selected wetlands developed and under implementation
Basin Wide Water Quality Monitoring	Increased capacity and awareness on water quality monitoring in the NB countries	<ul style="list-style-type: none"> ⊕ Transboundary water quality monitoring network established and operational ⊕ Water quality monitoring data exchange agreement to be annexed to the NBI information sharing protocol formulated approved by the WQM WG.

1.4. Project components

1.4.1. Components, costs and formal revisions:

11. The table below reflects the original project components cost as reflected in the Project Appraisal Document (PAD) compared to the latest budget revision. It is worth mentioning here, that during the submission for the 2nd tranche of the GEF funding the funding was reduced by US\$ 3 million. Out of US\$ 9.7 million second tranche reflected in the PAD, only US\$ 6.7 was approved by the GEF. The Trust Fund and World Bank GEF resources also witnessed revisions. While the Trust Fund resources was increased from US\$ 7.18 Million to US\$ 8.99 Million, the WB GEF total resources remained the same with movement of resources between different categories.
12. The project has also undertaken yearly budget revisions to reallocate resources between activities within the components. Combination of these factors contributed to the differences between the original budget and the revised one.

Table 2. Budget allocation by component and revised budget

No.	Component	Original Budget Allocation (US\$ Millions)	Revision (US\$ Millions)	Explanation for difference
1	Institutional Strengthening to Facilitate Regional Cooperation	18.24	12.47	In addition to the above mentioned factors, the figure US\$ 18.24 million reflected in the PAD includes an amount of US\$ 2.7 million for the DSS that was paid directly and not through NTEAP
2	Community-Level Land, Forests and Water Conservation;	11.85	10.23	Due to GEF Phase II reduction
3	Environmental Education and Public Awareness	3.43	3.70	Due to actual costs of activities
4	Wetlands and Biodiversity Conservation	7.15	3.12	Due to GEF Phase II reduction and overestimation of the costs during the design phase
5	Basin Wide Water Quality Monitoring	2.93	2.93	No change
	Total	43.6	32.45	

1.5. Targeted Groups / Beneficiaries

13. In identifying the target groups the PAD also stated in what ways they would benefit from the project interventions as follows:
 - ⊕ *Local communities that will benefit from improved security through better land and water resources management; women's groups will be specifically targeted;*

- ⊕ *National and local decision makers that will benefit from better planning tools in environment and water resources management;*
- ⊕ *Universities, schools, and other educational and professional organizations _ that will benefit from an expansion of the overall knowledge base related to the Nile’s environment and water resources as well as increased opportunities for networking with professional colleagues within the Basin;*
- ⊕ *Local and national governments in the recipient countries that will benefit from increased opportunity for capacity building in their river basin monitoring and management skills, improved knowledge of hydrology, and expanded opportunities to interact with partners from other Nile Basin governments and NGOs; and*
- ⊕ *NBI institutions, such as the Nile-COM, the Nile Technical Advisory Committee (Nile-TAC), and Nile Basin Secretariat (Nile-SEC), as well as regional offices of the Nile Equatorial Lakes and the Eastern Nile Subsidiary Action Programs (see Annex 14), which will benefit from enhanced decision making and regional coordination towards sustainable development goals.*

1.6. Key project milestones

14. The following are the major milestones that marked major events and turning points in the project life:
 - ⊕ Grant agreement signed on April 22, 2003.
 - ⊕ Project launched on May 29 2004.
 - ⊕ First Steering Committee meeting held during 27-28 May 2004.
 - ⊕ Second Steering Committee held during January 10-14 2005.
 - ⊕ Third Steering Committee held during December 13-14 2005.
 - ⊕ Mid term evaluation conducted during the period 10 October to 30 November 2006.
 - ⊕ Donors Mid Term Review conducted 3-7 December, 2006.
 - ⊕ Fourth Steering Committee meeting held during February 12-14 2007.
 - ⊕ External audit and post procurement review conducted in second quarter of 2007.
 - ⊕ Fifth steering committee held during 30 January -1 February 2008.
 - ⊕ Second phase of the project started in January 2008.
 - ⊕ Sixth PSC meeting conducted during 12-14 January 2009.
 - ⊕ Seventh PSC meeting conducted during 19-22 October 2009
 - ⊕ Project Terminal evaluation from November 2009 – April 2010.
 - ⊕ Overall project completion and closure December 31 2009 and no cost extension for two activities until June 2010.

2. Implementation

2.1. Description of Implementation Setup and Operation

Workings of the governance structure

15. NTEAP reported to three entities: to the PSC on work plan and budget approval and strategic guidance, to the NBI Secretariat on delivery of project outputs and overall supervision of project performance, and to UNOPS on administration and finance issues. The joint supervision mission composed of the NBI Secretariat, the World Bank and UNDP GEF made bi annual supervision missions to make follow up on project progress, budget utilization and overall direction of the project in implementing project activities. Eight supervision missions were conducted during the project life and records of the missions were documented in official aid memoirs that were submitted to the NBI secretariat and relevant institutions.
16. The core staff at the NTEAP PMU consisted of the RPM, 7 Lead Specialists (international staff) for micrograms, monitoring and evaluation, environment education and awareness, water quality monitoring, wetlands and biodiversity, knowledge management and finance and procurement. The core staff was supported by local administration and finance staff at the PMU, 9 national project coordinators and 10 microgrants coordinators (in Sudan two microgrants coordinators, one in Khartoum and one in Juba, South Sudan).The environment education and awareness, water quality monitoring and wetlands components established working groups composed of professionals from all NBI countries to assist in the implementation of their respective work plans.
17. This organizational structure and staffing has worked well, specially the use of voluntary working groups that provided their professional services in preparing strategies, training manuals, building consensus at country level, enhancing regional cooperation, and promoting transboundary issues and outlook in their day to day work and among their constituencies.

Staffing and operation of the PMU

18. NTEAP had 8 international staff and 56 national staff spread over the nine NBI countries. These staff were located at the PMU in Khartoum (26), and in coordination offices in the NBI countries (38). The very lean staffing of the project resulted in putting extra pressure on the NTEAP management with overload of administration and financial facilitation tasks.
19. Supervision and coordination of staff that spread over nine NBI countries was difficult and performance varied from country to country which affected the balanced distribution of project outputs in countries.
20. The following table shows the key staff of NTEAP. (see Annex 16 for the organogram of NTEAP)

Table 3 Key Project Staff

Position	Incumbent	Tenure period	Source of funding
Regional Project Manager	Gedion asfaw	October 13 2003-June 30 2010	UNDP GEF
Microgrants Lead Specialist	Amir Baker	April 2004 –December 31 2009	UNDP GEF
Monitoring and Evaluation Lead Specialist	Intisar Salih	April 2004- December 31 2009	UNDP GEF
Environment Education Lead Specialist	Maushe Kidundo	February 2004-June 30 2009	UNDP GEF
Water Quality Monitoring Lead Specialist	John Omwenga	February 2004 –March 2009	World Bank GEF
Wetlands Lead Specialist	Henry Busulwa	December 2006 –June 30 2010	UNDP GEF
Finance and Procurement Specialists	Ronald Okuonzi	October 13 2003-March 31 2009	UNDP GEF
National Finance and procurement Specialist	Fadual Ishag	April 1 2009-December 31 2009	UNDP GEF
Knowledge Management specialist	Joel Arumadri	June 1 2005-December 31 2009	World Bank GEF
National Knowledge Management specialist	Dalia El Roubi	June 1 2008-May 31 2009	World Bank GEF
IT/Web Designer	Mohamed Rahim	April 1 2004-December 31 2009	World Bank GEF

2.2. Summary of project implementation

Overall achievements summary

21. Unlike other SVP projects NTEAP was designed to deliver both on-ground community level projects and capacity building projects. Across the 9 NBI countries 347 community level projects of which 234 microgrants, 37 NEPs and 76 schools projects have been implemented with full participation of communities students, teachers, local governments and NGOs. As per the initial plan 225 microgrants projects worth \$5.2 million were to be implemented. The project has implemented 234 projects and disbursed \$5.2 million of which 205 projects were fully completed. The third PSC meeting approved \$1 million to be allocated for National Eligible Projects (NEPs). The project financed 37 projects worth \$1.4 million and completed 18 projects worth \$1 million and 19 NEPs are at various levels of completion.
22. The water quality monitoring regional working group has successfully put in place a water quality monitoring strategy that provided 44 transboundary sampling stations across the nine NBI countries, 13 water quality parameters, quarterly frequency of sampling and data exchange including a data exchange agreement that was included in the overall NBI data sharing and exchange protocol.
23. The wetlands strategy that was prepared and endorsed by the regional wetlands working group has been circulated to the Project Steering Committee (PSC) members and submitted to the NBI Secretariat for submission to the Nile Technical Advisory Committee for endorsement and subsequently for Nile Council of Ministers for approval.
24. The project has successfully organized numerous consultation and training workshops and has produced knowledge products that will be useful references for

the NBI and member countries. Over 70 microgrants, NEPs and schools projects have been documented as best practices that will be replicated and up-scaled by popularizing them through communication hubs in each NBI country. Popular versions of the best practice documents will be made available to the county level information hubs for wider dissemination.

25. All information and knowledge products of NTEAP produced during 2004-2009 have been put on an interactive CD ROM for ease of reference and will be widely circulated within the basin. The overall budget implementation was over 97%.

Programming and reporting

26. The programming and reporting of the project were based on the Project Implementation Plan (PIP) of the NBI Secretariat and the Project Appraisal Document (PAD) of The World Bank. These documents were living documents that had flexibility to accommodate changes as situations evolved over the years. Changes in project activities and budget were made and accommodated in annual work plans. The annual work plans were prepared with full participation of national coordinators and PMU staff and were circulated for comments before presentation to the annual PSC meetings. The PSC reviewed annual reports and approved annual work plans and budget with guidance on planning implementation.
27. The project consistently circulated monthly reports, half year and annual reports to the PSC, to the NBI Secretariat and development partners (annual, half year and monthly). The feed back on these reports were less than desirable although occasionally constructive feedbacks were received from recipients of the reports.
28. Since NTEAP was the first project to circulate its work plan and reports the format and content has guided other SVP projects and the NBI in their subsequent preparation of work plans reporting.

Administration, finance and procurement activity

29. The administration, finance and procurement activities were the direct responsibilities of the finance and procurement specialist, finance assistant, procurement assistant, administration assistant. However the RPM and the lead specialists were also heavily involved in processing and facilitating financial disbursement and procurements.
30. During the project life the finance system changed from imprest system using FASS to Atlas system. These changes took time for adaptation and training at project level. The requirements of the Atlas system was time consuming and was not appropriate for community level projects implemented in rural areas of the Nile basin.
31. During the project life annual internal and external audits have been conducted consistently. There were exceptions and recommendations in the audit reports and appropriate management responses and follow up actions have been taken. It is gratifying to note that project funds were applied for planned activities and no case of fund embezzlement or wastage of resources were noted. All project assets including the 22 vehicles were handed over to asset recipients in working condition. Only one case of overhaul vehicle maintenance was required in Tanzania.

32. Staff administration followed UNOPS rules and regulations. Staff appraisals were conducted consistently and all annual PARs were submitted to the NBI Secretariat and UNOPS. However the proper handling and record of these PARs were not followed up for subsequent use by the staff.
33. During the life of the project staff turnover was moderate with only two national project coordinators and three microgrants coordinators separating for better positions.
34. The project's office equipment and furniture at the PMU and vehicles were procured by the UNDP country office through UNOPS during the start up phase. All other procurement of goods and services followed the World Bank guidelines and two post procurement reviews have been conducted by the Bank.
35. The support of UNOPS improved substantially when a dedicated unit was established in Nairobi and moved from New York bringing the project and UNOPS within the same time zone which eased communications. However delays in establishing and administering consultants contracts have caused delays in implementation of planned activities.

Additional highlights of project implementation issues

36. In response to emerging and evolving issues and as a result of PSC deliberations, supervision mission discussions and in house project management discussions ad-on activities have been planned and implemented during the life of the project. These include the national eligible projects (NEPs), the Nile River Awareness Kit (NRAK), the Rambol Nature and NBI Environment Education for Sustainable Development(ESD) initiative. Although these activities have been rewarding undertakings they have put additional burden on project management.

3. Challenges and their Resolution

3.1. Challenges faced on the Project Design and Changes Made

37. There were few problems that affected implementation arising from complexities of the project and lack of clarity of the concept and delivery of the strategic environmental framework. However, there were some adjustments made to some of the outputs and activities as a result of the changes emanating from two main project actions/milestones, namely the Mid Term Review and the Submission for the Second Phase of GEF Funding.
38. The Mid Term Reviews (both the independent exercise as well as the Development Partners Review) alluded to the complexity in project design especially as it relates to certain outputs and activities such as the strategic environmental framework. The Joint Mid Term Report indicated that "the project has also struggled with the concept of the strategic environmental framework with different interpretations of its format, purpose and process being proposed".
39. The MTR suggested through some 24 recommendations that each of the five components re-dress certain activities and outputs to ensure that they will achieve their specific objectives and contribute to the overall project objective and outcome.

The Joint Partners MTR made similar recommendations. As a result the project made some modifications in its work plans to address most of these recommendations. It should be noted that there was consensus among the development partners and the Nile Sec that the NTEAP Project Implementation Plan (PIP) is a flexible instrument that was designed years before the project began implementation and was based on a Transboundary Environmental Analysis (TEA) document that keeps evolving over time with the changes that face the environment of the Nile Basin. Hence, certain modifications were introduced to some activities (without changing the scope or objective of the project) to suit the new dynamics in the region and to capture some of the newly emerging environmental challenges.

40. Another key milestone in the project was the second submission of the project to obtain GEF resources for phase two of NTEAP. The submission process was quite lengthy and complex requiring a lot of information and documents that finally led to the final draft that was submitted to the GEF Secretariat. During the submission process certain project outputs as well as some activities were re-aligned to confirm with the new requirements of the GEF without altering the overall objective of the project. The approach that was followed in the submission was to focus on Wetlands as a main theme while giving due attention to the other GEF areas specially in the community related activities, where pilot activities were intended to demonstrate viable approaches in natural resources management across the GEF focal areas, rather than only those identified in the PIP.
41. A major modification to the project design was the introduction by the Project Steering Committee of the National Eligible Projects (NEPs) which started in the second year of the project. NEPs were introduced as a complement to the Micro-grants Projects. The project re-adjusted the budget and made allocations of \$1.3 million to cater for the NEPs. The NEPs did not have an implementation mechanism and the project faced difficult times in the whole process of projects planning and implementation. Since 2005 the project managed to approve and finance 37 NEPS but only 18 NEPs were completed. The incomplete NEPs will have to be completed by the project proponents since they are sharing the financing of these projects.

3.2. Challenges Faced in Implementation and Adjustments Made

42. The project start up phase including hiring of staff, procurement of equipment, setting up of offices, negotiating with host NGOs (for the Micro-grants Program), developing operational manuals, appointing working groups and national committees, took more time than expected resulting in considerable delays in implementation of the project activities. As a result planned activities were not implemented on time which led to under-expenditure of planned resources and a no cost extension by one year of the project.
43. The additional task of designing and implementing National Eligible Projects without adequate and suitable disbursement mechanism has resulted in delays in implementation and allocation of a substantive amount of the time of NPCs and PMU staff in formulation of projects, review and appraisals, processing and follow up of payments. To address this issue, the project resorted to recruiting assistants for NPCs in some countries to help them in the implementation of NEPs. It has also provided them with advances to cover some NEP activities that could not be implemented through the traditional UNOPS payment modalities. In addition, the

project hired in 2008, at the PMU a national coordinator to help in the processing of NEPs payments and monitoring their implementation.

44. UNOPS was entrusted with the execution of the project and hence, the project made use of its different implementation systems and processes such as the Atlas Finance and Administration System. A key challenge that emerged as a result of the Atlas system was the complexity of the system which required detailed inputs of data, various levels of approvals as well the training of dedicated staff to process transactions through the system. This has led to considerable delays in processing of payments that in turn lead to delays in activities and production of outputs. The project trained four staff to act as “Atlas Buyers” including the hired NEPs Coordinator. In addition to the RPM, the project’s OIC acted as an additional approving officer in the Atlas to approve payments during the absence of the RPM. During the final year of implementation and in an effort to improve disbursements, the project replaced the Finance and Procurement Specialist with a National Staff member.
45. Delays from PSC members and development partners in responding to the project’s requests for comments on TORs, studies and reports caused some delays in project implementation. In order to address this situation the project provided a 1-2 week response time and if no feedback was received went ahead with implementation of the given activity.

Project Reviews/Evaluations Made

46. The project has undergone several implementation reviews and evaluations. Seven PSC meeting and eight World Bank, UNDP and NBI joint supervision missions were conducted. Development partners Mid Term Review and comprehensive Mid Term Review by four international consultants were also conducted. In addition senior specialized professionals from The World Bank visited the project on issues such as procurement and budget reviews. All these missions and reviews were very instrumental in streamlining and improving project implementation.
47. The recommendations and changes made during these implementation reviews and evaluations have significantly assisted the project to meet its objectives and to be focused in addressing evolving project issues. The table below summarizes the main issues identified during these reviews/evaluations and actions taken to address them. The list of reviews and evaluations made during the project life time are included in Annex 6.

Table 4. Issues raised by Project Review and Evaluation Missions

Key Issue	Raised in which mission(s)	How resolved
More focus and resources to demonstrate the practical effects of NTEAP and the impact of its outputs	2 nd PSC and MTR	More allocations to community activities were made through the MG Program and national eligible projects. Overall 6.9 USD million was allocated by the project for on ground activities out of which US\$ 6.3 million was disbursed to communities
The project in consultation with the UNOPS and the World Bank, organize each year an independent financial audit.	MTR, 2008 Supervision mission, 6 th PSC	Internal Audit conducted on yearly basis since 2007 One external Financial Audis conducted in 2008 One financial and management audit conducted in

		2009 Comprehensive Microgrant Program audit conducted in 2007 for all countries and one for three countries in November 2009.
In the first phase, most of the microgrants were implemented within individual countries and addressed community concerns: The NTEAP should address these deficiencies and increase the number of the transboundary projects.	MTR Supervision missions	Following the MTR, 17 cross boarder Microgrant projects implemented .
It is expected that from the microgrants program will emerge good practices on mitigation of transboundary environmental threats. It is recommended that NTEAP fosters emergence of good practice and use them as models for other microgrants. It may also request countries to give them academic and professional recognition as Nile-basin specific practices	MTR. Supervision missions	Over 70 best practices emerged from community activities (MG, NEPS and School projects) NBI should work closely with countries to give academic recognition to selected best practices
Enhanced linkage across components and Reinforce the cooperative network with SVPs and support to SAPs	MTR, Supervision missions	NTEAP has developed a document on NTEAP linkages and has prepared a plan and budget on support to SAPs and collaboration with other SVP projects. In 2008 a total of \$1.29 million was allocated for SAPs support and collaboration with other SVP projects. NTEAP has also employed two environmental specialists to work on full time bases with each of the SAPs on their priorities for 2008 and 2009.
Taking into account the one year delay in commencement of many of the project activities, and seeing the promising implementation and accomplishment of project activities, the MTR, PSC and Supervision missions agreed on the extension of the project duration until the end of 2009. A no cost extension up to June 2010 was also agreed by the Supervision missions and the PSC and was approved by the TAC.	MTR, Supervision missions, PSC	The project components were closed systematically as per the recommendations during the SVP midterm review: WQM was closed on 29 th of Feb 2009. EE&A was closed on 30 th of June 2009 Microgrant closed on 31December 2009 Institutional strengthening and Wetlands components will be closed by June 2010
NTEAP should focus on the development of the Strategic Environmental Framework (SEF) for the Nile Countries. Specifically, NTEAP should identify what key environmental functions a permanent River Basin Organization (RBO) should undertake. Conduct TDA study and prepare the State of the Environment regional report	Supervision missions, PSC	A study on similar RBOs and regional organization conducted. Recommendation on the RBO functions of the RBO submitted to the Nile SEC Consultants to under take the TDA study and prepare the state of the environment report and being recruited. The two studies will complete during the no cost extension phase.
NTEAP will need a clear exit strategy so that any activities being carried out by the project that do not fall under an RBO's mandate are either phased out or taken up by the riparian countries.	Supervision missions, PSC	NTEAP phase-out and sustainability plan developed and discussed with all parties

4. Description and Evaluation of Project Achievements

4.1. Achievement of Project Development Objectives

4.1.1. Institutions strengthened to facilitate regional collaboration:

48. The project development objective was : “To develop a framework of actions to address high priority transboundary environmental issues in the Nile basin through, (a) provision of a forum to discuss development paths for the Nile; (b) improvement in the understanding of the relationship between water resources management and the environment; and (c) enhancement of basin-wide cooperation among NBI Countries.”

More than what was achieved by the direct intervention of the project a great deal was achieved because of the project, i.e. due to the project’s networking, capacity building, piloting and awareness activities.

49. A specific objective was coined to address GEF strategic objectives and focus phase 2 activities in 2008 that stated : “To protect critical Nile basin ecosystem and water resources from transboundary threats through a framework of actions and engagement of stakeholders according to the principles of IWRM”

50. Although the ‘operative phrases’ (to develop versus to protect) of the above objectives differ, the outcomes/components under the original project objectives have not changed.

⊕ **Outcome 1:** Institutions strengthened to facilitate regional cooperation.

⊕ **Outcome 2:** Improved capacity of the communities of the Nile Basin to demonstrate viable approaches to integrated natural resources management across GEF focal areas

⊕ **Outcome 3:** Environmental education improved and public awareness enhanced

⊕ **Outcome 4:** Enhanced capacity for conservation and management of wetlands and their biodiversity

⊕ **Outcome 5:** Increased capacity and awareness on water quality monitoring in the NB countries

51. The above long term outcomes/impacts were realized through a consistent implementation of activities planned annually over the project life. There were annually 5 outcomes, 15 subcomponents/outputs and more than 70 activities planned with their respective budget.

52. The project addressed both the original set of outcome indicators (as stated in the PIP) and the refocused outcome indicators during phase 2.

53. Strengthening of the national coordination offices to support basin wide environmental activities; working with host environmental organizations; supporting experience exchange among practitioners of the NBI countries; establishing and supporting regional and national environment related networks; working toward basin wide environmental framework and policy studies have all contributed to the desired outcome of “*institutions strengthened to facilitate regional cooperation*”.

54. The NTEAP was officially inaugurated under the patronage of the President of Sudan and the PMU was established in the office provided by the government of Sudan. This and subsequent high level presence at NTEAP field activities and meetings have enhanced the credibility of the project and also facilitated the project's working relations with government agencies of the NBI countries. The project steering committee, composed of the Directors of environment agencies of the NBI countries was established and the 2004 work plan of the project was approved at its first meeting held on May 28 and 29 2004 in Khartoum, Sudan. Since then a total of seven PSC meetings were conducted offering opportunities for national environment agencies to deliberate on transboundary issues and thus enhancing cooperation. During 2004 the PMU was fully furnished and equipped with all necessary office equipment, all international and local staff were recruited. All NPCs were recruited in early 2004 and the necessary facilities and internet connections were provided. These outputs strengthened transboundary organizations at the regional and national levels.
55. The NTEAP newsletter was a pioneering product in the Nile basin that focused on the water and environment issues in the Nile basin and updated readers on project activities. The newsletter was published and distributed in five languages of the basin, English, French, Arabic, Swahili and Amharic. Although the circulation was limited this communication tool helped in bringing transboundary issues at all levels.
56. The NTEAP website was launched in 2005 and went through constant improvements and a redesigned version was launched in August 2006, with a new look and feel, and equipped with a new page to capture newsworthy events as they happen. A French version was launched and later was made part of the NBI website. The website is now part of the NBI website and contributes to the strengthening of the NBI and the future river basin organization through provision of basin wide information on environment.
57. An interactive CD ROM, Nile Basin Awareness Kit, was developed in 2006 with the support of the Canadian Space Agency and was launched regionally in Cairo in the presence of the Minister of Environment of Egypt. The CD has become a popular source of information on Nile river system and is used by institutions and individuals across the basin.
58. Editing of national studies and preparing of synthesis regional document on the impact of macro policy on Nile environment was completed. A final Workshop was conducted in June 2009. The workshop agreed on policy recommendations for each country. The final aggregate regional report on Macro Policies and country reports were finalized. The studies provided substantial information on impact of policies on the Nile environment, however to promote the utility of the studies more work of consultation at national level will be required.
59. These outputs collectively contributed to strengthening national environment institutions and the NBI and contributed to enhancing cooperation among the NBI countries. Although the project will phase out the outputs of the project will strengthen the future river basin organization at the regional level.

Refocused Outcome 1 during phase 2. *Regional and national institutions strengthened in addressing transboundary threats to Nile ecosystem resources*

60. NTEAP has initiated the formulation of the transboundary environment and social assessment framework through an in-house NBI environment and social core group. There was a consensus that an agreed framework should precede the guidelines. A draft for discussion was finalized. On its finalization and if endorsed by the countries the framework will be a useful instrument to address environmental threats through proper assessment of impacts and application of mitigation measures.
61. NTEAP fielded a consultant to review 8 river basin organization and two regional organizations regarding their respective environment functions. On the basis of this comprehensive review and consultations at the PSC meetings a draft paper on environment function of the Nile basin permanent organization was prepared and discussed at the NBI. The proposed functions were included in the NBDF 2008 declaration that was endorsed by minister and representatives of seven NBI countries.
62. NBDF 2008 was conducted successfully in which over 360 participants took part, a non binding declaration was signed by seven ministers and representatives declaring to cooperate in the management of the Nile environment and also endorsing the environment functions of the permanent Nile basin organization
63. A transboundary wetlands strategy was prepared and endorsed by the Regional Wetlands Working Group (RWWG). The RWWG was transformed in to a NileWet group and was linked to the Ramsar Secretariat. The Nile Cooperative Framework contains specific reference to wetlands conservation. However this is not due to the efforts of NTEAP. The strategy if endorsed by the NBI countries, will facilitate the implementation of the provisions of the Cooperative Framework.

Evidences of strengthened national institutions

NTEAP through its National Eligible Projects window initiated and partially funded the formulation of a National Environment Management Plan for Sudan taking in to consideration both the South and North Sudan environmental issues and involving fully experts from Government of National Unity and Government of South Sudan. The NEMP is now in the approval process of government.

The environment education modules developed for Burundi and DR Congo are approved by the respective governments and are being applied in schools. A course framework based on Nile basin environmental threats developed and is in the process of adoption by over 15 universities within the basin, some have already adopted it.

4.1.2. Improved capacity of the Nile Basin communities to demonstrate and adopt viable approaches to integrated natural resources management across GEF focal areas

64. The three outputs of the component collectively contributed to attaining this outcome. The build up of activities (including the institutional set up) have lead to creating awareness about the objectives of the component and what it intended to achieve. The indicator for this outcome is three pilots identified for up scaling and ten pilots identified for replication across the basin. The best practices and the Micro-grants evaluation exercise have both helped in identifying some promising interventions that have the potential to be up scaled and/or replicated. In addition, the joint actions identified with the SGP and the proposed MOU between the Nile Secretariat and the SGP will help in up scaling additional MG projects to the SGP

level of \$50,000 as well as identify new initiatives by the NBI for SGP funding especially in the GEF Focal area of Climate Change.

65. The environmental threats to the Nile Basin present serious challenges to the communities who heavily depend on the basin's natural resources for their sustained livelihoods. Hence, those threats need to be addressed through a series of strategic approaches and community actions that contribute to sustained and balanced livelihood throughout the basin. This component supported pilot activities in geographic and thematic areas of transboundary significance. It demonstrated through 234 pilot projects amounting to US\$5.4 Million, the feasibility of local level approaches to land and water conservation, including mitigation actions for erosion, non-point source pollution and invasive water weeds. The component also strengthened environmental awareness through well articulated activities and emphasized the need for increased transboundary wide networking and collaboration between NGOs and CBOs on the one hand and between NGOs/CBOs and government on the other. Special efforts were made to ensure that NGOs and grassroots organizations supported through this program include women's groups and organizations operating in the region.

Table 5. Classification of Micro-grant Projects according to Environmental Threat

Country	Total Number of projects	Projects addressing Deforestation	Projects addressing Soil Erosion	Projects addressing Siltation	Projects addressing Wetlands Degradation	Projects addressing Floods and Drought	Projects addressing Water Weed Infestation	Projects addressing Nile Water Pollution	Projects addressing Losses of species & ecosystems	Projects addressing community training, environment awareness & networking
Burundi	26	10	11	00	03	00	02	00	00	00
D.R.C.	20	11	02	00	02	00	00	01	04	00
Egypt	27	01	01	01	01	00	00	17	00	06
Ethiopia	24	08	08	00	03	00	00	00	02	03
Kenya	26	09	02	00	04	00	01	05	02	03
Rwanda	23	03	10	01	04	00	02	00	02	01
Sudan	32	08	06	01	02	02	00	03	03	07
Tanzania	28	05	02	03	03	00	02	01	04	08
Uganda	28	07	02	03	05	00	00	03	02	06
Total	234	62	44	09	27	02	07	30	19	34

Enhancing basin wide capabilities and cooperation

66. This sub-component included the management activities for the component, as well as support to a series of workshops that were intended to provide training and information sharing for: (a) government and NGO staff, on lessons learned in land

and water conservation. It also included training in the identification and mitigation of the root causes of environmental degradation, the participatory planning and implementation of projects b) for national NGO networks on organization and management, funding options and sources, access to cost effective technical solutions and best practices on community-level land, forest and water conservation.

67. A total of seven regional capacity building workshops in the areas of micro project design, project management, monitoring, evaluation, financial management, watershed management, gender issues, resource mobilization and participatory planning were conducted and over 210 professionals including NTEAP Staff, government staff, NGOs, CBOs benefited from the training. In addition, more than 800 staff of NGOs, CBOs and government were trained during the over 60 national capacity building workshops in the areas of financial management, project design and management, M&E, gender mainstreaming and resource mobilization. The regional trainings were guided by three training manuals which were produced by the project in M&E for NGOs and CBOs, Capacity Building for Women NGOs and Financial Management for NGOs and CBOs.

Priority Actions for Addressing Soil Erosion

68. In order to implement the community-level driven actions financed through the Nile Transboundary Microgrant Program, three assessment studies related to transboundary soil erosion in Ethiopia, Rwanda and the Sudan were conducted. These studies, identified during the transboundary environmental analysis stage, have helped in identifying selected sites and opportunities for micro grant supported interventions to mitigate soil erosion. As a result, a total of 24 Micro grant projects amounting to \$528,000 were approved in the three countries.

4.1.3. Environmental Education Improved and Public awareness enhanced

69. During the last five years, this component managed to enhance the public awareness through the launch of environmental campaigns conducted in all countries for three consecutive years. Communities in the basin were made aware on issues relating to the Nile transboundary environmental threats such as land degradation, water quality degradation, loss of biodiversity, habitats and wetlands and their impacts on their livelihoods. Thousands of women and men, professionals and the public at large in urban and rural areas participated in environmental activities such as seedlings production, tree planting, shore cleaning, and removal of water weeds. Thousands of posters, brochures, calendars, T-shirts and other awareness materials were produced and distributed throughout the basin to raise awareness. Videos, awareness kit on the Nile, websites were some of the outputs used to achieve this outcome.
70. The student's awards competition conducted through the public media contributed substantially to enhance awareness on Nile environment issues. Thousands of students from all countries participated in the national and regional awards competition. Over sixty schools in the basin participated in the project based learning exercise where 10 of these school projects were documented as best practices. The outcome will further be attained through sharing of school best practices within each country and between countries. The outcome was also achieved through the concerted efforts on environmental awareness through the

planning and implementation of Microgrant, and national eligible projects. Knowledge products that were produced for wetlands management and water quality monitoring have contributed substantially to the attainment of this outcome.

71. Environmental education strategies approved and adopted in DRC, Burundi and Rwanda will have a multiplier effect through the educational system in these countries. Environmental modules for the university level together with associated teaching materials developed and accepted by the University Lecturers Networks have been considered for adoption in more than 15 universities across the basin. In support to this outcome, hundreds of professionals from NGOs and school teachers were trained as trainers on project based learning and awareness material development. Capacities on these issues have been ensured through the national trainings supported by the project in all countries. Ten students completed research on Nile related issues through the Masters Students exchange program. These outputs have contributed to the improvement of environment education in NBI countries.
72. Over 250 professionals throughout the basin representing different categories and specializations were involved in the planning and implementation of project activities as well as in production and dissemination of awareness materials. Those professionals actively participated in the Journalist, Secondary School Teachers, University lecturers, environment practitioners' networks. Through these networks the project facilitated information exchange and experience sharing using both print and electronic media.
73. Based on a MOU between Ramboll Natura and NBI, an International course on Education for Sustainable Development in a River Basin Context for Nile and Mekong basin was formulated, approved and the first cycle of 2008/9 implemented. The Environmental education and awareness component of NTEAP has been implementing the NBI part of the MOU. The 2008/9 course targeted ESD practitioners within the Ministries of Environment, Education, Water and NGOs within the Nile and Mekong River basins. The Nile basin had 14 participants [4 Kenyans, 3 Rwandese, 3 Tanzanians and 4 Ugandans).
74. A partnership was also established with UNEP's Environmental Education and Communication department on Mainstreaming of Education for Sustainable development in African Universities.

Another UN partnership was developed between UNEP's African Network for Environmental Journalists and the Nile Media Network including the NTEAP's environmental journalists.

4.1.4. Enhanced Capacity for conservation and management of wetlands and their biodiversity:

75. This outcome was realized through the promotion and provision of opportunity for the Nile basin countries to work together in managing wetlands and their biodiversity. The establishment of a Regional Wetlands and Biodiversity working group enabled sharing of experiences among countries and setting prioritized actions that address regional wetlands management issues. The regional working group has annually met 3 times in Sudan, Ethiopia and Uganda. At national level the inter-ministerial working groups have been formed and they provided platforms for institutions with stake in management of wetlands. They met at least twice a year to periodically exchange views. In some Nile basin countries, the national working groups are among the interventions that exist for the management of the wetlands and there is need to strengthen and operationalize them. Both the regional and national networks have enhanced the capacity of national institutions.

Sustaining and activating the” wetlands management package”

NTEAP has played the catalytic role that it was expected to play in the case of wetlands management in the Nile basin. The NBI has now a package of tools and resources to promote transboundary wetlands management in the Nile basin. The package constitutes:

- A regional wetlands and biodiversity working group composed of wetlands and biodiversity professionals now recognized as the Nile Wet by the Ramsar Secretariat;
- A regional wetlands strategy;
- A trained cadre of professionals in all NBI countries that were trained by the Kenya Wildlife Society;
- A training and awareness wetlands management modules targeting elementary and secondary schools, universities, politicians and the public.
- A wetlands inventory study
- Two transboundary management plans involving two countries

This package can be effectively used by the countries and the NBI to promote wetlands management in the Nile basin. All that may be needed is for the NBI to continue playing the catalytic role that NTEAP was playing over the last three years.

76. The biodiversity networks bring together university professors, practitioners and scientists to work together on national and transboundary issues. The networks compiled national baseline reports on the status of wetlands and biodiversity in 7 Nile basin countries. Their involvement in such an activity increased the ownership by countries and has contributed to the generation of useful information, thus enhancing capacity at national level.

77. A regional strategy for the coordination of wetlands and biodiversity management has been developed for the Nile basin countries. The strategy which has a vision for period 2010 -2016 is expected to improve the management of wetlands in the Nile Basin with the contribution of the established working groups at national and regional levels. This output is a major contribution to regional capacity building in the management of wetlands in the basin.

78. The component has produced wetlands education materials which are the first of their kind targeting 5 levels of stakeholders in the Nile basin that include Primary Schools, secondary Schools, Tertiary Institutions, Communities and Policy makers. The materials are aimed at improving the understanding of wetlands resources among students, teachers, NGOs and University Lecturers’ and are a tool for

building capacity for wetlands management in the region with long term multiplier effects. The tools shall require periodical reviews and update as more information on wetlands becomes available and are a contribution to wetlands education right from lower levels of education.

79. The component has also provided training to 71 senior officers involved in wetlands management in the region. The trained officers if properly placed contribute positively in promoting wetlands management in the basin. For instance celebrating the World Wetlands Day (2nd February) which was a regular activity during the last three years in the basin countries, can strengthen our focus on creating awareness and also reflect on how to deal with strengthening coordination mechanisms in the management of wetlands. The trainings done by NTEAP shall also help in developing institutions policies and action plans for managing wetlands at national and regional levels
80. The 2 piloted studies conducted at Cyohoha sub basin (Rwanda – Burundi) and at Lake Tana sub basin (Ethiopia) show the richness in biodiversity information that can exist at a particular site. Information that would be ignored has been brought into use and is important for planning and investment. There are many other sites which need to be studied and their conservation status elevated. Such sites shall benefit from the methods that have been used by the studies. Most importantly is the economic valuation which provides comparisons between proposed developments and other options including conservation investments.
81. The Wetlands inventory and mapping study is a baseline tool for guiding decisions about the wetlands, their types and where they are located. The GIS tool provides for its upgrading is very important for countries which did not have any wetlands inventories done at all, to build on, as they enrich their information on wetlands. The Nile Basin can now give a holistic account of the basin's wetlands and can monitor their performance and upgrade the data using the DSS component of the NBI – WRMP.
82. Transboundary management plans have been prepared for 2 sites, Sio-Siteko wetlands on the Uganda Kenya Border, and Dinder – Alatish protected areas on Ethiopia – Sudan Border. The plans give an opportunity for stakeholders from more than one country to manage and monitor a transboundary site and its resources using mechanisms and actions they have agreed on in the management plan. It is a best practice to manage a resource when all stakeholders have agreed on how it can be managed.
83. The above outputs adequately explain and are evidences for enhanced capacity at both regional and national levels in the management of wetlands in the Nile basin.

4.1.5. Increased capacity and awareness on water quality monitoring in the NB countries

84. Increased capacity and awareness was attained through primarily extended discussions and negotiation among countries to agree on a strategy for transboundary water quality monitoring which include the selected 44 geo-referenced transboundary water quality monitoring stations, 13 transboundary parameters 4 Water Quality Operational Manuals and 9 Designated Focal and 4 Reference Laboratories. The Water quality awareness materials, training modules and national

and regional hands on training on water quality monitoring contributed substantially to increasing capacity and awareness at national level.

85. Data exchange mechanisms agreed on, at the technical level, shall allow countries to discuss water quality data and be able to monitor the basin's performance and this shall strengthen cooperation of technocrats in coming up with an appropriate Analytical Quality Control (AQC) procedures for the Nile Basin Countries and to strengthen the regional water quality monitoring program.
86. Capacity has been built by providing countries with simple Water Quality Monitoring Kits including replacing the largely needed WQM Equipment for the NBI Focal laboratory in Kisumu, Kenya. This provides basis for continuity in monitoring and availing of data for monitoring purposes.
87. Lead Laboratory Managers and technicians were trained on laboratory instrumentation and Water Quality management. Addition training was also done to build capacity in biological monitoring techniques and has helped to improve the capacity of laboratories with monitoring techniques.
88. The already prepared Nile Transboundary Water Quality Monitoring Strategy is a step to sustainability of the component activities as it guides the way in which the countries contribute in a Transboundary manner to the monitoring of the water quality of the Nile basin.

Contribution to the NBI vision

89. The vision of the NBI states “Sustainable socio-economic development in the Nile Basin through the equitable utilization of, and benefit from, the common Nile Basin water resources” and is envisaged to be realized in 20 to 30 years’ period.
90. This long term vision is to be realized by achieving two medium term outcomes (10-20 years) which are “1) Increased regional cooperation in the Nile Basin, contributing to peace and security in the region and . 2) Efficient trans-boundary management and optimal use of Nile Basin water and water-related resources”
91. In turn the medium term outcomes are to be realized if the following short term outcomes are achieved in the period 5 to 10 years:
 - ⊕ Increased communication, trust, involvement and cooperation among NB governments and populations
 - ⊕ Increased joint and trans-boundary investments in the Nile Basin
 - ⊕ Enhanced basin- wide capabilities and capacities based on best practices, on trans-boundary issues in power development and trade, agriculture and natural resource management and development

Linking project achievements to higher level outcomes and impacts

NTEAP was busily engaged to deliver the planned outputs during the first half of the project and not enough attention was provided on how project achievements contributed to the SVP overall goals of ***trust building, capacity building and creating an enabling environment for future investment***. During the second half of the project more thinking and conscious planning was done towards linking project activities with higher level outcomes. The annual reports done at the latter part of project deliberated more on results and impacts rather than on achievements reporting.

- ⊕ Increased convergence of legal, regulatory and policy frameworks of NB countries on trans-boundary issues in power development and trade, agriculture and natural resource management and development
 - ⊕ Increased cooperative action in power development and trade, agriculture and natural resource management and development
 - ⊕ Improved quality of the environment in the Nile Basin
92. NTEAP has been in existence for the last 6 years and its activities and outputs have contributed in varying degree of significance and impact to the above short term NBI outcomes.

Increased communication, trust, involvement and cooperation among NB governments and populations

93. The establishment and consistent scheduled meetings of the Directors of environment agencies of the NBI countries, serving as the project steering committee has promoted increased communications, trust, involvement and cooperation among the basin's governments. The government nominated working group members for water quality monitoring (27 members), wetlands (18 members), and environment education networks have (over 135). Through their regular regional meetings and deliberations on basin wide environmental issues have also promoted cooperation among countries.
94. The agreements on transboundary water quality monitoring strategy, the wetlands strategy and the offer extended by the PSC members to continue to serve as a steering committee for environment issues at the NBI are evidences of cooperation. The transboundary wetlands and parks management plans preparation jointly done by local governments of Sudan and Ethiopia for the Dindir-Alatish parks and Kenya and Uganda for Sio-Sitoke transboundary wetlands promoted visible cooperation among local governments and also communities.

Trust building, capacity building and creating an enabling environment for future investment

Measuring the level of trust between countries is difficult. However creating opportunities for Directors of environment agencies of NBI countries to meet annually on the same platform of discussing transboundary issues, organizing over 400 professional of the NBI countries in to regional and national working groups to discuss Nile transboundary issues and agree on common problems and solutions surely builds certain level of trust among participating individuals and institutions, evidenced by the willingness to work together on common issues.

Creation of an enabling environment for investment requires measures by different actors and on multiple fronts. The project's limited contributions focused on capacity building of national institutions that included training, baseline studies and provision of common strategies for managing wetlands and water quality. NTEAP started the ESD initiative to build capacity in environment and river basin management that should continue in the future. In many of the countries the change in attitude of people in favor of cooperative actions was visible in the growing rapprochement that developed over the years among working group members. This good will among professionals of the NBI countries is the foundation enhancing cooperation among countries.

Increased joint and trans-boundary investments in the Nile Basin

95. The transboundary wetlands and parks management plans preparation jointly done by local governments of Sudan and Ethiopia for the Dindir-Alatish parks and

between Kenya and Uganda for Sio-Sitoke transboundary wetlands in which local governments committed their resources and time are evidence of transboundary investments.

Enhanced basin- wide capabilities and capacities based on best practices, on trans-boundary issues in power development and trade, agriculture and natural resource management and development

96. NTEAP has conducted capacity building trainings in the fields of water quality monitoring, wetland management, environment education, monitoring and evaluation, projects planning and financial management of projects to numerous government and non government participants from the basin countries. Water quality monitoring laboratory equipment were provided to all basin countries to improve capabilities of the laboratories in operationalizing the agreed transboundary water quality monitoring strategy.
97. Over 70 community level projects have been selected as best practices and proper compilation and documentation was completed that will assist countries to exchange experience and replicate and upscale conservation projects within the basin.

Increased convergence of legal, regulatory and policy frameworks of NB countries on trans-boundary issues in power development and trade, agriculture and natural resource management and development

98. Increased convergence in policy frameworks have been manifested by countries agreeing on transboundary water quality monitoring strategy and wetlands strategy and by their willingness to work together through regional working groups on transboundary issues. Although these efforts and agreements are at technical level formalization and adoption of the strategies are promising. The non binding declaration on collaboration of NBI countries in environment management signed by seven ministers and representative is a positive signal for this.

Increased cooperative action in power development and trade, agriculture and natural resource management and development

99. Please see paragraphs 93-96 above

Improved quality of the environment in the Nile Basin

100. Although not in a large scale NTEAP microgrants and national eligible projects have changed and improved the quality of the local environment in many areas of the basin countries through soil conservation measures, afforestation, improved energy use. Up-scaling and replication of these community projects will definitely result in the longer term in improved quality of the Nile Basin environment.

4.2. Project Efficiency

101. The startup time provide for the project was short. Establishing offices in the NBI countries, recruiting staff and equipping offices, putting in to practice the project

implementation manual were all time consuming and required travel to all NBI countries.

102. There was an alarming and surprise cancellation of the GEF 2 funding of the project worth \$9.7 million in 2007 and this put the second phase in to jeopardy. It took almost 6 months of wrangling and intense communications with development partners and GEF to finally secure a reduced amount of \$6.7 million in May 2008. This delay has resulted in the requirement of a no cost extension during January to end of June 2010.
103. The project design and implementation arrangements were optimal although there was extra burden on the staff due to the very lean organizational structure adopted. Handling the five project components in the nine NBI countries with only one lead specialist per component required working extra hours during most of the days of the project life. The RPM and the lead specialist relied on the support of the various working groups whose members are participating on voluntary basis with no incentives. There were only one national coordinator and one microgrants coordinator per country to handle about 22 microgrants projects and 3 to 5 NEPS and 20 schools projects in each country. This is on top of organizing numerous regional and national workshops that consumed a lot of time.
104. The Atlas system of financial management was not also very supportive for community level projects that were implemented in rural setting where there are no banks, adequate number of vendors to participate in competitive bidding and where vendor customer relations is usually based on cash transactions.
105. The project location in Khartoum has not resulted in a very significant change in cost of project implementation. However Khartoum is a very expensive city as compared to other cities in NBI countries. The change in UN security phases also contributed in escalation of additional payments to staff such as hazard pay and special allowances.

4.3. Unexpected/ Ancillary Results achieved and their significance

106. In spite of that fact that it was an “administrative night mare”, the National Eligible Projects was a major product that was not part of the NTEAP original design. The NEPS were introduced to deliver additional grass root related projects on the ground through the Government and/or NGOs. The NEPS provided some good results and outcomes that were highlighted during the best practice compilation exercise. An important common outputs of the NEPS was the fact that the pilots allowed the Government agencies and districts to test and address certain environmental issues that would not have been tackled due to lack of government funding for them. In a way the decision to implement NEPs by the PSC and the subsequent demonstrated ownership of NTEAP by member countries.
107. Another ancillary result from the Micro-grant Program was the number of sustainable livelihoods and income generation opportunities created through the Program. As reported in 2008, over 1,100 sustainable livelihood opportunities were created directly or indirectly through the Micro-grant Program all across the Basin. That figure is increased by over 20,000 beneficiaries trained through the different pilots.

108. The proposed establishment of two main MOUs between the Nile Secretariat and the UNDP GEF Small Grants Program and the RAMSAR are also excellent achievements that will help in providing sustainability to the two NTEAP programs and ensures that the Nile Basin countries through the Nile Secretariat will continue to receive support, guidance and additional resources to address the environmental challenges specially in the areas of Climate Change and Wetlands. The production of the Nile River Awareness Kit through extra budgetary resources and the CD ROM is a significant additional achievement that will provide consolidated information on the Nile River system.
109. Although not completed NTEAP has initiated the preparation of the Nile state of the environment report, the Nile transboundary diagnostic analysis, transboundary environmental and social assessment framework.
110. NTEAP also took the initiative to finance a short term consultancy to compile a meta data for the information generated over the last five years by the FAO Nile project. The compiled metadata is included in the NTEAP knowledge products list.(Annex 10)

5. Mainstreaming and Sustainability

5.1. Transition arrangements and sustainability mechanisms

111. In 2007 NTEAP recommended the nomination of counterparts to the National Project Coordinators (NPCs) and the PSC members officially nominated one permanent staff at the NTEAP host institutions, the environmental agencies, to work with the NPCs. The counterparts have been engaged in working with the NPCs over the years with the aim of sustaining NTEAP outputs at national level.
112. NTEAP implemented its activities through networks of professionals of the NBI countries that offered their services free of charge. The networks included water quality monitoring, wetlands and biodiversity, Environmental Education & Awareness (EE&A) practitioner's network, EE&A teacher's networks, EE&A university lecturer's networks and Microgrants steering committees. The networks offered their professional advise and engaged in preparing work plans and strategies, maintained contact with government and non government organization in NBI countries, availed data and information in their respective fields, conducted awareness programs in their respective countries, represented NTEAP in some international and regional meetings, prepared baseline reports and /or assisted in their preparation and assisted in the work of consultants and reviewing of reports among other roles. NTEAP has recommended and provided guidelines for sustaining the water quality monitoring, wetlands and biodiversity, EE&A practitioner's networks by the Nile-SEC.
113. With regard to the microgrants component, there are currently 234 microgrants projects across the 9 NBI countries worth \$5.4 million with 205 completed. All have host NGOs as implementing agencies and beneficiary communities that maintain and use the facilities. The host NGOs and the users have responsibilities to maintain the

assets of these projects through out the project useful life. The NTEAP host institutions (Environment Agencies), SGP and SAPs may assist in replicating and up-scaling microgrants projects. NTEAP has prepared a memorandum of understanding that is expected to be signed between the NBI and the SGP. This will help in following up with the micro grants projects implemented up to now and also will assist countries to expand or set up new SGP projects within the Nile Basin countries.

114. The water quality monitoring component championed the agreement by the Regional Water Quality Working Group Members on the network of 44 Transboundary water quality monitoring stations in addition to developing procedures for water quality Data and Information Sharing, identifying focal and reference laboratories among other outputs. NTEAP has made a recommendation to Nile-SEC to integrate these functions into the ISP or the future river basin organization.
115. The Wetlands and Biodiversity component has established the wetlands and Biodiversity working group, developed wetlands and Biodiversity management strategy for the Nile basin countries, carried out studies among other activities. To ensure sustainability, the NTEAP has recommended that the activities be coordinated through the envisaged river basin organization by the Nile Basin office responsible for continuation of wetlands and biodiversity activities.
116. The Environmental Education and Awareness component initiated project based learning model and has recommended the retention and up scaling as a collaboration tool within NBI schools and as a learning tool for teachers and students. There are several environmental education and awareness case studies/documents e.g. baseline studies, transboundary planning and implementation of awareness programmes and capacity building manuals for practitioners and teachers, which the NBI can also use for future planning. The EE&A national forums could be linked to the National NBI offices and sustained. Environment education modules developed for Burundi and DR Congo are already in use by schools in these countries.
117. As far as the sustainability and mainstreaming of the knowledge resources is concerned, a catalogue of NTEAP KM products is available, all KM products will be uploaded on the Nile Information System (Nile-IS). Selected NTEAP products will be edited, peer reviewed and published with assistance by international consultants and the products will be available in hard and soft copies. Key messages and popular versions of these documents will be made available for wider dissemination and NTEAP has recommended that additional dissemination efforts are maintained by NBI Secretariat.
118. The hand over of NTEAP assets, including office equipment, furniture and vehicles was implemented as per the decision of the NBI Secretariat. A document that contains the list, values, condition and destination/recipient of the PMU, NPCs and micro grants assets have been submitted to the NBI Secretariat.

Assessment of Risks to Sustainability of Outcomes

119. While the mainstreaming and sustainability plans are elaborate, successful implementation of the plan poses serious challenges, which ultimately will translate into risks to the sustainability of the outcomes of the project.
120. At the national level, the national counterpart, without the required financial resources, will be unable to continue with most of the activities of the NTEAP, with

the resultant discontinuation of activities and the risk of failure to realize the desired impacts.

121. To sustain the active engagement of the NTEAP networks it will require a coordination function at the NBI Secretariat with some resources. The absence of a responsible person or unit at the NBI will affect the level and extent of engagement of the networks . In addition, all benefits associated with the roles the networks played, including provision of professional advise, keeping contact with government and non government organizations, provision of data and information etc in their respective fields may be lost.
122. The established transboundary water quality monitoring stations need to be operationalized. The national capacities in terms of man power and financial resources is lacking in many countries and therefore there is a risk that the instrumentation and capacity building provided by NTEAP may not satisfactorily achieve its objective of water quality data collection and data sharing among the basin countries.
123. There is also risk that absence of a strong environmental unit at the Nile-SEC to coordinate environmental and wetland/biodiversity issues, coupled with lack of resources and inadequate human resources at the national level may jeopardize the successful implementation of the Wetlands strategy that the NTEAP has developed. The same is true for the Environmental Education and Awareness outputs.
124. The challenge with the sustainability and mainstreaming of the knowledge products is that the resources to replicate the outputs by Nile-SEC may be lacking and therefore desired dissemination may not be achieved.

6. Finance and Procurement

6.1. Project costs and financing

The over all project cost supported by GEF was \$26.5 million while the NBTF share supported by CIDA and the Netherlands amounted to \$12.8 million. The riparian countries contributed about \$4.3 million in cash and in kind. The riparian countries' contributions covered costs such as office rents for the Project Management Unit in Khartoum and the National Project Coordinators in all of the NBI countries, including security costs, staff time costs for over 400 professionals assisting NTEAP in the various working groups.

Table 5: Project cost by component (USD ‘000s)

Component	Appraisal Estimate	Latest Formally Revised Estimate	Actual Latest Estimate or	% of Appraisal Estimate
Component 1 Institutional strengthening	11,920	12,474	14,293	119.923
Component 2 Community Level Land, Forests and water Conservation	10,900	10,227	9,846	90.3
Component 3 Environment Education and Awareness	3,430	3,702	2,318	67.6
Component 4 Wetlands and Biodiversity Conservation	7,150	3,157	3,000	42.0
Component 5 Basin wide Water Quality Monitoring	2,930	2,930	2,352	80.3
Total	36,330	32,490	31,809	87.6

Note: The actual expenditure as % of latest formally revised estimate is 97.7%

Table 6: Budget Implementation by Funding Sources (US \$ ‘000) as of September 30 2009

Source of Fund	NBTF		WB GEF		UNDP GEF I		UNDP GEF II		Country Contribution	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Total Budget	8,990	8,919	8,000	7,785	8,800	8,746	6,700	6,359	4,300	4,300
Balance	71		215		54		341		0	

Table 7: Budget Implementation by Category of the Grant Agreement*(Latest Amendment- for NBTf Number TF052133 - (US \$ '000))*

Category	Original Grant Amount	Latest Formally Revised Grant Amount	Disbursed	Committed Un disbursed	Remaining
Goods	-	-	6	-	(6)
Consultants Services including Audit Fees and Agent Fees	1300	3,270	1,975	183	1,112
Training and Workshops	0	90	358	-	(268)
Micro-grants	5,200	5,200	4,775	72	353
Operating Costs	540	430	1,452	98	(1,120)
Un-allocated	140		-	-	
Total	7,180	8,990*	8,566	353	71

Note: *In 2007 due to the delay in the approval of GEF 2 funds, a transfer of \$1.81 million was approved from the River Basin Modeling component to the institutional strengthening and environment education components of NTEAP.

Table 8: Budget Implementation by Category of the Grant Agreement*(Latest Amendment- for GEF Trust Fund Number TF051539 - (US \$ '000))*

Category (according to Grant Agreement and Amended Agreement –if applicable)	Original Grant Amount	Latest Formally Revised Grant Amount	Disbursed	Committed Un disbursed	Remaining
Goods	840	520	514	-	6
Consultants Services including Audit Fees and Agent Fees	3,120	3,900	3,810	-	90
Training and Workshops	1,820	1,920	1,886	128	(94)
Micro-grants	-	-	-	-	-
Operating Costs	1,690	1,660	1,447	-	213
Un-allocated	530	-	-	-	
Total	8,000	8,000	7,657	128	215

6.2. Financial Management

125. Financial management of the project was done in accordance with UNOPS rules using the Atlas system. During the first part of the project the imprest system was

put in place and later the financial management was automated through the Atlas system.

126. Financial Monitoring Reports (FMR) were prepared and submitted the Bank on a quarterly basis. Internal and external audits have been done and the project has acted on the exceptions identified by the auditors.
127. The flow of funds from both the GEF and NBTF resources was consistent and on time, except once in 2007 when the UNDP GEF resources were delayed by about five months due to the decision to cancel the GEF 2 support which was later released.
128. During the first part of the project delays in financial disbursement were common due to the time required for staff to get used to the imprest and FASS financial management system and also accommodate to changes to the Atlas system later in 2007. UNOPS's delayed response time also contributed to delays in project delivery. However, many of back logs experienced in the first years of the project life have been overcome and the project delivery and expenditure have accelerated in the years 2007 and 2008. Overall the Atlas financial management system is not friendly to project implementation for a rural setting where data and information required by the system are not readily available.

6.3. Procurement

129. The initial procurements of project vehicles and office equipment that were used for setting up the office at the PMU were done through UNDP. All other procurements of goods and services were based on the annual procurement plans and followed the Bank's guidelines for procurement of consultants and goods and went through acquiring the required "no objection" from the Bank.
130. The majority of procurement of consultancies was from the region using national consultants. Those activities that required international consultants included the water quality monitoring regional report preparation, water quality monitoring laboratory manuals preparations, mid term review of the project, GEF second submission preparation, training on biological water quality monitoring, and wetland inventory preparation. These consultancies were procured using the Quality and Cost Based Selection (QCBS) and Consultants Qualifications (CQ) selection methods. Similarly for procurement of goods most of the procurements were done at national level with National Competitive Bidding (NCB) and only the procurement of water quality laboratory equipment required the International Competitive Bidding (ICB) requirement not because the amount exceeded the \$150,000 threshold but due to the unavailability of such equipment in the local market.
131. The World Bank has conducted two post procurement reviews during the life of the project. The recommendations made by the first review were addressed by the project. The report of the second review was not made available to the project.

7. Management Performance, Partnerships and Networking

132. The overall implementation of the project was attained through the PMU situated in Khartoum, Sudan. Nonetheless, national project coordinators in all NBI countries coordinated national activities for all the components. In addition a network of microgrants coordinators oversaw the implementation of the microgrants activities at the national level. National level planning and execution of activities were achieved through the support and involvement of the numerous professional and NGO networks and collaborators established by the project. The Project Steering Committee, in collaboration with the development partners and the Nile Sec, provided strategic guidance and played a substantive role in the project's planning and implementation process. Project management was also facilitated through dissemination of data and information to stakeholders and partners through regular reports, an updated website, quarterly news letters, teleconferencing and constant communications through e-mails. The various scheduled supervision missions from the NBI secretariat, CIDA, the World Bank and UNDP have been very useful in enhancing the project management and implementation.
133. Although the voluntary services provide by the various working groups established by the project contributed substantially to project management and implementation, constraints inherent in voluntarism such as relegating project activities as secondary priority and NTEAP activities were perceived as add-on responsibilities that individual's performance evaluation was not based on.
134. The lines of responsibility and channels of supervision were some times unclear. The project gets strategic guidance from the PSC, reports to UNOPS on administration and finance matters while the NBI Secretariat supervises on project delivery including administrative matters. The role of development partners in approving or rejecting requests for "no objection" for project activities such as procurement of services and goods including contract extension of international project staff had bearing on project management and decision making process. There were events when the wishes of the PSC did not match with that of the development partners or vice versa. Such situations posed problems for the project management to chart out clear implementation plan as was the case with the national eligible projects. In most cases these kinds of debates and difference helped the project to sharpen its understanding of issues and refocus its direction in project planning and implementation.
135. The project instituted a project management committee (PMC) chaired by the RPM with lead specialists as members to discuss and decide on all issues of project planning and implementation, administration and finance issues. The committee planned to meet once a week but due to overlapping activities this meeting frequency was not achieved. However the PMC was instrumental in ensuring adequate consultation within the project staff, joint decision on matters of project implementation and close follow up on implementation of planned activities.
136. Linkages and collaboration among components of the project were promoted and resulted in synergies and efficient use of resources. The environmental education component facilitated the development of wetlands education and training material by peer reviewing the training modules developed by the wetlands component through the EE&A teachers' network. The component also worked closely with the knowledge management specialist in the packaging of information and products of NTEAP in a more accessible and usable format.

137. The microgrants component collaborated with the wetlands component in piloting 18 projects in all the Nile basin countries in the areas of wetlands and biodiversity conservation, mostly through community engagement in management and conservation of wetlands. In addition, it coordinated with the M&E sub-component in conducting the yearly evaluation of microgrants, with the knowledge management on identifying best practices and documenting them and with the finance and administration on auditing of the microgrants projects. The wetlands and water quality monitoring components worked closely in fostering cooperation with the Lake Victoria Commission and conducting joint studies on Lake Tana in Ethiopia and Lake Choyeha in Burundi and Rwanda
138. The regional wetlands and biodiversity working group, the regional water quality monitoring working group, the environment education practitioners' network, the teachers' network, the lecturers' network and the journalist network have been instrumental in implementing planned project activities in their respective areas of expertise. These working groups and networks have a potential to support the ISP and the Nile RBO. The NTEAP has prepared recommendations on how to sustain the involvement of the working groups during the ISP and beyond.
139. NTEAP's collaboration with the DSS of the WRPM project was successful in jointly preparing the work plan and budget for the River Basin Modeling subcomponent. The RPM served as a member of the Regional DSS Network and the Water Quality Monitoring Lead Specialist was also a member of the DSS information and data sharing technical group. The inclusion of environmental parameters in the DSS still needs more work. The NTEAP wetlands inventory report that provides geo-referenced wetlands distribution within the basin along with wetlands attributes can be used in the modeling component of the DSS. Although not well defined the water quality data (if made available by countries) can also be used in the DSS.
140. NTEAP coordinated and funded the provision of training in SEA and EIA to SAPs and member countries. NTEAP recruited and supported two environment specialists for ENTRO and NELSAP CU. EE&A supported SAPs on building capacity on outreach materials development.
141. NTEAP also collaborated with IGAD and NEPAD in formulation of their respective environment strategies and with the Lake Victoria Basin Commission - developed a collaborative action plan on wetland management, water quality monitoring and capacity building. The action plan prepared jointly between NTEAP and Lake Victoria Commission was formally signed by the Wetlands Lead Specialist and the Commissioner of Lake Victoria Commission demonstrating the commitment to collaborate in the areas of wetlands and water quality management.
142. The project succeeded in creating strong linkages with the Ramsar Secretariat and Wetlands International, where the Wetlands Lead Specialist is member of the Wetlands Capacity Building Training Board. A memorandum of understanding will be signed between NBI and Ramsar. The project developed linkages with IUCN, Birdlife International. It also initiated linkage with UNEP's GEMS Water Program in support of the Nile Basin Quality Assurance Inter –lab. Proficiency testing program.

8. Risks and Assumptions

143. The majority of risks associated with the project are of an operational type and they are considered to be of medium to low rating. On the other hand, the political risks faced by the project, while fewer in number, are rated medium to high and are more significant. The operational type risks are considered as within the control of project management and measures have been put in place to mitigate them. The political risks were beyond the ability of the project to control. However the project have put in place mechanisms and systems that have reduced the risk potential its effects on the project. Risks and risk mitigation measures during the project life time are summarized in the table below.

Table 8. Project Risks and Risks Management

Risk	Risk Type	Risk Rating	Risk Monitoring And Response (Mitigation)
Weak commitment of the Nile Basin countries	Political	Medium to High	Countries have shown high commitment during the project implementation. This commitment was reflected in the provision of space for the national project coordinators, counterpart support, participation in national and regional events and meetings, participation of senior officials in monitoring and follows up of activities and voluntary participation of professionals in the different networks. Activities in some countries attracted the attention of heads of states and ministers.
Inadequate Institutional leadership	Operational	Medium	The project depended on the capability of government institutions and staff to provide visionary leadership. The project has sought visionary leadership within, and not outside, the boundaries of the Nile Basin and through study tours, exchange visits and consultations it had exposed leaders to good practice and enhanced institutional capacity and leadership to the benefit of project activities. An overarching principle that lent to commitment in this area was the ability of the countries and specifically the host institutions to integrate some of the activities of NTEAP into their national planning process. This has contributed to mitigating this risk by ensuring that the activities were given the necessary recognition and has also contributed to national ownership.
Complex regional coordination processes	Operational	Medium	Effective implementation of the SVP projects has been a challenge and NTEAP has not been an exception. The strong Project Management Unit together with the build-up of capacity and capabilities of the NBI institutions has guarded against this risk.
Weak national institutional capacity	Operational	Low	The project has exerted lot efforts to overcome this risk. This included building the capacities of nationals institutions staff through regional and national training activities, establishment of national and regional networks with the active participation of Government and civil society organizations, provision of some equipment and knowledge products and facilities. In addition, the project has developed numerous studies, manuals and

Risk	Risk Type	Risk Rating	Risk Monitoring And Response (Mitigation)
			foras and provided environmental advisory services to government and other NBI institutions.
Prevailing insecurity and conflicts	Political	Medium to High	<p>Four of the NB countries have experienced some form of political unrest and/or internal conflict. The project mitigated this situation by adopting the following strategy:</p> <p>To collect information on the situation from the UN agencies as well as the NTEAP field coordinators and continue to monitor the situation;</p> <p>To avoid direct engagements in the areas of conflict/unrest during those times;</p> <p>Provision of necessary resources for security related equipment and escorts;</p> <p>Continue to respect the sovereignty of the countries by not being involved directly or indirectly in the conflict/unrest and ensuring that the project remains impartial.</p>
Predicament of Leadership vs. Participation and Ownership	Operational	Low	The MTR identified a potential predicament for the project – it needed to maintain its leading role and take initiatives, guiding the NBI towards mainstreaming environment; but it also needed to encourage a participatory approach to the implementation and management of the project's activities. To reduce the risk of sacrificing one target for the other, the project has provided the leadership necessary to adopt a programme of work and has guided the beneficiaries and assisted them with implementation through the provision of information, training, identifying options and helping them reach a decision.
Inability to sustain project products	Strategic	Low	While the project accepted that the expected change of approach to management of the Nile Basin environment by the riparians, is a long term target, it has made all efforts to ensure that the progress that it has made towards this goal by the project is not lost. In this regard the project has prepared and discussed an extensive phase-out/phase-in strategy. The strategy addressed NTEAP achievements, networks and other knowledge products to be taken over and assimilated as seamlessly as possible by more permanent institutions at the national and NBI level.

9. Disposition of project assets

144. Total value of assets acquired by the project was US \$ 814000 (with current value at project closure of US \$ 418000). The assets comprise vehicles, office equipment and office furniture and are located at the PMU in Khartoum and in the national coordination office in all of the NBI countries. Most of the assets are in usable conditions. All the 22 vehicles are in good conditions except one vehicle belonging to the NPC of Tanzania that need engine overhaul and one vehicle of the NPC of Sudan that needs repair.

145. The project assets shall be disposed of in accordance with the NBI assets disposal guidelines and in consultation with and endorsement of respective country TAC member. The main driver behind the re-allocation of the project assets is to assist sustaining project activities. Consequently, it is proposed that the assets shall be transferred to the host institutions of NTEAP project activities. Recipients of the assets shall be hosting government organizations and hosting NGOs and in some case the NBI national offices.

10. Lessons and Recommendations

146. Being a project of a complex nature, NTEAP required a multitude of actions to establish its institutional and implementation structure, which requires ample time to materialize. The project design did not give enough consideration to this issue, which resulted in extending the project twice (at no cost) to address its objective(s). In the future, the NBI should endeavor to allow for sufficient time for an adequate start up/pre-implementation phase.
147. In a regional and multi-country setting implementation pace requires flexible implementation mechanisms to cater for the various activities at urban and rural settings. Being an executing agency, UNOPS has adopted some cumbersome implementation procedures that are quite lengthy, bureaucratic and did not suit the nature of activities in a project such as NTEAP. It is therefore recommended that for a project of such magnitude that also includes field based activities, the NBI should adopt an implementation mechanism that includes other execution modalities such as national UN offices, Government and relevant CSOs.
148. Capacity building has been an NTEAP cross cutting theme through all of its components. NTEAP capacity building activities have helped in piloting some sound models, created awareness, imparted knowledge and know how and established some sustained livelihoods. In view of its importance, the NBI should build on the momentum and efforts created by NTEAP and select some national/regional champions (such as NBDF, NBI national offices, WQWG network, etc) to continue the capacity building work in the future.
149. The participatory monitoring approach that has been adopted by NTEAP has proven to be quite instrumental in improving national ownership, resource mobilization, visibility, knowledge and exchange of technical expertise. In addition, the approach has helped in enhancing cooperation among professionals and government agencies. The approach has also attracted high level government officials at all levels including heads of states and Ministers. Moreover, NTEAP has expanded the participatory monitoring approach to include national and Transboundary exchange visits among NGOs and communities. It is recommended that the NBI adopts this approach in all future NBI related activities.
150. A key important output for NTEAP educational and awareness activities is the development of multi-thematic environmental education learning materials. As a result for this effort, it is important that these developed materials be incorporated into the curriculum of different schools and/or universities at the national level. As the adoption and incorporation process is government controlled, the NBI should

advocate for this process through the relevant national curriculum development mechanisms/centers to ensure the adoption and incorporation.

151. During the implementation of the Wetlands activities, the project was constrained by the lack of stand-alone Wetlands Management institutions, which has resulted in low commitment and poor engagement at the national level. It is therefore recommended that the NBI continues to provide substantive institutional support to the NB countries to enhance their capacities and ensure the implementation of the regional wetlands strategy.
152. NTEAP has developed a number of regional and national networks to provide support, guidance and oversight to its different activities. These networks have succeeded in creating awareness, enhancing cooperation at national and regional levels and enlisted the engagement of professionals of different specializations in NTEAP activities and contributed to stakeholders' involvement. It is strongly recommended that the NBI builds on this momentum and continue to support these different regional networks such as the NTEAP PSC, the WQ, Wetlands and Journalists. In this respect it is important that NBI finalize arrangements to ensure participation of PSC as advisory group and sign the draft MOU with Ramsar Secretariat to ensure the continuity of the Wetlands working group.
153. NTEAP activities have generated a number of substantive knowledge products containing wealth of information that worth using and disseminating (list of knowledge products attached as Annex 11). Considerable efforts and resources were used to produce the different scientific studies, reports, manuals and best practice products. It is therefore recommended that NBI give high priority to availing and sharing the different NTEAP knowledge products with relevant stakeholders through suitable dissemination means. Follow up on the expansion, replication and adoption of best practices is highly important for NBI to realize the value of resources that went into piloting. NBI should establish a strong mechanism to extract, assimilate the knowledge generated by NTEAP and to use that knowledge to strengthen the planning and enhance the Nile Basin Resource Management.
154. During its course of implementation over the last five years and based on the design of the component, the Microgrant component managed to forge a strong partnership with the Small Grants Program (SGP). This partnership has resulted in the smooth transfer of knowledge and experience from the SGP to the MGP and vice versa, which has helped in saving time and resources. The MGP also managed to leverage the SGP into continuing to upscale and expand some of the NTEAP pilots. It is therefore strongly recommended that the NBI build on this partnership to establish sustained linkages and cooperation with the SGP program. To this effect it is recommended that NBI undertake dedicated actions to finalize and sign the draft Memorandum of Understanding developed by NTEAP.
155. In view of the extended efforts exerted by NTEAP to establish the mechanisms and procedures for the Water Quality Monitoring information sharing system, it is recommended that the NBI pursuit the funding and implementation of the WQM Strategy approved by the TAC to ensure the smooth and flow of the data from the network stations to the DSS.
