

AFRICAN DEVELOPMENT BANK

Language: English
Original: English
Distribution: Limited



AWF SUPPORT TO THE DEVELOPMENT OF AFRICAN NETWORK OF BASIN ORGANISATIONS (ANBO)

APPRAISAL REPORT

This report is made available to staff members to whose work it relates. Any further releases must be authorized by the Director AWF

AFRICAN WATER FACILITY

22 December 2006

TABLE OF CONTENTS

List of Acronyms

Logical Framework

0	EXECUTIVE SUMMARY	3
1	BACKGROUND	6
1.1	ORIGIN OF THE PROJECT.....	6
1.2	SECTORAL PRIORITIES.....	7
1.3	PROBLEM DEFINITION AND OPPORTUNITIES	8
1.4	BENEFICIARIES AND STAKEHOLDERS	9
1.5	PARTNERSHIP	10
2	THE PROJECT	11
2.1	IMPACTS	11
2.2	OUTCOMES.....	11
2.3	OUTPUTS	12
2.4	ACTIVITIES.....	13
2.5	RISKS	14
2.6	COSTS AND FINANCING PLAN	15
3	PROJECT IMPLEMENTATION	17
3.1	RECIPIENT	17
3.2	IMPLEMENTATION ARRANGEMENTS AND CAPACITY	17
3.3	PERFORMANCE PLAN	17
3.4	IMPLEMENTATION SCHEDULE	18
3.5	PROCUREMENT AND EXECUTION.....	18
3.6	DISBURSEMENT ARRANGEMENTS AND EXPENDITURE SCHEDULE.....	20
3.7	ACCOUNTING AND AUDIT ARRANGEMENTS	21
3.8	MONITORING EVALUATION AND REPORTING ARRANGEMENT	21
4	PROJECT BENEFITS	22
4.1	EFFECTIVENESS AND EFFICIENCY	22
4.2	SUSTAINABILITY	22
5	CONCLUSIONS AND RECOMMENDATIONS	24
5.1	CONCLUSIONS	24
5.2	RECOMMENDATIONS	24

ANNEXES

ANNEX 1: PROVISIONAL COST ESTIMATE FOR SUB-REGIONAL WORKSHOPS

ANNEX 2: ANBO'S CURRENT MEMBERS

LIST OF ACRONYMS

AMCOW	African Ministers' Council on Water
ANBO	African Network of Basin Organisations
AU	African Union
AWF	African Water Facility
BO	Basin Organisation
CBO	Community Based Organisation
CIDA	Canadian International Development Agency
EUWI	European Union Water Initiative
GTZ	German Technical Cooperation
GWP	Global Water Partnership
HYCOS	Hydrological Cycle Observation System
I&K	Information and Knowledge
IDWG	Inter-Departmental Working Group
IUCN	International Union for Conservation and Nature
IWRM	Integrated Water Resource Management
INBO	International Network of Basin Organisations
LFA	Logical Framework Approach
M&E	Monitoring & Evaluation
MoU	Memorandum of Understanding
NBA	Niger Basin Authority
NEPAD	New Partnership for Africa's Development
OMVS	Senegal River Development Organisation
RBM	Result Based Management
REC	Regional Economic Communities
SC	Steering Committee
TA	Technical Assistance
ToR	Terms of Reference
TWRM	Trans-boundary Water Resources Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environmental Programme
WS&S	Water Supply and Sanitation
ZRA	Zambezi River Authority

DEVELOPMENT OF ANBO - LOGICAL FRAMEWORK

HIERARCHY OF OBJECTIVES	EXPECTED RESULTS	TARGET GROUPS AND BENEFICIARIES	PERFORMANCE INDICATORS AND VERIFICATION	RISKS AND MITIGATION MEASURES
<p>DEVELOPMENT GOAL:</p> <ul style="list-style-type: none"> - Increased WRM and water resources investments in Africa - Enhanced basin-wide IWRM in African river basins and increased water sector investments in the view of poverty reduction - The risk of water resources conflicts reduced <p>PROJECT OBJECTIVES:</p> <ul style="list-style-type: none"> - To strengthen and consolidate ANBO's institutional capacity and operations - To increase the number of basin members of ANBO - To develop lasting relations with BOs, AMCOW, external support agencies, and other 	<p>IMPACT:</p> <ul style="list-style-type: none"> - Strengthened credibility and capacity of existing BOs to effectively carry out trans-boundary IWRM and promoting water sector investments in Africa towards the achievements of the MDG - Paving the way for joint works and investment programmes for economic growth, reduced poverty, and enhanced livelihood, health and food security of riparian countries. - ANBO performing its assigned responsibilities of advocacy and capacity building for joint TWRM in African river basins <p>OUTCOMES:</p> <p><u>Outcome 1:</u> An influential and sustainable ANBO in place with robust and productive working relations with BOs, AMCOW, Regional Economic Communities (REC), external support agencies, and other stakeholders.</p> <p><u>Outcome 2:</u> The Permanent ANBO Secretariat provided with necessary resources, skills, and tools (legal framework base, advocacy and training skills, information and knowledge exchange systems, financial management etc.) to effectively perform its mandated functions and responsibilities.</p> <p><u>Outcome 3:</u> 100% of all African BOs are members of ANBO. Appropriate long-term policies and strategies for TWRM to reach the MDGs are under development in all member basins.</p>	<ul style="list-style-type: none"> - African Basin Organizations - ANBO staff - AMCOW, AC, Regional Economic Communities (REC), National ministries, and local authorities - Public and private sector, NGOs, CBOs - Stakeholders - Donor partners <p>Same as above</p>	<p>Increased long-term water sector investments and poverty reduction in the riparian countries of the member river basins of ANBO. <u>Sources of verification</u> are i.a. national and regional statistics and MDG progress monitoring reports.</p> <p>Enhanced recognition of ANBO by AMCOW and regional political institutions verified through minutes of meetings, and independent assessments</p> <p>Agreed objectives and strategic framework for ANBO</p>	<p><u>Risks</u></p> <ul style="list-style-type: none"> - ANBO not contributing to achievement of the MDG due to, or weak ANBO performance - Overall development goals not reached due to external risks beyond the control of the project, such as poor political commitment, lack of external funding support, low performance of the BOs, or inefficient Poverty Reduction Programs in the riparian countries. <p><u>Mitigation:</u></p> <ul style="list-style-type: none"> - Details of mitigation strategies on the side of ANBO are mentioned under Activities - ANBO to use its leverage to influence on BOs and riparian countries, to motivate political bodies, and to attract donors by demonstrating its added-value. <p>Same as above</p>

stakeholders	<u>Outcome 4:</u> The exchange of knowledge and experiences is adapted to the local situation and effectively taking place between African TWRM professionals and facilitated by ANBO leading to improved performance of TWRM across the continent			
ACTIVITIES:	OUTPUTS:			
Activity (i) Extension of the number of BO members of ANBO and strengthening of the external relations with political and financial partners	100% of all African BOs are ANBO members and the interaction between ANBO and its BO members and regional organisations is strengthened	Same as above	– Number of new ANBO members	same as above, and sufficient budgets not made timely available. In the hands of AWF and other donors. The envisaged full time ANBO officer not appointed. This risk will be mitigated by AWF making such appointment a grant agreement condition
Activity (ii) Evaluation and upgrading of the legal framework base for BOs	Harmonised legal framework for BOs and synthesis of good practices supporting the existing and upcoming BOs. Improved legal framework contributes to more equitable and sustainable arrangements for water resources management and development.		Model legal frameworks for BOs developed	
Activity (iii) Reinforcement of ANBO's information and knowledge exchange services	Information management and communication strategy prepared. Intensified information and knowledge (I&K) exchange among member organizations, established ANBO Web-site, enhanced monitoring and evaluation (M&E) of BO performance, and strengthened IWRM and better IWRM cooperation at basin level. The output includes 3 sub-regional workshops and 25 consultative meetings with RBs		Number of sub-regional workshops conducted Number of consultative meetings with RBs	
Activity (iv) Formalisation and strengthening of the Permanent ANBO Secretariat	Upgraded legal and institutional status of the Permanent Technical Secretariat of ANBO and strengthened skills, institutional capacity, operational means and financial sustainability necessary to fulfil the long term functions of the Network.		All ANBO secretariat staff trained as planned. Sources of verification: ANBO project progress reports and project reviews	

0 EXECUTIVE SUMMARY

0.1 Origin of the Project

0.1.1 The Organization for the Development of the Senegal River (OMVS) has requested AWF to support the upgrading of the African Network of Basin Organisations (ANBO). OMVS, which will be the recipient of the requested AWF grant, is an inter-governmental organization and has the required legal status to receive and manage financial resources directly. OMVS plays today a key role in strategic coordination and monitoring of water related investments in Senegal River supported by numerous external support agencies. Its objectives are to strengthen the management and development of the shared trans-boundary waters for the benefit of the basin population thus contributing to economic growth, reduced poverty, and enhanced livelihood for all stakeholder

0.1.2 Managing shared water resources is one of the major challenges for international co-operation in Africa. In the last few years many African Countries have initiated in-depth legal and institutional reforms based on the concept of Integrated Management (IWRM) and trans-boundary Water Resource Management (TBRM).

0.1.3 The African Ministerial Council on Water (AMCOW) is committed to implement IWRM and has clearly stated that water resources management should be planned and implemented at the river basin level. Therefore, the existing river basin organizations need to be strengthened and new ones have to be created in basins without authorities.

0.1.4 The International Network of Basin Organization (INBO) was created in 1994 to facilitate dissemination of good practices in Integrated Water Resource Management (IWRM). In 2001 INBO and the Global Water Partnership (GWP) jointly prepared an Associated Program to support the creation and development of basin organizations all over the World. The African Network of Basin Organizations (ANBO) was created in July 2002 in Dakar to implement the actions of this Associated Program by trans-boundary basin organizations and the concerned African countries.

0.1.5 ANBO's overall objective is to enhanced trans-boundary water resources management (TWRM) in Africa. To achieve this objective ANBO shall actively contribute to the development and strengthening of lake and river basin organisations (BOs) as the focal points and catalysts for better regional cooperation at the political, economic, and stakeholder level that will promote enhanced transparency, better understanding, and more development cooperation among riparian countries. In this respect it is important that the network has the capacity to pool a large number of actors and financing partners involved in the sector. The Niger Basin Authority (NBA) holds the 1st Presidency of ANBO, and the Senegal River Development Organisation (OMVS) holds the secretariat function.

0.1.6 Today, ANBO operates on a transitional basis enabled by the means of office facilities and funding support provided by OMVS and membership fees paid by the

current members (listed Annex 2). ANBO has also received ad hoc funding from donors to undertake specific tasks. The interim resource base has been insufficient for ANBO to fully perform its intended role, which again represents a risk of inadequate performance compared to the challenges and expectations facing ANBO.

0.1.7 Despite its resource limitations, ANBO has managed to undertake some important tasks and has received increased support from a number of partners, confident in the needs for such network and several other partners have expressed their interest to join the network. For example, AMCOW designated ANBO to organise the African regional session on Trans-boundary water resources management at the Mexico World Water Forum in 2006. In partnership with the African Union (AU) and the Government of South Africa, ANBO is currently preparing its second General Assembly in 2007 in South Africa. ANBO was also involved in the AMCOW Conference on BOs in Kampala in October 2006.

0.1.8 The above mentioned AMCOW Conference on Basin Organizations in Kampala (October 2006) focused on strengthening of the cooperation between African River and Lake Basin Organizations. It was thus an important milestone towards the implementation of AMCOW's mandate and work program to promote closer communication and interactions between basin authorities across Africa and also confirmed the legitimacy of ANBO as a pan-African Network and thus strengthened the rationale for AWF's support.

0.1.9 These efforts shall facilitate enhanced international cooperation and political commitment, development of legislative frameworks, mobilisation of human and financial resources, and establishment of joint development programmes to attract investments intended to yield shared benefits for the riparian countries.

0.2 The ANBO Project

0.2.1 ANBO needs initial external support to gain more momentum to promote joint management of trans-boundary waters in Africa and associated pooling of actors and resource mobilisation, and has requested AWF for such support. The proposed AWF support to ANBO as a pan-African BO development facilitator is well in line with priority areas defined in AWF's Operational Programme for 2005-2009. The project will contribute to the development of new basin organisations and improvement of the existing ones pursued by the ANBO cooperative framework.

0.2.2 The long-term impacts of the project the strengthening of ANBO will be improved trans-boundary resources management (TWRM) enabled by the new and improved basin organisations (BOs) in Africa. These act as catalysts for strengthened regional cooperation at the political, economic, and public level and promote enhanced transparency and better understanding between riparian countries. The project involves the following broad activities:

- (i) Extension and activation of ANBO's membership base and strengthening of its interaction with the BO members;
- (ii) Evaluation of legal cooperating frameworks of existing BOs;

- (iii) Upgrading of the information and knowledge exchange among member organizations;
- (iv) Restructuring and strengthening of the ANBO Secretariat.

0.3 Conclusion and Recommendation

0.3.1 The project is found to be in accordance with the criteria laid down in AWF's Operational Procedures and Guidelines and the anticipated efficiency, effectiveness and sustainability of the project are found acceptable.

0.3.2 Based on a total assessment of the funding request from OMVS for the ANBO Development Project in terms of its relevance, effectiveness, sustainability, and the recipient's credibility and capacity, the Director AWF is recommended to approve the application for funding of 439.000 Euro.

1 BACKGROUND

1.1 Origin of the Project

1.1.1 Managing water resources is becoming one of the major challenges for international co-operation in Africa in the last few years. Many African countries have initiated substantial water sector reforms including new national water policies, and associated legal and institutional reforms. These reforms are based on the concepts of Integrated Water Resource Management (IWRM) and Trans-boundary Water Resource Management (TWRM). These basic water management principles are in line with those laid down by the African Ministerial Conference on Water (AMCOW). The TWRM concept involves joint management of shared trans-boundary waters that will need to be implemented by river and lake Basin Organisations (BOs) that are acting in the interest of, and on behalf of, all riparian countries. There are already many river and lake basins established in Africa, but it is evident that more BOs are still to be created and many of the existing ones need to be vitalised. As will be further elaborated in this report the African Network of Basin Organizations (ANBO) will play a key role in pursuing these efforts.

1.1.2 The International Network of Basin Organization (INBO) was created in 1994 to facilitate the sharing and dissemination of good practices in Integrated Water Resource Management (IWRM) at the level of river and lake basins and aquifers. A key objective of INBO is to: (i) support the creation of Regional Networks and instruments; (ii) to facilitate the sharing of experience between river basin organizations and riparian countries; (iii) and to develop common skills and to initiate special projects for transitional support to existing and forthcoming basin authorities. In 2001 INBO and the Global Water Partnership (GWP) jointly prepared an Associated Program to support the creation and development of basin organizations all over the World.

1.1.3 The African Network of Basin Organizations (ANBO) was created in July 2002 in Dakar to implement the actions of this Associated Program by trans-boundary basin organizations and the interested countries across the African continent. The Niger Basin Authority (NBA) holds the 1st Presidency of ANBO, and the Senegal River Development Organisation (OMVS) holds the secretariat function. Since its creation, ANBO has been operated on a transitional basis by the means of office facilities and funding support provided by the members. Hence, this interim resource base has been insufficient for ANBO to fully perform its intended role, which again represents a risk of inadequate performance and less attention from existing and potential members.

1.1.4 Nevertheless, in 2006, ANBO was designated by AMCOW to organise the African regional session on Trans-boundary water resources management at the Mexico World Water Forum. In partnership with the African Union (AU) and the Government of South Africa, ANBO is currently preparing its second General Assembly, scheduled to be held in the course of the first quarter of 2007 in South

Africa. In this respect, ANBO has received increased support from a number of partners, confident in the network's capacities to pool a large number of actors involved in the sector. Several other partners have expressed their interest. However, ANBO needs to gain more momentum to meet the challenges of joint management of trans-boundary waters in Africa.

1.1.5 The AMCOW Conference on Basin Organizations in Kampala 19th and 20th October 2006 focused on strengthening of the cooperation between African River and Lake Basin Organizations. It was thus an important milestone towards the implementation of AMCOW's mandate and work program to promote closer communication and interactions between basin authorities across Africa and also provided a sound rationale for AWF's support to the African Network of Basin Organization (ANBO). The conclusions of the Conference on institutional issues included:

- The establishment of a committee by the President and Executive Committee of AMCOW, to further elaborate this discussion. Membership should be drawn from the AU, AMCOW, ANBO, sub-regional economic communities ANEW, and could include UN-Water/Africa, and other partners;
- The committee will prepare terms of reference for their responsibilities for presentation to the President and Executive Committee of AMCOW, for forwarding to the Executive Committee of ANBO;
- The committee will prepare a proposal for options for a future affiliation between AMCOW and ANBO, taking into consideration the issues identified in the meeting. The proposal will be presented to the Executive Committee of AMCOW for review;
- The proposal as endorsed by the AMCOW Executive will be presented to the General Assembly of ANBO in January 2007. Whatever is resolved by the ANBO Assembly would then be submitted to the next ordinary session of AMCOW for their consideration, and final presentation, for information, to the AU Summit in July.

The AWF project will include support to the ANBO follow-up activities in 2007-08 arising from the Kampala conference.

1.2 Sectoral Priorities

1.2.1 The international commitment to support sustainable water management and development through better governance of water resources has been confirmed at several international conferences and meetings, such as the conferences in Pans (1998) and the Hague (2000), in Bonn (2001), the Earth Summit in Johannesburg (September 2002), and the World Water Forum in Mexico (2006). These and other events are important pillars for enhanced water management and development at basin level.

1.2.2 The proposed AWF support to ANBO as a pan-African facilitator pursuing cross-fertilisation and knowledge transfer is well in line with priority areas defined in AWF's Operational Programme for 2005-2009. The project will be improved TWRM enabled by the developing new basin organisations and increased capacity of the existing ones having under a cooperative framework. This is justified in the needs for

joint development of shared waters in the areas of advocacy, partnerships and strategy development. The impacts of the project in this respect will be enhanced international cooperation and political commitment, development of legislative frameworks, mobilisation of human and financial resources, and establishment of joint development programmes to attract investments intended to yield shared benefits for the riparian countries.

1.2.3 The African countries give high priority to the joint management and development of the basin resources while paying due attention to the environmental concerns. The ANBO project relates to the strengthened cooperative framework arrangements to manage trans-boundary water resources, for at least the 10 shared river basins that have been prioritized by the African Ministers' Council on Water (AMCOW) and the New Partnership for Africa's Development (NEPAD). These are: (i) West Africa: Senegal, Niger, Volta; (ii) Central Africa: Lake Chad, Congo; (iii) East Africa: Nile (including Lake Victoria and Kagera River); (iv) Southern Africa: Zambezi, Okavango, Orange and Senqu rivers; and (v) North Africa: Shared Aquifers in North Africa (including the Nubian Sandstone aquifer and the Northern Sahara Aquifer System).

1.3 Problem Definition and Opportunities

1.3.1 The many challenges facing the management of the shared water resources in Africa stem from the continent's large number of trans-boundary river and lake basins. Africa has more than 60 of the world's 200 large trans-boundary river and lake basins that are shared between two or more countries. Some of the larger basins are shared between up to 10 riparian countries. This makes the management and development of water resources in these basins very complex.

1.3.2 The economies of the African states highly rely on the development and use of the shared water resources for agriculture, livestock, WS&S, hydropower, fisheries, river navigation and other water related activities. Although the continent's water resources provide ample opportunities for socio-economic development, many of the basins are facing a number of water resource challenges such as land degradation in the catchments, sediment transport, drought and water scarcity, loss of biodiversity, flooding, outbreak of water borne diseases, growth of aquatic weeds, and water quality degradation. These problems are exacerbated by the uneven annual and spatial distribution of water resources in the region.

1.3.3 The cooperative set-up for the development and management of the lake and river basins in Africa ranges from well established and effective basin organisations, such as Senegal River Development Organisation (OMVS) and Niger Basin Authority (NBA), bi-lateral arrangements between states with limited jurisdiction, for example the Zambezi River Authority (ZRA), and to river basins without a joint management authority. In the latter basins, the water management situation will inevitably become quite chaotic with a risk of conflicts among water users, not only between communities, stakeholders, and economic sectors, but also potential disputes among water sharing nations.

1.3.4 The river and lake basin development interventions are of special concern for women in rural areas who are often in charge of water provision, agricultural food production and commercialization of this production that for example would be facilitated by enhanced river navigation conditions. Gender issues is also an important subject related to TWRM and among issues of concern for ANBO that will be included in the emerging policy framework and practices of the new and existing basin organisations.

1.3.5 With the assistance of ADB and ICA, NEPAD is preparing a Medium to Long-Term Strategic Framework for infrastructure development, including management and development of trans-boundary waters. The framework will create an enabling institutional environment where the African Network for Basin Organisations (ANBO) and the basin organisations will play important roles. This framework will foster further cooperation and joint investments including trans-boundary basin authorities and will pave the way for the implementation of priority programmes for socio-economic development and poverty alleviation.

1.3.6 A strengthened ANBO will be an important instrument to promote the creation of new basin authorities and to facilitate the strengthening of the existing ones. This will be achieved by systematic sharing of experience between river basin organizations and riparian countries in order to develop common skills and initiate special projects for transitional support to new basin authorities. The African Ministers Council on Water (AMCOW) together with the African Union (AU) has the role of providing political leadership in initiating and sustaining political dialogue towards new and strengthened basin organisations for management of shared water resources. ANBO will also play an important role in strengthening the water sector Monitoring and Evaluation (M&E) in Africa.

1.4 Beneficiaries and Stakeholders

1.4.1 The requested AWF's support to strengthen ANBO's capacity is to support its efforts towards achieving broad pan-African recognition, enhancement of its membership base, and strengthening its relations with key regional bodies and funding agencies, and stakeholders across Africa. In this respect, there is a broad range of stakeholders and beneficiaries of the ANBO, in particular:

- African Ministers Council on Water (AMCOW);
- African Union (AU);
- River and Lake Basin Organisations (BOs);
- The New Partnership for Africa's Development (NEPAD);
- Regional Economic Communities (REC);
- The United Nations Economic Commission for Africa (UNECA);
- Multilateral and Bilateral Agencies;
- National Governments and political leaders;
- Water sector regulatory authorities and other policy and decision makers;
- Economic sectors such as agriculture and agro-industry, hydropower, fisheries, inland navigation, industry, and tourism;
- Institutions in charge of water information services;

- Service providers in water supply and sanitation;
- Environmental management authorities;
- Reservoir operation managers;
- African media (press, radio, television) and the public society at large

Nevertheless, the most important beneficiaries and stakeholders of ANBO are the people of each riparian countries and it is important that all high level interventions are planned and implemented in the spirit of how they will benefit the poor. One of the main mechanisms to ensure an appropriate focus on poverty alleviation is through the agreed policies and strategic approaches embedded in the Conventions and Statutes of the river and lake basin organisations.

1.5 Partnership

1.5.1 ANBO has already initiated relationships with a number of important financial, technical and political partners, such as:

- African Ministers' Council on Water (AMCOW);
- African Union (AU);
- New Partnership for Africa's Development (NEPAD);
- African Water Facility (AWF);
- Islamic Development Bank (IDB);
- European Union Water Initiative (EU-WI);
- European Union Water Facility (EU-WF);
- International Union for Conservation and Nature (IUCN);
- Franco-phonc International Agency;
- International Network for River Basin Organisations (INBO);
- Global water Partnership (GWP);
- Global Environmental Facility (GEF);
- Bi-lateral development cooperation agencies such as: French Development Cooperation; German Technical Cooperation (GTZ), and Canadian International Development Agency (CIDA).

2 THE PROJECT

2.1 Impacts

2.1.1 The impact of AWF's support to the strengthening of Network for African Basin Organisations "the project" will come from improved trans-boundary resources management (TWRM) by supporting the development and strengthening of lake and river basin organisations (BOs). These are catalysts for better regional cooperation at the political, economic, and stakeholder level that will promote enhanced transparency and better understanding among riparian countries.

2.1.2 The strengthening of the basin management functions will also pave the way for more investments in joint works among riparian states for long-term economic growth, and enhanced livelihood, health and food security of the riparian countries. The improved IWRM at basin level is expected to have positive development impacts on several water related sectors, such as hydropower, agriculture, water supply, sanitation, industry, and inland navigation.

2.1.3 The direct impacts of the project will come from the strengthened capacity of ANBO to perform its assigned tasks and responsibilities, such as:

- To develop lasting relations, between the organizations in charge of water resource management in Africa and to promote the exchange of experiences and skills;
- To facilitate the design of tools suited for: institutional and financial management, knowledge transfer, monitoring and evaluation, database systems, and preparation of joint master plans and action programs;
- To strengthen the skills and capabilities of African water management professionals, local elected officials, water users representatives and stakeholders;
- To encourage the education and awareness of the populations on these topics while paying special attention on gender issues and poverty alleviation;
- To synthesise the experiences of member basin organizations and systematically disseminate the results among the RBs;
- To mobilise technical and financial partners for consistent and efficient implementation of investments and work programmes.

2.2 Outcomes

2.2.1 The project will focus on some immediate needs such as to improve ANBO's capacity and strategic framework and to launch some urgently needed interventions in a long-term perspective. The appraisal team and ANBO/OMVS have refined the scope of the project during the course of the appraisal and it will form an integrated part of ANBO's Action Plan (2003 to 2007). The expected outcomes of the proposed 2-years (24 months) AWF supported project in 2007-08 can be summarised as follows:

2.2.2 Outcome 1: An influential and sustainable ANBO in place with robust and productive working relations with BOs, AMCOW, Regional Economic Communities (REC), external support agencies, and other stakeholders. This is to create new and effective BOs and to strengthen the credibility and capacity of the existing ones.

2.2.3 Outcome 2: The Permanent ANBO Secretariat provided with necessary resources, skills, and tools (legal framework base, advocacy and training skills, information and knowledge exchange systems, financial management etc.) to effectively perform its mandated functions and responsibilities.

2.2.4 Outcome 3: The number of active members of ANBO is increasing from about 40 members to a total of 80 whereof more than 50% will be BOs. Appropriate long-term policies and strategies for TWRM to reach the MDGs are under development in all member basins.

2.2.5 Outcome 4: The exchange of knowledge and experiences is adapted to the local situation and effectively taking place between African TWRM professionals and facilitated by ANBO leading to improved performance of TWRM across the continent.

2.3 Outputs

The outputs related to each of the activities described in Section 2.4 are as follows:

Outputs related to Activity (i) is an increase in number members so that at the end of the project period 100% of all BOs in Africa are active members of ANBO, and strengthened interaction between ANBO and its BO members and regional organisations.

Outputs related to Activity (ii) are harmonised legal framework for BOs and synthesis of good practices supporting the existing and upcoming BOs. The improved legal framework contributed to more equitable and sustainable arrangements for water resources management and development.

Outputs related to Activity (iii) are an information management and communication strategy and upgraded information and knowledge (I&K) exchange among member organizations, established ANBO Web-site, enhanced monitoring and evaluation (M&E) of BO performance, and strengthened IWRM cooperation at basin level. In quantitative terms the output of this activity includes 3 sub-regional workshops and 25 consultative meetings with RBs

Outputs related to Activity (iv) are an upgraded institutional status and settled legal status of the Permanent Technical Secretariat of ANBO and strengthened skills, institutional capacity, operational means and financial sustainability necessary to fulfil the long term functions of the Network.

2.4 Activities

2.4.1 The AWF support will finance of a number of important activities for the strengthening and functioning of ANBO that will involve TA services, operational support, and procurement of equipment. The scope and preliminary cost estimates of the project activities were established in close cooperation with ANBO/OMVS. The scope of the project is as follows:

2.4.2 Activity (i): Extension and activation of ANBO's membership base and strengthening of the interaction with the BO members. The purpose of these activities is to consolidate the existing membership base (now totalling about 40 including BOs and various technical and institutional partners) and increase the number of active members to include 100% of all BOs in Africa. ANBO will develop robust and productive working relations with its BO members. The activity will be to:

- (a) Undertake regional and international missions to member institutions;
- (b) Participate in regional and international meetings and conferences;
- (c) Organise of sub-regional workshops;
- (d) Create links and facilitate high level dialogue between BOs and RECs.

The activities will comprise a series of consultative meetings and workshops engaging the existing and prospective members as well as the implementation information campaigns.

2.4.3 Activity (ii): Evaluation of the legal cooperating frameworks of existing BOs. The purposes of this activity are to harmonise the legal framework for BOs and to collect and analyse the experiences to prepare good practices to support the existing and upcoming BOs. This improved legal framework will directly contribute to more equitable and sustainable arrangements for water resources management and development. The specific activities will be:

- (a) To evaluate the existing legal cooperating frameworks for BOs;
- (b) To study of legal framework arrangements and assess the experiences with the existing platforms;
- (c) To disseminate and advocate the good practices;
- (d) Ensure that gender issues and poverty alleviation aspects are part of the legal and cooperative frameworks for the BOs.

2.4.4 Activity (iii) Upgrading of ANBO's capacity for effective Information and Knowledge (I&K) exchange and Monitoring and Evaluation (M&E) activities among member BOs. The target groups of this activity are the African BOs and their staff and governing bodies. The objective is to help them implement TWRM principles in Africa by enhancement of local WRM expertise, strengthening of I&K and M&E activities across the continent. This activity will be linked and benefit from to existing programmes like the "Twin Basin" programme, a strategic programme funded by the European Union that allows for the development of twinning activities between BOs. A number of members are currently participating to this programme. Another important framework initiative is the emerging M&E Action Plan initiated by the M&E regional workshop in Tunis in September 2006 facilitated by AWF. The scope of Activity (iii) is as follows:

- (a) Preparation of ANBO's information management and communication strategy;
- (b) Establishment of the ANBO Web-site and active networking with INBO and BOs;
- (c) Development of mechanisms for extended I&K and M&E management.

2.4.5 Activity (iv): Restructuring and strengthening and of ANBO's Secretariat. The objectives of this activity are to consolidate the Permanent Technical Secretariat of the network and provide it with the required skills, institutional capacity, operational means and financial sustainability to fulfil its long term obligations. The activity will comprise:

- (a) Strengthening and reform project activities:
 - To review ANBO's statutes, including financial rules and procedures in consultation with the African Union and AMCOW and propose the necessary amendments and reforms;
 - Review and update ANBO's Action Plan and Work Program;
 - Assess the BO's technical support and capacity building needs;
 - Enable ANBO to participate in the follow-up activities after the Kampala Conference in 2007 and 2008 (see Section 1.1.5).
- (b) Implementation of project activities:
 - Technical Assistance to ANBO:
 - Professional Services (TA);
 - Logistical and administrative services support;
 - Procurement of critical goods and equipment.

2.4.6 During the project period, ANBO will also benefit from synergies between the Project and other AWF funded TWRM projects in Africa, such as the support to the basin authorities of Volta, Niger, Congo, Senegal, Lake Chad, and others.

2.5 Risks

2.5.1 It is important to identify and elaborate on risks threatening the efficiency of the project and its achievement of the objectives summarized in the LFA matrix. The project has to deal with different types of risks, such as the event of poor project performance due weak project management by ANBO, or that the project fails to contribute to the overall development goals of TWRM. The latter might be due to poor political commitment, inadequate performance of the BOs, inefficient Poverty Reduction Programs in the riparian countries, or insufficient funding. The latter risks would to a large extent be beyond the control of the project management.

2.5.2 Substantial progress has recently been made that will mitigate the political and financial project risks. The AMCOW Conference on Basin Organizations in Kampala in October 2006 was an important milestone towards reinforced political, institutional and donor commitment to implement the AMCOW's strategy to promote closer communication and interactions between BOs across Africa. One of the outcomes of

the workshop was the establishment of a joint committee comprising AU, AMCOW, ANBO, sub-regional economic communities, and other important partners. The committee will reinforce the affiliation between AMCOW and ANBO and reinforce ANBO's political status and capacity to pursue the development of TWRM in Africa.

2.6 Costs and Financing Plan

2.6.1 The broad cost estimate for each activity was established during the appraisal mission and has been slightly adjusted during the appraisal consultations. Table 2.1 shows the overall cost estimates for the project and the funding sources, including the requested AWF contribution.

2.6.2 The project contributions from OMVS will comprise provision of office facilities, including telecommunication and secretarial services, as well as the required support by internal OMVS specialists to the project related to legal advice, technical matters, procurement, accounting, IT support, etc. The value of this in-kind contribution is estimated to be 40,000 Euro per annum. ANBO will make a contribution of 25,000 Euro per annum generated from the membership fees to project activities to undertake to legal framework studies.

Table 2.1: Overall Project Costs and Funding Sources (Euro)

Component / Activity	Unit	Qty	Unit Cost	year 1	year 2	Total
1. Promotion of ANBO Membership Base and activation of the network						
1.1 Regional international missions	No.	4.0	5,000	14,000	6,000	20,000
1.2 Participate in regional and international meetings/conferences	No.	6.0	3,000	12,600	5,400	18,000
1.3 Organise sub-regional workshops	No.	3.0	35,000	73,500	31,500	105,000
1.4 Work-shops for high level dialogue between RBOs & RECs	No.	2.0	20,000	28,000	12,000	40,000
Sub-total 1				128,100	54,900	183,000
2 Evaluation of Existing Legal Frameworks for BOs						
2.1 Study of international cooperative framework & experiences	Staff months	3.0	5,000	11,250	3,750	15,000
2.2 Guideline for legal framework arrangements and dissemination	Staff months	2.0	5,000	7,500	2,500	10,000
Sub-total 2 (to be funded by ANBO)				18,750	6,250	25,000
3. Upgrading ANBO's Information and Knowledge exchange services						
3.1 Information Management and Communication Strategy	Staff months	2.0	4,000	8,000	0	8,000
3.2 ANBO Web-site and networking with INBO and RBO	LS			30,000	0	30,000
3.3 Mechanisms for information and knowledge management	LS			5,000	0	5,000
Sub-total 3				43,000	0	43,000
4. Strengthening and Reform of the ANBO Secretariat						
4.1 Review ANBO's statutes and propose constitutional reforms,	Staff months	2.0	5,000	10,000	0	10,000
4.2 Review Action Plan and Work Program (Study)	Staff months	3.0	4,000	12,000	0	12,000
4.3 Assessment of RBO's Technical Support Needs (Study)	Staff months	4.0	4,000	0	16,000	16,000
4.4 Implementation of ANBO's obligations after Kampala Conference	Staff months	3.0	4,000	6,000	6,000	12,000
4.5 Implementation of above project activities						
4.5.1 Technical Assistance to ANBO Professional Services	Staff months	24.0	3,000	36,000	36,000	72,000
Logistical and administrative services support	Staff months	24.0	1,500	18,000	18,000	36,000
4.5.2 Goods and equipment	LS			16,000	4,000	20,000
4.5.3 Office rent and administrative support (OMVS funding)	LS			40,000	40,000	80,000
Sub-total 4				138,000	120,000	258,000
TOTAL				327,850	181,150	509,000
Contingencies				40,000	20,000	60,000
GRAND TOTAL				367,850	201,150	569,000
ANBO Contribution (sub-total 2)				25,000	25,000	50,000
OMVS Contributions (in kind)				40,000	40,000	80,000
AWF Funding				302,850	136,150	439,000

3 PROJECT IMPLEMENTATION

3.1 Recipient

3.1.1 The formal Recipient and Executive Agency of the AWF Grant Agreement will be Senegal River Development Organisation (OMVS) – an inter-governmental organization and has the required legal status to receive and manage financial resources directly. OMVS plays today a key role in strategic coordination and monitoring of water related investments in Senegal River supported by numerous external support agencies.

3.1.2 The institutional and financial status and capacity of ANBO will be developed as part of the Project. During this transition ANBO has to rely on operational support its chairmanship (the Niger Basin Authority) and its Permanent Technical Secretariat under the auspices of OMVS for procurement, accounting, legal services etc.. ANBO The General Assembly held in Dakar renewed OMVS's chairmanship for a second two year term (2005-2006).

3.2 Implementation Arrangements and Capacity

3.2.1 OMVS will be the executing agency and to this effect will assign a project Manager of required competence acceptable to the Facility. As part of the grant agreement OMVS will open a special account for the funds from the Facility and will manage the accounts subject to external auditing. The executing agency will be responsible for (i) project administration, coordination and financial management; (ii) assigning a Project Manager; (iii) coordination of the project activities with other associated projects of ANBO and OMVS; (iv) preparation of proposals, ToR and bid documents and procurement administration; (v) contract management and supervision; and (vi) project accounting, internal control and progress monitoring and progress reporting. The project will be implemented on the basis of ANBO's Annual Work Plans to be approved by the Steering Committee.

3.2.2 The project will be governed by a Steering Committee (SC) chaired by the High Commissioner of OMVS with Executive Secretary NBA the President of ANBO, Coordinator of Permanent Secretariat and representatives of two other river basin organisations as members. The SC will be the highest decision making body concerning project implementation.

3.3 Performance Plan

3.3.1 An outline project implementation plan and associated budgets and disbursement schedule was prepared by OMVS in cooperation with the mission. On request from OMVS, the mission agreed to consider accepting twice a year disbursement tranches derived from the annual work program budgets.

3.3.2 The project implementation supervision will follow the Result Based Management (RBM) format based on the LFA principles. The Executing Agency will assure harmonisation of project management and supervision modalities and other ANBO support projects. The tentative LFA matrix of the project is presented at the out-set of this report. It states the project goal and objectives that are linked to the expected outcomes, and project activities, as well as the associated risks and risk mitigation measures.

3.4 Implementation Schedule

3.4.1 The time-phased targets of the project will be in the framework of a planned duration of 24 months. Assuming effectiveness by the first of January 2007 the project period will be from January 2007 to December 2008 as shown in the general time schedule below. The implementation schedule will be revised by OMVS/ANBO in accordance with the Annual Work Plans.

Table 3.1 Overall Time Schedule for AWF Activities

ACTIVITY	2007		2008	
	1 st half	2 nd half	1 st half	2 nd half
1. Promotion of ANBO Membership Base	*****	*****	*****	**
2 Evaluation of Existing Legal Frameworks for BOs	*****	*****	*****	
3. Upgrading the information and knowledge exchange among members	*****	*****		
4. Strengthening of the ANBO Secretariat	*****	*****	*****	*****

3.5 Procurement and Execution

3.5.1 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* of January 2000, or as appropriate, *Rules of Procedure for the Use of Consultants January 2000*, using the relevant Bank Standard Bidding Documents, as provided for in the AWF Operational Procedures (November 2005).

3.5.2 To optimise the procurement process ANBO/OMVS the goods and services to be procured are grouped in thematic packages as shown in the overview in the Table below. The total cost of goods and services to be procured is 439,000 Euro. The procurement will be dominated by services, such as TA, studies, workshop facilitation etc. and the goods only accounts for a small portion.

Table 3.2: Goods and Services to be procured under the AWF Grant

CATEGORY	Amount	Procurement Category
SERVICES	Euro	
1. Promotion of ANBO membership base and activation of the network		
1.1 Regional and international missions	20,000	
1.2 Regional and international conference participation	18,000	
Sub-Total 1 Miscellaneous	38,000	Miscellaneous
1.3 Organisation of 3 sub-regional workshops	105,000	
1.4 High-level dialogue workshops	40,000	
Sub-Total 2 Workshop Facilitation Contracts	145,000	Workshop Facilitation Contracts
3. Upgrading information and knowledge exchange among members		
3.1 Information Management and Communication Strategy	8,000	
3.2 ANBO Web-site and networking with INBO and BO	30,000	
3.3 Mechanisms for information and knowledge management	5,000	
4. Strengthening and reform of the ANBO Secretariat		
4.3 Assessment of BO's Technical Support Needs (Study)	16,000	
Sub-Total 3 Studies of Institutional, IT, information and knowledge, and operational planning contracts	59,000	Study Contracts
4.4 Services for ANBO's obligations (2007-08) after Kampala Conference	12,000	
4.5 Implementation of above project activities		
4.5.1 Technical Assistance to ANBO		
- Professional Internal Support Services	72,000	
- Logistical and administrative services support	36,000	
Sub-Total 4 Technical Assistance (TA) Contracts	120,000	TA Contract
SUB TOTAL SERVICES TO BE PROCURED	362,000	
GOODS		
4.5.2 Goods and equipment	20,000	
SUB TOTAL GOOD TO BE PROCURED	20,000	Office equipment and supplies. Direct Purchase
TOTAL PROCUREMENT VOLUME UNDER THE AWF GRANT	382,000	

3.5.3 Procurement arrangements for activities under the AWF grant totalling 382,000 Euro are divided into categories and summarized in the Table 3.3 below.

Table 3.3: Procurement Arrangements for AWF Funded Activities (Euro ‘000)

Category	Short List	National shopping	Direct Purchase	Number of Contracts
1. Office equipment and supplies		20		As required
2. Technical Assistance (TA)	120			As required
3. Studies	59			1
4. Facilitation and implementation of workshops		145		1
5. Miscellaneous		38		As required

3.5.4 Consulting services under the AWF grant relating to the studies [Euro 59, 400 in aggregate] will be procured on the basis of shortlists of qualified consulting firms or individual consultants, in accordance with the Bank rules of Procedures. For facilitation and implementation of a high level workshop and 3 sub-regional workshops with aggregate value of Euro 145000 national shopping will be applied. National Shopping procedures will be applied for office equipment totalling Euro 20,000. Miscellaneous Goods and ancillary items required for the project teams (ICT Equipment, Office Equipment and Supplies) with aggregate value of Euro 38,000, in will be procured through National Shopping.

3.5.5 As the Executing Agency, OMVS will be responsible for the implementation of the Project. OMVS has the capacity, experience, expertise to manage the procurement requirement of the Project.

3.5.6 The services of a Project Auditor will be funded by AWF's Administrative budget and will be procured directly by AWF by the means of 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 10,000, Direct Negotiation procedures will apply.

3.6 Disbursement Arrangements and Expenditure Schedule

3.6.1 The overall costs for the AWF grant as presented in Table 2.1 totalling Euro 439,000. The funds will be channelled through OMVS, who will open a Special Account denominated in foreign currency in a Bank acceptable to ADB/AWF. The operation of the account will be the sole responsibility of OMVS.

3.6.2 Disbursements of funds will be made on revolving method basis whereby funds will be deposited in the Special Account. The disbursement will be annually and will be transferred on the basis of requests for deposits into the special account from the Recipients including statement of expenditures of previously disbursed funds

and updated work schedules. The first disbursement of Euro 302,850 will be the estimated cost for the first year as shown in Table 3.4.

Table 3.4 Annual Cost Distribution and disbursement of AWF Funding (Euro)

Activities	year 1	year 2	Total
1. Promotion of ANBO membership base and activation of the network	128,100	54,900	183,000
2 Evaluation of existing legal frameworks for BOs (funded by ANBO)	18,750	6,250	25,000
3. Upgrading ANBO's information and knowledge exchange services	43,000	0	43,000
4. Strengthening and Reform of the ANBO Secretariat	138,000	120,000	258,000
TOTAL	327,850	181,150	509,000
Contingencies	40,000	20,000	60,000
GRAND TOTAL	367,850	201,150	569,000
ANBO Contribution	25,000	25,000	50,000
OMVS Contributions	40,000	40,000	80,000
AWF Funding	302,850	136,150	439,000
<i>Percent distribution</i>	<i>69%</i>	<i>31%</i>	<i>100%</i>
Date of transfer	15 Feb. 2007	15 Feb. 2008	

3.7 Accounting and Audit Arrangements

3.7.1 The Grant Agreement will include the specific accounting arrangements and requirements for the Recipient opening of a Special Account with a local Bank acceptable to AWF from which all eligible payments will be made. The account should allow instalments in Euro and FCFA on an interchangeable basis. The administration of the special account shall be performed by OMVS.

3.7.2 In the interest of fast tracking the implementation of the Project actions, the AWF will recruit and retain an auditor to perform ex post evaluation or supporting documents review and audit the project. The Facility will require that a statement of expenditure and supporting documents review be performed and certified by the independent auditor at predetermined intervals to ensure that fund have been utilized in line with the grant agreement. The costs of such audit shall be charged to AWF and are not involved in the Grant.

3.8 Monitoring Evaluation and Reporting Arrangement

3.8.1 The objectives, actions, and expected outputs and outcomes of the AWF activities, as summarised in the attached LFA matrix adopted by ANBO/OMVS, which will form part of the Grant Agreement. The indicators and means of verification shown in the LFA matrix will serve as a basis for result based performance monitoring during implementation and after completion.

3.8.2 The implementation supervision of the AWF will include regular correspondence with the Recipient, and review of the Recipient's Progress Reports. AWF will consider at any time the need for undertaking field supervision missions to check if the specific outputs of the AWF funding have been timely delivered with the required quality and if the expenditures are in agreement with the budgets and schedules.

3.8.3 The level of achievement in relation to the project objectives and expected results shall be reported to, and assessed by, the Steering Committee at its annual meetings. These reports shall cover the technical, financial and administrative issues. The semi-annual reports shall address specific difficulties or constraints, if any, facing the project and suggest appropriate solutions to mitigate identified problems.

4 PROJECT BENEFITS

4.1 Effectiveness and Efficiency

4.1.1 The effectiveness of the AWF involvement in this project is related to its overall performance and the likelihood of achieving the overall objectives and expected outcomes as given in the LFA Matrix. The overall effectiveness depends on the sum of single factors, also those beyond the control of the project management. The appraisal noted that the quality of the project preparation and the funding application holds the necessary standard and was further developed and refined during the appraisal discussions. In conclusion the overall assessment made by the Appraisal Team concludes that the project is likely to be implemented with the necessary efficiency required by AWF.

4.2 Sustainability

4.2.1 The sustainability of the project interventions are closely related to the institutional and technical sustainability of OMVS/ANBO and their operations, and the actual contribution of improved knowledge and information services to long lasting development effects of future water sector development investments and services in the lake and river basins of ANBO's BO members. As addressed under Risk Section, the first factor is directly related to the performance of the project whereas the second concern of development impacts and sustainability is to a large extent beyond the control of the project as such.

4.2.1 ANBO's future financial sustainability is an important issue that has been addressed during the appraisal. The funding of the network will closely depend on its performance and recognition as a useful mechanism for enhanced TWRM, knowledge transfer, partnership building and pooling of actors and financing partners involved in the sector. The core funding will be from the membership fees plus the in-kind transitional contributions from the hosting agency, and supplementary allocations related to specific conferences or other events. The strengthening of ANBO is aimed to result in increased credibility and confidence from BOs, water sector stakeholders

and donors. This is likely to increase the payment of membership fees and facilitate fundraising for ANBO programs, which has started with the EU who is committed to fund a project on "Development of IWRM performance indicators for African Trans-boundary Basins management ". The French and the German cooperation (GTZ) are planning to make ANBO play a key role in their programs. So may hope that sustainability of ANBO and the secretariat is in a mid term agenda.

5 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

5.1.1 Funding support to improve the Trans-boundary Water Resources Management (TWRM) in Africa by capable and recognised Basin Organisations (BOs) is well justified considering the many trans-boundary water challenges facing the lake and river basins in Africa. These points are well captured in AWF's Operational Programme (2005-09). The proposed support to ANBO as a pan-African regional network to promote TWRM will contribute to more efficient management and development of shared waters. ANBO's contributions to this process will be in the areas of advocacy, institutional capacity, skill and partnerships building in order to promote joint water development investments under a cooperative framework of BOs. The long-term development impacts will materialise as enhanced food production, increased hydropower production, effective river navigation, increased water based industry, and other activities contributing to regional development

5.1.2 ANBO is well embedded in the African political framework after the political stakeholder processes that have taken place since 2002 and was concluded in the AMCOW Conference on Basin Organizations in Kampala in October 2006. The workshop provided the necessary legitimacy and formalised relations between ANBO and AU, AMCOW, sub-regional economic communities, and other important political and financial partners. This will have bearings on the political, economic, and public activities in the existing and forthcoming member basins and will pave the way for a supporting the development of ANBO more vigorously.

5.1.3 The project is found to be in accordance with the criteria laid down in AWF's Operational Procedures and Guidelines and the anticipated efficiency, effectiveness and sustainability of the project are found acceptable.

5.2 Recommendations

5.2.1 Based upon a critical assessment of the relevance, effectiveness, and sustainability of the Project, as well as the credibility and capacity of the Recipient, it is recommended that the Director AWF approves the Application from the Organisation for the Development of the Senegal River (OMVS) for 439,000 Euro for funding of the ANBO capacity building project. The project has duration of two years and the total cost estimate is 569,000 Euro, including in-kind contributions from OMVS of 80,000 Euro and from ANBO 50,000 Euro.

5.2.2 After a possible approval of the appraisal report by the IDWG Meeting a draft Grant Agreement between OMVS and AWF will be prepared as a basis for approval and signing. The condition for the effectiveness of the Grant Agreement between is that OMVS has established the Special Account as stated in the agreement.

ANNEX 1: PROVISIONAL COST ESTIMATE FOR SUB-REGIONAL WORKSHOPS

(30 participants per workshop whereof 10 are sponsored)

	Unit	Qty	Unit Costs	Total
Travel				
Air tickets 10 delegates	no.	10	1,100	11,000
Local travel and misc.	LS			1,000
Per diem and accommodation (10 delegates)				
Accommodation	night	30	160	4,800
Per diem	days	30	60	1,800
Miscellaneous	LS			1,000
Conference hall and Secretariat facilities				
Rent	days	2	800	1,600
Lunch and coffee breaks	days	2	400	800
Communication and IT	LS			1,500
Media, handout, copying, printing, consumables	LS			1,900
Interpretation services and translation of documents	LS			3,000
Logistics and transport	LS			2,000
Host services	no	4	50	200
Sub-total				30,600
Contingencies 11%				3,672
Total				34,272
Budget:				35,000

ANNEX 2: ANBO'S CURRENT MEMBERS

INSTITUTION	NATURE	STATUT	PAYS
Department of Water Affairs and Forestry	administration nationale	MEM*	South Africa
Komati Basin River Authority	organisme de bassin	MEM	Swaziland
International Waters-Learning Exchange and Resource Network (GEF-IW LEARN)	organisation internationale	MEM	USA
Southern African Development Community (SADC)	organisation régionale	OBS**	Botswana
Awash Basin Water Resources Administration Agency	organisme de bassin	OBS	Ethiopia
Secretariat du NEPAD	organisation régionale	OBS	South Africa
Organisation Météorologique Mondiale - OMM	organisation internationale	MEM	Suisse
Centre Africain pour les Applications de la Météorologie au Développement (ACMAD)	organisation régionale	MEM	Niger
Commission Internationale du Bassin Congo-Oubangui-Sangha (CICOS)	organisme de bassin	MEM	R.D.C
Secrétariat Permanent pour le Plan d'Action pour la Gestion Intégrée des Ressources en Eau (SP/PAGIRE)	administration nationale	MEM	Burkina Faso
Laboratoire de Recherche en Hydrologie (Université Cheick Anta DIOP)	université	MEM	Sénégal
Agence Hydrographique du SEBOU - ABHS	organisme de bassin	MEM	Maroc
Direction Générale des Ressources en Eau	administration nationale	MEM	Burkina Faso
Agence de Bassin Algérois-Hodna-Soummam	organisme de bassin	MEM	Algérie
Agence de bassin Hydrographique Oranie-Chott-Chergui	organisme de bassin	MEM	Algérie
Agence de Bassin Hydrographique du Sahara	organisme de bassin	MEM	Algérie
Direction de l'Aménagement Rural / Ministère de l'Environnement	administration nationale	OBS	Mauritanie
Délégation à l'Aménagement du Territoire / Ministère de l'Environnement	administration nationale	OBS	Bénin
Direction de l'hydraulique / Ministère de l'Environnement et de l'Eau	administration nationale	OBS	Tchad
Union pour la Solidarité, la Paix et l'Entraide (USE)	organisation non gouvernementale	OBS	Sénégal
Coordination des Organisations de la Société Civile pour la Défense de l'Environnement et le Développement du Bassin du fleuve Sénégal - CODESEN	organisation non gouvernementale	OBS	Sénégal
Agence de bassin de l'Oum Er Rbia	organisme de bassin	MEM	Maroc

Autorité du Bassin du Fleuve Niger (ABN)	organisme de bassin	MEM	Niger
Organisation pour la Mise en Valeur du Fleuve Sénégal (OMVS)	organisme de bassin	MEM	Sénégal
Autorité de Développement Intégré de la Région du Liptako Gourma-ALG	organisme de bassin	MEM	Burkina Faso
Organisation pour la Mise en Valeur du Fleuve Gambie - OMVG	organisme de bassin	MEM	Dakar
Direction Nationale de l'Hydraulique du Mali	administration nationale	MEM	Mali
Direction de Gestion et Planification des Ressources en Eau du Sénégal	administration nationale	MEM	Sénégal
Gestion Hydro-Ecologique du Niger Supérieur (GHENIS) - Guinée	projets/programmes	MEM	Guinée
Gestion Hydro-Ecologique du Niger Supérieur (GHENIS) - Mali	projets/programmes	MEM	Mali
Service de Restauration et d'Aménagement Intégré du Massif du Fouta Djallon	administration nationale	MEM	Guinée
Partenariat Ouest Africain de l'Eau (GWP/ WAWP)	organisation régionale	MEM	Burkina Faso
World Wild Fund / Afrique de l'Ouest	organisation internationale	MEM	Sénégal
Agence de bassin du fleuve Niger (ABFN)	organisme de bassin	MEM	Mali
Secretariat Interimaire du Volet Environnement du NEPAD - SINEPAD/Env.	organisation régionale	OBS	Sénégal
Commission du Bassin du Lac Tchad - CBLT	organisme de bassin	MEM	Djaména
Mano River Union	organisme de bassin	MEM	Sierra Leone
Programme régional d'aménagement intégré du Fouta Djallon PRAI-MFD	projets/programmes	MEM	Guinée
Lake Victoria Basin Commission	organisme de bassin	MEM	Tanzania
Zambezi River Authority	organisme de bassin	MEM	Zambia
Global Water Partnership / Eastern Africa	organisation régionale	MEM	Uganda
Unité de coordination des ressources en eau de la CEDAO - UCRE	organisation régionale	MEM	Burkina Faso
Observatoire du Sahel et du Sahara	organisation régionale	MEM	Tunisie

Number of BO members	17
Other members	26
Total number of ANBO members	43

Highlighted: BO Members

* MEM: Membre / Member

**OBS : Observateur /Observer