

Terminal Evaluation of the GEF-funded project entitled:
Strengthening the institutional capacity
of African Network of Basin Organization (ANBO),
contributing to the improved transboundary water governance in Africa

Evaluation report

Project information table

PIMS number	5338
GEF ID	5772
ATLAS	UNESCO: 97212 OMVS: 97214
GEF focal area / Strategic program (GEF-5)	IW-1: Catalyse multi-state cooperation to balance conflicting water uses in transboundary surface/groundwater basins while considering climatic viability and change IW-3: Support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based, joint management of transboundary water system.
UNDP strategy	Environment and sustainable development <i>Primary Outcome</i> 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation <i>Secondary Outcome</i> 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste
Region and country of the project	Africa - regional
Executing agency	UNDP
Implementing agencies	Senegal River Basin Organisation (OMVS) UNESCO
Other project partners	Africa Network of Basin Organizations (ANCO), African Ministerial Council on Water (AMCOW) African Lake and River Basin Organisations (L/RBOs) and Groundwater Commissions (GCs), Regional Economic Communities (RECs), International Network of Basin Organisations (INBO)
Project start date	16/10/2017

Project end date	31/12/2020
Total budget	2,254,652.36
GEF grant in US\$	2,000,000.00
Co-financing in US\$	253,652.36 <i>of which:</i> ADB (cash) 44,599.73 OMVS (in kind) 209,052.63
Terminal evaluation Commissioning unit	Nature Climate and Energy Directorate, BPPS, UNDP
Terminal Evaluation Team member	Giorgio V. Brandolini
Terminal Evaluation timeframe	2/7-20/8/2021
Date of final Terminal Evaluation report	3/9/2021

15 August 2021

Table of contents

Acronyms and abbreviations	5
1. Executive Summary	6
2. Introduction	13
2.1 Evaluation objective, purpose and scope.....	13
2.2 Methodology	13
2.4 Data collection and analysis	14
2.4 Ethics.....	15
2.5 Limitations to the evaluation.....	15
2.6 Structure of the Terminal evaluation report	15
3. Project description	17
3.1 The GEF/UNDP ANBO project.....	17
3.1.1 The context.....	17
3.1.1 The project.....	18
3.2 Expected results	20
3.3 Main stakeholders	21
3.4 Theory of Change.....	23
4. Findings.....	25
4.1 Relevance.....	25
4.2 Efficiency.....	29
4.2.1 Adaptive management	29
4.2.2 Actual stakeholder participation and partnership arrangements.....	30
4.2.3 Project finance and co-finance	30
4.2.4 Monitoring & Evaluation	33
4.2.5 UNDP implementation/oversight and Implementing Partner execution	35
4.2.6 Risk Management.....	36
4.3 Effectiveness.....	37
4.4 Impact.....	43
4.5 Sustainability	44
4.6 Ownership	47
4.7 Catalytic/Replication Effect	47
4.8 Cross-cutting issues	48
4.8.1 Gender equality and women's empowerment	48
4.8.2 Environment	48
4.8.3 GEF Additionality	49
5. Overall assessment, Conclusions, Recommendations and Lessons learnt.....	50
5.1 Overall assessment.....	50

5.2 Conclusions	51
5.3 Recommendations.....	53
5.4 Lessons Learned	54
6. Annexes	57
1. Terms of reference	57
2. Evaluation matrix.....	59
3. Survey guide	62
4. Contact list of informants	62
5. Evaluation timeframe and interviews chronogramme	63
6. Documents.....	64
7. Co-financing.....	66
8. Stakeholders' analysis.....	67
9. Reconstructed Theory of change.....	70
10. Project budget	73
11. Project indicators.....	73
12. Evaluation Ratings	77
13. UNEG Code of Conduct form.....	77
14. Evaluation Consultant Agreement form.....	78
15. Terminal Evaluation Report Clearance form	78

Tables

1. Interviewees by kind of organisation	15
2. Budget execution by year (USD)	32
3. Budget execution (USD)	33
4. Project co-financing to 15/7/2021 (USD)	33
5. Project achievements	39

Diagrams

1. International river basins of Africa	19
2. Project timeframe	21

Acknowledgments

The author expresses his gratitude to the representatives of UNDP, UNESCO, OMVS, ANBO Permanent secretariat and GEF/UNDP project and other participants to this exercise. Their collaboration has facilitated the access to data, introduced the International consultant to the informants and the emergence of the comprehensive vision of transboundary water basins issues in Africa that permeates the analysis of the project context, challenges and progress.

Acronyms and abbreviations

AfDB	African Development Bank
AGWIS	African Groundwater Information System
AMCOW	African Ministerial Council on Water
ANBO	African Network of Basin Organization
AU	African Union
AUC	African Union Commission
AWIS	African Water Information System
CC	Climate change
CIWA MDTF	Multi Donor Trust Fund for the Cooperation on International Waters in Africa
CSO	Civil Society Organisation
EU	European Union
GC	Groundwater Commission
GEF	Global Environmental Facility
GWP	Global Water Partnership
IGRAC	International Groundwater Resource Assessment Centre
INBO	International Network of Basin Organisations
KMP	Knowledge management portal
L/RBO	Lake and River Basin Organizations
M&E	Monitoring and evaluation
NGO	Non Governmental Organisation
OECD / DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
OMVS	Organisation pour la mise en valeur du fleuve Sénégal
PIF	The Project Identification Form
PMU	Project Management Unit
PPG	Project Preparation Grant
PSC	Project Steering Committee
REC	Regional Economic Community
SDG	Sustainable development goal
SITWA	Strengthening the Institutions for Transboundary Water Management in Africa
SWOT	Strengths - Weaknesses - Opportunities – Threats
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
USD	United States Dollars

1. Executive Summary

Project description

The project *Strengthening the institutional capacity of African Network of Basin Organization (ANBO)*, contributing to the improved transboundary water governance in Africa” funded by the Global Environmental Facility (GEF) is framed in Sustainable development goal (SDG) 1: to end poverty in all its forms, everywhere. The Project document was signed in October 2017 with a duration of 40 months. Project activities started with the recruitment of project staff and the set-up of the Project Management Unit (PMU) from June 2018 to August 2019. The ANBO project Inception Workshop was held in October 2018, with the participation of ANBO members, to discuss the project work plan and clarifying the role the Implementing partners. The ANBO Council meeting held in Tunis in July 2019 examined the revision of the Statute and Strategy, proposed a roadmap for the study of the preferred financial option and supported the formulation of the Action plan 2020-2024. The Council virtual meeting of November 2020 adopted the Action Plan 2020-2024.

The Project workplan and budget were revised twice, the second one in early 2020 in anticipation of a project extension until the end of 2021, that was not granted. The project activities ended on 16th February 2021. After the project end, the ANBO Permanent secretariat with the assistance of two project staff undertook the liquidation of the project cash advances. These activities include the preparation of funding proposals to be submitted to donors, some communication activities as sponsoring the participation of ANBO members to the World water forum 2021 in Dakar. They are expected to be completed by the end of September of 2021.

Evaluation Ratings Table for the ANBO Project

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	HU
M&E Plan Implementation	HU
Overall Quality of M&E	HU
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS
Assessment of Outcomes	Rating

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Relevance	MU
Effectiveness	U
Efficiency	U
Overall Project Outcome Rating	U
Sustainability	Rating
Financial resources	U
Socio-political/economic	U
Institutional framework and governance	MU
Environmental	ML
Overall Likelihood of Sustainability	U

Findings

EQ1. How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?

ANBO coordination with AMCOW has little progressed due to insufficient alignment of the former mandate with the latter strategy. Thus, the project design relations with the GEF Focal area and African environmental and development priorities have been insufficiently elaborated.

EQ2. Have the Implementing partners steered the engagement of the regional and national partners?

The participation of regional and national partners to project events has produced no follow up. Their formal endorsement of the revised Action plan has still to produce concrete engagements. The project co-financing, mostly in-kind support by ANBO host organisation, has been US\$253,652.36 or about 30% of the project expenditures.

EQ3. Has the monitoring feedback been used in taking decisions on the project execution?

The Logframe indicators are mostly qualitative with imprecisely defined targets. Consequently, project reports focus on the performance of activities rather than on the achievement of results and is of little value as information basis for project decision making.

EQ4. Has UNDP steering of the project ensured its coherence with other initiatives contributing to its overall objective?

The project has established no collaboration with other UNDP/GEF actions.

EQ5. Was the project implemented efficiently, in line with international and national norms and standards?

OMVS hosts ANBO Permanent secretariat and has provided logistical support to the project execution. UNESCO has participated to project events by providing its expertise in groundwater management.

EQ6. To what extent have the expected outcomes and objectives of the project been achieved?

ANBO depends on its host organisation logistics for operating and INBO for knowledge management. ANBO has little improved the L/RBO, GCs and RECs engagement in transboundary water basin cooperation.

EQ7. To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?

The project is elaborating project proposals, performing communication actions and supporting ANBO participation to international events in order to extend the reach of its former achievements. ANBO is still dependent on OMVS and project resources, having not triggered the financial contribution of its members.

EQ8 How did the project contribute to gender equality and women's empowerment?

The project strategy doesn't mainstream gender equity in its activities. No progress has been recorded in terms of inclusion of vulnerable groups until now.

EQ9. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

The project field reach has been limited to some training events and has not yet contributed to change the L/RMO, GC and RECs, strategies, plans in transboundary water basin management.

Conclusions

1. Relevance. The growing complexity of the interests faced in managing the African transboundary water basins is rapidly making obsolete or insufficient the knowledge and skills currently employed in such field. Changes in context, expansion of mandate, innovation make incomplete or obsolete the existing capacities to manage water and the Lake and river basin organisations (L/RBO) often lack the references and criteria to orientate choosing sources of information and adapting knowledge to their needs and capacities. Such gap in knowledge management is strongly felt across the continent and highlighted in the AMCOW Strategy 2018 – 2030 as a major challenge to the development of the continent.

2. Design. The identification and design of the ANBO project has been aimed to relaunch and complement the results of the two previous actions supporting the establishment of the African network of transboundary basin organisations (ANBO) to create and exchange knowledge on the water resource. The project design has faced complex, unsolved institutional framing challenges that have required the revision of its Logframe and change in the sequence of its planned activities. Such changes have not been reflected in a reflection on its strategy and assumptions to ensure its feasibility in the original timeframe.

2. Efficiency. The delivery of the project activities has faced several operational hurdles that have not been solved during its timeframe. The Project management unit (PMU) has incurred in long delays in performing activities in order to comply with the GEF / UNDP requirements and the restrictions due to the COVID-19 pandemic has frozen most activities that required the physical meetings. In fact, the project has been closed at its original expiry date (16/2/2021) with the liquidation of commitments already in place being completed by the end of September 2021.

3. *Project finance*. The project budget execution is about two third of the available money (63%) and co-financing about one sixth of the final expenditures (17%). In practice, the delivery of activities has suffered along all the project components except the running of the Project management unit (PMU) that has achieved its target (100%). As most of co-financing is made of the host organisation in-kind logistic support to the running of the ANBO Permanent secretariat, the project external fund-raising may be rated at about 3% of the expenditures.

4. *Monitoring and evaluation*. The project Logframe includes qualitative definition of most indicators and often qualitative target values. No baseline has been done to ascertain the reference situation. In practice, the project has not established a structured monitoring function limiting its activities in such field to the reporting of the activities performed.

5. *Effectiveness*. The project has built capacities and created knowledge on the topics relevant for the functioning of the ANBO such as the institutional context, the interests of the stakeholders, the modalities of financing and the factors that influence the exchange of information among the members and their partners. The revision and adoption of the Statutes, Strategy and Action plan of ANBO, of the road map to the establishment of the funding modalities are relevant for the planning of future actions aimed at putting in place the network and its services. The training of L/RMO staff and meeting of their representatives have contributed to the creation of a community of interests that can be valuable in exchanging information, practices and experiences across the continent. The main achievement of the project has been the establishment of the network of AWIS focal points whose interaction with the project has already facilitated the access to information and experience for the development of new approaches in the transboundary management of water.

6. *Impact*. The contribution of ANBO to the strengthening of the capacities of its members have been until now directed to provide access to external training services. The project contribution to the relaunching of the ANBO in the field of its governance and performance of services to the members has been checked by the lack of implementation of the Action plan and of the weakness of the central mechanism in charge of the exchange of information.

7. *Sustainability*. The sustainability of the project results faces big challenges. The benefits generated until now by the ANBO actions have not ensured its institutionalisation or the putting in place of a cost recovery mechanisms that pays for the services provided to its members. The challenges faced in the definition of the institutional role of ANBO – how does it fit in the continental water management bodies – are reflected in the financial sustainability of the ANBO services. The consolidation of the core skills of ANBO in screening sources of innovation and supplying information to its members is the pre-requisite for their engagement and the sustainability of the network.

8. *Gender*. The project has neither defined its indicators in terms of gender disaggregation nor developed a gender strategy. Its activities have not specifically targeted gender issues and neither its conceptual products, as the ANBO Strategy and Action plan have developed provisions targeting gender equity.

9. *Environment*. The project objectives are fully inscribed in the conservation of environment and resilience to climate change, topics in which the ANBO members and partners play an important role in Africa. However, the project concentration on the development of ANBO as an institution – i.e., on its scope and governance mechanisms – has diverted its action from the more practical activities of performing services for its members in these areas.

Recommendations

<i>Rec. #</i>	<i>TE Recommendation</i>	<i>Entity Responsible</i>	<i>Time frame</i>
A	Advocacy		
A.1	Elaborate an advocacy component – in updating the communication and visibility plan – that includes the dissemination of the policy paper, the AWIS network of focal points presentation and the 3-page project concept paper (see below), to improve the understanding of the ANBO role among members, African institutions and donors.	ANBO / PMU	Short term
A.2	Elaborate a policy paper on the basis of the project experience pointing out the core functions of the ANBO – e.g., on the basis of the experience of the AWIS network of focal points - and their relevance for policy making by African institutions.	ANBO / PMU	Short term
B	Communication		
B.1	Elaborate the presentation of the AWIS network of focal points, listing their tasks, modalities of connection, themes of interest, and linkages to the operations of the represented organisations. Use this presentation to advertise members and partners on the ANBO services.	ANBO / PMU	Short term
B.2	Formulate a 3-page project concept paper on the practical tasks that the ANBO can presently perform, i.e. networking L/RBO, promoting members' meetings, training and participation to events, and defining the themes more relevant for its members – i.e., water basin monitoring, exchange of experiences, piloting innovation – for submission to donors	ANBO / PMU	Short term
C.3	Organise an all hands meeting of the ANBO members to discuss: - the project achievements and challenges for the continuation of its results, - the policy paper, the AWIS network of focal points presentation and the 3-page project concept paper, to finalise them.	ANBO / PMU	Short term
D	Governance		
D.1	Elaborate a 3-pages business model, presenting also the relations between the ANBO governance and budgetisation - on the basis of the lesson learned here below –. Use such document to guide the execution of future projects to ensure the coherent articulation of the network operations on the basis of the available resources.	ANBO / PMU	Medium term

Lessons learned

Relevance

1. Single out the framing of institutional arrangements and establishing of governance mechanisms in the design of projects that assist organisations in such tasks. Assign the execution of the corresponding activities to the entities that oversee the assisted organisations.

2. Elaborate the business models of institutional building projects that link the access to resources to the execution of the activities of each level of their governance mechanisms. Develop specific cost-recovery modalities (budgetisation) for each level of the governance mechanism, notably:

- the own resources of the governing entities should pay for their participation to decision making,
- the members should fund the limited resources needed to perform the focal point - permanent or rotational – tasks,
- the representation of stakeholders should be articulated to ensure the participation of those interested or endowed of resources to the planning, coordination, monitoring functions,
- technical assets, services and activities delivered to members and customers should be performed along cost-recovery modalities.

Permanent resources, internal or external to the organisation, should be assured before transforming the focal point tasks in a more elaborated function.

3. Formulate Logframes with relevant, acceptable, credible, easy and robust indicators to ensure that the calculation of their values be performed in a metric modality (digits). Identify indicators that concern the project impact on the beneficiaries' activities and their context, i.e. external indicators. Ensure that the information generated by monitoring the project outputs and outcomes be disseminated among stakeholders upstream and downstream – to foster their engagement – and used in taking decisions – e.g., by the PSC -.

Efficiency

4. Establish project steering committees whose membership is limited to a representative of each implementing agency – i.e., the people that control the budget -, and include an observer that represents the donor or the executing agency. Other key stakeholders should be represented through technical committees rather than the project steering committee, as they are not directly involved in budget management.

5. Use the Project preparatory grant, inter alia, to assess the reliability of the sources of project co-financing. Ensure the consistency among the declared contributions to the engagement of the funding organisations to the execution of the project activities.

6. Plan the sequence of project activities to produce early concrete results – e.g., through pilot actions assisting the final beneficiaries -. Use such results in elaborating the content of advocacy actions directed to engage partners and stakeholders in the performance of the project activities. Do not subordinate the execution of such practical activities to the strategic ones to avoid postponing the former and thus undermining the latter.

Effectiveness

7. Ensure that the completion of the capacities to perform present institutional commitment precede the expansion of the scope of an organisation to avoid cumulating challenges that can check both its old and new commitments.

Impact

8. Ensure that the contribution of different executing partners be integrated at all levels and stages of the project design, implementation and monitoring to maximise their mutually reinforcing effects to achieve the common outcomes.

Sustainability

9. Use the external indicators of the Logframe to assess the early sign of sustainability of the project results on the basis of the changes that occur in the situation and context of the final beneficiaries (e.g., the assisted organisations and population). The direct achievements of the activities of a project may be insufficient to forecast the continuation of its outputs in absence of the project resources after its end.

Cross-cutting issues

10. Highlight gender and environmental outputs in the project design by defining their achievement through indicators or disaggregated targets of the indicators to ensure that the Project management unit mainstreams them in the planning of activities.

2. Introduction

The GEF/UNDP policies, requires that all GEF-funded projects implemented by UNDP be subject to a Terminal evaluation. These reviews are to be undertaken in an independent manner. This report presents the Terminal evaluation of the GEF/UNDP project *Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa*. UNDP is the executing agency of the project and the Organisation pour la Mise en Valeur du fleuve Sénégal (OMVS) and United Nations Educational, Scientific and Cultural Organization (UNESCO) are its implementing agencies.

2.1 Evaluation objective, purpose and scope

The objective of the Terminal evaluation is to assess the achievements of the project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The Terminal Evaluation assesses project performance against expectations set out in the project's Logical Framework/Results Framework. This exercise assesses results according to the criteria outlined in the Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects.

The purpose of the final evaluation is to capture lessons learned and good practices from the project and to provide information on the nature, effectiveness and sustainability of the results of the project. This information will be used for decision making on the project exit strategy and will be disseminated to help increase stakeholder accountability. The analysis frames the response to the Assessment Questions within the OECD / DAC and cross-cutting criteria.

The Terminal Evaluation covers the duration of the execution of the project until 16/2/2021, i.e., the closure of its activities. It focuses on achievements, impacts and lessons learned that can improve the sustainability of project benefits and improve overall UNDP programming. Annex 1 presents the Terms of reference of the Terminal evaluation

2.2 Methodology

The Terminal evaluation combines the analysis of the project documents and of the feedback provided by key informants through interviews performed remotely – due to the COVID-19 pandemic restrictions - to cross-check the progress made by the project from different viewpoints.

The detailed analysis of the project documents has clarified the key elements to be discussed with the informants by WhatsApp, Skype, Zoom with the help of the survey guide. The evaluation is based on a participatory approach than includes the integration of the viewpoint of the stakeholders in the assessment of the project and the validation of this exercise through a remote workshop held

with members of the Executing agency and of the Implementing partners, conducted with the aid of a PowerPoint presentation.

After having finalised the Evaluation questions, elaborated the Evaluation matrix (see Annex 2) and developed the interview guide (see Annex 3), the consultant has formulated the other survey and analysis tools that include: the stakeholders' analysis (see section XX), the reconstructed theory of change (see section XX), the contacts of informants (see Annex 4), the updated evaluation timeframe (see Annex 5), the documents list (see Annex 6), the table of co-financing (see Annex 7). The proposed approach makes possible to the comparative analysis of the evidence collected from the project documents by confrontation with the viewpoint of the stakeholders. The launching of the evaluation and elaboration of the methodology taken 2 weeks and has been concluded with the submission of the Inception report (2-16/7/2021). The Evaluation questions have included a gender equality and women's empowerment one.

2.4 Data collection and analysis

Following the kick-off meeting, the consultant has contacted the ANBO Permanent Secretariat to collect documents and he has sought its assistance in contacting informants that represent different groups of stakeholders (16-22/7/2023). The organisation of the interviews has been delayed with reference to the initial planning (26/7/2021-10/8/2021) due to the extensive time needed to fix the date of the remote meetings with the informants. The consultant made 18 interviews of 21 informants out of the 40 contacted. The interviewees represent UNDP, UNESCO, ANBO, OMVS and 4 other L/RBO (ABN, CICOS, KOBWA, MRU), AUC, AMCOW, CEDEAO, UEMAO, INBO and GWP. Table 1 presents the interviewees by kind of organisation.

Table 1. Interviewees by kind of organisation

<i>Organisation</i>	<i>Interviewees</i>	<i>Total</i>
Executing agency		1
UNDP	1	
Implementing partners and project management unit		7
UNESCO	3	
OMVS	1	
Project management unit	3	
Partners and beneficiaries		13
Regional and international organisations	7	
L/RBO (except OMVS)	7	
Total		21

At the end of the survey phase, the consultant has analysed the extensive documentation collected by triangulating evidence with the answers of the interviews and elaborated the draft Evaluation

report (10-16/8/2021) that has been revised upon reception of comments to finalise the present Evaluation report (17/8-3/9/2021).

The deliverables of the Terminal evaluation by date are:

<i>Deliverable</i>	<i>Phase</i>	<i>Date</i>
1. TE Inception Report	Inception	10/7/2021
2. Initial findings presentation	Desk	16/7/2021
3. Draft Terminal Evaluation Report	Synthesis	16/8/2021
4. Final Terminal Evaluation report and Audit Trail	Synthesis	3/9/2021

The milestones of the Terminal evaluation by date are:

<i>Milestones</i>	<i>Phase</i>	<i>Date</i>
1. Terminal Evaluation Inception Report approval	Inception	16/7/2021
2. Remote interviews completion	Survey	10/8/2021
3. Final Terminal Evaluation report approval	Synthesis	3/9/2021

2.4 Ethics

The evaluation has performed along the principles stated in the UNDP Ethical evaluation rules. Specifically, the consultant has anonymised the answers of the interviewees used in the analysis of the project.

2.5 Limitations to the evaluation

The remote execution of the Terminal evaluation has limited the resources needed for this exercise to the recourse to internet connectivity. The available documents present a complete picture of the project. Due to the late communication of the mission start and the time consumed to arrange remote interviews, the initial work plan has been extended at the beginning of the survey phase.

The travel restrictions imposed by the response to the Covid-19 pandemic have obliged the International consultant to perform his tasks from his home country and to conduct the interviews remotely. The lack of direct exposure of the consultant to the environment / organisation in which the informants operate reduces the perception of the context that influences their decisions. Such constraint is partly compensated by the acquaintance of the International consultant with the African countries and their transboundary water basins management initiatives, with the African Union / Regional economic communities activities in local development, and in regional integration dynamics.

2.6 Structure of the Terminal evaluation report

This report is made of the following sections:

Summary table

1. Executive summary, highlighting the key elements of the evaluation
2. Introduction, presenting the methodology and performance of the evaluation
3. Project description, illustrating the project main features
4. Findings articulated by OECD / DAC criteria and cross-cutting issue
5. Overall assessment, conclusions, lessons learned, recommendations
6. Annexes, technical and administrative

3. Project description

3.1 The GEF/UNDP ANBO project

3.1.1 The context

The project *Strengthening the institutional capacity of African Network of Basin Organization (ANBO)*, contributing to the improved transboundary water governance in Africa” funded by the Global Environmental Facility (GEF) is framed in Sustainable development goal (SDG) 1: to end poverty in all its forms, everywhere.

The water resource is of strategic importance to African development and stability. Its conservation and sustainable use has the potential to contribute to food security, employment creation and poverty alleviation all of which are the foundations of broad based socio-economic development. Notably, water management is a transboundary issue as about 80% of Africa’s freshwater is shared by two or more countries. In the early 2020’, the African Union (AU) has adopted the Africa Water Vision (2025) whose target is to achieve *An Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation, and the environment* and it has called for the creation of a *Federation of African River and Lake Basin Organizations* (2002) to facilitate the emergence of a common approach to the management of transboundary waters. This continental approach leverages the contribution of the Regional Economic Communities (RECs) to the development of strategies for the management of transboundary aquifers.

In operational terms, the AU has established the African Ministers’ Council on Water (AMCOW) in 2002 with the primary purpose of providing political leadership, policy direction and advocacy and promoting cooperation, security, social and economic development and poverty eradication through the management of water resources and the provision of water supply services. In the same year, the International Network of Basin Organisations (INBO) in collaboration with the Senegal River Basin Development Authority (or *Organisation pour la mise en valeur du fleuve Sénégal* (OMVS)) has promoted the establishment of the ANBO, whose Permanent secretariat is hosted by the OMVS one. ANBO initial focus, drawing from the African Water Vision 2025 and from the influence of AMCOW, was on transboundary surface waters.

In 2006, AMCOW established the *Tekateka Committee*, which recommended that the African Network of Basin Organizations (ANBO) to act as common platform. The ANBO statutes were revised in 2007 to provide for a close alignment between ANBO and AMCOW. From 2007 to 2010, the project on “Development of the African Network of Basin Organizations” funded by the African

Development Bank (AfDB)² has assisted ANBO in developing capacity to efficiently interact with integrated transboundary water resource management stakeholders and specifically to strengthen new and future Basin organisations.

From 2012 to 2016 the Global Water Partnership (GWP) in partnership with the ANBO Permanent Technical Secretariat has implemented the European Union (EU) funded project “Strengthening the Institutions for Transboundary Water Management in Africa (SITWA)”. SITWA undertook a broad stakeholders’ consultation and financed the vast majority of ANBO administrative, technical and operational activities during the period, including the costs of the ANBO General Assembly and Coordination Bureau meetings. With the help of this project, the Permanent secretariat has prepared the ANBO Strategy 2015 – 2024 and Action Plan 2015 – 2019³.

Figure 1. International river basins of Africa



3.1.1 The project

The GEF/UNDP funded ANBO project was originated as a follow-up to the SITWA project. The Project Identification Form (PIF) was approved in June 2014 along with a Project Preparation Grant (PPG)

² Through the African Water Facility.

³ Adopted by the ANBO General Assembly in February 2015

grant of \$100,000 to support its formulation, used to hold preliminary stakeholders' consultation and assessment of OMVS capacities. Assessments and discussion with the partners resulted in the selection of the OMVS as principal Implementing partner in collaboration with UNESCO due to the latter experience and expertise in African groundwater management. In fact, following the recognition of the importance of transboundary groundwater resources, ANBO is endeavouring to cover groundwater resources. The Project document was signed in October 2017 with a duration of 40 months. Project activities started with the recruitment of project staff and the set-up of the Project Management Unit (PMU) from June 2018 to August 2019.

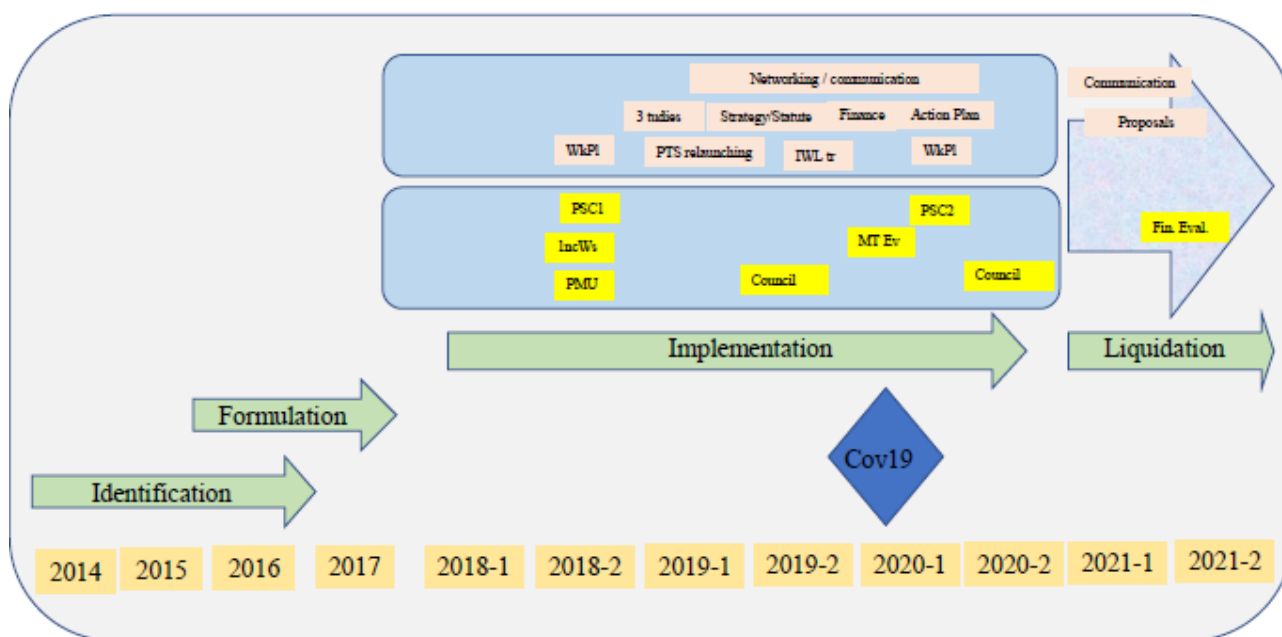
The ANBO project Inception Workshop was held in October 2018, with the participation of ANBO members, to discuss the project work plan and clarifying the role of the Implementing partners. The first Project Steering Committee (PSC) was held in October 2019 and approved the proposed workplan, budget and the recommendations from the Inception workshop. The Inception report was submitted in March 2019.

The ANBO Council meeting held in Tunis in July 2019 examined the revision of the Statute and Strategy, proposed a roadmap for the study of the preferred financial option and supported the formulation of the Action plan 2020-2024. A Mid-term review was held in March-May 2020 providing an extensive analysis of the ANBO options and finetuning of the project strategy to adapt to the changes of context since its identification. The second PSC was held virtually in August 2020. The participants approved the Mid-term review recommendation to extend the project duration to the end of 2021. The Council virtual meeting of November 2020 adopted the Action Plan 2020-2024.

The Project workplan and budget were revised twice. The first time in late 2018 to add activities and readjust across budget lines, and the second one in early 2020 in anticipation of a project extension until the end of 2021, that at the end was not granted. The project activities ended on 16th February 2021. After the project end, the ANBO Permanent secretariat with the assistance of two project staff undertook the liquidation of the project cash advances. These activities include the preparation of funding proposals to be submitted to donors, some communication activities as sponsoring the participation of ANBO members to the World water forum 2021 in Dakar. They are expected to be completed by the end of September of 2021.

The project activities concentrated on reconstructing the ANBO Technical secretariat operational capacities, strengthening its links with the network members, conducting 3 studies (Review of ANBO statutes, Evaluation of the ANBO strategy and action plan, Identification of Financial option for ANBO). The second year was devoted to revising the ANBO Statute, Strategy and Action plan 2021-2024 along the findings of the 3 studies and including the recommendations received during their presentation to the General assembly. The project sponsored the participation of ANBO Permanent secretariat to 4 international conferences and the training of 10 representatives of ANBO member organisations on international water law in November 2019. Since 2020, with COVID-19 restrictions, activities slowed down the Implementing partners coordination with AMCOW, INBO and ANCO members.

Figure 2. Project timeframe



3.2 Expected results

UNDP-GEF has designed this project to strengthen transboundary water governance in Africa working through the framework of the ANBO.

The Overall objective of this project is to improve transboundary water governance in Africa.

The Specific objective of the project is to strengthen the coordination and collaboration capacity of African Lake and River Basin Organizations (L/RBOs), Commissions and/or cooperative framework for transboundary groundwater management and their member states towards improved transboundary water governance in Africa through improved support by the ANBO. The project strengthens the capacity of the ANBO and supports the implementation of its Strategy and Action Plan (2014).

The project is articulated in two components:

- 1: Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW,
- 2: Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation.

The UNDP is the GEF executing agency. The Senegal River Basin Organisation (OMVS) and UNESCO are the GEF Implementing partners that are in charge of recruitment, procurement, contract management, and all the administration of the project directly or through the Project Management Unit (PMU). They are also in charge of progress and financial reporting to UNDP quarterly, working closely with the PMU. UNESCO is in charge of financial reporting for the fund they receive directly from UNDP. The UNDP Mauritius Country Office supported by the Regional Technical Advisor for Water and Ocean Governance in Africa ensures that the GEF investments support not only the

intended project outcome delivery but also the delivery of the relevant outcomes (IW-1, IW-3) of GEF Strategic programme.

The GEF contribution is made of a US\$ 2 million grant, allocated to activities implemented by OMVS (US\$ 1,640,000) and UNESCO (US\$ 360,000) and US\$ 253,652.36 of co-financing.

3.3 Main stakeholders

This *Stakeholders' analysis* consists in the characterization of the key actors of the programme with the purpose of identifying their relations with the drivers of the project strategy and to reconstruct its Theory of change (ToC).

The interests of public and private actors in transboundary water governance in Africa are strictly linked to their socio-economic development. The economic dimension of water (and other basin resources) use, e.g. in agriculture and transportation, mixes with the residential one as well as with community development and political governance of the African countries.

The stakeholders act at different level, regional, subregional, national, and local. The institutions that represent them as the African governments, Regional Economic Communities (RECs) and AUC / AMCOW and the organisations active at the technical level as L/RBOs, GCs, INBO / ANBO are constantly coordinating their strategies or collaborating in their implementation. This situation creates the conditions for the establishment of governance mechanisms to negotiate and align transboundary water management. Here below we examine their positioning and role in relation to the project by clustering them in three major categories (transnational, national and local entities) that share similar patterns in the build-up and strengthening of the transboundary water governance in Africa.

The project is axed on the strengthening of ANBO and its subregional partners, under the aegis of the AUC / AMCOW, to cooperate in transboundary water management. Their partnership is fundamental to develop the expected governance patterns that harmonise the intervention of these institutions, of the Government, the private sector, communities and individuals. Their interaction mobilises political, financial and professional expertise and creates opportunities for development and regional integration. Of course, sector governance requires an evolving and shared vision and the development and use of compatible work tools, as in the case of information sharing.

Transnational actors

The AUC, RECs, L/RBOs, GCs, central role consists in the shaping, negotiation and harmonisation of the interests of Government and regional and national organisations investing, running and utilize the resources of the transboundary water basins. They represent them, develop strategies and approaches, facilitate the negotiation and implementation of agreements. Also, when endowed with a mainly technical mandate, as the L/RBOs and GCs, their contribution to the unification of the endeavors and actions of the national and local stakeholders is central to their mandate and

operations. Thus, they deal with the shaping and implementation of the political, legal, socio-economic framework of development in relation to the management of transboundary water basins, with their implications on water and natural and human resources management. They facilitate dialogue among institutions, businesses and Civil society organisations (CSO) collaborating and sharing the benefits of the basins. This implies that they contribute to the dialogue and play a leading role in orientating the decision making of Governments and the private sector. As such, they exercise the core functions in the transboundary basins management. It is clear that the governance of the water and the other resources of the transboundary basins are critically linked to development but also to political decisions. Thus, the transnational actors are active especially at the political level of the governance.

National actors

Ministries of water / governments and other national entities are in charge of the implementation of the relevant provisions of the transboundary water basins governance. They ensure the mutual recognition of rights, mobilise resources and control the operations through the enforcement of the legal provisions. Although not directly concerned with the regional governance, they create the favorable environment for its implementation. Their different perspectives are negotiated bilaterally or at the transnational level and develop targeted collaborations that make possible putting in place the transboundary basin management. Of course, political confrontation may overcome the technical dimension of the action of the basin authorities, thus requiring the direct collaboration with the regional institutions.

Local actors

State and non-state actors, including business, communities, civil society organisations and individuals are the final beneficiaries of the management of transboundary water basins. They contribute to the conservation and sustainable use of their water, natural and human resources. They provide complementary services often coordinate their actions to establish synergies thus mobilizing a broader set of expertise and resources. They are mainly dealing with national institutions but also represented at the regional and subregional level, e.g. civil society and professional organisations. Their level of aggregation, capacities and interests are very diversified and make possible flexible approaches. As they are mainly concerned with their livelihoods and wellbeing, their conflicting interests require the guidance of institutional actors through policies, legislation and public services. They expect to be closely engaged in the formulation of policies and legislations governing transboundary water basins but, due to their partial vision, are not well positioned in assessing and addressing the sectoral challenges.

Overall, the interaction between these groups is a complex and often conflicting process. The AUC / AMCOW and RECs represent the exigencies of the African stakeholders and paly as interface with international counterparts. At the same time, they advise and assist African governments by organising consultations and coordination events and by performing mediation and advocacy tasks. The strengthening of their consultation and coordination role, in which the ANBO plays the technical tasks, is expected to strengthen the action of the L/RBO and GCs through consensual, orderly and regular interactions in the governance of the transboundary water basin.

The following table presents the characteristics of the project stakeholders and their role in the governance of transboundary water governance in Africa. Annex 8 presents the detailed Table of stakeholders.

3.4 Theory of Change

The International consultant has reconstructed project *Theory of Change* (ToC) based on the basis of the documents reviewed. The ToC identifies the sequence of conditions and factors deemed necessary for projected outcomes to yield impact (including context conditioning and actor capacities) and assesses the current status of and future prospects for achievements.

Strategy

The Overall objective of this project is to improve transboundary water governance in Africa. This action strengthens the coordination and collaboration capacity of African Lake and River Basin Organisations and Commissions and cooperative frameworks for transboundary water management.

The project improves the Transboundary Water Governance in Africa by strengthening the coordination and collaboration capacity of African Lake and River Basin Organisations and Commissions and cooperative frameworks for transboundary groundwater management and their member states towards improved transboundary water governance in Africa through improved support by the ANBO.

The project contribution to improving transboundary water basins management recognizes the different roles of the regional, sub-regional, country and local actors play in political and technical fields and their concurrent, coordinated contribution to Africa development. The ANBO, the RECs and other regional entities, in collaboration with the executing partner agencies, are expected to develop and put in place consultation, coordination, planning, information management, funding and monitoring procedures whose concurrence constitutes the sector governance. The project strategy is very comprehensive and framed in a governance model that emphasizes the technical, operational and financial aspects to achieve efficient water basin management.

The AMCOW through the ANBO Permanent Technical Secretariat facilitates exchange of information and discussions and provides guidance to the action of L/RBOs and GCs. The RECs are expected to support the African Governments in developing, align and harmonize their strategies and regulatory frameworks and operate jointly in support of the L/RBOs and GCs. They also facilitate the representation of the countries' political viewpoint that underlines the actions of the transboundary water basin authorities. The ANBO technical mandate and expertise plays the executive role in the establishment of the African governance of this sector. The project components address the weaknesses of these organisations and create their capacities and patterns of interaction across a broad set of operational areas, from coordination and consultation to information management and access to finance, etc. its support to the policy making is less evident as this is embedded in the existing operations of the AUC, RECs and AMCOW.

External factors

External conditions that influence the success of transboundary water basins governance range from environment, demography and professional expertise to the socio-economic conditions in the water basins and development policies of the African countries. Their dialogue is an underlying condition for the orientation of strategic decisions, i.e. the performance of the governance procedures envisioned by the project. Information sharing, discussion, negotiation and collaboration make possible the creation of consensus and facilitate the implementation of the shared decisions. This process allows the integration of the action of the stakeholders, starting with the L/RMOs and GCs in coherent strategies and their contribution to the continental development.

In fact, the transboundary water basins have a great potential of leveraging resources to produce mutual understanding and shared benefits of the partner countries.

Transboundary water basins governance

The buildup of capacities to plan and coordinate the strategies and actions involves *political* and *operational or technical aspects*. This implies the elaboration and adoption of a business model conducive to the budgetisation of the sector governance. Building the ANBO and its partners capacities in this field is essential to ensure that the sector governance effectively canalizes the stakeholders' expectations and contributions to improve the transboundary water basin management.

Challenges

The project activities are broad ranging and conducive to achieve the expected objectives. The scale of their undertaking is the main hurdle to the project design. Each of them requires the mobilization of great counterpart resources to be effective. This means that the performance of advocacy and communication actions - i.e., to make aware decision makers - is very important for the establishment of the transboundary water basing governance. Mobilization of local resources in fact can be expected where the relevant actors see their advantages in participating to the sector governance. Such commitment to advocacy and communication plays several roles, as it is contributing to creating consensus on the goals and to finetuning the actions of the stakeholders and of course it smoothens the political problems that are intermingled to the management of international water bodies.

Annex 9 diagram illustrates graphically the project reconstructed ToC.

4. Findings

4.1 Relevance

The GEF/UNDP ANBO project strategy was directed to strengthen both the Permanent secretariat as the network of its transboundary L/RBO and GCs members through two complementary components:

1. Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW.
2. Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation.

Its design took over the results of the AfDB and EU funded projects that has elaborated the ANBO strategy, The PPG of \$100,000 assigned to support the formulation of this initiative has added marginal inputs to the findings of SITWA that have guided the formulation of the project.

It should be noted that the origin of the ANBO is strictly linked to the role played by the INBO in the design of the conceptual framework for the orientation of the ANBO strategy and of that of the OMVS in hosting and logistically facilitating the work of the ANBO Permanent secretariat. Although the L/BCO and in perspective GCs are the members of the ANBO, their role in its strategizing and operationalisation were initially framed in the INBO and OMVS leadership that had to support these project in launching the ANBO operations.

Thus, the critical issue in designing the GEF/UNDP ANBO project was the transformation of the ANBO from an entity dependent on external aid to become a network representative of the needs and expectation of its members, including vis-à-vis its dependence on external assistance by INBO and OMVS. In practice, the African key actors in the transboundary water basins management were expected to take over the role originally played by INBO and OMVS in the orientation of ANBO strategy and Action plan and operationalisation of the Permanent secretariat activities. As mentioned in the Stakeholders' analysis, the Ministries of water, often represented by the RECs and AMCOW / AUC along with the RECs play a fundamental role in framing transboundary water resources management policies, and of course influence the decision making by the L/RBO and GCs. Thus, to perform the transition, the project had to strengthen the Permanent secretariat as well as the interaction of the network members while aligning their action and making it compatible with the role played by the Ministries of water / government, RECs and AUC / AMCOW in creating the policy and legal framework that regulate the ANBO members' operations. In practice, the project had to support ANBO to revise its scope to make compatible the networking of its members with their commitments with the other actors of transboundary water management in Africa. Thus, the revision of the ANBO mandate and scope by its members was first and paramount in the project strategy.

This endeavour should have considered that the L/RBO representatives could address the revision of its strategy at a technical level that would have been not adequate align the role of the network vis-à-vis their commitments with the AUC / AMCOW, RECs and Ministries of water / governments. Although, the ANBO has developed close relationships with AMCOW, to link to AUC, RECs and their member states, the network represents technical and operational instances and hence its decision

making may be inadequate in dealing with the expectations of the African institutions, due to the lower level of their interaction with the ANBO Permanent secretariat. This critical issue for the revision of the scope, strategy and governance of ANBO was not properly conceptualised in the project design. Thus, it didn't consider the opportunity to frame advocacy actions with political institutions as a separate element of its strategy. The discussions with the African institutions in fact should have been a fully-fledged component of the project Logframe and should have been kept separate from the negotiations among the network members on the operationalisation of the results of such discussion. The lack of distinction among the two levels – political and technical / operational – has ended with mixing the same levels in the activities planned in the two project components thus resting clarity to their sequence in the work planning.

In fact, the project design didn't consider that the output of the discussion with AMCOW (and then with RECs) could require a high-level advocacy action to convince decision makers on the basis of concrete results. And that in case of delays in building a political consensus the revision of the ANBO strategy would have faced great obstacles to become effective, to be compatible with other engagements of its members. Thus, the project design has articulated activities appropriate but insufficient to achieve its overall objective due to the lack of their proper sequencing and to the insufficiency of its advocacy component has become a minor part of its communication strategy and not linked to a project component specifically run along the needs of policy makers.

While each outcome and output included in the project Logframe has the potential to contribute to the revision of the ANBO scope, its achievement depends on its place in the sequence of project activities. As a reference, an alternative approach would have designed the following sequence and articulated the Logframe in the following components:

- A. the execution of quick baseline assessments and pilot actions by the ANBO Permanent secretariat and network and their systematisation to formulate case studies and a policy paper,
- B. the advocacy at the AUC / AMCOW, RECs, Ministries of water / government level and revision of the ANBO strategy and Action plan,
- C. the implementation of the ANBO strategy and Action plan in strengthening the Permanent secretariat and network.

The harnessing of such a sequence of activities in the project design would have had to tackle at its root an operational problem that the Implementing partners could have been unable to solve. In fact, to embed ANBO strategy, scope and governance in the AUC/AMCOW 2025 African water vision would have required that AUC/AMCOW play a protagonist role in the proposed component B. An option not considered at the time of the project identification.

Lack of clarity on the relations among the sequence of activities included in the Logframe means that their execution could create gaps that reciprocally interfere in the achievement of their results. In fact, such uncertainty is reflected in the horizontal alignment of the two project components strengthening the ANBO strategy / Permanent secretariat and the network / field activities. This was not constructed to show the logical (cause – effect) sequence among activities and results and the ways they were expected to produce mutually reinforcing effects. In practice, the logical coherence of the Logframe was apparent as it lacked an underlying design ensuring the convergence of its outputs and outcomes.

These considerations on the project design make possible to analyse the project indicators in a structural way and not only in relation to their technical fitness. Their conceptual rather than metric definition linked to the lack of clarity on the sequence of activities rest value to their contribution to present the progress of the project. They concern the execution of activities rather than the change in the status, position and context of the beneficiaries. The same lack of clarity is visible in the assumptions listed in the Logframe. They are confused with the achievements of the project. For example, ANCO recognition as RECs coordinating body and AMCOW technical arm at General objective level that are also the object of Outcome 2.2 (RECs) and 1.2 (AMCOW). In practice, the resolution of strategic issues for the project orientation and implementation was postponed to the time of its execution.

Thus, the Management arrangements of the Project document don't include a work plan but postulate that:

93. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

In fact, the Inception workshop revised the project Logframe adding some activities and elaborated the project work plan but didn't clarify the logical sequence or connection among results. The consequence was the incomplete elaboration of the project implementation strategy. For example, the Output 2.2.3 activities concerning the modalities of execution of pilot projects in the Senegal (Senegalo-Mauritanian Aquifer) and Orange-Senqu (Stampriet Aquifer) basins to develop approaches on the role of groundwater supply at the regional scale and conjunctive use of surface and groundwater when these are both available were not elaborated. Specifically, the revised Logframe included several activities for the systematisation of the knowledge developed but did link them only to the technical and operational level of the ANBO functioning and not to the elaboration of policy papers or other activities conducive to advocacy actions (i.e., influencing the African institutions). These gaps in the project strategy point to the fact that the project intervention logic remained very much technically oriented without properly tackling the political level of the ANBO relaunching.

Of course, the experience of the two previous project – and the interruption of ANBO activities after the end of the SITWA in 2016 – could have provided inputs for a more elaborated approach. The project included many activities concerning the capitalisation of experiences and dissemination of best practices but no clear definition of what fitted the political and what of the technical level of the revision of the ANBO strategy, scope and governance. Notably, the relations with AMCOW – that would mean the institutionalisation of ANBO as a continental level body – have never been defined in accordance with the relevant *AMCOW Strategy 2015-2024* provision, that states:

SP3. Promote Good Water Governance and Transboundary Water Cooperation

Action. Support the creation of an enabling environment for regional cooperation on shared waters in all major shared rivers/lakes/groundwater basins

AMCOW, through its convening authority, is ideally positioned to influence behaviour and cooperation in shared waters, based on a basin-wide and shared vision approach, while preserving the principles of “win-win” and “do no harm” relative to the parties (Member States) involved. In this regard, AMCOW will partner with the African Network of Basin Organisations (ANBO), Lake and River Basin Organisations (L/RBO), and Regional Economic Commissions to conduct routinely scheduled capacity development workshops within each of its five regions, so that basin authorities can better share approaches and experiences in managing shared water. Such capacity building could benefit

from the sharing of model factors that lead to cooperation and conflict resolution related to shared waters.

The elaboration of a policy or position paper concerning the relations of ANBO with African institutions would have been needed to open and guide a high level discussion with African institutions on their partnership. Had it been feasible under the execution of the Project preparatory grant, by exploiting the previous projects results? Or would it have needed the systematisation of field level activities performed by the ANBO during the GEF/UNDP project execution? Both options would have been viable if properly managed.

The project strategy aimed at including the ANBO institutionalisation in the relaunching of its activities after a 2 years interruption. Lack of political consensus or decisions on such relations was a failure in the mentioned assumption of the project Logframe, with disruptive effects on the project strategy. Thus, the SITWA lessons learnt concerning the management of information on transboundary water basins – as their groundwater component to be incorporated in ANBO scope with the assistance of UNESCO – have been considered for the improved technical elements in the ANBO strategy revision rather than in their political implications. In absence of clarity on its institutional or independent role, the object of the ANBO Secretariat strengthening component has remained ambiguous and no advocacy actions have been made to fix the ANBO role inside the AUC / AMCOW, RECs and Ministries of water / government policies. The impact of such gaps in the project identification and design on its implementation will be analysed in the respective sections of this report.

The project design also aims to the expansion of the ANBO scope to incorporate the groundwater basins resources through the inclusion of GCs into its members. This purpose exploits the UNESCO experience in building capacities and management of knowledge on such topic. It is the main cause of its partnership with the OMVS in designing and executing the project. Such enlargement of the ANBO scope has been included as a technical element of the ANBO relaunching without analysing its impact on its institutionalisation and operations. Of course, the mandate of the ANBO is open to include such topic. The challenge here, as with the overall project design, resides in the fact that the overarching institutionalisation of ANBO requires advocacy at the policy level to ensure that such topic fits in the policy arrangements at the continental, regional and national level. In practice, such endeavour complicates the political arrangements underlying the revision of the ANBO relations with the African institutions.

The project design ensures the participation of technical stakeholders, internal and external to the ANBO, to shape the network operations but doesn't leverage their policy making counterparts to shape its strategy. Thus, their linkages with the project are always instrumental to achieving specific goals rather than to define the ANBO (and project) orientation – to sequence the relations between policy and technical level activities reshaping the ANBO strategy and strengthening the network operations -.

The project has formulated several reflections on ANBO institutional framing and governance and performed several communication activities to support the discussion with AMCOW and other policy level bodies. All these activities have not changed the project design and strategy. It has remained the same, just adapting to specific opportunities and constraints, along its execution always aimed at solving the technical and practical elements of the ANBO institutional role. The Logframe revision has not changed the fact that ANBO institutional role is still clumsily defined in political terms. For instance, a more complete project design would have included the performance of activities by AUC / AMCOW and the RECs to define or redefine the governance of transboundary

water management, with the provision of defining the relations among ANBO and the other stakeholders. Until now, the initial assumption of the project Overall objective concerning AMCOW commitment remains unfulfilled, thus removing a key element for the success of the project. In practice, the project has aimed at creating such assumption as a prerequisite to perform its other activities. Having missed the establishment of such assumption, the attempt to fix its intervention logic has become an hurdle to the sequencing of the other activities planned. While expecting that its main assumption be fulfilled, the project has not revised its strategy in depth to achieve early results that could have contributed to a strong advocacy action to establish such pre-requisite. As a consequence, the two revisions of the project work plan have expanded or complicated its articulation at the technical level (revision of strategic documents, expansion of knowledge management activities) without creating the conditions for their appropriation by the ANBO members and their partners. In absence of such rallying point, the project Logical framework has remained a set of independent activities with little potential to produce mutually reinforcing effects and constantly subject to revision to align it to the ANBO strategy and Action plan (original and revised) whose definition has remained overambitious and clumsy for many the ANBO members and partners.

EQ1. How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?

ANBO coordination with AMCOW has little progressed due to insufficient alignment of the former mandate with the latter strategy. Thus, the project design relations with the GEF Focal area and African environmental and development priorities have been insufficiently elaborated.

4.2 Efficiency

4.2.1 Adaptive management

The changes to the project design and project outputs that have been performed during the implementation have adapted the original activities to the immediate exigencies of the stakeholders. The Inception workshop (2018) and Council meetings (2019 and 2020) have provided the input for such revisions. Specifically, the project planning has highlighted the importance of:

- the activities intended to incorporate the groundwater basins management into its scope,
- the systematisation and dissemination of knowledge,
- the road map for the operationalisation of the financial sustainability of the network,
- the communication actions and advocacy of new donors, during the extension of the execution of the committed budget.

The adaptive management of the project has thus elaborated the technical elements that contribute to the operationalisation of the ANBO Permanent secretariat and the network. These changes in the project design have exploited the knowledge developed by the previous projects and by the implementation of its activities. It should be noted that the mentioned meetings practically correspond to the performance of the ANBO council (or general assembly) meeting, i.e. are based on the participation of all its members and that are inherently of a technical level. Thus, the project

adaptive management, also when addressing ANBO strategy issues, has been performed along technical criteria – i.e., not dealing with or sustained by policy decisions -. The contribution of the participants to the revision of the project strategy has been directed to better exploit the project resources rather than to adapt its strategy to the realities on the ground. The Project steering committee too – whose membership is very extensive as it is open to the ANCO members -, has provided inputs for the technical adaptation of the project activities without tackling the strategic challenges already mentioned.

Typically, such exercise has had no direct impact on the budget allocations, a core element of project strategizing, that have remained a paramount task of the Implementing partners. These have adapted their action (the management of project resources) to the changes of content of the project activities but have not performed a strategic adaptation of its intervention logic, thus not solving the strategic issues (project orientation and sequence of activities) that the Council and PSC had not addressed.

4.2.2 Actual stakeholder participation and partnership arrangements

The project has organised meetings and exchanges of information with the AUC / AMCOW, RECs, L/RBO / GCs and some Ministries of water of African countries as well with other transboundary water management stakeholders. In absence of proper field activities (at the level of the final beneficiaries), the participation of the stakeholders to project activities was axed on the consultation about the revision of the ANCO strategic documents, the building of capacities of ANBO and its members as well as on communication actions. No direct involvement of the final beneficiaries – as the populations, national institutions or local partners of the L/RBOs were achieved.

The project field activities concerning the strengthening of ANBO members concerned the organisation of the participation of member organisations to the Council meeting and PSC, the sponsoring of the training of some of their representatives, and communication, plus the pipelining of information coming from the OMVS/ANBP participation to international and regional conferences. The main achievement in the operationalisation of the African Water Information System (AWIS) was the establishment of the network of focal points in the L/RBOs. Discussions with AUC / AMCOW, RECs and their engagement addressed the institutionalisation of ANBO and exchanges or information on the topics of its strategic documents. In practice, they have been formally validated but not yet put at stake at the field level by the ANBO members, e.g. in relation to the raising of the membership fee. UNESCO International Groundwater Resources Assessment Centre (IGRAC), INBO, GWP were also partners in this initiative with their engagement being limited to the performance of the activities planned in collaboration with the project. If the OMVS is excluded, the stakeholders' participation to the project was organised through several modalities that did not imply their direct commitment of financial resources. The project didn't make a substantial reflection on the meaning of such gap for the achievement of its goals that concern the appropriation of ANBO by its members and the African community of transboundary water basin organisations. In practice, it has not pushed their engagement from the formal adherence to its vision to the contribution of their own resources in its implementation.

4.2.3 Project finance and co-finance

The project financial execution has faced several hurdles whose resolution has been partial and whose problems have further complicated the implementation of its weak Logframe. The Project management unit (PMU) lack of acquaintance with UNDP administrative and financial procedures hampered the project execution since the start. The laborious recruitment of the project staff postponed by about half a year the establishment of the PMU. This faced challenges to set up the project US dollar bank account in Senegal, thus delaying the initial cash transfer by UNDP. Furthermore, the administrative procedures put in place by the project resulted in lengthy procurement timespans. In the first year of execution, the UNDP Mauritius Country office provided on-the-job training on UNDP processes and procedures to the PMU staff. Since then it supported the PMU in identifying and solving operational and administrative obstacles with mixed result, at these resurged until the end project.

The COVID-19 restriction since the second quarter of 2019 have compounded to the initial delays negatively affecting the project budget execution. The two project replanning exercises also impacted on the speed of activities – that had to be redesigned - and contributed to the incomplete performance of the activities in work plan. In practice, the time of full execution of activities can be estimated as about half of the initially planned 40 months. For instance, replanning for the revision of ANBO Action plan and the time spent in discussing and agreeing the proposal for the project no cost extension proposal has negatively affected the execution of the other activities as it implied also the revision of the operational agreements among the partners and with their counterparts. The low rate of delivery of activities directly impacted on the project expenditures that is summarised in the following table.

Table 2. Budget execution by year (USD)

Year	2017	2018	2019	2020	2021 Forecast	Total
Planned						
OMVS	320000,00	513000,00	553000,00	254000,00	0,00	1640000,00
UNESCO	90000,00	135000,00	135000,00	135000,00	0,00	360000,00
Total	410000,00	648000,00	688000,00	389000,00	0,00	2000000,00
Executed						
OMVS		0 196760,31	446804,84	303005,04	181011,26	1127581,45
UNESCO		0 38191,00	30100,00	68969,30	0	137260,30
Total		0 234951,31	476904,84	371974,34	181011,26	1264841,75
<i>% of total budget</i>	<i>0</i>	<i>12</i>	<i>24</i>	<i>19</i>	<i>9</i>	<i>63</i>
Cumulative total		0 234951,31	711856,15	1083830,49	1264841,75	1264841,75
<i>% of the total budget</i>	<i>0</i>	<i>12</i>	<i>36</i>	<i>54</i>	<i>63</i>	<i>63</i>

The project did not recover the initial delays and, except in 2019 (24% of the available budget), was far from executing the corresponding annual share of its budget. The extension of 9 months to 30/9/2021 to complete the budget by the initial end of the project (31/12/2020) doesn't change the situation as it concerns the US\$ 181011,26 or 14% of the available budget. In fact, the disbursements rate by 30/9/2021 is expected to reach US\$ 1264841,75 or 63% of the GEF grant. The higher rate of execution of the available resources corresponds to the PMU (100%) followed by OMVS Component 1 (75%), OMVS Component 2 (55%) and UNESCO component (38%), as illustrated in the following table.

Table 3. Budget execution (USD)

<i>Item</i>	<i>Planned</i>	<i>31/12/2020</i>	<i>30/9/2021</i>	<i>Total</i>	<i>Total /planned %</i>
			<i>Forecast</i>		
OMVS	1640000,00	946570,19	181011,26	1127581,45	69
Component 1	800000,00	528497,08	69026,42	597523,50	75
Component 2	690000,00	307117,94	73327,62	380445,56	55
PMU	150000,00	110955,17	38657,22	149612,39	100
UNESCO	360000,00	137260,30	0,00	137260,30	38
Grand total	2000000,00	1083830,49	181011,26	1264841,75	63

The co-financing was made by the in-kind contribution of OMVS in hosting ANBO Permanent secretariat and the project and AfDB contribution to the performance of the consultancies for the revision of the ANBO Action plan. Upon the whole project expenditures, project resources amount to 83% and co-financing 17%. The following table presents the co-financing.

Table 4. Project co-financing to 15/7/2021 (USD)

<i>Item</i>	<i>Type</i>	<i>USD</i>	<i>%</i>
Project expenditures	Cash	1264841,75	83
- AfDB	Cash	44799,73	3
- OMVS	In kind	209052,63	14
Co-financing	-	253652,36	17
Total	-	1518494,11	100

Of course, such value is far less than the USD 7531970,68 of co-financing mentioned in the project document.

The repartition of the project expenditures is consistent with its concentration on the consultations for the ANBO strategy revision and building of capacities of the Permanent secretariat (component 1 and PMU). In fact, the progress made in such fields is mainly due to the mobilisation of expertise to perform technical tasks as project management and consultancies as well as participation of ANBO members to meetings. Component 2 and UNESCO component have been less performing financially as they concerned the establishment of the AWIS equipment / network of focal point and building of the ANBO members' capacities, that have been more severely impacted by the change of work plan and restrictions due to COVID-19 (that anyway, produced savings due to the move from presential to remote meetings). In fact, the commitment of resources to build-up technical expertise of the members was partly performed as activities planned in 2021 were stopped by the end of the project. The creation of physical assets – mainly the AWIS database and integration with the AGWIS and Climate change one – has not gone further than its design due to the project interruption – when it would have required further consultation among the partners before its physical built-up -. The savings due to incomplete project activities execution were spread across most budget lines, from international consultants, to travel and contracted service. Annex 11 presents the revised project budget.

EQ2. Have the Implementing partners steered the engagement of the regional and national partners?

The participation of regional and national partners to project events has produced no follow up. Their formal endorsement of the revised Action plan and other strategic documents has still to produce concrete mobilisation of resources. The same happens with the design and putting in place of the approved ANBO funding modality. The project co-financing, mostly in-kind support by ANBO host organisation, has been US\$253,652.36 or about 30% of the project expenditures. If it is considered, that the most of such sum corresponds to the OMVS in-kind support to the ANBO Permanent secretariat logistics, the effective mobilisation of external financial resources consists in the 3% of the project expenditures paid by the African Development Bank in supporting the revision of the ANBO Action plan.

4.2.4 Monitoring & Evaluation

The project monitoring faced several challenges, starting with the lack of definition of the baseline values of the Logframe indicators. In fact, the PMU didn't establish a specific monitoring function by limiting its role to reporting the performance of activities quarterly.

The revision of the Logframe during the project was purely qualitative. It did not encompass the definition of the indicators in more precise terms or the identification of their target values in terms of results rather than that of activity performed. In fact, most indicators have been defined in qualitative terms. Furthermore, their target values are often qualitative or record the activities performed rather than their effects on the beneficiaries and their context, as show the following ones taken from the revised Logframe:

Outcome 1.1 Indicator: ANBO providing services to AMCOW, RECs, and L/RBOs as a coordination body

Target value: ANBO Secretariat fully operational with all relevant policies and procedural guidelines in place

Outcome 1.2 indicator: AWIS enlarged and enhanced

Target value: ANBO website is a knowledge and information hub for transboundary surface and groundwater management

Outcome 1.3 Indicator: Meta-database for studies related to climate change predictions, design at entry, implementation, and overall assessment of Monitorign and evaluation (M&E)

Target value: Planners and decision-makers have access to ANBO meta-database on climate change and climate change vulnerability and regularly use it as a tool.

The original and revised Logframe didn't define the metric elements of the indicators needed to objectively measure the progress made by the project towards the achievement of its outputs and outcomes and hence was of little use in the planning and monitoring of its activities.

The establishment of a monitoring system was limited to the recording of the activities performed by each Implementing partner and did not produce a joint assessment of their contribution to the common goals. The PMU, being in charge of the project reporting, produced quarterly reports that list the performed activities and work plan for the next period along with cumulative financial figures. No analysis is included in such documents. UNDP has issued the Project implementation reports (PIR) for 2019 and 2020 summing up the key elements of the OMVS project reports. Their

Project description section consist in the table of the Logframe values for 2019, repeated in both years reports. The analysis of the project challenges is concise, as in the case of the following statement of section I. Social and environmental standards of PIR 2020:

Spread of COVID-19 had made air travels and regional workshops as risky activities for participants and project stakeholders. The project needs to stop flying around people for meetings, as participants would be subject to more risks of contracting COVID-19 in planes and in transit.

To avoid exposing participants from those foreseen risks associated with travels, the project has shifted to virtual meetings.

Such consideration is correct with reference to the project execution. But isn't conducive to the revision of the project strategy, with reference to the strengthening of the AWIS focal point network in relation to its remote operational modality, to improve the ANBO services to members. In practice, the contribution of the PIR to the project execution is limited to its technical and operational aspects rather than to its strategizing and solution of structural problems embedded in its original strategy and Logframe.

Thus, the main contribution to the project monitoring to ascertain the progress made towards its objectives and outcomes - has been the output of the Mid-term review conducted in the first half of 2020. This exercise has contributed to the analysis of the content of the Strategic documents in view of their revision⁴, in some way accentuating the Implementing partners' overrating of the importance of such topic in the project economy. In absence of an appropriate advocacy approach, such orientation has further side-lined the importance of the other project activities thus contributed to their postponement and incomplete performance. The Mid-term review exercise has analysed in depth the Logframe indicators, listed their values in qualitative terms, and elaborated recommendations for improving the monitoring system. In fact, the weaknesses of the Logframe have not changed along the project implementation and the calculation of its indicators values lacks metric baseline and target values as well as an information basis other than the recording of the activities performed. Such situation has not changed for the remaining timeframe of the project due to the obvious lack of a specific monitoring function in the PMU.

This approach to project monitoring has limited the usefulness of the project indicators and progress reports as a source of information in taking decisions on its strategy but also in implementing its activities. The lack of correspondence between activities planning and result monitoring has resulted in quarterly work plan revision to adapt to circumstances rather than to keep in line with the project objectives whose achievement progress has not been measured except, as mentioned, by the Mid-term review. Its inputs incorporating in the request for no cost extension of the project, due to the lack of approval of such proposal, has had no practical impact on the project execution.

EQ3. Has the monitoring feedback been used in taking decisions on the project execution?

The Logframe indicators are mostly qualitative with imprecisely defined targets. Consequently, project reports focus on the performance of activities rather than on the achievement of results and is of little value as information basis for project decision making.

⁴ This report analyses the ANBO strategic documents in relation to the project strategy and implementation, as the Mid-term review presents a detailed study of them in relation to their context.

4.2.5 UNDP implementation/oversight and Implementing Partner execution

UNDP, as GEF Executing agency, has assigned the Mauritius Country Office supported by the Regional Technical Advisor (RTA) for Water and Ocean Governance in Africa, to oversee the activities performed by the Implementing partners / PMU.

The project governance, according to the project document, was embedded in the Project board:

The ANBO Coordinating Bureau will assume the role of the Project Board, together with the representatives from UNDP and the implementing partners, OMVS and UNESCO. The implementing partners will report the project progress in terms of implementation and in terms of outcome achievements to the Project Board through PMU. Project Board is the highest decision making authority for this project implementation. Project Board meeting will be held at least twice a year to provide steering guidance to the PMU. Project Board may appoint some experts to form a technical working group or an advisory panel as deemed necessary to provide further technical guidance and support to the PMU.

While the UNDP Regional Technical Advisor participated to the project Council meetings, the establishment of a PSC open to the ANBO members has substituted the Project Board. This change has limited the role of UNDP in orientating the project execution, due to the high number of member of the PSC and hence of the low frequency of meetings of the PSC and difficulty to take high level decisions on the project strategy and execution there. In practice, the ANBO Permanent secretariat organised the PSC meetings in which UNDP played an observatory role.

UNDP allocated funds to OMVS activities through an initial disbursement and successive instalments linked to the approval of the quarterly financial and progress reports. UNDP directly disbursed funds to UNESCO that had to submit financial reports to UNDP and both financial and progress reports to the Project manager. The Implementing partners performed their respective tasks along the project document, with little integration of their internal work planning in addressing joint, strategic issues. In practice, the outputs of each Implementing partner were used to feed its own work planning rather than that of the other one. Where coordination was needed, as in the case of the integration of databases on water basins management, this approach contributed to delays that at the end hampered the establishment of such strategic ANBO information tool.

The Regional Technical Advisor, with the collaboration of the Country office and PMU, was in charge of preparing the PIR of which the 2019 and 2020 versions were available at the time of the Terminal evaluation. They include the same Progress description section and two progressively more negative assessments. Its more important finding is that stated in the G. Rating and overall assessment section of PIR 2020:

The project had to implement activities resulting from decisions of the ANBO council of July 2019, namely, the need to prepare a new action plan for ANBO, which previous plan ended in 2019 with little results achieved, due to the disruption in ANBO activities, for a lack of a supporting project to provide resources needed. This activity, which was not among the initially planned ones, was a major undertaking for this reporting period.

This statement – consistent with the situation recorded in the PMU quarterly progress report - would have required, as a follow up, a reflection by UNDP and the Implementing partners about the fitness of the project strategy to achieve its goals, before elaborating the no cost extension proposal. The extensive membership of the PSC did not allow to follow such pattern although it facilitated the consultation with partners in relation to the revision of technical element of the project Intervention logic, a task in which UNDP as executing agency had a minor role. Specifically, the PSC actively

prompted the prioritisation of the elaboration of ANBO strategic documents and strengthening of its Permanent secretariat over the performance of field work, as originally planned, at the level of the ANBO members. In practice, the extensive membership of the PSC, was not fit to take decisions on the project strategy and budget utilisation. For example, to prioritise the planned field and use their results to enhance political advocacy actions, or also to strategise distance learning and link it to the strengthening of ANBO information management system. Such discrepancy resulted in the fact that the GEF/UNDP did not approve the project extension and its implementation was terminated at its original end date, 31/12/2020 except the liquidation by 30/9/2021 of the expenditures already approved. The overall picture of the role played by UNDP in the project implementation is that of a remote oversight and lack of incisiveness on the strategic and operational processes of the Implementing partners and PMU. A consequence of such isolation of the project decision making from its strategic objective was also the lack of collaboration with other UNDP/GES initiatives in the same field, notwithstanding the OMVS/ANBP participation to international and regional conferences on water management. In practice, the Mauritius Country office was able to keep the project on track with reference to administrative and financial reporting but its influence was marginal its strategic decision making due to the transformation of the Project board in an extensive PSC that precluded the taking of hard decisions on the project strategy and financial commitments.

EQ4. Has UNDP steering of the project ensured its coherence with other initiatives contributing to its overall objective?

The project has established no collaboration with other UNDP/GEF actions.

4.2.6 Risk Management

The project risk management identified in the project document concerns the technical hurdles that can hamper the execution of the activities. As these consist in the performance of studies and organisation of events, such risks are quite limited – except those generated by the restrictions imposed by the COVID-19 pandemic, mentioned here below -. Nonetheless, the project design has overlooked the risks posed by the administrative and financial problems faced by the PMU in complying with GEF/UNDP rules and by the difficulty faced in integrating the actions of the two Implementing partners. Notwithstanding the recurrent effects of such underestimation, the project has not updated the Risk register to identify corrective actions – in practice, the strengthening of the planning, coordination and monitoring functions. Such weakness has resulted in the periodic revision of the work plan to adapt the activities to the increasing delays faced in their implementation without addressing their causes.

The project implementation centred on the execution of studies, coordination and planning exercises not directly affecting the conditions of its direct and indirect beneficiaries. In practice, the participants to the project events were designated by their organisations along internal procedures the project had no impact on such events. Thus, there was no concrete opportunity for the project to conform its implementation to social and environmental standards at the field level, i.e. in relation to its final beneficiaries.

The only safeguards taken to protect the participants to project events have been those put in place in response to the COVID-19 pandemic with the transformation of presential meetings into virtual ones. These covered the execution of the Council and PSC meeting and the two late training events of 2020/2021. At the same time the presential consultations with stakeholders were also frozen.

Such change of implementation modalities has not been used to revise the strategy of the AWIS focal point network that would have offered an excellent opportunity for strengthening the ANBO services delivery through remote modalities at a larger scale.

EQ5. Was the project implemented efficiently, in line with international and national norms and standards?

OMVS hosts ANBO Permanent secretariat and has provided logistical support to the project execution. UNESCO has participated to project events by providing its expertise in groundwater management.

4.3 Effectiveness

The logic of intervention of the project was directed to improve the ANBO Secretariat and network capacities and to expand their scope from the surface to the ground-water resources. Thus, the project activities have tackled the strategy, capacities and knowledge of the ANBO and its partners by concentrating on the creation and management of knowledge about transboundary water basins management. ANBO Action planning and developing knowledge management capacities have been the central axes of the project contribution to relaunch the services provided by the ANBO Permanent secretariat and network to their members and partners.

The undertaking of the Strategy and Action planning exercise has been central to the project execution. It has concentrated on the revision of the ANBO strategic documents by articulating their discussion and later validation with members and key partners. In practice, this project element has been strictly linked to the strengthening of the ANBO Permanent secretariat and network and included the mobilisation of its member thorough the organisation of the ANBO Council meetings. An important element of such effort has concerned the assessment and elaboration of financial alternatives to fund the ANBO Permanent secretariat and network.

Developing knowledge and building capacities has been a cross-cutting element of the project implementation. It has included consultations, studies (also used as inputs for the Action planning) and systematisation of experience (e.g., SITWA lessons), communication actions, and the organisation of trainings and sensitisation events. All these elements were expected to be anchored to and contribute information to the establishment of knowledge management tools as the AWIS focal points' network, an integrated database on transboundary water basins (surface and groundwater) and the assistance to members on the access to information. In practice, to the operationalisation of the ANBO network of L/RBO and to its partnership with African institutions and other stakeholders of the water resources. The emphasis put on the first component of the project – as designed in the project documents - has meant that its implementation has achieved the expected strategic documents while building the ANBO knowledge management capacities has been postponed and has produced a less extensive set of practical outputs.

In fact, the two project components have been inscribed in the larger scope of establishing ANBO as a reference source of information for the African institutions dealing with water management at the transboundary level. Little progress has been made in such respect and such gap has hampered the implementation of the Action plan whose laborious elaboration, conversely, has delayed the establishment of the procedures to deliver the knowledge management services to the ANBO members and partners. Initial progress the latter has not triggered the institutional engagement of

the ANBO partners to support the network in becoming operational, notwithstanding their agreement with the resolutions of the ANBO Council / PSC.

Overall, the project has produced several results although their connections and reciprocal impact are still weak. It has built the capacities of the ANBO Permanent secretariat and facilitated the meeting of the network governance body, the ANBO council. In practice, it has reshaped the Statutes and Strategy and Action plan of the ANBO, mobilised project expertise (long and short term experts) to perform the Permanent secretariat tasks (coordination, consultancies, communication, consultations, participation to conferences) Council (meetings of the members). This action has included the development of knowledge (studies supporting the revision of the Strategy documents), the organisation of meetings and consultations, the relaunching of the network of AWIS focal points, and the re-establishment of ANBO linkages with members and African institutions.

Annex 11 presents the values of the Logframe indicators calculated on the basis of the project documents and survey interviews and constituting a mixture of activities performed and results achieved. They have been elaborated on the basis of the information collected during the Terminal evaluation as the most recent indicators values are those listed in the PIR, that are rather qualitative and dated mid-2019.

The following table presents achievements of the project.

Table 5. Project achievements

<i>item</i>	<i>Achievement</i>
Overall objective Project objective. To strengthen the coordination and collaboration capacity of African Lake and River Basin Organizations (L/RBOs), Groundwater commissions and/or cooperative framework for transboundary groundwater management and their member states towards improved transboundary water governance in Africa through improved support by the African Network of Basin Organizations (ANBO)	ANBO strategy and action plan revised ANBO secretariat, presidency, coordination bureau re-launched Network of 14 L/RBO focal points 2 ANBO Council (GA) meetings (2019, 2020)
Component 1. Component 1: Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW	
Outcome 1.1: Institutional capacity of ANBO strengthened to deliver on its statutory mandates	Permanent secretariat active / embedded in OMVS Secretariats 3 studies / review of ANBO statutes, ANBO Strategy & The participation of UNESCO has allowed the integration of groundwater water resources in ANBO strategy option Action plan, identification of ANBO financial options Members database (15 entities, 100 people)

1.2 ANBOs technical, knowledge and information management capacity strengthened to serve as technical arm of AMCOW focusing on transboundary water resources management, including groundwater	Assessment of the AWIS (INBO managed) AWIS merging with AGWIS, CC meta-data base into a single Knowledge management portal (KMP) 14 out of 20 L/RBO, GC Focal Point AWIS identified
1.3 ANBOs capacity as a clearing house for AMCOW information related to climate change vulnerability analyses and adaptation strategies of African transboundary basins strengthened	Preliminary studies, arrangements and plans to set up the AWID database and platform
1.4. ANBO communication, monitoring, evaluation and adaptive management capacity strengthened	Draft communication strategy developed ANBO website re-established, social networks sites created, articles published on GWP newsletter / Facebook OMVS/ANBO participation to international meetings: 7 th African Water Week, Libreville 2018 World Water Week, Stockholm 2018 International Water Week, Amsterdam 2019 AMCOW Technical Advisory Committee, Abuja 2019 AMCOW Pan-African Groundwater Program Workshop, Nairobi 2019 International Water Law workshop, Entebbe 2019 F2F meeting of AfriAlliance, Accra 2019
Component 2. Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation	
2.1 Information and data management capacity of L/RBOs and Groundwater Commissions strengthened	Linkages with AUC/AMCOW, RECs, INBO, GWP Feasibility study for a unified platform on AWIS grouping metadata on climate change, water surface and groundwater by INTO
2.2 RECs capacity to foster international as well as multi-sectoral cooperation among their member states to manage transboundary waters including groundwater strengthened	Linkage with UNESCO on groundwater (integration in ANBO strategy option), 10 ANBO members participating to online course on international water law and groundwater governance (11/2019) 70 African participants to regional online regional training on groundwater modelling (12/2020-1/2021)
2.3 Financing/Resource mobilization capacity of L/RBOs and Groundwater Commissions strengthened	ANBO-OMVS Technical committee re-established Study on financial sustainability modalities

The progress made in each project Outcome are illustrated here below.

Component 1: Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW

Outcome 1.1: Institutional capacity of ANBO strengthened to deliver on its statutory mandates

The operational capacities of the ANBO Permanent secretariat have been reactivated and directed to reshaping the network strategy and institutional framework. The project staff posted at ANBO Permanent secretariat has linked to and interacted with the members developing the Members' database including 15 entities and 100 people. The strengthening of the capacities has included the performance of 3 studies whose findings have been directed to supporting the review of ANBO statutes, ANBO Strategy & Action plan and the identification of ANBO financial options. The participation of UNESCO has allowed the integration of groundwater water resources in ANBO strategy option. Progress in building the ANBO institutional capacities are embedded in the statute organs and staff hired through the project along with the logistic support provided by OMVS Secretariat in terms of the office basis and supporting administrative services that enable the ANBO functioning.

These results are mainly technical – knowledge and skills built, work modalities defined - as the strategic and operational running of ANBO functions until now has been heavily depending on the project and OMVS resources.

Outcome 1.2: ANBOs technical, knowledge and information management capacity strengthened to serve as technical arm of AMCOW focusing on transboundary water resources management, including groundwater

The re-establishment of the linkages between the ANBO Permanent secretariat and its members has made possible to establish a network of focal points based in 14 out of the 20 member L/RBO. This network is the operational element of the ANBO, being the focal points the pivots for the exchange of information among the members. Their connection is critical for the operationalisation of the African Water Information System (AWIS), i.e. for its appropriation by ANBO Secretariat and its members and for pipelining the information on transboundary water basins in Africa. They are the entry point for the interaction of the members in the fields of exchange of information, organisation of events and the sharing of soft skills that constitute the object of the functioning of the network. In practice, they are the first element of the build-up of the knowledge management system. The AWIS database and portal (www.sadieu.org / www.african.wis.org) that had been established by the SITWA project and that has stopped evolving since the end of such action and hence have not been updated. The project has assessed them, in view of improving the AWIS online platform and merge the database with the AGWIS (its homologue for groundwater) and Climate change (CC) meta-data base into a single Knowledge management portal (KMP). Nevertheless, the renovation and integration of the AWIS database and platform have not progress. The linkage of the activity of the focal points to the management of the database and platform has not been established yet. The operationalisation of the AWIS still consists in the communication between focal points and project staff. This outcome has included the contribution of UNESCO - notably, the Feasibility study for a unified platform on AWIS grouping metadata on climate change, water surface and groundwater by INBO - to defining the criteria and modalities of integration among the three online platform and databases. Analysis of options and discussions on such topic have been curtailed by the end of the project activities at the end of December 2020.

In fact, critical issues as the modalities of financing and requirement of technical resources had not yet been solved by that date, due to the difficult interaction among the OMVS and UNESCO in performing their respective activities.

The project has enabled the ANBO Permanent secretariat to participate in international, including conferences in Africa and Europe. Also in this case, the progress made depends on the leverage of

the project operational resources as the capacities built are very punctual and do not represent the product of organised efforts to pipeline the ANBO member inputs in the participation to such events. In practice, the project has not been able to establish the financial resources that were expected to sustain the performance of the AWIS activities except the networking of its focal points.

Outcome 1.3: ANBOs capacity as a clearing house for AMCOW information related to climate change vulnerability analyses and adaptation strategies of African transboundary basins strengthened

The project has supported the ANBO in discussing with AMCOW the modalities of partnership but the lack of agreement on the modalities of such collaboration has postponed the performance of other activities that could have prompted their reciprocal engagement. The study on the lessons learnt of the SITWA project has not substituted a concrete advocacy action to present results that justify a closer engagement of the network with the AUC / AMCOW or the RECs. Although, the proposed deliverable included knowledge relevant for the AMCOW decision making, their technical nature would have not been enough to develop a mutual understanding on the institutional support that AMCOW would have given to ANCO, in practice to transform it in its technical branch.

Meta-database for studies related to climate change predictions, etc. case studies/best practices/lessons learnt Climate change adaptation, climate resilience guidelines, training and sensitisation (see the Outcome 1.3 indicators) doubtfully appeal to decision makers or influence them in taking strategic decisions on the framing of a strong partnership with a technical body expected to support their actions. They may choose partners if they don't see concrete advantages for their action. Thus, the performance of this Outcome activities would have not narrowed the gap between ANCO and AUC/AMCOW or the RECs in such respect. A more suitable approach would have assigned to the AUC/AMCOW and the RECs the performance of these and the other activities concerning their relations with ANCO to develop their own modality of collaboration with the network, and in case of positive results, to frame the institutional partnership object of this Outcome.

Outcome 1.4: ANBO communication, monitoring, evaluation and adaptive management capacity strengthened

The project has hired a communication expert and elaborated the ANBO communication strategy targeting institutional and local audience. This strategy includes several communication actions that promote the project products and the image of ANBO among its stakeholders. In fact, the definition of these activities is axed on the technical and visibility contents of a communication campaign. It lacks the appreciation of the difference among communication and advocacy in terms of content and format. In such perspective, its activities finish to promote the project support to ANBO rather than ANBO support to decision makers. The project execution has accentuated such orientation by concentrating on communication actions promoting the performance of the project implemented activities such as the organisation of the Council, the participation to conferences, and in general the dissemination of technical contents in format not appealing to decision makers. Thus, the project communication actions have been properly supporting the performance of project activities – being more impacting on the L/RBO level than on any other groups of stakeholders. They have been insufficiently developed in relation to the use of their results (systematisation of project results) to advocate for the political engagement of the AUC / AMCOW, RECs and Ministries of water / governments. Indeed, the ANBO has participated to the AMCOW webinar on Why water security is key to ending hunger (21/10/2021) but this can be considered an advance in establishing ANBO as an institutional partner of AMCOW in decision making.

Thus, the project achievements include in this field the re-establishment of the ANBO website (www.anbo-raob.org), creation of links in social networks (Facebook *RAOB*, Twitter *@AnboRaob*, Youtube channel *AnboRaob*), publication of articles and press releases on one side and the participation by OMVS/ANBO Permanent secretariat and project staff to international and regional meetings to create the conditions for exchange of knowledge of the ANBO and its members with African institutions and other regional and international partners. Such technical achievements have not been completed by more policy oriented actions that would have contributed to raising the interest of AUC / AMCOW in the institutionalisation of ANCO.

Component 2: Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation

Outcome 2.1: Information and data management capacity of L/RBOs and Groundwater Commissions strengthened

The project has assisted the ANBO in establishing linkages with the AUC / AMCOW, RECs, INBO, GWP and 15 African L/RBOs. It should be noted that no Groundwater commission was added to the network, the extension of ANBO scope in such field having been reflected in the expanded the themes dealt with by its L/RBO members in relation to their partnership with the Permanent secretariat. The limited progress made in relaunching the ANBO database and platform and termination of UNESCO activities at the end of December 2020 has precluded the organisation of training of ANBO members on information and data management through the AWIS tools. In practice, the strengthening of ANBO has missed the link with that of its members and of course, the lack of updating of the AWIS portal has not allowed the transfer of the knowledge developed by the Secretariat and project staff to the African stakeholders. The AWIS focal points contribution to knowledge management has until now remained limited to the direct exchange of information with the Permanent secretariat. Notably the piloting of knowledge management through AWIS planned in the project document, concerning two selected L/RBOs and for a GC, has not been performed.

Outcome 2.2: RECs capacity to foster international as well as multi-sectoral cooperation among their member states to manage transboundary waters including groundwater strengthened

The project has sponsored the participation of members to training events. Specifically, 10 ANBO members have participated to the online course on International water law and groundwater governance (11/2019) and 70 Africans have participated to the regional online regional training on Groundwater modelling (12/2020-1/2021). However, the planned RECs strengthening activities have not been performed. The systematisation of lessons learnt has been limited to the best practices of the SITWA project that have been object of a specific study. The Council meetings held during the project indeed have focused on the relaunching of the ANBO network and revision of its Action plan rather than on sharing best practices based on the project results. The links with the RECs in fact has been the weaker ring of the capacity building activities. In absence of an assessment of their current capacities it would have been difficult to develop trainings to raise their knowledge and skills. Discussion with them have consisted in the direct links established by the ANBO Permanent secretariat and project staff, clearly insufficient to evolve into a dialogue platform among RECs and other regional stakeholders.

Outcome 2.3. Financing / Resource mobilization capacity of L/RBOs and Groundwater Commissions strengthened

The findings and options proposed by project study on financial sustainability modalities and road map of the modalities to implement the chosen options to fund the operations of ANBO Permanent secretariat and network has been discussed by the Council. A mixed alternative option based on each member's contribution of US\$ 3,000, projects and other contributions by donors and revenues generated through information management services delivered to customers. The road map that guides the exploration of the modalities to implement such approach has made little progress, in absence of clarity on the institutional positioning of ANBO. In fact, its vast mandate discourages the active contribution of the members to its implementation – that in such case will enter in a conflict of interest in their access to donor's funds and of course are not always able to raise the individual contribution -. As the ANBO services are still delivered in an unstructured way, with the ANBO and AWIS websites contents being out of date, the proposed approach to financing ANBO has progressed little. Thus, most activities related to mobilising ANBO financial resources have not been done until now. In fact, the ANBO liquidation phase has concentrated on the elaboration and submission of project proposals to new donors whose contribution could make possible the continuation of the core functions of the Permanent secretariat and network.

EQ6. To what extent have the expected outcomes and objectives of the project been achieved?

ANBO depends on its host organisation logistics for operating and INBO for knowledge management. ANBO has little improved the L/RBO, GC and RECs engagement in transboundary water basin cooperation.

4.4 Impact

The impact of the project results is still partial due to their incomplete accomplishment and very loose reciprocal relations. The *strengthening of ANBO institutional and technical capacity as technical arm of AMCOW* (component 1) has centred on the secondment of project staff, revision of strategic documents and re-launching of the network of AWIS focal points. The agreements framed in the Council meetings concerning the institutional framework of ANBO – its expanded scope to cover groundwater, governance and modalities of financing – have still to be put in place. The OMVS Secretariat and project seconded staff ensure the running of the ANBO organs and procedures as the proposed financing modalities have not yet brought fruits. The expectation that ANBO be the technical arm of AMCOW faces the obvious obstacle that its recognition as such depends on the latter, a result that is outside the project reach as it needs a pro-active attitude (project leadership) of the AUC and AMCOW.

The critical factor of this unsatisfactory impact has been the inappropriate sequencing of and weak linking of the results of Component 1. Its advocacy has little impacted on the engagement of the African institutions whose involvement has been limited to their participation to the project activities, including discussion, formal commitment, but not leadership of the project, mobilisation of resources or pro-active decision making. Thus, their engagement has not contributed to the design and implementation of the ANBO Action plan or the consolidation of its and procedures. Progress made in expanding its scope, redefining its elements and defining financing modalities has not prompted their concrete commitment. The network of focal points too, although it is in place, is presently depending on the project seconded staff and of course lacks a reference source of information, the planned data base, or references to access to or screen information on the basis of its

own evidence, experience. In practice, the project has made possible to design the purpose, scope, modalities of the ANBO services, especially for its core purpose of knowledge management, but has not brought together the concrete elements that make such scheme - the Permanent secretariat and network - work.

This situation is confirmed by the project minimal progress made in *supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary co-operation* (Component 2). Results in this field have been greatly affected by the revision of the project work plan that has prioritised the accomplishments of Component 1 and of course the incomplete set-up of ANBO governance. The positive results of the training, networking, and exchange of information of the ANBO Permanent secretariat with the network members (L/RBO) are appreciated by the participants to these activities. They recognise that the access to information through ANBO services is improving their understanding, for instance, of water management legal issues among different countries and the new challenges of dealing with the groundwater monitoring aspects in the transboundary water basins. Of course, a more incisive approach would have required *ad hoc* assessments of each member L/RBO capacities, needs and expectations to frame customised packages of capacity building services. These achievements at the L/RBO level do not concern the RECs. Also in their case, the slow progress made in the framing the institutional agreements has postponed the performance of actions to support the RECs. Also in such case, a thorough assessment of their mandate, role and situation in the governance of transboundary water resources would have been needed to develop a fruitful partnership. For instance, their mandate may include also fields not object of the ANBO scope – as hydropower generation and sanitary regulations –. For instance, such broader mandate influences their attitude towards the topics addressed by the L/RBO and in general their influence and relevance with respect to the ANBO role in assisting the AMCOW/AUC, the RECs and the Ministries of water / governments.

The composition of these initial impacts shows that the project prioritisation and concentration of resources on the revision of the ANBO Action plan has moved forward the moment in which its other results could have produced an impact on the capacities and engagement of the member L/RBOs. Its core function, strengthening knowledge management to support the strengthening and decision making on transboundary water governance in Africa through members, African institutions and other partners has still to be put in place. The ANBO is not yet an active cooperative framework for transboundary water resources management among L/RBO and their partners. The putting in place of its proposed services requires the convergence of the processes launched by the three projects that have supported ANBO since it has been established. The revision of the ANBO statutes, strategy and Action plan, the relaunching of the ANBO secretariat, presidency, coordination bureau, the establishing of the network of 14 L/RBO focal points and decisions taken by the two ANBO Council (aka General assembly) meetings have raised expectations among stakeholders. They have not solved the governance and financing issues of the network or substantially contributed to the creation of capacities of the member L/RBO in the fields at stake in transboundary water management in Africa.

4.5 Sustainability

5.1 Institutional

The extensive set of consultations, gathering of partners promoted by the project through the ANBO Council meetings, communication on the project activities have included the discussions of ANBO Secretariat with AMCOW/AUC, RECs, donors, development partners and the Senegal Ministry of water. The result of such dialogues has been the revision of the ANBO Action plan to align it to the realities of the members' exigencies and partners' role in transboundary water resource management in Africa. The emerging vision of such exercise has not allowed yet the institutionalisation of ANBO as technical arm of AMCOW / AUC or the framing of partnership agreements making room for its recognised role as official body of the water resource governance in Africa. In practice, the project implementation has highlighted the fact that brokering knowledge makes it a useful interlocutor of public and private bodies but has yet an established its operational modalities. The knowledge management and sharing resides in concrete terms in the focal points of the member L/RBOs, whose activities are independent from the ANBO itself. As such, their actions are justified by their own organisations interest in accessing to knowledge and innovation and in sharing experiences. This light approach is consistent with the ANBO scope and institutionally sustainable. The challenge is clearly the modalities to run the centralised services that have required the revision of the Action plan and that although formally approved by the Council and appreciated by the partners require more finetuning. The positive feelings of the representatives of the ANBO members that approved its Action plan depends on their need for accessing to knowledge on innovation as well as on the expectation of that ANBO raises extra resources to assist them in such task. This situation implies the solution of several challenges to make possible the institutionalisation of ANBO:

- asymmetric compliance of members' expectations in case of access to resources through ANBO,
- consistency of the ANBO services with those of its members, as each L/RMO is sponsored by governments that have leverage with development donors; conflict of interest may arise in seeking funds through ANBO,
- competition of ANBO services with those of other organisations assisting African institutions in the access to information on water management that may reduce the latter's convenience to depend on one source only.

The exigencies of many members of ANBO services are conflicting. Thus, the narrower the scope of ANBO services, the greater is its fitness to match their institutional needs without provoking an hidden resistance by the other members. This is properly reflected in the project capital result, i.e. the establishment of the network of focal points of L/RBO, the less conflicting element of the ANBO strategy. On the other ways, the delivery of more sophisticated services, as the access to donor's resources to fund ANBO services, may create conflict of interests with the perspective beneficiaries and the network. Some African institutions may deem that their purpose is insufficiently recognised and embedded in the ANBO service and refrain from engaging in their performance.

The appeal of the ANBO services and engagement of its partner or mobilisation of members' resources to boost, shape and launch its services are greatly depending on the solution of such contradictions that where insufficiently weighted in the project identification and design. The partnership of OMVS and INBO solves short term knowledge management and logistic problems. It doesn't bring nearer the solution of the structural challenges of these conflicts of interest. By retarding their solution, it may undermine the credibility of ANBO as a locally driven and representative partner of the African institutions.

4.5.2 Socio-economic

The project has built some capacities of its immediate beneficiaries, i.e. the L/RBO. Its contribution to the operationalisation of innovation in their basin areas is still untapped. In fact ANBO lacks the tools to measure the impact of this new knowledge. The exchange of information among the ANBO Secretariat and L/RBO focal point is still small and such information can't still result in an impact different from that produced by other sources of knowledge. The lack of implementation of the initiatives on knowledge management that were originally planned in two pilot basins has restrained the project from producing an immediate socio-economic impact on the final beneficiaries also at such limited scale. Thus, the project has not yet recorded the use of the outputs of the services ANBO knowledge sharing activities performed until now. The engagement of the African institutions, and eventually of the civil society, that could produce a broader and deeper engagement of stakeholders is also lagging behind, for the reasons already mentioned. Thus, the project has not yet produced concrete socio-economic benefits that could mobilise the population, local organisation, etc. to support the continuation of the L/RBO engagement in the network.

4.5.3 Financial

The proposal for the mixed modality to finance ANBO has been designed to keep open the institutional evolution of the network rather than being a realistic cost-recovery. The critical issue for a successful approach to fund raising is the clarification of the linkages among sources of funds and expected results, in a biunivocal way. There is a clear relation between business model and fund raising / budget management (aka as budgetisation) that is enshrined in the fact that such money produces the visible effects expected by its contributors. The (a) ANBO governance, (b) its core planning, coordination and monitoring functions, and (c) services it is expected to provide to the members – as in the case of collecting, processing and sharing information – may have different beneficiaries / stakeholders whose financial contribution has to be aimed at the specific ANBO elements that interest them. Since their expectations varies with reference to each of these three elements of ANBO functioning, three different modalities or patterns of budgetisation of ANBO running may be required. In the case the African institutions deem that ANBO should be their technical consultative body, a fourth pattern should be identified to fund such tasks. Realistically, the AMCOW / AUC may not institutionalise an organisation to operate as their technical reference body in all the water-related fields. As the plurality of the domains interested by water management require specific representations, in practice the performance of concurring lobbying services, it is more probable that the ANBO will fit in the African institutions vision as representing a group of stakeholders they dialogue and exchange information with.

In short, the funding of the services provided by ANBO to its members (c) will depend on the satisfaction of its customers and donors. At the same time, the governance of ANBO (a) - in terms of decision making – will depend on the consultations among the heads of the member L/RBO and as such could be a cost embedded in the running of the member apex direction. A Secretariat or focal point function may be enough to ensure the continuity of such function (a). The greater challenge to the network financial sustainability thus depends on the funding of the technical and operational tasks or functions (b) that keep ANBO services working. That is planning, coordinating, monitoring the design and performance of its services, along with the maintenance and operation of work instruments and procedures. The performance of these tasks is clearly related to the ANBO scope and services provided. As a knowledge management hub that serves a network of members and interacts with external partners, service providers, customers, it should be shaped as a lean

organisations. I.e., through specific procedures activated on request and funded by the potential users of the resulting services. In this way, a minimal contribution by the members will be enough to keep the network running with the expectation of accessing to further funds in view of the launching or maintenance of its services to internal or external customers.

Raising the expectation that ANBO will become a tool to access to funds, opportunities, projects will fireback due to the reasons already examined, in practice to the creation of conflicts of interest among the network and its members. By lowering the expectation of its members, the network will avoid such situations that is one of the obstacles to its institutionalisation. Such achievement requires that ANBO adhere to stricter rules and that the expectations of its members and partners be carefully balanced. In such respect, the network approach – embedded in the focal points – is the confirmation of the fitness of the lean organisation modality of operation with respect to the other more ambitious elements of the ANBO Action plan.

EQ7. To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?

The project is elaborating project proposals, performing communication actions and supporting ANBO participation to international events in order to extend the reach of its former achievements. ANBO is still dependent on OMVS and project resources, having not triggered the financial contribution of its members.

4.6 Ownership

The ANBO relaunching has created a conceptual framework for its positioning among African organisations contributing to the transboundary water basin management stressing the importance of knowledge management and access to information to share and collaborate in the pursue of the common goals. The revised Action plan defines the different level – continental, regional and national – of the action of the network and envisages partnerships with the network members, African institutions, development partners and donors. The approval of the Action plan has not yet produced the commitment of resources by the stakeholders or the creation of operational ties that go over the mere participation to events and exchanges of information. This gap in ownership – where formal commitments don't produce engagement or mobilisation of financial resources – points to the insufficient advocacy capacities of ANBO to support decision making at the political level. The co-financing itself confirm the ANBO dependence on sponsors and the fragility of its governance. Representation of technical needs by participants to the Council meetings have little influenced the decision making by their organisations. Both the member L/RBOs and African institutions expect that ANBO clarifies its positioning before contributing their resources to its running.

4.7 Catalytic/Replication Effect

The project is the third in a row to support the mainstreaming of ANBO into African institutions and create the capacities to provide services to its members. Its outstanding result consist in linking the members focal points in an information exchange network that has the potential to include also other actors of water management. Its interface with international initiatives as INBO, GWP and

IGRAC and regional ones as the RECs water departments is still in the stage of consultation to define common ground for collaboration, as in the case of the integration of the three databases and platforms. The project completion by end of September 2021 is concentrating on the completion of ongoing activities in communication and the elaboration of proposals for new donors funding. The continuation of technical activities and their expansion or replication is still challenged by the lack of solution of governance level bottlenecks. Thus, the potential for replication depends on the selection of very focused elements of the ANBO Action plan to perform services appealing to its final customers in order to produce concrete benefits able to engage the member L/RBO.

4.8 Cross-cutting issues

4.8.1 Gender equality and women's empowerment

The project commitment to gender equality and women's empowerment is not made explicit in the project Logframe. For instance, the only reference to inclusiveness in the Logframe concerns the development of a procedural manual on gender, that has not been accomplished. As a result, gender was not prioritised in the Council meetings and the ANBO Strategy and Action plan, while advocating for mainstreaming gender and youth issues in water resource management, has defined no objective or provision to include the interests of women and young people in transboundary water basins management. Of course, while the strengthening of the L/RBO has a strong potential for mainstreaming gender perspective in the management of the water resources, such task competes to each member organisation. This reason may have discouraged the project to be directly involved in analysing and tackling gender issues. The provision of services supporting knowledge management is expected to facilitate the access to information conducive to such result, but the network is not directly engaged in making it part of its operational modality. In fact, its members commitment depends on their individual mandate rather than on their networking. Although the project has not recorded its indicators values, the female participation to the Inception workshop and 1st and 2nd Council meetings records a steady participation of women (between 19% to 23%). The comparison of these figures with the gender ratio of the ANBO direct counterparts in the partner organisations (36%) shows that the project has had no impact on the members' commitment to gender that is lower than that of such bodies.

EQ8. How did the project contribute to gender equality and women's empowerment?

The project strategy doesn't mainstream gender equity in its activities. No progress has been recorded in terms of inclusion of vulnerable groups until now.

4.8.2 Environment

The project object is ultimately the environment and sustainable development of Africa as the assisted L/RBO and GC are in charge of the governance of water resources and contribute to its depletion, pollution and environmental degradation at large. The project itself doesn't directly impact on the mandate and commitment of the beneficiaries to environment but is expected to improve the knowledge basis of their decisions and operations. Indeed, the discussions held by the members and their partners have concentrated on the institutional challenges and technical capacities

needed to provide the ANBO services rather than on the environmental topics at stake. Environment has been a topic at stake especially in definition of the object of the establishment of the AWIS database and its connection to the AGWIS and planned Climate change database (Outcome 1.2) and their role in the ANBO partnership with AMCOW. Climate change has been specifically dealt with in the training workshop on Groundwater modelling held with UNESCO collaboration. Such contributions have little changed the knowledge basis of the members due to the limited progress made in setting up the database. Of course, participants have shared information with their colleagues in the parent organisation but not yet changed their work tools and services approach in this field. In practice, the project has supported ANBO to strengthen its strategic commitment to supporting the L/RBO and partners in environmental conservation but has not yet established the instruments and modalities to achieve such goal. Interviewees have confirmed that their interest in acquiring expertise and information conducive to raise the environmental conservation in transboundary water basins is high. The development of local solutions can surely benefit from a strong action by ANBO in linking its members and partners to sources of information and exchange experiences, a potential that has not yet been exploited by ANBO.

EQ9. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?

The project field reach has been limited to some training event and has not yet contributed to change the environmental actions of the L/RMO, GCs and RECs, strategies, plans in transboundary water basin management.

4.8.3 GEF Additionality

The project is inscribed in two International Waters Focal areas of the GEF-5 Strategic program:

W-1: Catalyse multi-state cooperation to balance conflicting water uses in transboundary surface/groundwater basins while considering climatic viability and change

W-3: Support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based, joint management of transboundary water system.

The project support to ANBO has contributed to linking the network to key partners for the creation of knowledge and skills for the sustainable transboundary management of water in Africa. The project alignment to these focal areas is biased by the fact that the chosen pattern has been axed on the technical elements of multi-state cooperation in such field. As unsolved political confrontations are endemic in transboundary water management in Africa, such approach was not consistent with the object of the IW-1. A different approach aimed at creating the conditions for the mutual understanding of the African institutions on such subjects should have been central to the project strategy and involved more directly the African institutions in defining the opportunities and requirements for the foundation of the ANBO Action plan. Thus, while the project was intended as a contribution to the implementation of the GEF strategic program, its strategy and design followed a pattern not consistent with such goal. Its slow progress in relation to such GEF objective has implied that it had little chances to produce mutually reinforcing effects with other GEF actions. And, in fact, its relations with AfDB, UNDP, UNESCO, GWP, INBO, etc. have remained confined to the revision of the ANBO strategic documents and scope without that the network be able to join forces with other actions in the same field except in terms of consultation and discussion on possible collaborations. In practice, the project has not been able to move from supporting the framing of

the ANBO approach to performance of services that make it a contributing partner of other African organisation towards the achievement of the common GEF goals.

5. Overall assessment, Conclusions, Recommendations and Lessons learnt

5.1 Overall assessment

The GEF/UNDP project has been designed to relaunch and complement the results obtained by two previous actions that have shaped the ANBO as the knowledge management network of the African transboundary L/RBOs. Its strategy has also aimed at broadening the scope of the ANBO by adding groundwater to surface water by incorporating the UNESCO / International Groundwater Resources AC experience and to integrate the network in African institutional approach to water management through a strict partnership with AMCOW / AUC. The project conception has undergone several modifications to incorporate the recommendations arising from the meetings of the ANBO members (Inception workshop and Councils or General assembly and Project Steering Committee) in its activities without solving the problems arising from the definition of the institutional nature of the network. In practice, the strengthening of the ANBO Permanent secretariat and network has prioritised the consultations and studies for the revision of its strategic documents thus postponing most of actions directly strengthening the operational functions of ANBO and the capacities of its members. Consultations with African institutions and rewriting the Action plan have produced a consensus on the suitability of ANBO endeavour but no direct engagement in its strengthening. In practice, conflictive expectations have hampered the incorporation of ANBO as an African institution and slowed the pace of coordination with the members and partners to build capacities and assets and hence to provide services to the members. The creation of the L/RBO focal points that constitute the network of the AWIS has allowed to exchange some information among the partners and the ANBO Permanent secretariat but still lack an operation database and fully fledged portal to support the exchange of information.

The project efforts to build on the results of the studies and consultations have been frustrated by operational difficulties too, as the difficulty faced by the PMU to comply with requirements for GEF/UNDP procurement and restrictions arising from the COVID-19 pandemic. The revision of the strategic documents approved by the ANBO Council lacks key operational elements such as a cost recovery mechanism, an operational data management system including specifications and procedures for the delivery of the ANBO services to the network members. In practice, the capacity built are still dispersed among many fields and insufficient for running the ANBO services without donor's support. Thus, the expansion of the ANBO commitments advocated by the revised Action plan has increased the challenges to the sustainability of the network, notwithstanding the creation of the network of AWIS focal points. In practice, ANBO appears still to benefit from the INBO and OMVS support to most members and partners. Hence, the latter have little interest to substitute the former in funding its services. Such stalemate is pointing to the fact that the project has been little effective producing concrete benefits for its final beneficiaries that could be used in advocating for the engagement of the L/RBO and their partners to the delivery of its services. For such reasons, the sustainability of the project initial results – as the AWIS focal point network and knowledge created by training events - is still at stake.

5.2 Conclusions

1. Relevance. The growing complexity of the interests faced in managing the African transboundary water basins is rapidly making obsolete or insufficient the knowledge and skills currently employed in such field. Changes in context, expansion of mandate, innovation make incomplete or obsolete the existing capacities to manage water and the Lake and river basin organisations (L/RBO) often lack the references and criteria to orientate choosing sources of information and adapting knowledge to their needs and capacities. Several initiatives assist the continent in improving the socio-economic and environmental services provided by the inland water bodies making difficult for the L/RBO to orientate their decisions on innovation and best practices, also due to the swift evolution of the local context and technologies becoming available worldwide. Such gap in knowledge management is strongly felt across the continent and highlighted in the AMCOW Strategy 2018 – 2030 as a major challenge to the development of the continent.

2. Design. The identification and design of the ANBO project has been aimed to relaunch and complement the results of the two previous actions supporting the establishment of the African network of transboundary basin organisations (ANBO) to create and exchange knowledge on the water resource. The project design has aimed at expanding the ANBO scope to cover groundwater by incorporating UNESCO / International Groundwater Resource Assessment Centre (IGRAC) experience and evolved to include the recommendations of the ANBO members and results of the studies. The project design has faced complex, unsolved institutional framing challenges that have required the revision of its Logframe and change in the sequence of its planned activities. Such changes have not been reflected in a reflection on its strategy and assumptions to ensure its feasibility in the original timeframe.

2. Efficiency. The delivery of the project activities has faced several operational hurdles that have not been solved during its timeframe. For instance, the unsolved problems of the project design have required changes in the work plan thus complicating the arrangements and delaying the execution of activities. Consultations, studies, revision of strategic documents and their approval have gone on for most of the project timeframe interfering with the other activities. The Implementing agencies coordination has been quite loose, although their respective tasks were properly defined, complicating the sequence of activities concerning the integration of AWIS, AGWIS and in perspective Climate change database and training of members on groundwater subjects. The Project management unit (PMU) has incurred in long delays in performing activities in order to comply with the GEF / UNDP requirements and the restrictions due to the COVID-19 pandemic has frozen most activities that required the physical meetings. The consultation and planning of an extension of the project has furtherly delayed the execution of field activities without producing the expected result. In fact, the project has been closed at its original expiry date (16/2/2021) with the liquidation of commitments already in place being completed by the end of September 2021.

3. Project finance. The project budget execution is about two third of the available money (63%) and co-financing about one sixth of the final expenditures (17%). In practice, the delivery of activities has suffered along all the project components except the running of the Project management unit (PMU) that has achieved its target (100%). As most of co-financing is made of the host organisation in-kind logistic support to the running of the ANBO Permanent secretariat, the project external fund-rising may be rated at about 3% of the expenditures. In practice, the financial resources left at the end of the project execution would have not been enough to perform the remaining ones due to full execution of the management ones. In definitive, the savings due to the remote performance of

meetings due to COVID-19 restrictions don't compensate the larger than expected operational costs that would be incurred to perform the planned field activities.

4. Monitoring and evaluation. The project Logframe includes qualitative definition of most indicators and often qualitative target values. No baseline has been done to ascertain the reference situation. In practice, the project has not established a structured monitoring function limiting its activities in such field to the reporting of the activities performed. As the Project steering committee (PSC) meetings have included a broad set of members and partners, it has been little effective in taking decisions – limiting its action to the revision of progress report and validation of the results of the ANBO Council resolutions and project plans. In practice, the feedback of monitoring and reporting has been of little value in supporting strategic decision making, as typified by the lack of extension of the project duration after its endorsement by the PSC.

5. Effectiveness. The project has built capacities and created knowledge on the topics relevant for the functioning of the ANBO such as the institutional context, the interests of the stakeholders, the modalities of financing and the factors that influence the exchange of information among the members and their partners. The revision and adoption of the Statutes, Strategy and Action plan of ANBO, of the road map to the establishment of the funding modalities are relevant for the planning of future actions aimed at putting in place the network and its services. The training of L/RMO staff and meeting of their representatives have contributed to the creation of a community of interests that can be valuable in exchanging information, practices and experiences across the continent. In fact, the main achievement of the project has been the establishment of the network of AWIS focal points whose interaction with the project has already facilitated the access to information and experience for the development of new approaches in the transboundary management of water. Of course, such outputs are scattered across a broad set of fields and the lack of a rallying point may hamper their continuation. Also in the case, of the exchange of experience, as the participation to international conferences and consultation with African institutions and water sector actors the project has just performed some initial activities whose main output has been the promotion of the network approach to knowledge management. Thus, the putting in place of the new Action plan depends on the capacity of the ANBO to establish a functional niche compatible with the interests and expectations of the actors of water management in Africa and hence able to engage them in its execution. Such consideration makes clear that the project contribution to the integration of ANBO in the current landscape of water management actions in Africa has been minimal.

6. Impact. The contribution of ANBO to the strengthening of the capacities of its members have been until now directed to provide access to external training services. The project contribution to the relaunching of the ANBO in the field of its governance and performance of services to the members has been checked by the lack of implementation of the Action plan and of the weakness of the central mechanism in charge of the exchange of information. The ANBO Permanent secretariat lacks the resources to perform its activities without the logistic support of the OMVS. Exchanges of information are still very limited and dependent on the project staff. In practice, the project major impact has been in facilitating the encounter of the L/RMO representatives to discuss their problems and modalities of exchange of knowledge. No direct benefits for the final beneficiaries, the populations of the transboundary water basins, have been recorded until now.

7. Sustainability. The sustainability of the project results faces big challenges. The benefits generated until now by the ANBO actions have not ensured its institutionalisation or the putting in place of a cost recovery mechanisms that pays for the services provided to its members. Of course, the revision of the Strategic documents identifies the potential benefits of the ANBO but doesn't provide a viable approach to the engagement of the members and partners to pay for their delivery. The challenges faced in the definition of the institutional role of ANBO – how does it fit in the

continental water management bodies – are reflected in the financial sustainability of the ANBO services. The consolidation of the core skills of ANBO in screening sources of innovation and supplying information to its members is the pre-requisite for their engagement and the sustainability of the network. Access to information is not a problem, due the diversified sources available and initiatives active in this field. The capacities and instruments to navigate among different sources of knowledge and innovation are the real opportunity for the establishment of a reference organisation, provided it develop a unique set of capacities and tools. Until the core skills of ANBO be established and had shown the concrete benefits that they provide to the members on the network in assessing and selecting among different sources of information, the ANBO sustainability will not be assured. Such results are the best opportunity to conduct an effective advocacy campaign. Otherwise, the ANBO progress made in developing strategies and proposing services will lack appeal for members and partners that are at the same time competitors in accessing to development or institutional resources. The imprecise and extensive definition of the ANBO scope, increased commitments in the groundwater area, and lack of business model providing the conceptual tools to frame realistic cost recovery mechanisms have hampered the project from ensuring the continuation of its initial results, as the establishment of the AWIS focal point network. Overall, such situation points to the weaknesses of the project design and successive evolution to establish the conditions for the performance of its activities through the revision of the ANBO Action plan. In fact, the ANBO over-ambitious strategic documents, uncertain sources of funding and limited progress made in building services tackling the immediate needs of the members and partners are structural challenges to the contribution to the knowledge management on transboundary water basins in Africa.

8. Gender. The project has neither defined its indicators in terms of gender disaggregation nor developed a gender strategy. Its activities have not specifically targeted gender issues and neither its conceptual products, as the ANBO Strategy and Action plan have developed provisions targeting gender equity. Thus, women participation to ANBO activities has recorded no substantial progress and the capacities developed through the sensitisation and training events have not impacted on the engagement of their beneficiaries in gender and inclusiveness at large.

9. Environment. The project objectives are fully inscribed in the conservation of environment and resilience to climate change, topics in which the ANBO members and partners play an important role in Africa. However, the project concentration on the development of ANBO as an institution – i.e., on its scope and governance mechanisms – has diverted its action from the more practical activities of performing services for its members in these areas. Identification of environmental issues as important topics for knowledge management and Inclusion of climate change in the groundwater training event little change the understanding of such problems by the L/RBO and thus their impact has been minimal. In fact, the project has not developed the tools and capacities that would have made more effective the provision of services to members in this field, i.e. the AWIS database and system, and the procedures for assisting its customers. The development of the concepts included in the ANBO strategic documents in effective services to improve its members knowledge and skills in environmental conservation and climate change resilience has produced very meagre outputs.

5.3 Recommendations

<i>Rec. #</i>	<i>TE Recommendation</i>	<i>Entity Responsible</i>	<i>Time frame</i>
A	Advocacy		

A.1	Elaborate an advocacy component – in updating the communication and visibility plan – that includes the dissemination of the policy paper, the AWIS network of focal points presentation and the 3-page project concept paper (see below), to improve the understanding of the ANBO role among members, African institutions and donors.	ANBO / PMU	Short term
A.2	Elaborate a policy paper on the basis of the project experience pointing out the core functions of the ANBO – e.g., on the basis of the experience of the AWIS network of focal points - and their relevance for policy making by African institutions.	ANBO / PMU	Short term
B	Communication		
B.1	Elaborate the presentation of the AWIS network of focal points, listing their tasks, modalities of connection, themes of interest, and linkages to the operations of the represented organisation. Use this presentation to advertise members and partners on the ANBO services.	ANBO / PMU	Short term
B.2	Formulate a 3-page project concept paper on the practical tasks that the ANBO can presently perform, i.e. networking L/RBO, promoting members' meetings, training and participation to events, and defining the themes more relevant for its members – i.e., water basin monitoring, exchange of experiences, piloting innovation – for submission to donors	ANBO / PMU	Short term
C.3	Organise an all hands meeting of the ANBO members to discuss: - the project achievements and challenges for the continuation of its results, - the policy paper, the AWIS network of focal points presentation and the 3-page project concept paper, to finalise them.	ANBO / PMU	Short term
D	Governance		
D.1	Elaborate a 3-pages business model, presenting also the relations between the ANBO governance and budgetisation - on the basis of the lesson learned here below –. Use such document to guide the execution of future projects to ensure the coherent articulation of the network operations on the basis of the available resources.	ANBO / PMU	Medium term

5.4 Lessons Learned

Relevance

1. Single out the framing of institutional arrangements and establishing of governance mechanisms in the design of projects that assist organisations in such tasks. Assign the execution of the corresponding activities to the entities that oversees the assisted organisations.

2. Elaborate the business models of institutional building projects that link the access to resources to the execution of the activities of each level of their governance mechanisms. Develop specific cost-recovery modalities (budgetisation) for each level of the governance mechanism, notably:

- the own resources of the governing entities should pay for their participation to decision making,
- the members should fund the limited resources needed to perform the focal point - permanent or rotational – tasks,
- the representation of stakeholders should be articulated to ensure the participation of those interested or endowed of resources to the planning, coordination, monitoring functions,
- technical assets, services and activities delivered to members and customers should be performed along cost-recovery modalities.

Permanent resources, internal or external to the organisation, should be assured before transforming the focal point tasks in a more elaborated function.

3. Formulate Logframes with relevant, acceptable, credible, easy and robust indicators to ensure that the calculation of their values be performed in a metric modality (digits). Identify indicators that concern the project impact on the beneficiaries' activities and their context, i.e. external indicators. Ensure that the information generated by monitoring the project outputs and outcomes be disseminated among stakeholders upstream and downstream – to foster their engagement – and used in taking decisions – e.g., by the PSC –.

Efficiency

4. Establish project steering committees whose membership is limited to a representative of each implementing agency – i.e., the people that control the budget –, and include an observer that represents the donor or the executing agency. Other key stakeholders should be represented through technical committees rather than the project steering committee, as they are not directly involved in budget management

5. Use the Project preparatory grant, inter alia, to assess the reliability of the sources of project co-financing. Ensure the consistency among the declared contributions to the engagement of the funding organisations to the execution of the project activities.

6. Plan the sequence of project activities to produce early concrete results – e.g., through pilot actions assisting the final beneficiaries -. Use such results in elaborating the content of advocacy actions directed to engage partners and stakeholders in the performance of the project activities. Do not subordinate the execution of such practical activities to the strategic ones to avoid postponing the former and thus undermining the latter.

Effectiveness

7. Ensure that the completion of the capacities to perform present institutional commitment precede the expansion of the scope of an organisation to avoid cumulating challenges that can check both its old and new commitments.

Impact

8. Ensure that the contribution of different executing partners be integrated at all levels and stages of the project design, implementation and monitoring to maximise their mutually reinforcing effects to achieve the common outcomes.

Sustainability

9. Use the external indicators of the Logframe to assess the early sign of sustainability of the project results on the basis of the changes that occur in the situation and context of the final beneficiaries (e.g., the assisted organisations and population). The direct achievements of the activities of a project may be insufficient to forecast the continuation of its outputs in absence of the project resources after its end.

Cross-cutting issues

10. Highlight gender and environmental outputs in the project design by defining their achievement through indicators or disaggregated targets of the indicators to ensure that the Project management unit mainstreams them in the planning of activities.

6. Annexes

1. Terms of reference

Terms of Reference for the Appointment of

International Consultant for the Terminal Evaluation of the GEF-funded project entitled “Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa”

TITLE: International Consultant for Terminal Evaluation of the ANBO Project

SECTOR: Sustainable Development and Poverty Reduction

LOCATION: Home based, Regional Africa

DUTY STATION: Home Based

DURATION: 18 working days

STARTING DATE: 2 July 2021

END DATE: 31 July 2021

A. Project title:

Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa.

B. Project Description:

This is the Terms of Reference (ToR) for the UNDP-GEF Terminal Evaluation (TE) of the medium-sized project titled Strengthening the Institutional Capacity of African Network of Basin Organization (ANBO), Contributing to the Improved Transboundary Water Governance in Africa (PIMS 5338) implemented through the Senegal River Basin Organisation (OMVS) and UNESCO. The project started on the 16 October 2017 and was completed on 31 December 2020.

In accordance with the rules and procedures established by UNDP and GEF and as reflected in the UNDP Evaluation Guidance for GEF Financed Projects, a Terminal Evaluation⁵ of the “Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa” is being initiated.

The project was designed to strengthen the coordination and collaboration capacity of African Lake and River Basin Organisations and Commissions and cooperative frameworks for transboundary.

In line with the project's principal target, the project's main beneficiary is ANBO. The UNDP is the GEF implementing agency and is responsible for the delivery of the intended outcomes of the project and ensuring that the GEF investments not only support the intended project outcome delivery but also contribute to the delivery of the relevant GEF outcomes. This was done jointly by UNDP Mauritius Country Office supported by the Regional Technical Advisor for Water and Ocean Governance in Africa.

OMVS and UNESCO are the GEF Executing Agencies (or UNDP Implementing Partners, or UNDP IPs) for this project. OMVS and UNESCO ensure the delivery of the intended project outputs in time, in scope and in budget. They are responsible for recruitment, procurement, contract management, and all the administration of the project directly or through the Project Management Unit (PMU). They are also responsible for progress and financial reporting to UNDP quarterly, working closely with the PMU.

The PMU is established in OMVS Headquarters based in Dakar, Senegal, which acts as the Permanent Technical Secretariat (PTS) of ANBO. The PMU is headed by the Project Manager, who is supported by the Communication and Knowledge Management Expert, the Finance and Administration expert, and the Project Assistant. The ANBO Coordination Bureau (ANBO CB) assumes the role of the Project Board, together with the representatives from UNDP and the implementing partners, OMVS and UNESCO.

The total project value is USD 9,531,970 with GEF funds amounting to USD 2 million. Project fund allocated to activities to be implemented by OMVS (\$1,640,000) is disbursed from UNDP (IA) to OMVS (EA) quarterly upon the submission and approval of quarterly financial and progress reports, except for the initial disbursement to OMVS. Project fund allocated to activities to be implemented by UNESCO (\$360,000) is disbursed from UNDP (IA) to UNESCO (EA) directly. UNESCO is responsible for the financial reporting for the fund they receive directly from UNDP.

C. Objectives of the TE

The objectives of the evaluation are to assess the achievements of the project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The International Consultant (IC) will be responsible for the preparation of a high quality report and timely submission.

D. Evaluation Approach and Method:

The TE report must provide evidence-based information that is credible, reliable and useful.

The IC will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual

⁵ http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

PIRs, project budget revisions, lessons learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The IC will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the virtual mission begins.

The IC is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Because of COVID, travel for in-person meetings will not be possible. Stakeholder involvement should include virtual interviews with stakeholders who have project responsibilities, including but not limited to OMVS as ANBO Permanent Technical Secretariat of ANBO, ANBO President, ANBO CB, AMCOW, INBO, GWP head office, etc.; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

The specific design and methodology for the TE should emerge from consultations between the IC and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The IC must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the IC.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

E. Detailed Scope of the TE:

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in [the Guidance for TEs of UNDP-supported GEF-financed Projects](#) *(The scope of the TE should detail and include aspects of the project to be covered by the TE, such as the time frame, and the primary issues of concern to users that the TE needs to address.*

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

Project Design/Formulation

National priorities and country driven-ness

Theory of Change

Gender equality and women's empowerment

Social and Environmental Standards (Safeguards)

Analysis of Results Framework: project logic and strategy, indicators

Assumptions and Risks

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards (Safeguards)

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

The IC will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the IC should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table

F. Timeframe:

The total duration of the TE will be approximately 18 days over a time period of 6.5 weeks

2. Evaluation matrix

<i>Evaluation criteria</i>	<i>Key questions</i>	<i>Indicators</i>	<i>Value</i>	<i>Sources of data</i>	<i>Methodology</i>
Relevance	EQ1. How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?	AMCOW / ANBO role in and contribution to the Africa Water Vision for 2025 goals achievement	ANBO coordination with AMCOW has little progressed due to insufficient alignment of the former mandate with the latter strategy. Thus, the project design relations with the GEF Focal area and African environmental and development priorities have been insufficiently elaborated.	Project documents	Documents review
Implementing Partners Execution	EQ2. Have the Implementin	Regional and national	The participation of regional and national partners to project events has produced no	OMVS, UNESCO, partners	Survey

	g partners steered the engagement of the regional and national partners?	partners engagement in project activities Rate of co-financing	follow up. Their formal endorsement of the revised Action plan has still to produce concrete engagements. The project co-financing, mostly in-kind support by ANBO host organisation, has been US\$253,652.36 or about 30% of the project expenditures.		
Monitoring & Evaluation	EQ3. Has the monitoring feedback been used in taking decisions on the project execution?	Monitoring inputs contribution to the project steering (PSC decision)	The Logframe indicators are mostly qualitative with imprecisely defined targets. Consequently, project reports focus on the performance of activities rather than on the achievement of results and is of little value as information basis for project decision making.	Project documents, partners, beneficiaries	Documents review, survey
UNDP oversight/implementation	EQ4. Has UNDP steering of the project ensured its coherence with other initiatives contributing to its overall objective?	Project collaboration with other UNDP/GEF initiatives	The project has established no collaboration with other UNDP/GEF actions.	UNDP	Survey
Efficiency	EQ5. Was the project implemented efficiently, in line with international and national norms and standards?	Partners contribution to the project implementation Rate of performance of project activities / delays	OMVS hosts ANBO Permanent secretariat and has provided logistical support to the project execution. UNESCO has participated to project events by providing its expertise in groundwater management.	Project documents, partners, beneficiaries	Documents review, survey
Effectiveness	EQ6. To what extent have the expected outcomes and	ANBOs institutional and technical capacities	ANBO depends on its host organisation logistics for operating and INBO for knowledge management. ANBO has little improved the	Project documents, partners,	Documents review, survey

	objectives of the project been achieved?	L/RBO, GCs, RECs engagement in Transboundary water basin cooperation	L/RBO, GCs and RECs engagement in transboundary water basin cooperation.	beneficiaries	
Sustainability	EQ7. To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?	Project exit strategy Rate of diversification of ANBO financial resources	The project is elaborating project proposals, performing communication actions and supporting ANBO participation to international events in order to extend the reach of its former achievements. ANBO is still dependent on OMVS and project resources, having not triggered the financial contribution of its members.	Partners, beneficiaries	Survey
Gender equality and women's empowerment	EQ8 How did the project contribute to gender equality and women's empowerment?	Gender issue integration in ANBO strategy and work plans	The project strategy doesn't mainstream gender equity in its activities. No progress has been recorded in terms of inclusion of vulnerable groups until now.	Beneficiaries	Survey
Impact / Environment	EQ9. Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?	AMCOW / ANBO inputs adopted integrated in L/RMO, GC, RECs strategies, plans	The project field reach has been limited to some training events and has not yet contributed to change the L/RMO, GC and RECs, strategies, plans in transboundary water basin management.	Beneficiaries	Survey

3. Survey guide

n.	
Date	
Informant(s)	
Task(s)	
Organisation	
Place	
Country	
Questions	
1	Participation to the identification of the project and its activities
2	Change in context since the project identification
3	Capacities built with the project assistance
4	Use of the capacities built
5	Delays and causes of unfinished activities
6	Participation to the Transboundary water basin coordination
7	Economic benefits of the collaboration with ANBO
8	Women role in Transboundary water basin governance
9	Environmental best practices, knowledge accessed to through ANBO services
10	Participation in the project steering, contribution to ANBO decision making
11	ANBO partnerships with other initiatives, assistance to the L/RBO and GCs access to finance
12	Decisions, contributions, participation to the implementation of the project activities

4. Contact list of informants

Sameer Khudaroo	Head of finance	United Nations Development Programme (UNDP) Mauritius and Seychelles	Poirt Louis - MAURITIUS	sameer.khudaroo@undp.org
Amadou Lamine Ndiaye	Director, Environment et développement durable	Organisation pour la Mise en Valeur du Fleuve Sénégal (OMVS)	Dakar – SENEGAL	amadoulamine.ndiaye@omvs.org
Abdoulaye Ndiaye	Project manager	African Network of Basin Organizations (ANBO) - GEF/UNDP project	Dakar – SENEGAL	layndiaye@aol.com
Edwinge Samba	Finance and administration expert	African Network of Basin Organizations (ANBO) - GEF/UNDP project	Dakar – SENEGAL	edwige.samba@anbo-raob.org
Pape Ndioung Ndiaye	Communication and knowledge management expert	African Network of Basin Organizations (ANBO) - GEF/UNDP project	Dakar - SENEGAL	pape.ndiaye@anbo-raob.org
Aurelien Dumont	Programme Specialist. Associate Project Officer	United Nations Education, Scientific and Cultural Organisation (UNESCO)	Paris - FRANCE	au.dumont@unesco.org

Simone Grego	Programme specialist	United Nations Education, Scientific and Cultural Organisation (UNESCO)	Paris - FRANCE	s.grego@unesco.org
Luciana Scrinzi	Programme specialist	United Nations Education, Scientific and Cultural Organisation (UNESCO)	Paris - FRANCE	l.scrinzi@unesco.org
Mme Olushola Olayide	Senior Policy Officer Rural Economy and Agriculture Department	African Union Commission (AUC)	Addis Abeba - ETHIOPIA	OlusholaO@africa-union.org
Paul Orengho	Director of programmes	African Ministerial Council of Water (AMCOW)	Nairobi - KENYA	porengho@amcow-online.org
Dr. Eric Tardieu	Secrétaire Général	Réseau International des Organismes de Bassin (RIOB) INBO	Paris - FRANCE	e.tardieu@riob.org
Edouard Boinet	Project officer, International cooperation	Réseau International des Organismes de Bassin (RIOB) INBO	Paris - FRANCE	e.boinet@riob.org
Bougounou K. Djeri . Alassani	Chef de Division, Gouvernance et politique de l'eau	Communauté Economique des États de l'Afrique de l'Ouest (CE-DEAO)	Ouagadougou - BURKINA FASO	bdjerialassani@ecowas.int; bdjerialassani@gmail.com
Abdoulkarim Assao	Chargé des ressources en eau	Union économique et monétaire ouest-africaine (UEMOA)	Ouagadougou - BURKINA FASO	aassao@uemoa.int
Dr. Loreen Katiyo	Transboundary Water Governance and Environment Specialist	Global Water Partnership GWP / Southern Africa	Pretoria - SOUTH AFRICA	loreen.katiyo@gwpsaf.org
Mr Abdoulaye Doumbia	Regional project coordinator	Mano River Union (MRU)	Freetown - SIERRA LEONE	doumbia1959@gmail.com
M. Didier Sèyivè Zinsou	Directeur de l'observatoire du Bassin du Niger+C25	Autorité Bassin du Niger (ABN)	Niamey - NIGER	didierzinsous@yahoo.fr, didier.zinsou@bassin-niger.org
M. Halilou Aboubacar	Chef de Service Information, Communication et Information	Commission Internationale du bassin Congo-Oubangui-Shangha (CICOS)	Kinshasha - RD CONGO	ahalilou@yahoo.fr
M. Collin Xolani Zwane	Director General	Komati Basin Water Authority (KOBWA)	Maguga - ESWATINI	collin.zwane@kobwa.co.za, maguga.office@kobwa.co.za
Sakhiwe Nkomo	Expert GIRE	Komati Basin Water Authority (KOBWA)	Maguga - ESWATINI	sakhiwe.nkomo@kobwa.co.za
Katiwe Ngcobo	Groundwater focal point	Komati Basin Water Authority (KOBWA)	Maguga ESWATINI	katiwe.ngcobo@kobwa.co.za

5. Evaluation timeframe and interviews chronogramme

a. Evaluation timeframe

Date	Days	Activity	Deliverable
7/7/2021		Preparation period for IC: handover of documentation	
by 10/7/2021	3 days	Document review and preparation of TE Inception Report	TE Inception Report
by 10/7/2021	2 days	Finalization and Validation of TE Inception Report	
by 6/8/ 2021	5 days 2 week	Desk Review, virtual stakeholder meetings, interviews, etc.	

9/8/2021	1 day	Wrap-up meeting & presentation of initial findings online	Initial findings presentation
9-16/8/2021	4 days	Preparation of draft TE report	Draft TE Report
17-18/8/2021		Circulation of draft TE report for comments	
19-20/8/2021	2 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report	
20/8/2021	1day	Submission of final TE report and completed Audit Trail	Final TE report Audit Trail

b. Interviews chronogramme

<i>day</i>	<i>hour</i>	<i>informant</i>	<i>organisation</i>	<i>Place of the informant</i>
19/07/21	8 00	Sameet Khudaroo	UNDP	Port Louis - MAURITIUS
22/07/21	10 00	Edwige Samba	ANBO	Dakar - SENEGAL
22/07/21	12 00	Abdoulaye Ndiaye	ANBO	Dakar - SENEGAL
26/07/21	12 00	Amadou Lamine Ndiaye	OMVS	Dakar - SENEGAL
27/07/21	12 00	Edwige Samba	ANBO	Dakar - SENEGAL
27/07/21	12 00	Abdoulaye Ndiaye	ANBO	Dakar - SENEGAL
28/07/21	16 45	Abdoulaye Doumbia	Mano River Union (MRU)	Freetown - SIERRA LEONE
28/07/21	18 00	Abdoulaye Ndiaye	ANBO	Dakar - SENEGAL
29/07/21	11 00	Eric Tardieu	INBO	Paris - FRANCE
29/07/21	11 00	Edouard Boinet	INBO	Paris - FRANCE
29/07/21	12 00	Pape Ndioung Ndiaye	ANBO	Dakar - SENEGAL
02/07/21	14 30	Dirier Zinsou	Autorité Bassin du Niger (ABN)	Niamey - NIGER
02/08/21	15 30	Aurélien Dumont	UNESCO	Paris - FRANCE
02/08/21	15 30	Simone Grego	UNESCO	Paris - FRANCE
02/08/21	15 30	Luciana Scrinzi	UNESCO	Paris - FRANCE
02/08/21	16 45	Paul Orengho	AMCOW	Nairobi - KENYA
04/08/21	12 00	Abdoulkarim Assao	Union économique et monétaire ouest-africaine (UEMOA)	Ouagadougou - BURKINA FASO
04/08/21	14 05	Aboubakar Alidou	Commission Internationale du bassin Congo-Oubangui-Shangha (CICOS)	Kinshasha - RD CONGO
05/08/21	13 00	Bougonou K. Djeri . Alassani	Communauté Economique des États de l'Afrique de l'Ouest (CEDEAO) / ECOWAS	Ouagadougou - BURKINA FASO
06/08/21	14 00	Loreen Katiyo	Global Water Partnership (GWP) - Africa coordination unit	Pretoria - SOUTH AFRICA
06/08/21	15 00	Olushola Olayide	African Union Commision (AUC)	Addis Abeba - ETHIOPIA
06/08/21	17 55	Edwige Samba	ANBO	Dakar - SENEGAL
10/08/21	15 00	Collin Xolani Zwane	Komati Basin Water Authority (KOBWA)	Maguga - ESWATINI
10/08/21	15 00	Skhiwe Nkomo	Komati Basin Water Authority (KOBWA)	Maguga - ESWATINI
10/8/21	15 00	Katiwe Ngcobo	Komati Basin Water Authority (KOBWA)	Maguga - ESWATINI

6. Documents

Guidance for the TE of UNDP GEF financed projects

2015

ANBO Strategy 2015-2024 and Action plan 2015-2019

2016

SITWA project Final report 2012-2016

SITWA Rapport final 2012-2016

ANBO IW baseline tracking tool

2017

ANBO ProDoc OMVS

ANBO ProDoc UNESCO

2018

ANBO project. Inception workshop report, 2/2018

ANBO project Quarterly implementation report Q3-4

ANBO project. Work plan 2018-2019

ANBO project. PSC minutes, 3/2018

ANBP project, Recommendations from the Working groups

ANBO project. Rapport atelier de planification

ANBO project. Minutes de la réunion de l'Assemblée générale, 7/2019

ANBO project. Rapport général de la réunion du Conseil, 7/2019

ANBO moral report

ANBO financial options

Statues review

Statuts revus du RAOB

Rapport de l'évaluation de la stratégie et du Plan d'action

Options financières du RAOB

WWW meeting in Stockholm, 8-9/2018, BTOR

7th AWW meeting in Libreville. BTOR

2019

UNDP Project implementation report 2019

ANBO project Quarterly implementation reports Q1, Q2, Q3, Q4

ANBO project Work plan 2019-2020

ANBO project report, 6/2018-6/2019

ANBO statutes revision

ANBO project. Stratégie de communication du RAOB

ANBO project. Plan de communication et de visibilité

ANBO rapport moral de la présidente

ANBO project work plan and budget

ANBO project. OMVS audit

Conception et mise en œuvre d'une plateforme de centralisation et de diffusion des connaissances. Proposition

Désignation d'un point focal, TdR

Site internet du RAOB, TdR

Plateforme RAOR, TdR

Addendum aux statuts du RAOB

Evaluation de la stratégie décennale du RAOB

International water week in Amsterdam, 11/2019, BTOR

Synopsis of the corresponding activities between AfriAlliance and ANBO

Afrialliance case study. EcoSan improved sanitation and contribution to food security and water pollution control

Afrialliance case study. Promotion of rain water harvesting in Zambia

Afrialliance case study. Innovation in satellites data management and their potential in water quality monitoring systems

Afrialliance case study. Equitable water distribution in Nairobi county, Kenya

2020

ANBO Strategy

ANBO Action plan

PIMS 5338 ANBO MTR co-financing report

ANBO project Mid term review audit trail

ANBO project Mid term review

ANBO project Quarterly implementation reports Q1, Q2, Q3, Q4

UNDP Project implementation report 2020

ANBO project. Rapport de la réunion du CoP du projet 8/2020

ANBO project. Report of the PSC meeting, 9/2020

ANBO project. Presentation of the MTR to the PSC

ANBO project. Rapport de la réunion du conseil du RAOB, 11/2020

ANBO project. Council meeting report, 11/2020

ANBO project. Management Response to Mid-Term Review (MTR) of ANBO-UNDP/GEF project

2021

ANBO project. Budget extension output

7. Co-financing

<i>Source of co-financing</i>	<i>Name of co-financier</i>	<i>Type of co-financing</i>	<i>Investment mobilized</i>	<i>Amount</i>
Donor Agency	African Development Bank	Cash	Investment mobilized	US\$44,599.73 ⁶
OMVS	Organisation pour la Mise en Valeur du Fleuve Sénégal	In-Kind	Investment mobilized	USD209,052.63
Total co-financing				US\$253,652.36

Source: PIMS 5338 ANBO MTR cofinancing report

⁶ Source: Email from Project Management Unit of 15 July 2020

8. Stakeholders' analysis

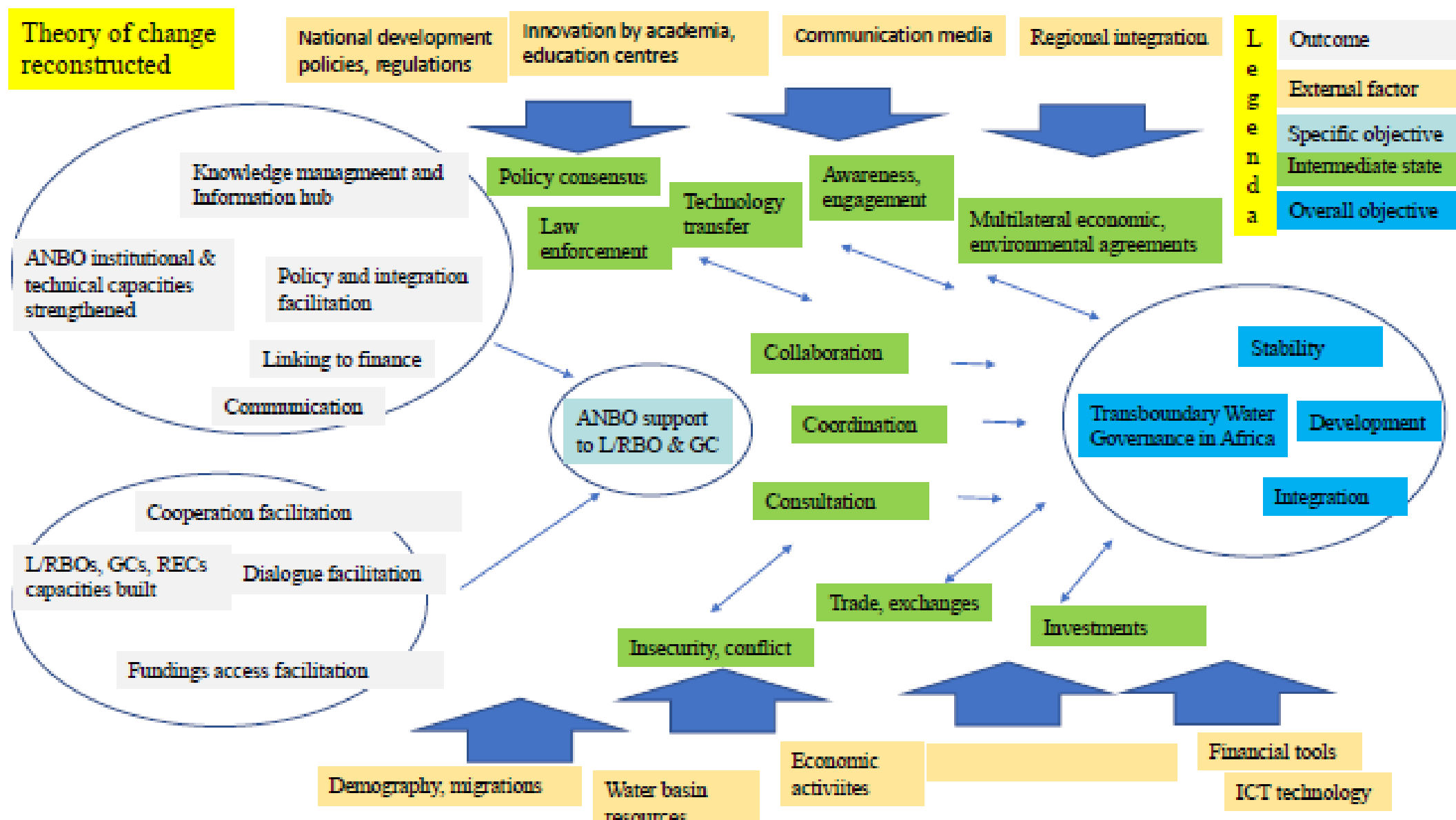
<i>Stakeholders</i>	<i>Characteristics</i>	<i>Interests & expectations</i>	<i>Sensitivity to labour migration</i>	<i>Potentials and deficiencies</i>	<i>Implications and conclusions for labor migration management</i>	<i>Labour migration governance</i>
INBO, Development agencies, Development banks	High level technical expertise, management skills, access to public finance.	Socio-economic development, gender equality, environmental conservation	Understanding of socio-economic / environmental challenges, local-international development interactions.	Managing financial resources, technology, brokering, adapting innovation.	Brokering resources, best practices, collaborations along regional, national, local priorities. To leverage high-level international expertise.	Advising on and funding the strengthening of African policies and actions in Water basin management to sustainable development goals.
AUC	Representation and coordination of African member states interests. Political leverage, Policy coordination.	Harmonious regional development. Balancing the interests of different countries.	Understanding of local context, socio-economic challenges of development.	Coordination of member states, RECs, international organizations. Brokering change.	Coordination of the member states and RECs actions. promotion of sector governance.	Organising dialogue, shaping a common vision on Water basin management policies, interfacing with global partners.
RECs	Expertise in socio-economic development and regional integration.	Socio-economic development. Sustainable development,	Understanding of context, national, international drivers. Balancing social and economic concerns.	Mobilization of financial resources, harmonization of best practices. Brokerage of countries regulations alignment.	Brokering resources, best practices, collaborations and building capacities.	Advising on, coordinating the alignment of transboundary water basing management.

AMCOW, ANBO	Representation of water basin resources users at continental level	Balancing the interests of different groups of stakeholders, Alignment with other continental policies.	Understanding of Water basin issues, Sensitivity for international and regional policy and legal issues.	Liaison among continental actors. Sharing of experiences, promotion of harmonized approaches.	Facilitating the dialogue at the continental level, sharing information and experiences, promoting best practices.	Advising AUC, RECs, L/RBO, GCs on Transboundary water basin management
L/RBOs, GCs	Linking local instances at transboundary level, advising on policies, technical issues, sharing knowledge, information.	Balancing the interests of different groups of stakeholders, collaboration with national authorities.	Understanding of Water basin issues, Sensitivity for regional, national, local policy and legal issues.	Liaison among continental actors. Operationalisation of policy decisions on water basin resources conservation and sustainable use.	Facilitating the dialogue at the sub-regional level, sharing experiences, promoting best practices.	Discussing and communicating the viewpoint of local, national stakeholders on Transboundary water basin management
Ministries of water / Governments , regulatory bodies, development authorities	Representation of broad sets of people, interests. Interface with other sectors. Regulatory, supervisory role.	Stabilization, macro development, geographical / sectors coordination in a sustainable development perspective.	Understanding of socio-economic drivers and opportunities of Water basin resources management.	Creates the regulatory framework for Water basin resources sustainable development planning. Key actor in	Brokering and coordinating innovative regulations. To be informed on options and progress in regional integration of Water basin management.	Establishing and enforcing regulations, building capacities, communication at national and local level. Negotiating Transboundary water basin agreements.
Local authorities, communities	Context, people' needs knowledge, Representation of communities, individual interests Conflict resolution expertise.	Stabilization, local service delivery. Balancing the interests of communities, individuals, economic actors.	Understanding of socio-economic / technical challenges. High sensitivity for equality, environmental issues	Coordination of local services concerning the conservation and sustainable use of Water basin resources. Adaptation of national policies, socio-economic conflicts mitigation.	Assistance to and coordination of local development actors. To be assisted in developing planning, coordinating (local governance), monitoring and assistance capacities of local communities.	Implementing Water basin strategies, regulations. Providing services to local actors.
Private sector, service providers	Context / actors / market knowledge, access to financial / technical resources. Mobilization of economic resources, knowledge and skills.	Continuous opportunities to do business, income and risk diversification.	Sensitivity for business opportunities and risk avoidance in the use of Water basin resources. Openness to technical, organization change.	Brokers of technical, economic change and diversification of the local economy. Waste of Water basin resources.	To develop, adopt innovation. To be assisted in learning about challenges of transboundary water basin management.	Providing advise, capacity building, technical and commercial services to L/RBOs, GCs and their partners.

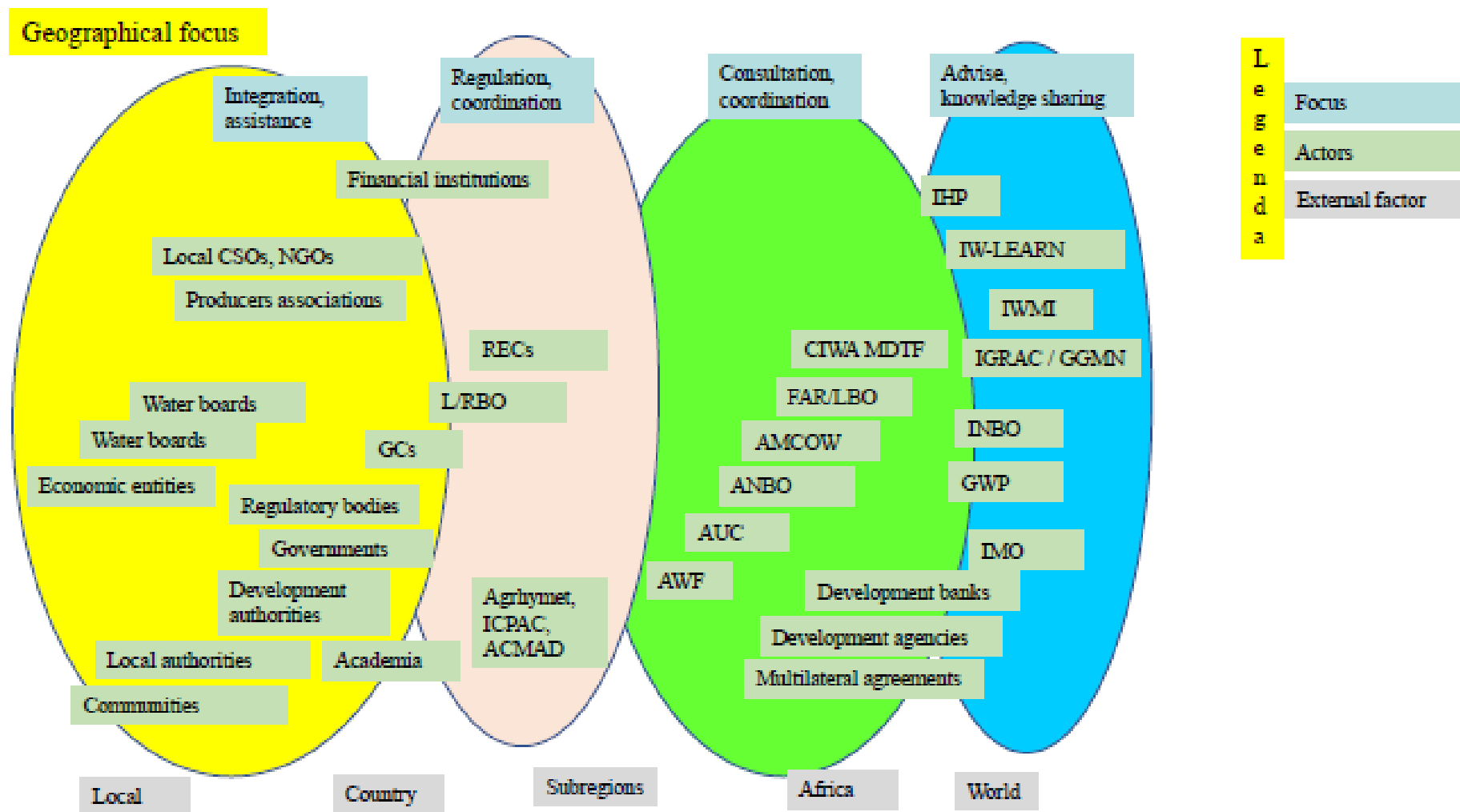
CSOs, NGOs	Context / actors knowledge, local resources, people's mobilization skills.	Local development, social sustainability, access to and transfer of innovation.	Understanding of local context, social challenges, local needs, dynamics, human rights, gender, youth, vulnerable groups	Coordination of local actors in participation to water basin resources management, adaptation of innovation, coordination of local actors.	Local delivery of services to communities. Representation of basins resources, citizens', vulnerable people' interests.	Initiate, participate to dialogue on Water basin resources, governance, development issues.
Resident population, women, youth	High socio-economic vulnerability and adaptability. Strong community and emulation spirit.	Access to Transboundary water basin resources.	Limited commitment to take risk, sensitivity for relations among livelihoods and welfare.	Socio-economic decision making at household, neighborhood level.	To improve participation in Water basin resources governance. To be made aware of conservation and sustainable use challenges to family welfare.	Develop awareness on the challenges of water basin resources and welfare, livelihood. Organise themselves to deal with the social and family welfare issues in this perspective.
Vulnerable people, minorities	Lack of resources, social stigma, dependence on external guidance, inputs.	Assistance in overcoming barriers in the governance of Water basin resources to reduce risk of change of way of life.	Sensitivity to the human rights, integration in host community, access to external aid. Limited conscience of sustainability challenges.	Risk avoidance, waste of water basin resources. Dependence on external decisions, assistance to overcome socio-economic, psycho-physical barriers.	To learn and access to capacities / participate in community life. To be assisted in assessing opportunities for conservation and sustainable management of Water basin resources.	Develop awareness on the challenges of Water basin resources management. Organise themselves to deal with the social and human rights issues of living in Water basins communities.
Academia, Education bodies	High analysis skills, access to innovation, variable context knowledge.	Opportunities for studies, innovation on Water basin resources management. Knowledge development, dissemination.	Openness to technical change, understanding of technical, environmental challenges.	Fast learning, adapting to innovation, hands-off commitment to change.	To provide expertise for studying, developing and transferring knowledge, building capacities, strategies development.	Study and advise. Advise governments and the public on the options for Water basin management.

9. Reconstructed Theory of change

A. Diagram of the ToC



B. Geographical focus



10. Project budget

GEF Outcome/Atlas Activity	ATLAS Budget Description	Budget	Disbursement 31/12/2020	Disbursement 30/9/2021	Balance
OMVS Component 1	International Consultants	441000,00	240467,17	301964,71	139035,29
	Local Consultants	211500,00	158966,54	162513,39	48986,61
	Travel	92500,00	83613,82	83613,82	8886,18
	Contractual Services- Companies	55000,00	45449,55	49431,58	5568,42
	<i>Total</i>	<i>800000,00</i>	<i>528497,08</i>	<i>597523,50</i>	<i>202476,50</i>
OMVS Component 2	International Consultants	287000,00	75924,19	96324,19	190675,81
	Local Consultants	90000,00	100774,22	153701,84	-63701,84
	Travel	253000,00	112061,76	112061,76	140938,24
	Contractual Services- Companies	60000,00	18357,77	18357,77	41642,23
	<i>Total</i>	<i>690000,00</i>	<i>307117,94</i>	<i>380445,56</i>	<i>309554,44</i>
OMVS Project Management Unit	International Consultants	62000,00	69795,01	101951,62	-39951,62
	Local Consultants	30000,00	23200,61	25701,22	4298,78
	Travel	24000,00	9455,99	9455,99	14544,01
	Professional Services	30000,00	8503,56	12503,56	17496,44
	Miscellaneous Expenses	4000,00	0,00		4000,00
<i>Total</i>		<i>150000,00</i>	<i>110955,17</i>	<i>149612,39</i>	<i>387,61</i>
OMVS total		1640000,00	946570,19	1127581,45	512418,55
UNESCO Component 1	International Consultants	30,000			
	Contractual Services: Companies	110,000			
	Training, Workshops and Confer	40,000			
	<i>Total</i>	<i>180,000</i>			
UNESCO Component 2	International Consultants	120,000			
	Contractual Services: Companies	60,000			
<i>Total</i>		<i>180,000</i>			
UNESCO total		360000,00	137260,30	137260,30	222739,70
Grand total		2000000,00	1083830,49	1264841,75	735158,25

11. Project indicators

Project Strategy	Indicator	Value
------------------	-----------	-------

<p>Project Objective:</p> <p>To strengthen the coordination and collaboration capacity of African Lake and River Basin Organizations (L/RBOs), Groundwater commissions and/or cooperative framework for transboundary groundwater management and their member states towards improved transboundary water governance in Africa through improved support by the African Network of Basin Organizations (ANBO)</p>	<p>Cooperative framework for transboundary water resources management among Lake and River Basin Organizations and Groundwater Commissions in place and operational</p>	<p>ANBO strategy and action plan revised</p> <p>ANBO secretariat, presidency, coordination bureau re-launched</p> <p>Network of 14 L/RBO focal points</p> <p>2 ANBO Council (GA) meetings (2019, 2020)</p>
<p>Component 1: Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW</p>		
<p>Outcome 1.1: Institutional capacity of ANBO strengthened to deliver on its statutory mandates</p>	<p>ANBO providing services to AMCOW, RECs, and L/RBOs as a coordination body</p>	<p>Permanent secretariat active / embedded in OMVS Secretariats</p> <p>3 studies / review of ANBO statutes, ANBO Strategy & The participation of UNESCO has allowed the integration of groundwater water resources in ANBO strategy option</p> <p>Action plan, identification of ANBO financial options</p> <p>Members database (15 entities, 100 people)</p>
<p>Outcome 1.2: ANBOs technical, knowledge and information management capacity strengthened to serve as technical arm of AMCOW focusing on transboundary water resources management, including groundwater</p>	<p>AWIS enlarged and enhanced</p> <p>ANBO website improved and linked with AWIS</p> <p>Long-term finance for AWIS and ANBO web platform secured</p> <p>ANBO's technical capacity to represent transboundary water issues in international fora strengthened</p>	<p>Assessment of the AWIS (INBO managed) AWIS merging with AGWIS, CC meta-data base into a single Knowledge management portal (KMP)</p> <p>14 out of 20 L/RBO, GC Focal Point AWIS identified</p>
<p>Outcome 1.3: ANBOs capacity as a clearing house for AMCOW information related to climate change vulnerability analyses and adaptation strategies of African transboundary basins strengthened</p>	<p>Meta-database for studies related to climate change predictions, vulnerability assessment, and adaptation strategies of African transboundary basins and aquifers developed.</p> <p>At least 3 case studies/best practices/lessons learned from L/RBOs and Groundwater Commissions on financing and implementing (transboundary) climate change adaptation initiatives developed and disseminated through AMCOW.</p> <p>ANBO guidelines on climate resilient infrastructure development for L/RBOs and Groundwater Commissions developed and disseminated through AMCOW</p>	<p>Preliminary studies, arrangements and plans to set up the AWID database and platform</p>

	At least four transboundary water commissions (L/RBOs and/or Groundwater Commissions) sensitized and trained on the use of ANBO's meta database	
Outcome 1.4: ANBO communication, monitoring, evaluation and adaptive management capacity strengthened	<p>ANBO communication strategy developed</p> <p>At least 2 policy briefs on transboundary groundwater management produced and disseminated</p>	<p>Draft communication strategy developed</p> <p>ANBO website re-established, social networks sites created, articles published on GWP newsletter / Facebook</p> <p>OMVS/ANBO participation to international meetings:</p> <p>7th African Water Week, Libreville 2018</p> <p>World Water Week, Stockholm 2018</p> <p>International Water Week, Amsterdam 2019</p> <p>AMCOW Technical Advisory Committee, Abuja 2019</p> <p>AMCOW Pan-African Groundwater Program Workshop, Nairobi 2019</p> <p>International Water Law workshop, Entebbe 2019</p> <p>F2F meeting of AfriAlliance, Accra 2019</p>
Component 2: Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation		
Outcome 2.1: Information and data management capacity of L/RBOs and Groundwater Commissions strengthened	<p>Transboundary data management and information sharing systems (data exchange/management protocols, common referential and priority topics, data exchange scenarios and tools, data exchange platforms etc.) implemented for two selected L/RBOs and 1 Groundwater Commission, and linked to AWIS.</p> <p>At least 2 training courses on data management for selected L/RBOs organised by/through ANBO.</p>	<p>Linkages with AUC/AMCOW, RECs, INBO, GWP</p> <p>Feasibility study for a unified platform on AWIS grouping metadata on climate change, water surface and groundwater by INTO</p>

Outcome 2.2: RECs capacity to foster international as well as multi-sectoral co-operation among their member states to manage transboundary waters including groundwater strengthened	<p>REC's transboundary) water resources management focal points and selected L/RBO and/or Groundwater Commission representatives trained in transboundary water law</p> <p>Lessons learned and best practices of effective REC support to its member states and/or L/RBOs to foster international cooperation for transboundary water management identified, discussed and disseminated among RECs and L/RBO/GC.</p> <p>At least 2 dialogue platform/s among RECs and other regional stakeholders established to stimulate international as well as multisectoral cooperation and reflect development issues under water and climate security framework</p>	<p>Linkage with UNESCO on groundwater (integration in ANBO strategy option),</p> <p>10 ANBO members participating to online course on international water law and groundwater governance (11/2019)</p> <p>70 African participants to regional online regional training on groundwater modelling (12/2020-1/2021)</p>
Outcome 2.3: Financing/Resource mobilization capacity of L/RBOs and Groundwater Commissions strengthened	<p>ANBO in-house capacity to gather and disseminate information on financial opportunities related to transboundary water resources management strengthened to benefit its Member Organizations.</p> <p>Capacity building workshops (at least 2) for L/RBOs and Groundwater Commissions on financial resources mobilization carried out</p> <p>One Donors and partners coordination group/s established to monitor available resources and funding possibilities for long-term development and strategic support</p>	<p>ANBO-OMVS Technical committee re-established</p> <p>Study on financial sustainability modalities</p>

12. Evaluation Ratings

Monitoring & Evaluation (M&E)	Rating ⁷
M&E design at entry	HU
M&E Plan Implementation	HU
Overall Quality of M&E	HU
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	MS
Overall quality of Implementation/Execution	MS
Assessment of Outcomes	Rating
Relevance	MU
Effectiveness	U
Efficiency	U
Overall Project Outcome Rating	U
Sustainability	Rating
Financial resources	U
Socio-political/economic	U
Institutional framework and governance	MU
Environmental	ML
Overall Likelihood of Sustainability	U

13. UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

⁷ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

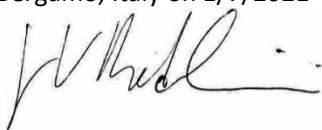
14. Evaluation Consultant Agreement form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: Giorgio Vincenzo Alberto BRANDOLINI

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Bergamo, Italy on 1/7/2021




Signature: _____

15. Terminal Evaluation Report Clearance form

Terminal Evaluation Report for Terminal Evaluation of the GEF-funded project entitled: Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa. *UNDP PIMS ID 5338* **Reviewed and Cleared By:**


Commissioning Unit (M&E Focal Point)

Name: Margarita Arguelles _____

Signature:  _____ Date: 10-Sep-2021

Regional Technical Advisor (Nature, Climate and Energy)

Name: Madeleine Nyiratuza _____

Signature:  _____ Date: 14-Sep-2021 _____