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SUPPORT TO THE
FORMULATION OF BURUNDI IWRM PLAN

APPRAISAL REPORT

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AFRICAN WATER FACILITY

Final 22 August 2006

LOGICAL FRAMEWORK ANALYSIS FOR FORMULATION OF BURUNDI IWRM PLAN

HIERARCHY of OBJECTIVES	EXPECTED RESULTS	Reach (BENEFICIARIES)	PERFORMANCE INDICATORS, SOURCE, PERIODICITY	INDICATIVE TARGETS and TIMEFRAME	RISKS > MITIGATION STRATEGIES
GOAL: Poverty reduction, improved well-being of the population and conserving vital natural resources through enhanced water governance	IMPACT Sustainable water resource management contributing to social equity, economic efficiency and environmental sustainability	The government and people of Burundi, Donors, local government, NGOs	IWRM Plan is approved and Action Plan is implemented by government Government Budget Statements	The IWRM Plan will be available 2 years from start of process	The assumption is that there will be Political stability throughout the project period It is also assumed that the process will be supported

<p>OBJECTIVES</p> <p>Facilitate Integrated Water Resources Management (IWRM) through reforms and implementation of IWRM frameworks, water development strategies integrated in national plans, and strengthened partnerships.</p>	<p>OUTCOMES</p> <ul style="list-style-type: none"> • National frameworks for sustainable water resource management and service provision are in place and/or well advanced. • Integrated framework for institutional reform, strengthening and capacity building developed; • Ownership of the IWRM process by all stakeholders. • Water development strategies integrated into national development plans • Enhanced funding mechanism with wider access to potential relevant financing instruments to support implementation of IWRM plan 	<p>Ministry of Lands Planning, Environment and Tourism;</p> <p>Ministry for Energy and Mines;</p> <p>Ministry for Commerce and Industry;</p> <p>Ministry of Agriculture and Livestock;</p> <p>Ministry of Public Health;</p> <p>Ministry for the Interior and Public Security;</p> <p>Ministry of Transport, Posts and Telecommunications.</p> <p>Donors</p> <p>NGOs</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • IWRM Plan is endorsed by lead Ministry for water; • i. One ministry has been mandated in the institutional framework to be responsible for water resources management; • ii. A multi-stakeholder coordinating body for water resources management has been set-up and functioning • At least 3 key water sector agencies take part in IWRM plan process; • Central Ministries of planning take part in IWRM planning process; • At least 2 donors accept to finance aspects of IWRM Plan • Source: Project reports <p>Periodicity: Annual</p>	<p>Two years from start of process</p>	<p>by all relevant Ministries, the non state partners such as NGOs</p>
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ACTIVITIES	OUTPUTS		Indicators		
<p>A) Support the development of National IWRM Frameworks</p> <ol style="list-style-type: none"> 1. Identification of stakeholders, consultation with existing partnerships. 2. Identification, assessment and prioritization of IWRM issues 3. Identification and definition of institutional functions and roles 4. Raise awareness about IWRM principles 5. Prepare IWRM framework and sensitize governments at the highest political level. 6. Build capacity within relevant institutions for framework implementation. 7. Develop investment strategies and project portfolio and financing requirements 8. Develop funding mechanism to implement IWRM Plan. 	<ol style="list-style-type: none"> 1. Political will is expressed by the decision-making bodies on the process. 2. Stronger partnerships established with stakeholders. 3. Improved knowledge and awareness by all involved stakeholders of IWRM issues in Burundi, within the context of national and transboundary basin management. 4. Improved knowledge by all stakeholders of management functions needs, including formulation of policies, roles and responsibilities of all stakeholders 5. a) Robust framework developed for an enabling environment, clearer institutional roles and development plans and management instruments. b) Secured buy-in of framework by relevant entities, ministries, and stakeholders. 6. Existing institutions improve performance with respect to framework implementation 7. Wider options and access to funding instruments 		<p>IWRM Plan endorsed by lead Ministry responsible for water affairs</p> <p>Reports on at least 2 meetings held with senior management of line and central ministries</p> <p>Report on at least 2 meetings held with key donors who finance water related investments or budget support;</p> <p>Regional Water Partnership facilitates workshop on financing for the water sector</p> <p>Source : Project reports</p>		

<p>B) Support to development of institutional reform, strengthening and capacity building of public agencies and water partnerships</p> <p>C) Support to integration of water into national development plans such as the PRSP.</p> <p>D) Develop funding mechanisms for implementing the IWRM Plan.</p>	<p>B) Institutional reform framework developed with plan for developing capabilities and competences of the partners.</p> <p>C) Guidelines developed on how to integrate IWRM into the PRSP process.</p> <p>D) Mechanism developed on increased access to existing and potential financing instruments in the water sector</p>				

TABLE OF CONTENTS

1	BACKGROUND	1
1.1	Origin of the Project	1
1.2	Sector Priorities related to IWRM	1
1.3	Problem Definition	2
2	THE PROJECT	3
2.1	Impacts.....	3
2.2	Outcomes (Long-term results).....	3
2.3	Outputs (Immediate Results).....	4
2.4	Activities.....	4
2.5	Risks and Assumptions.....	6
2.6	Project Cost and Financing.....	7
3	IMPLEMENTATION.....	8
3.1	Institutional Arrangements and the Recipient	8
3.2	Implementation Arrangements and Capacity	9
3.4	Implementation Schedule:	12
3.6	Procurement and Execution.....	12
3.7	Disbursement Arrangements and Expenditure Schedule	13
3.7	Accounting and Audit Arrangements	13
3.8	Monitoring, Evaluation and Reporting Arrangements	14
4	PROJECT BENEFITS.....	14
5	CONCLUSIONS AND RECOMMENDATIONS	15
5.1	Conclusions.....	15
5.2	Recommendations.....	16
5.2	Recommendations.....	16

LIST OF ACRONYMS

AfDB	African Development Bank
AWF	African Water Facility
CIDA	Canadian International Development Agency
CSO	Civil Society Organisations
DGHER	Direction –Générale de l’Hydraulique et des Energies Rurales
GTZ	German Agency for Technical Cooperation
GWP	Global Water Partnership
IWRM	Integrated Water Resources Management
MDG	Millennium Development Goals
NBI	Nile Basin Initiative
NBI-SEC	Nile Basin Initiative Secretariat
NGO	Non Governmental Organisation
PMT	Project Management Team
REGIDESO	Régie de Production et de Distribution de l’Eau et de l’Electricité
PRSP	Poverty Reduction Strategy Paper

Executive Summary

1. The Government of Burundi, represented by the Minister of Lands, Environment and Tourism requested the Global Water Partnership (GWP) Eastern Africa to seek funding from the African Water Facility (AWF) in order to facilitate a process for the formulation of the country's Integrated Water Resources Management (IWRM) Plan. The Government has sent a separate letter requesting for AWF support to formulate their national IWRM Plan. The IWRM Plan will be realised through a process of broad stakeholder forums with the participation of all relevant public agencies and civil society in order to achieve consensus for a coherent and rational management and development of Burundi's water resources.
2. The implementation of the IWRM plan will contribute to poverty reduction and socio-economic development of the country through enhanced water governance. Existing water policy, legislative and regulatory instruments for the management of Burundi's water resources were prepared without broad consultation and have never been implemented due to lack of commitment by relevant water sector bodies and institutions. The proposed IWRM Plan project will update existing instruments and build on current plans and development strategies through an all inclusive process.
3. The Global Water Partnership (GWP) is an international partnership with the mission to support the development of national IWRM plans. The GWP Eastern Africa has no legal personality and this cover is provided by its host institution, the Nile Basin Initiative Secretariat (NBI-SEC), which is an intergovernmental organisation of nine riparian states of the River Nile. As a host institution, the NBI-SEC receives and manages funds for GWP supported projects and will be the Recipient in the event that the proposed Burundi IWRM project is approved by the AWF.
4. The implementation arrangements and project execution utilises the multi-stakeholder forum including the Country Water Partnership and a core technical team of key public service professionals in an iterative process of consultation and joint decision making in project execution. The project will be managed and coordinated by a lean Project Management Team (PMT) that will serve as secretariat and an anchor to the project in Burundi. The PMT will be hosted and administered by the lead government institution responsible for water resources, the Ministry of Lands, Planning, Environment and Tourism.
5. In view of the immense benefits of the proposed project to the people of Burundi, it is recommended that a grant not exceeding Euro 480,000 be approved by the AWF to enable the formulation of Burundi's IWRM plan. The funds will be provided to the NBI-SEC, the host institution of the GWP Eastern Africa, which will manage and administer the funds.

1 BACKGROUND

1.1 Origin of the Project

The Burundi Country Water Partnership, which was launched on 15 December 2005, confirmed at a two-day inaugural workshop held at the Orphan's Aid premises in Bujumbura, that Burundi faces, critical challenges which delay its adoption of Integrated Water Resources Management (IWRM) concepts and principles. The Global Water Partnership Eastern Africa (GWP Eastern Africa) was subsequently requested to prepare a project proposal to seek funding to facilitate the formulation of IWRM plan for Burundi. A formal proposal was submitted by the Minister of Lands, Planning, Environment and Tourism to the GWP Eastern Africa in that regard and accordingly the GWP Eastern Africa prepared a proposal and submitted to the African Water Facility (AWF) to finance the process for formulating the Burundi IWRM plan. The AWF undertook an appraisal mission to Uganda and Burundi (20 to 25 May 2006) to assess the proposed project for funding. This report summarises the outcome of the mission and makes recommendations to that effect.

1.2 Sector Priorities related to IWRM

1.2.1 Burundi has developed essential instruments for the water sector and includes the Water Sector Policy Document, National Water Master Plan, Regulatory Framework and Legislative Instruments, most which were prepared with donor support. However these instruments have never been implemented due to the fact that they were not prepared with the collaboration and participation of the country stakeholders and there is no ownership by the wider stakeholder groups in the country.

1.2.2 Burundi has no national structure of control and coordination for activities undertaken in the water sector. The National Commission of Water and Energy created in 1989, which had started providing leadership and resolving cross-sectoral issues, has not been operational since 1992.

1.2.3 For a viable, harmonised and coherent management of water resources in Burundi, there are three main areas to be addressed in the sector and include institutional, legal and regulatory reforms. In addition there is the need to enhance information and knowledge base of water resources. Although basic documentation on the policy environment exists, they are not implemented due to poor institutional arrangements, lack of coordination and poor ownership of the instruments. In order to implement the national policy and get started in the three key areas, the following priority actions need be carried out:-

- Embark on institutional reform that will mandate a focal ministry responsible for the control of water resources management and establish a multi-stakeholder body to coordinate, streamline and rationalize all interventions in the sector of water;
- Develop an integrated framework for institutional strengthening and capacity building of the public institutions and water partnerships to enable them carry out their function;
- Build stronger partnership and forums for discussing water issues of national interest
- Update and complete water legislation and regulatory instruments;
- Update the national policy of water resource management;

- Update and finalize the national water master plan;
- Put into application the elaborated legislation and the recommendations of the other water resources management tools ;
- Reinforce and extend the hydro-meteorological network measurements, water data and information collection analysis, storage and diffusion in the country in order to create a strengthened water information and knowledge system;
- Institute measures to extend financing options and instruments to implement the IWRM Plan;

1.3 Problem Definition

1.3.1 Although Burundi is endowed with abundant water resources, its distribution is uneven across the country and there is increasing pressure on water as a result of rapid population growth, internal conflict and uncontrolled pollution. These problems are exacerbated by poor land use patterns, inadequate institutional arrangements and non adherence to existing regulatory and legal instruments in the sector. More detailed information on the water resources of Burundi is provided in Annex 5

1.3.2 Burundi's water sector is highly fragmented, characterized by distribution of competences among several ministries. Decisions and interventions are undertaken in the water sector without consultation and coordination among the various relevant institutions. The following ministries and agencies among others deal with various aspects of water:-

- Ministry of Lands, Planning, Environment and Tourism;
- Ministry for Energy and Mines;
- Ministry for Commerce and Industry;
- Ministry of Agriculture and Livestock;
- Ministry of Public Health;
- Ministry of the Interior and Public Security;
- Ministry of Transport, Posts and Telecommunications.

1.3.3 Due to special management needs of utility operation for water supply and electricity, two state owned companies play an important role in Burundi - REGIDESO (Régie de Production et de Distribution de l'Eau et de l'Electricite) responsible for the urban areas and DGHER (Direction – Générale de l'Hydraulique et des Energies Rurales) with responsibility for the rural areas. There are no adequate incentives and regulatory instruments to promote an environment conducive for water supply and sanitation investments, including adequate tariffs, access to local and international financing.

1.3.4 The fragmentation in the water sector spills over to non-state actors such as NGOs, bilateral and multilateral co-operation agencies. The various stakeholders in the sector act in isolation and in a individualistic manner. Where collaboration exists, it is ad hoc, abstract and dependent on the goodwill of the individuals rather than organisations concerned. The actual situation is marked by overlaps, inefficient use of scarce resources, and competition even in the areas responsibilities should be shared. The absence of coordinated structure has resulted in a multitude of problems including:-

- Inefficient use of resources due to overlaps, duplication of efforts in terms of sector planning, development programmes and resource management;
- Fragility of inter-sector collaboration as regards water resource management.
- A weakness of institutional capacities in terms of qualified personnel, resources and lack of coherent financial strategies for the sector;
- Failure to sensitize decision makers and other stakeholders on the crucial need to protect the limited and vulnerable water resources;
- Scattered data and information on the water resources rendering rational planning, design, M&E almost impossible.

1.3.4 In order to address the multitude of problems in the water sector the Government set up an inter-sectoral Technical Team to review the water related issues, challenges and the need for coordinated planning in the different water demand sectors. This team, composed of key officers representing major sectors and line ministries and GWP Eastern Africa, liaised closely with the multi-stakeholder Steering Committee in order to chart the way forward by incorporating diverse views and perspectives from a broad cross section representing the wider water community in Burundi.

1.3.5 The Technical Team comprised the Director Generals for Energy, Hydrology; the General Manager for REGIDESO; senior irrigation engineers, agronomists and a socio-economist. Overall guidance was provided by the Chef de Cabinet for the Ministry of Land, Environment and Tourism, which is responsible for water resources in Burundi. The Minister of Planning, Lands, Environment and Tourism was regularly briefed and provided guidance on important policy and strategic priorities of the Government. This process of broad consultation which was started has led to the realization and need to formalize the process by undertaking comprehensive assessment of the sector, build consensus around key sector issues and build stronger partnerships. This later process is in essence the building blocks for formulating an IWRM plan for the country that has the support and backing of all the relevant stakeholders.

2 THE PROJECT

2.1 Impacts

The overall long term impact of the project is that Burundi will achieve a sustainable water resource management regime contributing to social equity, economic efficiency and environmental sustainability in the country. This will result in improved health and well being of the population, improved water related livelihoods, gains to agriculture from improved land and water management, reduced risk of floods and droughts.

2.2 Outcomes (Long-term results)

The main outcomes of this project will include the following:

- A national IWRM Plan developed and adopted by the government for sustainable water resource management and service provision;

- An integrated framework for institutional reform, strengthening and capacity building developed;
- Water development strategies systematically integrated in national development plans;
- Ownership of the IWRM framework and the process is developed by all sector stakeholders;
- Stronger collaboration with potential relevant Financing Institutions to support implementation of development strategies plans developed under the IWRM process;

2.3 Outputs (Immediate Results)

The immediate results of the IWRM Plan process include the following:

- Component 1: Completed National Integrated Water Resources Management Plans for Burundi, comprising the Framework for rational management and development of water resources for sustainable development; Specific aspects include i) *sector reform and capacity building*; ii) *Framework of development programmes and action plan*; iii) *Development of water information and knowledge system*; iv) *Monitoring and evaluation framework*; v) *financing the IWRM Plan*
- Component 2: Institutional reform process and framework for integrated strengthening and capacity building developed and supported by an effective national water partnership;
- Component 3: Development strategies and prepared and integrated into key national development plans such as PRSP
- Component 4: Mechanism for financing the IWRM Plan through improved understanding of increased access to broader range of financial instruments for the water sector.

2.4 Activities

2.4.1 The overall purpose of the project is to contribute towards the achievement of water related MDGs and the Johannesburg WSSD targets supporting sustainable water resources management in Burundi. The project comprises four components as described in the subsequent paragraphs.

(i) Support to the formulation of National Integrated Water Resources Management Plan

The objective of this component is to support the preparation of the Integrated Water Resources Management (IWRM) Plan for Burundi, a process that is led and coordinated by the Government. The *output* of this component is the Integrated Water Resources Management Plan for Burundi. The full process leading towards a National Integrated Water Resources Management Plan for Burundi is envisaged to comprise a number of steps as follows:

- a) Establish national IWRM status and build commitment to reform process**
- a) Institute measures for raising awareness about IWRM and building political will and support for the process by ensuring broad stakeholder participation. b) Undertake an overview of on-going activities that the IWRM plan can be built on, such as Sector Reform Plans, proposals for legal

reform, Water Action Plans, partnership development activities, ongoing capacity building at water institutions etc. This step will identify aspects needed to improve and update the existing Burundi National Water Policy Document, the National Master Plan, legislative and regulatory instruments.

b) Identify and analyze IWRM challenges and issues in the light of management potentials and constraints. Given the current national setting on policy and legislation and the management of the water resources, an identification and analysis of the challenges to promote the sustainable use of water will be undertaken. This will allow the identification of the water management functions required to deal properly with the prioritized issues by the stakeholder platform already in place. The process includes: a) *Identifying and prioritising the water resources management issues and challenges* to be dealt with, and establishing a consensus and common understanding of these among the stakeholders. b) *Identify Water Resources Management Functions and responsibilities* to deal with the priority issues comprising, policies for water allocation and wastewater discharge permits, user fees and cost recovery for water utilization, monitoring and evaluation framework, enforcement of legislation, mediation, training and access to data and information, international co-operation on trans-boundary waters; c. *Identify management potentials and constraints* at all levels, central, local and community levels based on the functions required to handle the main water resources issues.

c) Prepare strategies and action plans for the IWRM framework. The strategy and plan will map the road ahead by identifying actions and processes needed to improve and supplement the policies, legislation and financing of the water sector – the framework of rules by which water is managed, and the institutional roles and capacities of those who manage as well as, and the management instruments that they will use. For the delivery of water and sanitation services, set guides for balancing public/private sector involvement, amending regulatory frameworks accordingly and identifying financing, tariff and cost recovery options.

d) Build commitment to the reform process and other actions. Adoption of the IWRM action plan at high political level is key to the effective implementation of any process. The framework for broad stakeholder participation and the ownership of the process by the government will ease the transition from planning to implementation of actions. This will typically require commitment beyond the responsibility of the lead ministry or department: To achieve this it is necessary to: a) *Ensure adoption of plans at the highest political level.* b) *Prepare portfolio of implementation projects and a financing strategy of the plan in order to link the IWRM process with the implementation of development projects.*

ii) Support to institutional reform, strengthening, capacity building and the development of existing, new and emerging Partnerships

Institute measures for water sector institutional reforms that will mandate a responsible ministry for the control of water resources management and the creation of national coordinating body for water resources management that is supported by well functioning multi-stakeholder partnerships. These reforms are necessary for ensuring that the IWRM Plan process takes place and implemented. The objective of this activity is to entrust formal responsibility for water resources to one institution, strengthen its mandate and capacity as well as reinforce the roles of country level partnerships to function as effective multi-stakeholder platforms throughout the execution of Components 1 and 3 of this project. The IWRM Plan will develop **an integrated framework for institutional strengthening and capacity building** for IWRM

Planning. This is a new process in the country and consequently the project will facilitate the development of capacities at national level to develop and implement the strategies and action plans resulting from the process. The capabilities of the responsible ministry and departments will be built through human resource development, training and the provision of tools and equipment to deal with the new functions as outlined above. The capacities of the partnerships created to enhance the process will also be developed.

iii) Prepare development strategies, plans and forge their integration into economic policy, national development plans including poverty reduction strategy programmes

The national development plans, such as the PRSPs are frameworks that assist countries identify their development priorities by strengthening the impact of public action on poverty, and for promoting progress towards the MDGs. The strong links between poverty reduction and sustainable water resources management have not been sufficiently identified and developed in the past and need to be forged during this process. This activity will be linked with the IWRM efficiency plans and will link and coordinate global and national efforts to reach these goals. Part of the strategy here is to develop information systems to report on progress on the realization of the water supply and sanitation MDGs.

iv) Develop funding mechanism for financing the implementation the IWRM Plan through broadening the range of instruments available

Tackling financing and water governance is critical to implementing the IWRM Plan and achieving the MDGs targets: not only those directly related to water supply, sanitation and integrated water resources management but also for reducing absolute poverty, reducing child mortality and reducing hunger. These cannot be achieved without substantial increases in financing for water infrastructure and services in parallel with improved water governance. This activity is cross cutting and will facilitate knowledge sharing and capacity development for managers and officials to follow up the recommendations of the “World Panel for Financing Water Infrastructure” as well as the ongoing dialogues on governance. There will be activities aimed at building national capacity for accessing local and donor funds for development. Forums will be organised to bring potential financiers, government and stakeholders together in order to forge closer collaboration in financing the water sector. Innovative financing sources (e.g. co-financing, bonds, partial risk instruments, insurance funds, etc.) would be promoted. In addition Service providers would be supported to be self-financing, through efficiency gains, good management practices such as improvements in billing and revenue collection, waste and leakage control etc. These useful approaches would promote policies that create a conducive, low-risk environment for WSS investments, particularly in accessing both local and international financing.

2.5 Risks and Assumptions

2.5.1 The main risks of this project are institutional and relate to insufficient commitment among the stakeholders to work on multi-stakeholder platform. The IWRM planning process is partly technical, but it certainly also has a political component. This political part can lead to surprises during the process, certainly if it is not taken into account and worked on by all involved.

2.5.2 The process assumes that a fair amount of resources (both financial and human) will be provided in kind by the relevant government departments, NGOs and donor agencies in Burundi and the region.

2.5.3 It is further assumed that other donors will respect this process, and will be willing to support it by committing themselves to the investment agenda resulting from this process, and that they will avoid supporting duplicative and overlapping activities.

2.5.4 A key assumption is that there is political stability and institutional continuity during the process of making these plans.

2.5.5 The institutional risks will be mitigated through the facilitating role of GWP Eastern Africa, which will improve understanding of the benefit of a plan that has ownership of a wider stakeholder group and will assist in addressing the needs of various stakeholders. The GWP Eastern Africa will thus facilitate, assist, promote, inform and stimulate dialogue, which will lead to the preparation of an IWRM and water efficiency plan with the active participation of all stakeholder groups.

2.5.6 The execution of the project through a Core Team composed of representatives of all relevant stakeholders will ensure ownership of the process by government, civil society, donors and NGOs and lead to commitment to plan and implement IWRM strategies together.

2.6 Project Cost and Financing

2.6.1 The project is primarily the facilitation of a stakeholder driven process to formulate an IWRM Plan for Burundi. The main cost elements are related to organisation of workshops, where the issues and progress are presented and discussed. The expenses in this regard include i) travel, accommodation and subsistence allowances for different stakeholders and participants; ii) consultant costs for preparation of background documents on issues, facilitation and logistics of workshops and reports preparation. It is not envisaged there will be significant procurement of goods even though some equipment may be purchased to support the work of the PMT and the Country Water Partnership activities. The overall cost of the project to the AWF is EURO 480,000. The breakdown of the cost by component is indicated in Table 1 below. The detailed costs and nature of expenses are provided in Annex 3

Table 1: Project Cost

Component/Activity	Cost
Component 1: Develop National IWRM Framework, Development Strategies and Action Plan	200,000
Component 2: Support Institutional Reform, Partnership Development and Project Management	160,000
Component 3: Integrate Water into National Development Plans	50,000
Component 4: Develop Funding Mechanism to Implement the IWRM Plan	30,000
Total	440,000
GWP Facilitation	40,000
Grand Total (Euro)	480,000

2.6.2 The AWF will finance all cost related to consulting services, organisation of workshops and purchase of office equipment for the PMT and Country Partnership offices. The Government of Burundi will contribute staff time and office accommodation for the PMT.

3 IMPLEMENTATION

3.1 *Institutional Arrangements and the Recipient*

3.1.1 The **Ministry of Land, Planning, Environment and Tourism** is currently the lead Ministry responsible for water affairs in Burundi. The Minister requested the assistance of the GWP Eastern Africa to facilitate the process for the formulation of the IWRM Plan for the country in line with GWP's mandate in the Region. A separate letter was also addressed to the AWF for financial support to the IWRM process. Copies of these letters are contained in Annexes 1 and 2. The Ministry shall be responsible for providing administrative oversight and office space for hosting the Project Management Team. The Ministry shall also be responsible for ensuring that obligations of the government of Burundi and actions in the process of developing the IWRM Plan from conception to approval are undertaken.

3.1.2 The **Global Water Partnership (GWP)** is an international network of organisations with the mission to support countries in the sustainable management of their water resources by promoting Integrated Water Resources Management (IWRM) principles. The **Eastern Africa Regional Water Partnership (GWP Eastern Africa)** is a grouping of GWP partners operating in East and The Greater Horn of Africa region. The GWP Eastern Africa is an independent organisation, but it does not have legal personality. The GWP Eastern Africa will be responsible for facilitating the implementation of the project and shall provide guidance and support to the Government and stakeholders throughout the process.

3.1.6 The rationale behind the request from the Government of Burundi to the GWP Eastern Africa to support its IWRM Plan formulation lies with GWP experience in similar initiatives in the region and the need to forge strong links to the regional process for trans-boundary water resources management.

3.2.5 **The Country Water Partnership (CWP)** is a multi-stakeholder forum in Burundi, which includes Government agencies in the water sector, NGOs and Civil Society Organisations (CSO), Donors and champions of the water sector. The CWP comprise about 70 persons that meet regularly to deliberate on water issues with a bearing on the society at large. The CWP is the vehicle to implement the project by ensuring broad stakeholder participation including civil society.

3.1.7 **The Nile Basin Initiative (NBI)** is an intergovernmental organization established as a regional partnership, among the basin states of the Nile, which provides a forum for cooperative development through the equitable utilization of, and benefit from the common water resources. The Nile Basin Initiative Secretariat (NBI-SEC) is the Host Institution (HI) of the GWP Eastern Africa. The NBI-SEC provides financial management and administers all external funds for the GWP Eastern Africa through an agreement. The NBI-SEC is hosted by Uganda and it has been approved by the Ugandan Parliament as a diplomatic, tax-exempted organization. The **Recipient** of AWF funds under this project will be the

NBI-SEC, which will be accountable for judicious funds management and reporting as set out in this project. The NBI-SEC will undertake procurement and contractual arrangements for implementing the project at the request of the GWP Eastern Africa. The NBI-SEC shall prepare quarterly financial reports and provide supporting documents for auditing purposes. The capacity of the NILE-SEC in managing similar AfDB projects is provided in Annex 4.

3.2 Implementation Arrangements and Capacity

3.2.1 The project will be executed at the country level through a three tier implementation structure comprising the i) Country Water Partnership, ii) Steering Committee (Core Group) and iii) Project Management Team (PMT). These bodies already exist and functioning with the active participation of Directors and senior officers of various water sector agencies and organizations. The composition and roles of the various tiers of project management structure are described in the subsequent paragraphs.

3.2.2 The **Country Water Partnership** in Burundi will be the prime vehicle for the formulation of national IWRM plan that will have the full support of all key stakeholders. The planning process is led and coordinated by the Government and the IWRM Plan will formally be approved by the Government of Burundi. This will ensure broad ownership of the plans by stakeholders and government, thereby facilitating implementation and the mobilization of resources from donors and stakeholders to support its effective implementation.

3.2.3 **Steering Committee (or Core Team)** is a high level committee that will provide the necessary political and technical support for the IWRM project by ensuring integration across all relevant sectors. Adoption of an IWRM Plan requires institutional commitment of many government line ministries belonging to the water sector, central ministries such as Planning and Finance, specialized agencies responsible for energy, water supply, irrigation and environment, in addition to non-governmental organizations and donors. The Core Team would ensure the incorporation of existing and future plans in the IWRM planning process. The Core Team comprise Directors, Heads of Departments and senior officials from the line ministries and key water sector agencies and is considered the '*integrating committee*' of the project with the primary responsibility of ensuring the integration of the interest of various sectors and partners into the IWRM plan.

3.2.4 The IWRM process makes direct linkages and integrated into national development plans, such as the Poverty Reduction Strategies (PRSPs), and this would involve Ministry of Finance officials in the project management structures. The Plan is not starting from scratch but building on existing initiatives and takes into account existing sector plans. The project Core Team ensures that sector plans from their respective line ministries are taken into consideration and avoid duplication and overlaps.

Project Management Team

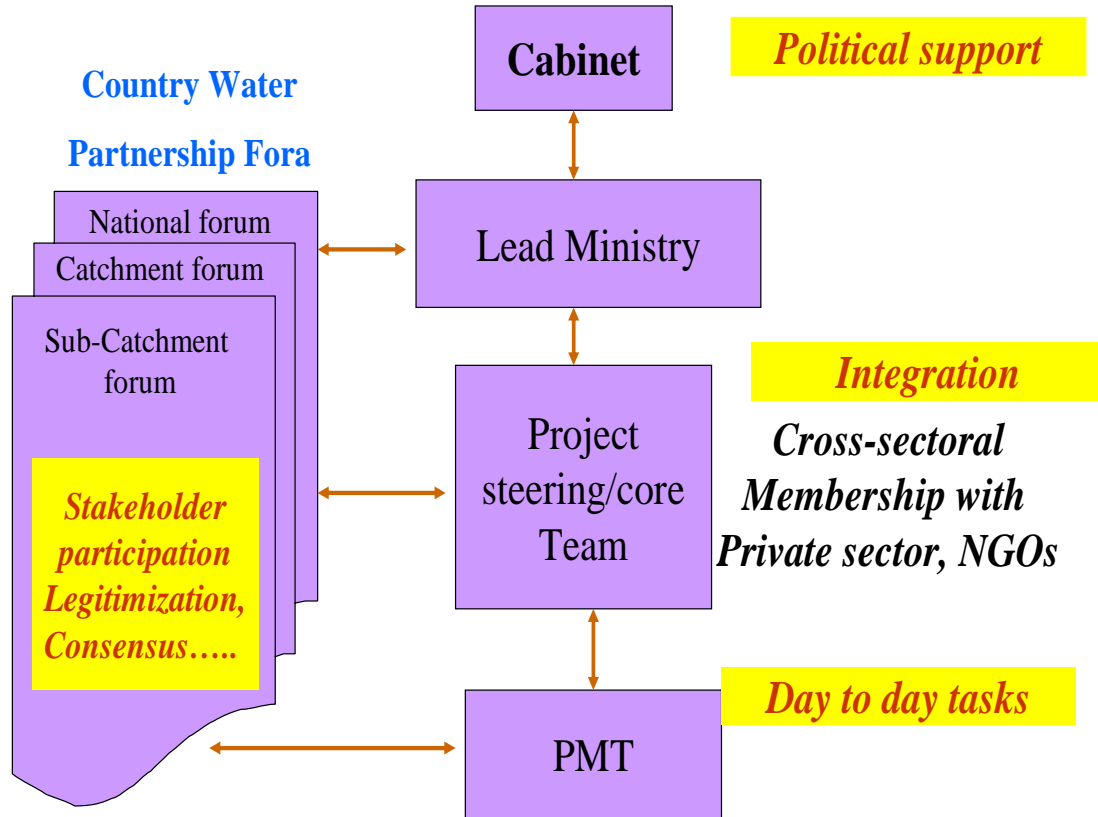
3.2.8 The Project Management Team (PMT) will undertake day-to-day work on the process of formulating IWRM Plan and comprise a full time professional (or long-term consultant) and a small secretariat to coordinate all activities and undertake all project related liaison actions between all the various tiers of project execution structure. The PMT shall maintain all records on the project activities, decisions taken and refer outstanding actions to the appropriate quarters for action. Technical Assistance will be provided by various members of the Core Team and the GWP Eastern

Africa when necessary. The PMT will be hosted by the Ministry of Lands, Planning, Environment and Tourism, which will provide oversight responsibility and resources to enable them function.

3.2.9 Decision making on the project will be iterative with the PMT taking the lead in the execution of day-to-day tasks and constantly consulting the Core Team in decision making on various issues. Further discussions will be held at the CWP level when the issues affect the wider society. The Project Management Structure and Process is shown in Figure 1 below:

Figure 1 Burundi IWRM Plan Process Management Structure

Process Mgt structure



3.4 Implementation Schedule:

It is proposed to start the project implementation in September 2006 for duration of 24 months. The detailed implementation schedule for the first year of implementation is indicated in Annex 6. After six months of implementation, the schedule will be updated and the programme for the second year will be prepared in the light of initial experience on the ground and the perspective agreed with the stakeholders.

3.6 Procurement and Execution

3.6.1 All procurement of goods, and acquisition of consulting services financed by the AWF will be in accordance with the Bank *Rules of Procedure for Procurement of Goods and Works*, or as appropriate, *Rules of Procedure for the Use of Consultants*, using the relevant Bank Standard Bidding Documents, as provided for in the AWF Operational Procedures (November 2005). Adherence to Bank procedures will be stipulated in the Project Implementation Manual (PIM), which will be based on the Bank's *Guidelines for Procurement under Community-Based Investment Projects (CBIP)*. Procurement arrangements are summarized in the Table below.

Category	NCB	Short List	Other
Goods	> Euro 50,000		National Shopping: < Euro 50,000
Services		Local: Between Euro 50,000 and 100,000; International > Euro 100,000	Direct Negotiations: < Euro 50,000
Miscellaneous			Direct Purchase

Goods

3.6.2 Goods and ancillary items required for the PMT (ICT Equipment, Office Equipment and Supplies) and Country Water Partnership activities [Euro 35,000, in aggregate] will be procured through National Shopping. This is because the goods to be procured are readily available off-the-shelf items or standard specification commodities, which can be purchased locally.

Consulting Services and Training

3.6.3 Consulting services relating to diagnostic studies and preparation of various issues papers and documents [Euro 200,000 in aggregate] will be procured on the basis of shortlists. The selection procedure will be based on the comparability of technical proposals and selection of the lowest financial offer. For contracts with value below Euro 20,000, including organisation of provincial and district workshops and seminars, Direct Negotiation procedures will be applied, using the services of NGOs, specialized national institutions, etc. This is because such service providers have adequate knowledge of local customs, and social systems, i.e. single sources of expertise.

3.6.4 Services for continuous project auditing will be procured through a shortlist. The selection procedure will be based on the comparability of technical proposals and selection of the lowest financial offer. For contracts of values below Euro 5,000, Direct Negotiation procedures will apply.

National Procedures and Regulations

3.6.5 The NBI-SEC procurement laws and regulations have been reviewed and determined to be acceptable.

Executing Agency

3.6.6 Procurement actions will be initiated by the GWP Eastern Africa in consultation with the Burundi Project Management Team. The agreed procurement actions will be executed and managed by the NBI-SEC, being the custodian of the funds and having responsibility for utilisation of project funds. The NBI-SEC will be the Executing Agency. NBI-SEC has the capacity, experience, expertise and track record to manage procurement.

Review Procedures

3.6.7 Given the numerous contracts of small value all agreements below Euro 50,000 will be subject to Post Review procedures. Procurement documents, including solicitations of price quotations, evaluation sheets and contract awards will be kept at the NBI-SEC for periodic review by Bank supervision missions and the project Auditor.

3.7 Disbursement Arrangements and Expenditure Schedule

The funds will be channelled through NBI-SEC, which will open a Special Account denominated in foreign currency in a local Bank acceptable to the AfDB. The operation of the account will be the sole responsibility of the NBI-SEC. Disbursements of funds will be made on revolving method basis whereby funds will be deposited in the special account, which will be replenished quarterly based on the reports on previous expenditures and work plan for the following quarter.

3.7 Accounting and Audit Arrangements

3.7.1 The NBI-SEC will be responsible for the maintenance of proper and separate accounting system to ensure that the use of the funds is accounted for at all times. The accounting system and records will be kept in a manner that would enable the AWF and the auditors to facilitate identification of the use of the funds for the goods and services procured.

3.7.2 The NBI-SEC has been in existence for the last 10 years. During this period, funding for its activities, projects and programs have been provided by the Governments of the nine signatory countries; an international consortium of donors who contribute to the Trust Fund; and others such as GTZ and Canadian International Development Agency (CIDA). African Development Bank has already contributed to the Lake Edward and Albert Fisheries Pilot project to the tune of 1.65 UA (USD 2.43m) and recently. The AfDB has also funded the Support of Control of Malaria Epidemics project to the tune of UA 10 million executed by NBI-SEC. All audits for work done in the past ten years under NBI were found to be in order.

3.7.3 The AWF will recruit a reputable audit firm to audit the project and the cost of the audit services will be borne by the AWF.

3.8 Monitoring, Evaluation and Reporting Arrangements

3.8.1 The project will put in place an effective monitoring and evaluation system to confirm the development effectiveness and provide a continuous adaptive learning and action experience throughout implementation. The monitoring and evaluation indicators developed in section 3.3 of this report will be utilized to monitor the progress of the program implementation. Every quarter of the year, there will be a report detailing project activities, their outcomes, and comparing these to the expected progress in the work plan.

3.8.2 The report will address factors that either hinders progress, and how these may be mitigated, and also factors that provided enabling environment to achieve or exceed expectations, and how these may be sustained. This provides both the project management and the AWF a tool for monitoring progress and taking corrective action where necessary. It will be accompanied by a financial statement with attached bank records for the special account, and a funds call-up supported by another work plan for the next quarter.

3.8.3 At the end of 2007, a special report will be issued on the project outcomes, and how relevant, consistent with both the original proposal and the sector environment at that time, in order to provide further strategic input on course of action needed to ensure the proposed IWRM Plan is more suitable for Burundi's water sector management and development

Supervision

3.8.4 The AWF and/or AFDB staff will undertake supervision of the project, which is considered essential to support implementation of the Project and ensure that the envisaged objectives and targets are achieved. During supervision missions, information relating to monitoring and evaluation of program implementation will be collected and reviewed. The supervision missions would be carried out twice a year in a participatory manner through joint missions with donors and different stakeholders involved in the process.

4 PROJECT BENEFITS

4.0.1 The people of Burundi will benefit from a more efficient co-ordination of resources committed for water resources management in Burundi and the region. A real and measurable impact in the form of improved water resources management and water service delivery resulting in improved living conditions of the people of Burundi within 5 years from the implementation of a robust and comprehensive IWRM Plan.

4.0.2 A key hindrance to planning and economically efficient use of scarce financial resources in Burundi is due to both institutional overlaps in mandates and scattered data fragmented between ministries and specialised agencies. A key implicit outcome from the process of IWRM Planning is to engender a better coordination of sector actions as well as information sharing between public agencies which will result in a more rational use of scarce resources. The coordination of sector activities will

be best achieved through institutional reforms that will mandate a focal ministry to be responsible for the control of water resources management and consequently assume leadership in the application of legislative, regulatory and allocation instruments of the sector. These will be undertaken in partnership with water partnerships.

4.0.3 At the same time the favourable environment created would attract more development programmes and projects with support from donors, international and national NGOs. Stronger coordination and partnership building process offers opportunity to share development objectives, understand constraints faced by both government and non-state actors in implementation, and start to create harmony and cohesion in addressing water related developmental needs for the country. This is ensured by a continuous flow of information between government, donors and civil society by an elaborate project management process that incorporates representatives of major stakeholder groups to ensure their views and concerns inform the Plan. The focal ministry will ensure the day-to-day liaison work that is required.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

5.1.1 The government of Burundi, having recognised the need to develop a comprehensive framework comprising an IWRM plan for the rational management and development of its water resources, approached the GWP Eastern Africa to facilitate such a process in Burundi and to request for funding from the AWF in order to execute the project. Upon receiving this request from the GWP Eastern Africa, an AWF mission was undertaken to Uganda and Burundi and determined that request for funding submitted by the GWP Eastern Africa had ownership of the government and stakeholders in Burundi. The mission further determined that the GWP Eastern Africa is hosted by the NBI-SEC, an intergovernmental organisation with legal personality to receive and manage funds on behalf the GWP Eastern Africa, which has no legal personality.

5.1.2 The formulation of IWRM plan for Burundi will use a multi-stakeholder platform to update and finalise all policy, legislative and regulatory instruments, develop a comprehensive institutional reform that will streamline and rationalise all activities and interventions in the water sector and engender to engender a better coordination of sector actions. Plans will be developed for the overall development of the water sector and include a comprehensive institutional reform, strengthening, partnership development and capacity building. The elaboration and implementation of the IWRM plan will improve water resources management and water service delivery resulting in improved living conditions of the people of Burundi and consequently contribute to poverty reduction.

5.2 Recommendations

In view of the immense benefits the project will bring to the people of Burundi as a result of improved water governance, it is also recommended that the African Water Facility approves a grant not exceeding EURO 480,000 to the Nile Basin Initiative Secretariat to finance the formulation of the IWRM Plan for Burundi as described in this report. The project will be facilitated by the Global Water Partnership Eastern Africa.

ANNEX 1

**Letter from the Burundi Minister of Lands, Environment and Tourism to the GWP
to Facilitate the Formulation of IWRM Plan for Burundi**

ANNEX 2

**Letter from the Burundi Minister of Lands, Environment and Tourism to the AWF
to finance the Formulation of IWRM Plan for Burundi**

Table 1: Project Cost for the Period 2006- 2008 (x1000 Euro)

Component/Activity	2006	2007	2008	Total
Component 1: Develop National IWRM Plan				
i. Establish IWRM status, institutional roles and build commitment to reform process. (<i>Cost of Consultant services and workshops</i>)	15	15	10	40
ii. Identify and analyze IWRM challenges to foster reforms and enhance sector coordination and management (<i>Cost of Consultant services, Consultation meetings and consensus building workshops</i>)	10	10	10	30
iii. Prepare strategies and plans for the IWRM framework (<i>Cost of Consultant services, technical seminar of experts</i>)		15	15	30
iv. Build commitment to actions (<i>Cost of Consultation meetings, Consultant services</i>)		20	20	40
v. Capacity development (<i>Cost of Technical assistance support, training, procurement of equipment</i>)	10	10	10	30
vi. Knowledge management, support to IWRM Tool Box (<i>Cost of Technical seminar and national workshop</i>)	10	10	10	30
Total Component 1	45	80	75	200
Component 2: Support to Institutional Reform, Partnership Development and Project Management				
i) Set up Project Management Team (<i>Cost of coordinator position and secretarial support office equipment</i>)	15	20	15	50
ii) Support reforms and the consolidate responsible ministry and coordinating body for water resources management (<i>Cost of studies, consultation meetings, Technical Assistance</i>)	25	30	15	70
iii) Support to the development of Country Partnerships (<i>Cost of Technical Assistance and purchase of equipment</i>)	10	20	10	40
Total component 2	50	70	40	160
Component 3: Development of Programmes and Strategies and Integrate into National Development Plans				
i) Role of water in poverty eradication (<i>Cost of National consultation meetings, consultant services</i>)	10	15	10	35
ii) Demonstration cases (<i>Cost of consulting services</i>)		10	5	15
Total component 3	10	25	15	50
Component 4: Development of Funding Mechanism to Implement the IWRM Plan				

i) Country studies and round tables (<i>Cost of Consultant services and workshops</i>)	2	4	5	11
ii) Two regional workshops on financing	3	5	5	13
iii) Liaison with AMCOW/ AWF (<i>Cost of Consultation meetings</i>)	0	4	2	8
Total component 4	5	13	12	30
Total Sum				440
GWP facilitation and guidance- training, capacity building, share of case studies (<i>Direct cost for project related travel, accommodation and subsistence</i>)	10	15	15	40
Total (Euro)				480

CAPACITY AND ELIGIBILITY OF NBI-SEC TO RECEIVE AND UTILISE FUNDS AND EXPERIENCE OF GWP

Relevant Projects Executed by the NBI-SEC

1. The following are the NBI's African Development Bank funded projects;
 - (a) Lake Edward and Albert Fisheries Pilot project which is funded by AfDB to the tune of 1.65 UA (USD 2.43m) for the period of 30 months. The project is for Uganda and DR Congo and became operational in May, 2006. The project office is based in Bushenyi.
 - (b) Support of Control of Malaria Epidemics in the EAGL Sub Region (Uganda, Burundi, Tanzania, Kenya, Eritrea, Ethiopia, DR Congo and Rwanda). It is a 10m UA project to be executed by NBI Secretariat. The project will be approved in June, 2006 and the duration is 48 months.
 - (c) Water Resources Planning and Management in Addis Ababa. The total funding is USD 3m over a period of 4 years. A Special account has been opened by NBI SEC with Barclays Bank, Kampala Road branch to which AfDB will transfer funds. Another special bank account is opened in Addis Ababa National Bank to administer the funds at the project level.
2. NBI Secretariat has a number of projects that are being funded by the NBTF (World Bank administered trust funds), GTZ funding for the NBI Resource Centre strengthening and CIDA. Reporting and Accountabilities have been provided to the respective donors satisfactorily.
3. NBI SEC is hosting GWP Eastern Africa and providing financial management, procurement and administration support to the project. GWP Eastern Africa projects are funded by a number of donors; CIDA, Netherlands, US and EU. Each of the donor funds has a special account maintained specifically for it. The records, reporting and accountability are done according to the donor requirements, procedures and regulations.
4. External audits have been done for these projects yearly since 2003 and the reports have been good. The reporting is on quarterly basis and the accounts and run on imprest account systems. The financial management systems of NBI Sec are computerized and there are good internal controls in place. The finance and administration department is headed by a qualified financial controller supported by a team of professional qualified accountants.

Experience of the Global Water Partnership in the development IWRM Plans

In a relatively short period of time GWP has facilitated the establishment of effective multi-stakeholder partnerships for sustainable water resources management at regional (trans-boundary), national and local (river basin/ water shed) levels around the world. The core values embodied in these partnerships are transparency, inclusiveness and accountability. So far, 14 Regional Water Partnerships have or are in the process of being established covering approximately 130 countries. Country Water Partnerships have been established in many of these countries. The GWP network in Africa is now implementing an IWRM planning project in eleven countries. This proposed project will draw on the experience gained on the ground and engender regional links with other projects and initiatives developed so far. This linkage in the regional context is particularly important due to the transboundary nature of most of Burundi's water resources.

The GWP Eastern has been at the forefront of introducing IWRM and initiating preparation of similar but sensitive to the national context, IWRM Plans in Eritrea (supported by the Dutch Government through NEDA); Kenya (supported by Canadian Government through CIDA); and an examination of governance challenges to water management in Kenya, Uganda, and Tanzania (Supported by the EU Water Initiative).

GENERAL INFORMATION ON THE WATER RESOURCES OF BURUNDI



1. Geography

The Republic of Burundi is situated between Southern, Central and East Africa. It is a country close to the equator, geographically localized between latitude 2°20' and 4°27' south of the equator and between longitude 28°50' and 30°53'. It is bordered to the North by the Rwanda, to the east and a part of the south by the United Republic of Tanzania and to the west by the Democratic Republic of Congo (RDC), the former Zaïre. Burundi is a small country of surface area of 27.834 km² of which 2634 Km² about 10% of the national territory is covered with water. Burundi is the most densely populated Africa with an estimated population around 7.000.000 of inhabitants, giving an average density close to 250 hab/km, with an annual rate of growth of 3%.

2. Population et Economie

In 2002, the population of the Burundi was estimated at 6,6 millions of inhabitants. The demographic annual growth rate to this date was of 2,2% and the urban population represented 9,6% of the total population of the country. According to the projections of the UNDP, the population of Burundi will attain 9,8 millions people in 2015 and the demographic annual average growth rate in the period 2002-2015 will be about 3,1%.

Population et Economie

The population of the Burundi is 90% rural with the main livelihood being farming and constitutes the only source of income for most households. Mineral resources are little exploited with the exception of Nickel due to lack of investors especially in this period where the foreign mining corporations hesitate to invest to the Burundi before peace is consolidated.

3. Climat

The Burundi is a country with good precipitation in all parts of the country with annual precipitation between 800mm at the imbo plains; 1100mm in the valleys to the northeast; 1400mm in the Mossos (East); 1500mm in the central plateaus; and of 2000mm alongside the crest of the Congo and the Nile. The average of the annual precipitation is about 1270MM.

The rainfall pattern allows Burundi to crop three seasons with a wide variety of cropping per season. There is one long rainy season from October to May (8 months) and a dry season from June to September (4 months).

4. Resource en eau

On water resources endowment Burundi is located between two principal water basins, notably the Congo and the Nile. The Congo basin collects all the waters from the West of the crest into lake Tanganyika (to the south-west) and malagarazi (to the east). As for the Nile basin collects waters from the central plateaus into the Rivers Ruvubu and Bugesera (to the North) via the Kanyaru and the Kagera. The annual total flow of internally generated surface waters was estimated to be about 3.5 km³/year in 2002. The total renewable water resources were estimated to be about 3.6 km³/year in 2002, this that corresponded to availability in renewable water of about 545 m³/year/person.

The country has large water resources potential. It is estimated that there are about 36 000 water basins out of which 14 500 are localized. The water flow estimated to be about 886 000 m³/day allows theoretically to supply more than 40 million persons with a specific consumption of 20 l/jour. The annual average flow of internally available ground water was estimated to be 2.10 km³/year in 2002. Despite these abundant resources in water with a hydroelectric potential of 1500 MW, that country has no access to reliable electricity and less than 3% of the populations live in the cities, the capital city, Bujumbura consumes more than 80% of the total electricity produced in the country.

5. Cadre Institutionnel du secteur de l'eau

Sur le plan institutionnel, la question du secteur des ressources en eau relève de la responsabilité de plusieurs Ministères concernés à titre divers : Ministère de l'Aménagement du Territoire et de l'Environnement ; Ministère de l'Energie et des Mines ; Ministère du Développement Communal et de l'Artisanat ; Ministère du Commerce et de l'Industrie ; Ministère de l'Agriculture et de l'Elevage ; Ministère de la Santé Publique ; Ministère de l'Intérieur et de la Sécurité Publique ; Ministère des Transports, Poste et Télécommunications, etc...

Les responsabilités mal définies constituent une entrave à la gestion intégrée des ressources en eau.

La gestion intégrée est entravée par des obstacles majeurs : une délimitation floue des responsabilités des différents intervenants, des mécanismes de coordination inadaptés, les vides ou les chevauchements juridiques et l'incapacité à faire correspondre les responsabilités, l'autorité et les capacités d'action.

On the question of institutional arrangements, several Ministries deal with water resources management and they include:

- Ministry of Lands, Planning, Environment and Tourism;

- Ministry for Energy and Mines;
- Ministry for Commerce and Industry;
- Ministry of Agriculture and Livestock;
- Ministry of Public Health;
- Ministry of the Interior and Public Security;
- Ministry of Transport, Posts and Telecommunications.

The poorly defined responsibilities constitute an impediment to integrated water resources management. This is exacerbated by poorly defined responsibilities of the different ministries, overlapping functions, lack of coordination.

6. Législation

Le Burundi s'est doté d'une loi-cadre régissant le domaine de l'eau (décret-loi n° 1/41 du 26 novembre 1992 portant *institution et organisation du domaine public hydraulique*).

The Burundi has developed legal framework governing the water (decree-law n° 1/41 of November 26 1992 contains law on institution and organization of water in the public domain).

ANNEX 6: Work Plan for Facilitation of IWRM Plan for Burundi													
No.	Description	s	o	n	d	j	f	m	a	m	j	j	a
OUTPUT 0	Project management systems operational												
Activity 0.1	Establish management organisation*												
Activity 0.2	Prepare work plans and budgets		—										
Activity 0.3	Formulate indicator system		—	—									
Activity 0.4	Prepare reporting schedules		—										
OUTPUT 1	Awareness, political will and support for reform												
Activity 1.1	Receive external advice on IWRM context												
Activity 1.2	Review IWRM plans and documents*												
Activity 1.3	Build capacity for plan preparation			—	—								
Activity 1.4	Advocate IWRM reforms at political level												
OUTPUT 2	Framework for broad stakeholder participation												
Activity 2.1	Develop and implement a communication strategy		—										
Activity 2.2	Disseminate IWRM information to stakeholders												
Activity 2.3	Prepare stakeholder analysis		—										
Activity 2.4	Major stakeholder workshop		↓										
OUTPUT 3	Knowledge compiled and available												
Activity 3.1	Collect and study planning documents												
Activity 3.2	Review IWRM plans			—									
Activity 3.3	Assess recent international experience			—									
OUTPUT 4	WRM related issues and challenges identified												
Activity 4.1	Establish Burundi's goals and progress towards IWRM			—									
Activity 4.2	Issues of conflicting demands			—	—								
Activity 4.3	Issues of negative impacts			—	—	—							
Activity 4.4	Challenges and priorities			—	—	—	—						
OUTPUT 5	WRM functions for priority issues identified												
Activity 5.1	Identify requirements to the enabling environment					—	—						
Activity 5.2	Identify requirements to institutional roles					—	—	—					
Activity 5.3	Identify requirements to management instruments					—	—	—					
OUTPUT 6	Management potential and constraints identified												
Activity 6.1	Gap analysis							—	—				
Activity 6.2	Identify required WRM development							—	—	—			
Activity 6.3	Set tentative priorities for WRM development							—	—	—			
Activity 6.4	Major stakeholder workshop									↓			
OUTPUT 7	Action plan and transition strategy prepared												
Activity 7.1	Develop concrete actions to fill WRM gaps									—	—		
Activity 7.2	Prioritise actions following set criteria									—	—		
Activity 7.3	Prepare transition strategy and implementation plan										—	—	
OUTPUT 8	Action plan and transition strategy adopted												
Activity 8.1	Design approval process											—	—
Activity 8.2	Prepare briefing notes and documents for approval											—	—
OUTPUT 9	Capacity building for implementing reform												
Activity 9.1	Assess human resource requirements												
Activity 9.2	Develop staffing and training plans												
OUTPUT 10	Portfolio of projects and funding strategy												
Activity 10.1	Develop priority actions into project proposals												
Activity 10.2	Prepare financing requirements and strategies												
	MILESTONES												
	Quarterly progress reports			↓			↓			↓			↓
	Position papers on outputs 4 - 8							↓		↓	↓	↓	↓
	Draft IWRM Plan										↓		
	Fully endorsed IWRM Plan												↓