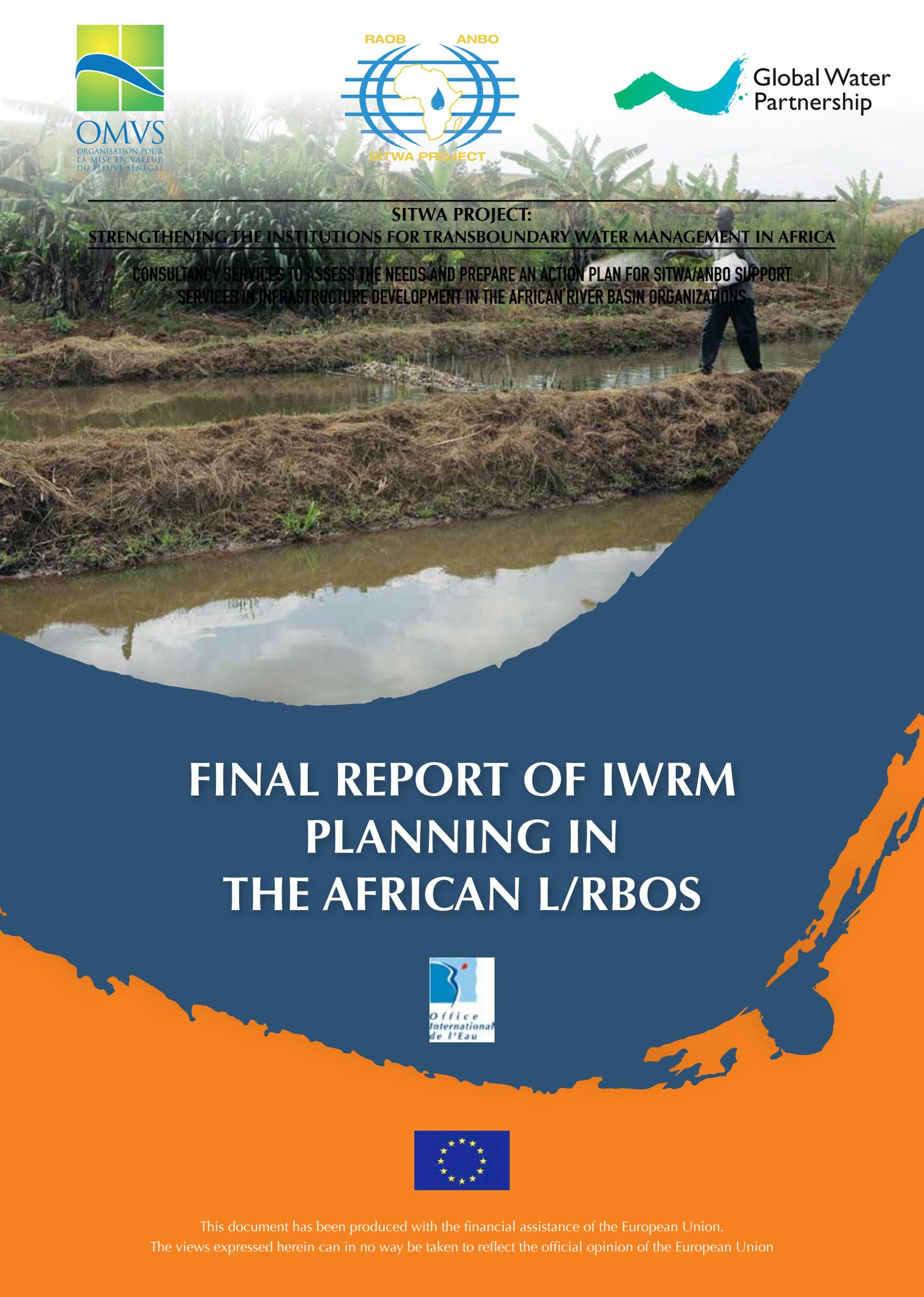


**SITWA PROJECT:
STRENGTHENING THE INSTITUTIONS FOR TRANSBOUNDARY WATER MANAGEMENT IN AFRICA**

CONSULTANCY SERVICES TO ASSESS THE NEEDS AND PREPARE AN ACTION PLAN FOR SITWA/ANBO SUPPORT SERVICES IN INFRASTRUCTURE DEVELOPMENT IN THE AFRICAN RIVER BASIN ORGANIZATIONS



FINAL REPORT OF IWRM PLANNING IN THE AFRICAN L/RBOS



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The views expressed herein can in no way be taken to reflect the official opinion of the European Union



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ABBREVIATIONS AND ACRONYMS

ABAKIR	Autorité du bassin du lac Kivu et de la rivière Ruzizi
ABN	Autorité du Bassin du Niger
ABV	Autorité du Bassin de la Volta
ADT/PAS	Analyse diagnostique transfrontalière/Programme d'action stratégique
AMCOW	Conseil des ministres africains sur l'eau
ANEW	Réseau africain de la société civile pour l'eau
BFT	Bassin fluvial transfrontalier
CAE	Communauté de l'Afrique de l'Est
CDA	Communauté de développement de l'Afrique australe
CEDEAO	Communauté économique des États de l'Afrique de l'Ouest
CEEAC	Communauté économique des États de l'Afrique centrale
CER	Communautés économiques régionales
DBN	Discours du Bassin du Nil
GIBH	Gestion intégrée des bassins hydrographiques
GIRET	Gestion intégrée des ressources en eau transfrontalières
GRET	Gestion des ressources en eau transfrontalières
GWPO	Organisation du partenariat mondial pour l'eau
IBN	Initiative du Bassin du Nil
JVE	Jeunes Volontaires pour l'Environnement
OBF	Organismes de bassins fluviaux
OBT	Organismes de bassins transfrontaliers
OIEau	Office International de l'Eau
OMM-WHYCOS	Organisation météorologique mondiale
OMVG	Système mondial d'observation du cycle hydrologique
OMVS	Organisation pour la mise en valeur du fleuve Gambie
PIDA	Organisation pour la mise en valeur du fleuve Sénégal
PHI-UNESCO	Programme de développement des infrastructures en Afrique
PMT	Programme hydrologique international de l'UNESCO
PTF	Équipe de gestion de projet
RAOB	Partenaire technique et financier
RIOB	Réseau africain des organismes de bassins
RWP	Réseau International des Organismes de Bassin
SITWA	Politique régionale de l'eau
UE	Renforcement des institutions de gestion des eaux transfrontalières en Afrique
UFM	Union européenne
WACDEP	Union du fleuve Mano
ZRA	Programme Eau, climat et développement Autorité du fleuve Zambèze

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EXECUTIVE SUMMARY

ANBO is a network aimed at promoting IWRM at the level of river, lake, and aquifer basins as an essential tool for sustainable development. In short, its overall objective is to enhance transboundary water resources management (TWRM) in Africa. To achieve this objective, ANBO actively contributes to the development and strengthening of lake and river basin organizations and promotes enhanced transparency, better understanding, and greater development cooperation among riparian countries.

The SITWA project (Strengthening the Institutions for Transboundary Water Management in Africa) is implemented by the Global Water Partnership Organization (GWPO) in partnership with the ANBO Technical Secretariat.

The overall objective of SITWA is to strengthen regional cooperation at the political, economic and stakeholder level for sustainable management of transboundary water resources in Africa contributing to peace and security, stability and poverty alleviation, based on African knowledge.

The report illustrates the findings of the consultancy whose objective is to contribute to the preparation of a long term ANBO program focusing on the current situation and needs of L/RBOs regarding the IWRM planning in the African L/RBOs. The report identifies priority support services (actions) which could be provided by ANBO in the scope of its mandate. It also proposes a 5 year action plan (2015-2019) for ANBO based on the identified gaps/needs.

The ultimate goal of IWRM planning is to manage water resources in a sustainable way. Since it is widely accepted that best practice water resources management is undertaken at an integrated basin-wide scale, therefore managing the river basin as a whole is the best way to ensure the integrity of the ecosystem, to leverage productivity and to increase overall benefits. Therefore, joint water management is a desirable objective in transboundary basins. There are however different scopes and scales for operationalizing transboundary basin management.

This consultancy takes place within a set of three consultancies whose objective is to contribute to the preparation of a long term ANBO program focusing on the current situation and needs of RBOs regarding (i) the IWRM planning¹ in the African L/RBOs, (ii) the Climate Change and Adaptation agendas of the African L/RBOs, and (iii) the Infrastructure Development in the African L/RBOs.

The main purpose is to identify priority actions from the above themes and present a 5-year detailed program, within ANBO's mandate and SITWA's objectives.

This report represents the output from the SITWA Project – within the GWPO/ANBO. It relates to IWRM planning in the African L/RBOs and includes an analysis on the gaps and needs of L/RBOs for improving or completing the existing IWRM planning frameworks.

The key findings regarding the review of the existing IWRM planning in the African L/RBOs are (i) gaps, deficiencies, weaknesses and needs, (ii) priority support actions of/to the African L/RBOs regarding IWRM planning frameworks for transboundary water resources management. These gaps, deficiencies and weaknesses show the importance of the three phases of IWRM planning, as an IRBM approach to transboundary water resources management, namely Motivation, Design, and Implementation.

¹ According to Global Water Partnership (GWP), an "IWRM Plan" is perceived as a dynamic framework that will encourage better planning and decision-making on an on-going basis.

Phase 1 – MOTIVATION: Riparians, sometimes with the support of third parties, must be motivated to start the process of transboundary cooperation over shared water resources. The elements of motivation could be an ongoing conflict, or a potential one, the recognition of the mutual benefits, the specter of climate change, with the uncertainties and challenges it will pose for water management and enhanced transboundary lake/aquifer/river basin cooperation.

Phase 2 – DESIGN: There are many ways in which riparians can enhance cooperation, from simple information sharing to formalized treaties and joint institutions and infrastructure investments. The appropriate level and form of cooperation will be driven largely by the nature and scale of potential benefits to be achieved through cooperation, and the costs involved. After identifying their full range of interests and risks, and once the goals of cooperation become clear, states will be able to decide and design the necessary governance and water resources management needs.

Phase 3 – IMPLEMENTATION: As challenging as it is to develop sustainable long term IWRM plans, it is often even more challenging to implement them effectively. Implementation requires real commitments from governments and stakeholders, and a difficult balance between holding to the spirit and specific obligations of agreements, while developing operational and flexible modalities that work in practice and can be adapted to changing circumstances.

The focus domains and priority areas for ANBO concrete actions (support services) are grouped into four main focus areas that are major components to be addressed by African L/RBOs for IWRM planning and implementation:

1. Governance: Institutions, Regulations, Management
2. Knowledge management, Capacity needs and Capacity building
3. Monitoring, Evaluation (M&E), Follow-up, Adaptive management, Reporting
4. Participation: Awareness, Trust, Ownership

According to these focus areas and the mandate of ANBO, its support actions are shaped in order of importance as follows:

- Governance, Knowledge management and Capacity building activities are the most important part of the mandate of ANBO: activities 2, 3, 9 and 10 for Governance; activities 1, 5, 6 and 7 for Knowledge management and Capacity building.
- M&E and Adaptive management with activities 4 and 8 is the second domain of interest.
- Participation issues are less significant in the mandate of ANBO with just a few parts of activity 4.

To succeed IWRM planning in a transboundary context, much care should be given to Governance and Capacity issues, including Participative aspects. M&E is also a key issue.

The 5-year (2015-2019) Action Plan of the concrete actions (support services) which could be provided by ANBO to the L/RBOs in terms of IWRM planning are organized into four (4) components, ten (10) Main actions, and twenty three (23) Activities as follows:

- **Component 1-** Governance framework: Policies, Legislation/Regulations, Institutions, Management: 3 Main actions, 9 Activities with a total estimated cost of €1, 130, 000.
- **Component 2-** Knowledge management, Capacity building: 3 Main actions, 8 Activities with a total estimated cost of €1, 275, 000.
- **Component 3-** M&E, Follow-up, Reporting, and Adaptive management: 2 Main actions, 3 Activities with a total estimated cost of €375, 000.
- **Component 4-** Participation, Awareness, Trust, and Ownership: 2 Main actions, 3 Activities with a total estimated cost of €500, 000.

The plan is organized in short term (0-2 years) and medium term (3-5 years) with an estimated budget of **€3 280 000**.

Key messages and recommendations for ANBO

- a. The gaps and needs of African L/RBOs regarding IWRM planning for shared watercourses are many and diverse. ANBO cannot address every need to satisfy every L/RBOs but ANBO can target its support to lay the foundation for effective and sustainable water management in strengthening the L/RBOs.
- b. IWRM planning should not be carried out in isolation from other regional institutions in charge of integrated approach in transboundary water management.
- c. There is no IWRM prescription. Work with stakeholders to adapt IWRM principles to on-the-ground and institutional realities through demonstration projects, when possible, that are flexible and adapt and innovate as they proceed. Embed learning strategies in actions to capture evidence on what works for scaling up. Communicate and share lessons in ways that catalyze action at national and basin levels.
- d. In the final design of the 5-year program regarding IWRM planning for the L/RBOs, ANBO, AMCOW, RECs and L/RBOs should consult so as to avoid overlap and to be effective and efficient. Use of best practice in TRBM should guide the process.
- e. Not all L/RBOs or RECs require the same support from ANBO. Therefore there is a crucial need to set criteria and modalities to get ANBO support which will depend on the mandate and the ongoing activities within the requesting L/RBOs or RECs. The demand-driven approach may apply.
- f. The priority activities are proposals to complement activities of the SITWA Project components. Any duplication or overlap must be avoided.
- g. Need to consolidate the three action programs (IWRM planning, Infrastructure development, Adaptation to climate change), as they may overlap to some extent and to fully realize optimization.
- h. Set up a flexible and operational framework for the implementation of the 5-year (2015-2019) program. The framework should be designed in such way as to involve the key partners of ANBO in the program steering committee.

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1. BACKGROUND AND OBJECTIVES OF THE CONSULTANCY

1.1 ANBO's historical background and objectives

Following the adoption of the Africa Water Vision 2025, the African Union called in 2000 for a “Federation of African River and Lake Basin Organizations” to be created for developing and adopting a common approach to the management of transboundary waters. In response to this call, AMCOW established, in 2006, the “Tekateka Committee” which recommended the adoption of African Network of Basin Organizations (ANBO), which was established in 2002, to provide this common platform, and come up with recommendations to harmonize the working relationship between AMCOW and ANBO with regards to African L/RBOS. It was in this spirit that the Tekateka Committee recommended a revised version of ANBO's statutes which was adopted in the ANBO General Assembly (GA) held in South Africa in March 2007, and ANBO was designated as a sub-committee of AMCOW in matters relating to Transboundary Water Resources Management (TWRM). Later in 2009, ANBO General Assembly decided to formalize its relationship with AMCOW.

ANBO is a network whose objective is to promote IWRM at the level of river, lake, and aquifer basins, as an essential tool for sustainable development. Its mandate² is:

1. to develop co-operation between the organizations in charge of integrated water resources management and to favor exchange of experiences and expertise among them;
2. to participate actively in policy formulation and implementation, bringing in experience of practice, as well as carrying out diagnostics and analysis enabling the harmonization of policy, strategies and practices at national levels, as well as the level of basin and sub-basins;
3. to promote and strengthen existing organizations and to encourage the creation of new basin organizations;
- 4) to facilitate the development of tools suitable for institutional and financial management, for knowledge and monitoring of water resources, for the organization of data bases, for the concerted preparation of master plans and action programs in the medium and long term;
5. to strengthen and network the existing documentation and information centers of the member organizations, to produce, exchange, synthesize and disseminate knowledge and know-how of IWRM, in collaboration with their regional and international partners and to support the creation of new water-related documentation and information systems in the organizations which do not have this;
6. to develop information and train officers and personnel of basin organizations and water sector administration and to promote the populations' education on these issues to carry out studies and to prepare educational material;
7. to promote IWRM principles per basin in international co-operation programs;
8. to evaluate actions initiated by the member organizations and disseminate their results;
9. to organize joint activities of regional interest between the members and to support their actions in obtaining finance in particular;
10. to support the African Ministers Council on Water (AMCOW), to meet its specific requests on management per basin and implement its orientation in the field.

² According the revised Statutes of the ANBO adopted in 2007

In short, ANBO's overall objective is to enhance trans-boundary water resources management (TWRM) in Africa. To achieve this objective ANBO actively contributes to the development and strengthening of lake and river basin organizations and catalysts for better regional cooperation at the political, economic, and stakeholder level that promotes enhanced transparency, better understanding, and greater development cooperation among riparian countries. ANBO facilitates and strengthens, particularly within the International Network of Basin Organizations (INBO), the connection between its members and the basin organizations of other continents and participates in joint international activities, aiming to develop IWRM, which it implements in Africa.

It is against this background that the European Commission (EC) decided to fund a 3-year project aimed at strengthening regional cooperation for the sustainable management of transboundary water resources in Africa, through the programmatic and institutional strengthening of ANBO, and improvement of water governance for transboundary water resources management in Africa under the platform of ANBO.

1.2 Background and objectives of SITWA

The African continent has the highest number of transboundary river basins that collectively cover 64% of Africa's surface area and contain slightly more than 93% of its surface water resources. This is why, following the adoption of the Africa Water Vision 2025, the African Union called in 2000 for a "Federation of African River and Lake Basin Organizations" to be created for developing and adopting a common approach to the management of transboundary waters. In response to this call, the African Ministers' Council on Water (AMCOW) established in 2006 the "Tekateka Committee" which recommended the adoption of the already existing (since 2002) African Network of Basin Organizations (ANBO) to provide this common platform.

For the purpose of this study, transboundary waters or water resources are taken as "international watercourses", which have been defined in Article 2 of the Convention³ on the Law of the Non-navigational Uses of International Watercourses as follows:

"Watercourse" means a system of surface waters and groundwater constituting by virtue of their physical relationship a unitary whole and normally flowing into a common terminus.

"International watercourse" means a watercourse, parts of which are situated in different States.

The SITWA project (Strengthening the Institutions for Transboundary Water Management in Africa) is implemented by the Global Water Partnership Organization (GWPO) in partnership with the ANBO Technical Secretariat, currently hosted by the Organization for the Development of the Senegal River (Organization pour la Mise en Valeur du Fleuve Sénégal – OMVS).

A joint GWPO/ANBO Project Steering Committee (PSC) has been established and a Project Management Team (PMT) has been put in place at the ANBO Technical Secretariat in Dakar, Senegal.

The **overall objective** of SITWA is to strengthen regional cooperation at the political, economic and stakeholder level for sustainable management of transboundary water resources in Africa contributing to peace and security, stability and poverty alleviation, based on African knowledge.

The **specific objectives** of SITWA are:

- **Objective 1:** ANBO to be transformed into a sustainable and influential organization as a pillar under AMCOW:

The project aims to transform ANBO into a sustainable and influential organization, as a pillar under the African Union (AU) and AMCOW framework that supports the development of lake and river basin organizations as catalysts for policy and institutional development, knowledge and information management and capacity development on transboundary water management and development

³ United Convention, 1997

- **Objective 2:** ANBO Program implemented and TA provided through the RECs:

ANBO with GWPO support will provide technical assistance to the RBOs (through the RECs and their respective member states) to develop IWRM Strategies and Plans (including addressing vulnerability to floods and droughts, priority issues for short and long term development, water quantity analyses and water quality objectives, etc.) in the river basins where they are not yet developed, and to implement plans where they exist.

The project is being implemented in two phases: an inception phase and an implementation phase.

The Inception Phase took 12 months, between October 2012 and October 2013. The main result of the Inception Phase was the Inception Report with individual thematic reports. An implementation phase is following up for a three - year duration (January 2014-December 2016).

The current implementation phase objective is to contribute to the preparation of a long term ANBO program focusing on the current situation and needs of L/RBOs regarding the IWRM planning in the L/RBOs as the thematic area namely WP 7, out of 10 WP (Work Packages) of the SITWA Project.

With the objective of achieving sustainable management and development of transboundary river basins, the WP7 **output is the development of basin-wide IWRM Plans with linkages to regional and national development priorities and integrates adaptation measures against climate change and variability.**

1.3 Objectives of the consultancy

This consultancy takes place within a set of two consultancies whose objective is to contribute to the preparation of a long term ANBO program focusing on the current situation and needs of RBOs regarding the IWRM planning⁴ in the African RBOs.

The main purpose is to identify priority actions from the above theme and present a 5-year detailed program, within ANBO's mandate and SITWA's objectives.

The Terms of Reference (ToR) for the production of this report noted of a number of matters of importance. Thus, the ToR has taken account of the following outputs of the consultancy:

- › Overview of the state of the situation regarding the IWRM planning frameworks of the African RBOs with the purpose to identify gaps for which ANBO could provide some useful services;
- › Identification of gaps and assessment of the needs of RBOs for improving or completing the existing IWRM planning frameworks;
- › Identification of priority support services (actions) which could be provided by ANBO in the scope of its mandate.
- › Preparation of a 5 year action plan (2015-2019) for ANBO based on the identified gaps/needs.

1.4 AMCOW and the Africa Water Vision 2025

The Africa Water Vision 2025 was developed in 2000 to provide input from the African continent for the development of the global Water Vision by World Water Council.

To take up the key water resources challenges facing Africa, the shared vision is for «*An Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socioeconomic development, regional cooperation, and the environment*».

⁴ According to Global Water Partnership (GWP), an "IWRM Plan" is perceived as a dynamic framework that will encourage better planning and decision-making on an on-going basis.

The Africa Water Vision has been accompanied by a Framework for Action (FfA) consisting of actions under the following categories: (i) Strengthening governance of water resources, (ii) Improving water wisdom, (iii) Meeting urgent water needs, (iv) Strengthening the investment base for the desired water future.

Established by the 2002 Abuja Ministerial Declaration on Water, the African Ministers' Council on Water (AMCOW) has the mission to provide political leadership, policy direction, and advocacy for the protection, management, and wise utilization of all Africa's water resources for sustainable social, economic, and environmental development; and for the maintenance of Africa's ecosystems in furtherance of both the vision of African Union (AU) and the goal of the New Partnership for Africa's Development (NEPAD).

The functions of AMCOW are exercised through its highest decision-making organ, the Council of Ministers. The recently adopted AMCOW governance framework stipulates that the Council has the following functions:

- › Keeps the state of Africa's water resources under review and promotes desirable actions of common interest to Africa.
- › Facilitates and supports sub-regional, regional and international cooperation through the coordination of issues relating to water policies.
- › Encourages mechanisms that promote best practices in water policy reform, water, food and energy security, transboundary water resources management, and water services provision.
- › Provides a forum for dialogue with UN agencies and other partners.
- › Promotes, in the region, studies regarding climate change adaptation and mitigation, as well as the development of policies and strategies for the mitigation and management of water related disaster risks.
- › Strengthens financing mechanisms of the water sector in Africa.
- › Promotes sub-regional and basin-wide cooperation.

In determining the nature of the future relationship between ANBO and AMCOW it needs to be ensured that any support provided by ANBO to AMCOW is in alignment with the AMCOW functions, its operational and management strategies as well as its organizational structure.

The commitments and actions identified under further declarations and the Africa Water Vision have formed the foundation of actions captured in the AMCOW Work plan 2011-2013 and is divided into seven main themes:

- Theme 1: Water infrastructure for economic growth
- Theme 2: Managing water resources including transboundary ones
- Theme 3: Meeting the water, sanitation, and hygiene MDG gaps
- Theme 4: Global change and risk management: Climate variability and change
- Theme 5: Governance and management
- Theme 6: Financing
- Theme 7: Education, Knowledge and Capacity development

1.5 Making the case for IWRM

Integrated Water Resources Management (IWRM)⁵ is a flexible tool for addressing water challenges and optimizing water's contribution to sustainable development. It is not a goal in itself.

IWRM is the basic principal adopted in realizing sustainable water management. The river basin, being the management unit entails that the L/RBOs have the responsibility of coordinating and leading the development of their respective IWRM Plans.

IWRM is about strengthening frameworks for water governance to foster good decision making in response to changing needs and situations. It seeks to avoid lives being lost, money wasted, and natural capital depleted because of decision-making that did not take into account the larger ramifications of sectorial actions. It aims to ensure that water is developed and managed equitably and that the diverse water needs of women and the poor are addressed. It seeks to ensure that water is used to advance a country's social and economic development goals in ways that do not compromise the sustainability of vital ecosystems or jeopardize the ability of future generations to meet their water needs.

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).

⁵ IWRM is a process which promotes the coordinated development and management of water, land and related resources in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems" (GWP, 2006).

2. REVIEW OF THE EXISTING IWRM PLANNING IN THE AFRICAN L/RBOS

Why IWRM planning for international waters?

Water problems are numerous and solutions are urgent. However, solutions need to consider the underlying social, economic and political forces involved and require changes that are not easy to reach. The context of shared water resources is even more complex because of the complexity brought about by the involvement of many countries sharing lake/river basins with different policy, legal and institutional frameworks.

Planning to introduce an IWRM approach to sustainable management and development of shared water resources may take several forms. The most powerful reason is to address basin-wide priority water problems affecting or of interest to the countries involved. More commonly, the recognition that water problems are symptomatic of a deeper failure of water management systems leads to long term planning with an agenda for more sustainable use of water resources. The identification of water as a key factor in poverty reduction and sustainable development also drives basin planning.

What do L/RBOs expect to achieve?

One output of the process will be an IWRM plan, endorsed and implemented by Governments of the member countries. In the process the stakeholders and politicians will become better informed about shared waters issues, the importance and the benefits of addressing sustainable management and development of the water resources and of transboundary cooperation. The plan may be more or less detailed depending upon the present situation in the basin but will identify longer term steps that will be required to continue along a path to sustainability, social equity and efficiency of use.

2.1 The current situation

The review and analysis of the current situation regarding the existing IWRM planning in the African RBOs are derived from two main sources of information, (i) the consultations workshop held in Kigali⁶, 7 and 8 July 2014 that has continued by e-mail through a request of documentation made to the concerned institutions (L/RBOs, RECs, AMCOW), and (ii) the review of available relevant documents.

The review of the many IWRM planning initiatives at the transboundary level led to the key findings as follows:

1. IWRM planning is actually both at transboundary level (the L/RBOs) and regional level (RECs). Although the political, legal and institutional frameworks are different, the strategic orientations have an integrated approach in common. On the countries' side the main institutions directly involved at regional/transboundary level are RECs and L/RBOs.
2. IWRM planning should always include the dimension of water resources development, in water resources management, aiming at satisfying the social, economic and environmental needs.
3. Planning to introduce an IWRM approach in African transboundary river/lake basins may take several forms (IWRM Plan, IWRM Strategy, IWRM Strategic Action Plan, Strategic Action Plan/Program, Sustainable Development Action Plan of the basin, Master Plan, Investment programs,...), and the processes to achieve it may use different tools. But taking into account differences related to time scale in each type of planning process (long-time frameworks Vs Short-term action plan), respective objectives and expected results (TDA/SAP process, Shared vision process/program, Decision-making support tool, economic tool, environmental tool,...) are often very similar.

⁶ The consultations aim at involving the key stakeholders of African RBOs, RECs and other partners in the key studies that will serve the basis of the ANBO action plan 2015-2019 and beyond.

4. In many cases the water resources management plans based on integrated approach at the disposal the L/RBOs, include a water resources development component, that are implemented more or less successfully. Some L/RBOs have just started the development of IWRM plans while others have not begun the process. Furthermore, many international watercourses do not yet have a well-established basin organization. Each case presents challenges and specific needs regarding IWRM planning.
5. There are a few cases where the political boundaries of sub regional institutions are the same as hydrological basins of international watercourses, but these clearly do not have the mandate to manage the shared water resources. An example is the Mano River Union (MRU) in West Africa. However, there is an increasing interest in water as a fundamental factor for sub regional integration and economic development. The MRU has started the development of a 10-year Strategic plan 2010-2020 whose component "Economic Development and Integration" addresses the water development issues. The same is true for the Economic Community of the Great Lakes Countries (ECGLC) in East Africa which has a regional economic program based on IWRM principles.
6. IWRM for transboundary river/lake/aquifer basin becomes Integrated River Basin Management (IRBM) or Transboundary River Basin Management (TRBM). Because international rivers cross international or interstate boundaries, water resources issues become increasingly more complex. The political dimension usually then dominates the legal and technical aspects.
7. Across borders, there are usually different institutional, regulatory, policy, economical and planning procedures and frameworks in place, and no coordinating mechanisms to bring these together.
8. The overall IWRM planning process in African L/RBOs use a planning cycle comprising in general five main phases:
 - A. **Initiation phase** as a first step to raise political will and awareness on IWRM, develop a roadmap, create/strengthen multi-stakeholder platforms for dialogue and consultation, prepare detailed work plan and monitoring and evaluation procedures.
 - B. **A situation analysis** to make an assessment of the current situation and identify problems, challenges, strengths, management potentials and constraint with a forward-looking vision.
 - C. **Scenarios building and strategic choice** for shared water resources development and management. This step is very important as it deals with (i) the promotion of integration between different countries of the basin, (ii) choose a consensus scenario, (iii) define actions to be implemented and transition strategy towards IWRM and ensure adoption at all political levels and (iv) prepare institutional and capacity building activities for implementing the plan. The actions can be of different types and of a more or less transboundary nature.
 - D. **Planning of investments** including a strategic planning (long term) and priority actions detailed in a medium and short term (action plan and program). The funding arrangements which may be different depending on the type of action are also part of this phase. Because development issues are included in the investment plans, major hydraulic infrastructure development and climate change adaptation issues are an important part of the investment budgets, often scheduled over several short term planning periods.
 - E. **Implementation and follow-up:** The formulation of the priority action plan is the responsibility of the countries sharing the basin and the transboundary basin organization that coordinates its implementation and sets up a follow-up and evaluation system. For the basin organization, moving from the planning to the implementation phase is a crucial step, which may require reorganization with the establishment of new bodies and mechanisms, especially to facilitate its operational links with the States.
9. Alongside the TBOs, a number of RECs have also adopted the IWRM approach and principles and have developed regional water policies and diverse water management instruments.

- i. In Southern Africa the SADC developed a Protocol on shared Watercourses (1995/2000), a Regional Water Policy (2005) complemented by a Regional Water Strategy (2006); a Regional Climate Change Adaptation Strategy for the water sector;
- ii. In West Africa ECOWAS developed a Regional IWRM Plan of Action (2001), a Policy for Disaster Risks Reduction (2006), a Regional Strategy Elements on Climate Change Adaptation based on the Sharing Risks Approach (2007), a Regional Water Policy (2008), a Regional Action Plan on Climate Change (2009), a Sub-regional Program of Action on Climate Change economic, ecological and social Vulnerability Reduction in West Africa (2009), a RWP Implementation Plan (2012), a Strategy for risks prevention, disaster management and adaptation to climate change (2012);
- iii. In East Africa the EAC developed a Regional Water Policy, a Comprehensive IWRM Strategy;
- iv. In Central Africa, the ECCAS developed a Regional Water Policy (2009), a Regional IWRM Plan of Action (2014).

These documents lay down regionally agreed policy guidelines concerning water resources management, covering a wide range of topics from infrastructure development, information exchange, capacity building to gender aspects and stakeholder involvement.

10. With the goal to broaden and make the treaties or conventions more workable, some L/RBOs have developed a Water Charter as a legal tool that lays down the diverse limits and describes the cooperation modalities. The Organization de Mise en Valeur du fleuve Senegal (OMVS, 2002) and the Niger Basin Authority (NBA, 2008) have adopted a Water Charter, while the Volta Basin Authority (VBA) and the Commission International du bassin du Congo-Ubangi-Sangha (CICOS) has initiated the process.
11. Definitely IWRM planning is a very important component of water resources management, whether transboundary (TBOs) or regional (RECs) level.
12. Interfacing with national planning is a key issue: there is no sound Regional planning without a national one. Both levels need good coordination, coherence. Thus, there is a strong need for cohesion tools (metrology, indicators...).

2.2 IWRM and major transboundary challenges in water sector

2.2.1. Water infrastructure development and IWRM

Despite large parts of Africa being subject to high variability in rainfall across seasons and across years, per capita water storage remains extremely low across the continent. AMCOW has recognized the need for greater storage and distribution infrastructure to support economic growth in the continent. Within this, there is a particular focus on infrastructure for agricultural development and for hydropower, and where possible, for multipurpose infrastructure developed in an integrated approach, i.e. IWRM.

According to AMCOW, water management must support the primary concern for economic growth, job creation and poverty reduction. In its Work plan 2011-2013, there is a strong link between water resources management and the infrastructure theme (theme 1), with the development and management of infrastructure seen as a critical part of water resources management in the developing country context.

The key principles of IWRM can not only guide implementation of “good water governance”, but they are also applicable to the implementation of water infrastructure (for example when following an IWRM based basin plan). Water infrastructure includes physical works that are necessary to ensure that water is available for the required durations, in the right amounts, with the appropriate quality and in the right place.

In African RBOs and RECs, the IWRM planning initiatives have an important component of infrastructural elements including amongst others, water supply infrastructure, dams and reservoirs (power generation, agricultural production...), transmission and distribution pipelines, irrigation works, treatment plants and flood protection works. The benefits and costs of water infrastructure are often far reaching, have social and environmental implications and are not limited to any single sector. Green infrastructure (wetlands for instance) should not be forgotten in planning processes, while it can offer main services in terms of economic and social development and environmental protection. This makes the IWRM principles of economic efficiency, environmental sustainability and social equity relevant for infrastructural development.

The groundwork for water infrastructure implementation is laid at the planning stage where regional IWRM Plans and Transboundary Basin Management Plans identify trends, issues and needs, and set the framework for regional development. The planning is also accounting for the balancing of clearly achievable incomes and capital and operation and maintenance costs of infrastructural elements.

Water infrastructure needs to be planned within larger and long-term development strategies that include investments in for instance, energy, roads, housing and social services. This assists the planners in combining investments in water infrastructure with investments in other sectors to yield maximum social and economic benefits. Implementation continues with the design and phasing of projects and more detailed considerations of costs, benefits and financing.

Environmental and social assessments become part of the criteria for recommendations to government/ decision level on project implementation. Stakeholder participation in the assessments and decisions are essential together with the multi-sectorial aspects and balances. A good example is given by ECOWAS that has developed guiding principles based on best practices for the development of sustainable hydraulic infrastructures in West Africa.

2.2.2. Climate change adaptation and IWRM

IWRM is the key process that should be used in the water sector for water-related developments and measures, and hence for achieving the water-related MDGs. However, the potential impacts of climate change and associated increasing climate variability need to be sufficiently incorporated into IWRM plans. IWRM should form the encompassing paradigm for coping with natural climate variability and the prerequisite for adapting to the consequences of global warming and associated climate change under conditions of uncertainty.

Adaptation is an essential element of human response to climate change (CC). The adverse impacts of CC on the water sector will be experienced worldwide and are often projected to be most severe in water stressed continents such as in Africa. The impacts of CC on water resource in Africa might affect a wide range of socioeconomic sectors including agriculture, health, food security, public safety, biodiversity, and eco-tourism and hydropower production. In general, the impacts of CC on the water sector in Africa will undermine regional development plans and affect human security and livelihoods.

CC Adaptation (CCA) should be part of a coherent, inter-sectorial strategy to ensure sustainable water resources. IWRM could be an overall decision-making framework for CCA in water resources through mainstreaming climate adaptation into its plans. However, adaptation measures in water management are often under-represented in many national and regional plans. Therefore, significant policy shifts are needed. These should be guided by mainstreaming adaptations within the broader development context, strengthening water governance, enhancing data collection and knowledge management on climate and adaptation measures, building long-term resilience through stronger institutions, and leveraging additional funds and innovative funding mechanisms.

Water plays an important role in different sectors including energy, housing, tourism, and commerce. Consequently, overall transboundary or regional planning for water resources should involve different regional institutions to ensure an optimal allocation and use of financial resources, coordinate

transboundary planning and implementation, and avoid conflicting policies. The vulnerability CC adds extra burdens to policymakers of water resources management. Planning for adaptation to climate risks needs to be integrated early into IWRM practices at the regional level.

Some L/RBOs and RECs have adopted a sectorial approach to integrate CC concerns into development planning.

The selection of priority sectors for each transboundary river basin was based on economic and environmental significance, cost effectiveness, contribution to other development goals, and contribution to climate risk minimization. Most L/RBOs and RECs described the institutional structure and arrangement in order to foster integration of CC considerations into development. The institutional framework for environmental management in general, and CC in particular, was set up relatively recently. L/RBOs and RECs had either used existing institutions or created regional and/or transboundary committees for coordinating sustainable development and CC.

3. GAPS, NEEDS AND ACTION AREAS

The key findings of the review based on the conclusions of the consultation workshop and the relevant documentation are summarized into two main components: gaps and priorities areas. These components are described below following the five main steps of IWRM planning and implementation cycle or process.

3.1 Gaps in the IRBM planning frameworks

The many examples of IWRM planning and implementation initiatives or processes in African transboundary RBOs reveal common features or attributes that constitute best practice in TRBM.

- i. *Development of all policies, strategies, decisions, and projects in an integrated manner in recognition of the holistic and interactive way that natural resources behave.*
- ii. *Good knowledge of the condition and behavior of the natural resources of the basin. This refers to the strategic assessment of water and related resources to include all aspects of basin data.*
- iii. *Establishment of a basin-wide institutional framework, that allows all the major actors operating within the basin to participate; this framework needs to be strong, clear, and flexible.*
- iv. *Incorporation of community and stakeholder participation into the planning, management and implementation processes. The views of the basin community can no longer be ignored or taken for granted; they must be systematically incorporated.*
- v. *Establishment of a system to assess whether or not the river basin is being managed sustainably. This may include the introduction of a detailed, ongoing monitoring & auditing process to openly assess if the basin-wide institutional arrangements are achieving the goals and objectives set by countries. In fact, metrology is a very weak point in Africa, on quantitative aspects and even more on qualitative ones. Thus, auditing according to monitoring observations is often very theoretical*
- vi. *There are other important features that could be considered best practice in TRBM, such as the importance of a clear communication strategy, political leadership, and willingness to compromise and change.*

Not all existing L/RBOs are experiencing the following gaps in IWRM planning and implementation. These gaps are diversely encountered, depending on the political, legal and institutional settings and on the strengths of the actual L/RBO.

Table 1: Gaps of L/RBOs IWRM planning frameworks

Phases	Gaps
A. Initiation phase	<ul style="list-style-type: none"> • Multi-Stakeholder Platforms (MSPs) for dialogue and consultation • Identification of representatives of the stakeholder and proper public consultations • Civil society participation mechanisms • Technical capacity to develop roadmap, detailed work plan and M&E procedures • Development of a long term vision
B. Situation analysis	<ul style="list-style-type: none"> • Technical capacity for the assessment of current situation including transboundary challenges (hydropower generation, irrigated agriculture, waterways navigation, flood control, “green infrastructures, etc.) • Tools and methodologies to identify problems, challenges, management potentials and constraints • Lack of coherence between national IWRM plans and lack of harmonization at regional/transboundary level • Very limited integration of groundwater management (transboundary aquifers) into the IRBM planning
C. Scenarios building and strategic choice	<ul style="list-style-type: none"> • Technical capacity to consider transboundary challenges and integration between countries of the basin • Identification of shared benefits that derive from the cooperation rather than interests (from economical competition to sharing of benefits) • Integration of development and CC issues • Use of decision-making supporting tools that allow simulating the hydrological, hydraulic, biological and economic issues and for simulating scenarios for development plans and programs at different time spans • Definition of actions that are of a more or less of a transboundary nature • Development of capacity building activities that will support the implementation • Leadership of main infrastructure projects: who does what?
D. Planning of investments	<ul style="list-style-type: none"> • Technical capacity for strategic planning • Tools for simulation, with a minimum of metrology networks • Use of specific tools that facilitate the economic optimization of investments and benefit sharing among countries • Tools and instruments to plan priority actions and detailed programs of action • Budgeting and funding strategy and arrangements
E. Implementation and follow-up	<ul style="list-style-type: none"> • Capacity of the RBO to coordinate the implementation ensuring the operational links with the countries • Capacity of the RBO member countries to ensure effective implementation • Mobilization of financial means to secure the implementation of agreed actions • Follow-up and M&E systems including performance indicators (governance and technical) • Sound and effective information mechanism to regularly inform the various stakeholders of the basin on actions

The L/RBOs are facing a number of deficiencies and weaknesses, not directly linked to IWRM planning process. If not properly addressed on time, they may seriously hamper IWRM planning and implementation. These deficiencies and weaknesses are summarized in the table 2 below.

Table 2: Deficiencies and weaknesses of some African L/RBOS

Issues	Deficiencies and weaknesses
1. Policy and strategic vision	<ul style="list-style-type: none"> • Various Lake/River basins do not have a formalized basin organization, and some existing L/RBOS do not include all countries sharing the same basin • Unequal commitment to sustainable management of transboundary water resources • Insufficient political awareness of “inaction costs” • Lack of an enabling international environment (policy, legal and institutional) framework to guide strategic planning (mandate on transboundary water resources issues, guiding principles and direction to action about water resources) • Lack of appropriate legal and regulatory frameworks in place • Lack of additional transboundary instruments that allow effective implementation of the global frameworks of transboundary cooperation • Insufficient water governance instruments based on IWRM concepts and principles • Lack of IWRM plans for a number of international river basins • Limited links between strategic development and planning for transboundary IWRM and various other regional and sectorial planning processes • Lack of regional or transboundary plans to guide the IWRM development process at country level • Inadequate integration of environmental management, demand management, conflict resolution and green economy into IWRM planning • Weak or lack of full involvement of all countries sharing the same international river basins • Limited interaction with RECs and other regional bodies to the L/RBOS
2. Water monitoring and information system	<ul style="list-style-type: none"> • Insufficient understanding and analysis of water situation (including biological indicators) and trends • Inadequate water resources knowledge base for basin wide planning, development and management • Lack of maintenance of monitoring networks, basic data production and weak water information systems and transboundary monitoring • Limited human and institutional capacity in data capture, analysis, research, information generation, knowledge sharing and management • Lack of adequate technical capacity to organize the production and sharing of information • Lack of appropriate instruments (agreements or protocols) for the exchange of information and data and the difficulty to implement the existing agreements or protocols • Limited reporting and knowledge with emphasizes on rigorous and evidence-based information • -Lack of sustainable M&E and performance indicators systems
3. Dedicated institutional framework	<ul style="list-style-type: none"> • Weak coordination at all levels among countries that have embarked on reforms to improve the enabling environment • Low level of coordination between institutions and collaboration between sectors at different levels to optimize planning and implementation • Institutional frameworks at all hierarchy levels are not operational and sufficiently effective to implement IWRM functions • Lack of partnership and limited sharing and synergy development between institutions at regional level • Absence of translation of policies and visions into strategies, plans and programs that clearly define the roles and responsibilities of individual member states, regional partners, basin authorities and corresponding state agencies at every level and the role of private sector and public sectors.

Issues	Deficiencies and weaknesses
4. Stakeholders' participation framework	<ul style="list-style-type: none"> • Weak or lack of platforms for stakeholder and civil society organizations' participation • Operational gaps for the civil society participation in the IWRM planning • Inadequate effective stakeholder participation in basin resources development and management including good gender balance • Limited resources allocated to the participation of civil society to ensure a good level of ownership • Limited communication on water resources management and development issues • No consideration of IWRM issues in the MoU between AMCOW and ANEW • No civil society representatives within the ANBO
5. Capacity building and development	<ul style="list-style-type: none"> • Limited human and institutional capacity of national and regional water management institutions to perform transboundary river basin management tasks based on integrated approaches • Insufficient or lack of transboundary water resources management capacity and on IWRM issues • Limited capacity of the key actors in the understanding, negotiation and implementation of water international agreements • Limited technical capacity support to L/RBOs
6. Funding arrangements and resources mobilization	<ul style="list-style-type: none"> • Insufficient or lack of financial means to secure the implementation of existing IWRM plans • Limited promotion of IWRM plans by the riparian states and L/RBOs at national, regional and international forums so as to gain the broad support they need for successful implementation • Lack of strategies or funding mechanisms to support IWRM planning and implementation of subsequent plans

These deficiencies and weaknesses of some African L/RBOs show the importance of the three phases of IWRM planning as an IRBM approach to transboundary water resources management. These three phases are namely Motivation, Design, and Implementation.

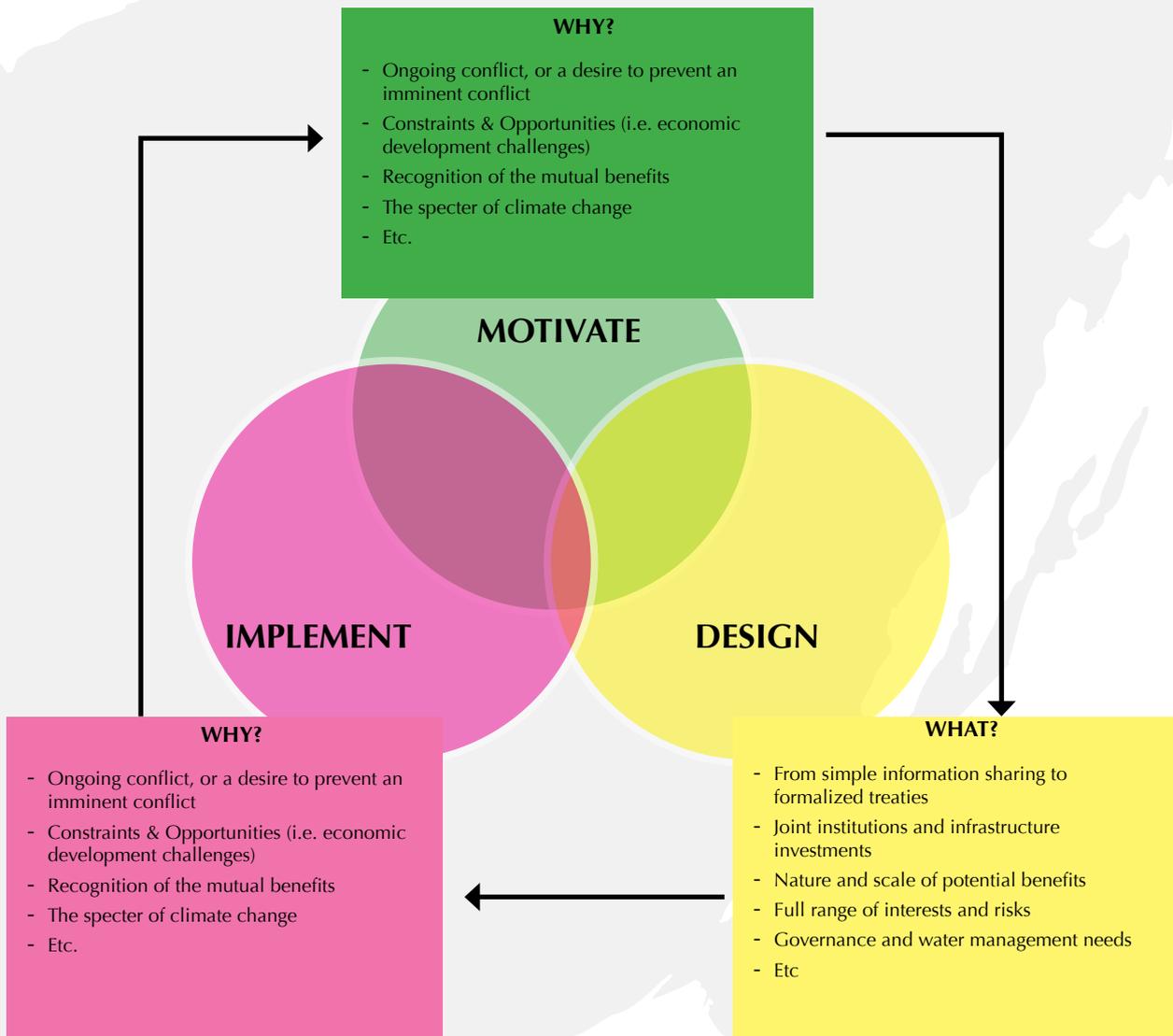
Phase 1 – MOTIVATION: Traditionally, States have focused on water development within their own borders. Cooperative transboundary water resources management requires a significant shift in focus, and significant costs and efforts to build the necessary trust, partnerships and institutions. Riparians, sometimes with the support of third parties, must be motivated to start the process of transboundary cooperation over shared water resources. Often an ongoing conflict or a desire to prevent an imminent conflict, will motivate states to begin a process of dialogue and joint planning. Increasingly, however, motivation arises from a recognition of the mutual benefits (economic, environmental, geopolitical, etc.) that can be derived and shared from enhanced cooperative water resources management on a basin-wide scale. The specter of climate change, with the uncertainties and challenges it poses for water management, will only add to the importance of – and motivation for – enhanced transboundary lake/aquifer/river basin cooperation.

Phase 2 – DESIGN: Once States agree to pursue cooperative water management, the form that this cooperation will take must be explored and designed. There are many ways in which riparians can enhance cooperation, from simple information sharing to formalized treaties and joint institutions and infrastructure investments. The appropriate level and form of cooperation will be driven largely by the nature and scale of potential benefits to be achieved through cooperation, and the costs involved. States and stakeholders must therefore enter into a multi-stakeholder dialogue to identify their full range of interests and risks (economic, social and environmental). Once the goals of cooperation become clear, the necessary governance and water resources management needs can be decided and designed.

Phase 3 – IMPLEMENTATION: Implementation is more than simply proclaiming principles and rules. As challenging as it is to develop a sustainable long term IWRM plans, it is often even more challenging to implement them effectively. Implementation requires real commitment from governments and stakeholders, and it is a difficult balance between holding to the spirit and specific obligations of agreements, while developing operational and flexible modalities that work in practice and adapt to changing circumstances.

The links between these three phases are indicated on figure 1 below.

Figure 1: Contents and links between the three phases of IWRM planning for international watercourses



3.2 Potential areas of action regarding the IWRM planning and implementation

The ultimate goal of IWRM planning is to manage and develop water resources in a sustainable way. Since it is widely accepted that best practice water resources management is undertaken at an integrated basin-wide scale, managing the river basin as a whole is therefore the best way to ensure the integrity of the ecosystem. It is also the best way to leverage productivity and increase the total sum of benefits because it allows planners to find the best possible locations for different activities.

Basin-wide management in a transboundary basin, however, requires transboundary cooperation. Because all basins are shared by multiple users, there will always be challenges in managing basins holistically while at the same time satisfying the distinct interests of multiple stakeholders.

From TRB to TRB there are different scopes and scales for operating transboundary basin management. Based on the key findings, the focus domains and potential action areas for ANBO that derive from the situation analysis are described in table 3 below. The potential action areas are grouped into four focus domain which are the main categories of measures that could be addressed by African L/RBOs for IWRM planning:

- - Governance: policies, legislation, institutions and management
- - Knowledge development and Capacity building
- - Participation, Awareness, Ownership
- - Monitoring and Evaluation (M&E) and Adaptive management

Table 3: Potential areas of action for intervention

Focus domains	Potential areas of action
1. Gouvernance	<ul style="list-style-type: none"> • Political support and time • Political, social, economic, legal systems and institutional arrangements that develop and manage water resources and deliver water services based on the IWRM approach • Strategic development aimed at defining future direction (goals and how goals could be pursued) and guiding IWRM planning (translation of the chosen strategy into concrete objectives, activities and related means) • Governance mandates of the L/RBOs to cope with proper IRBM for transboundary water resources (expanding mandates and functions of transboundary basin organizations to consider IWRM approach) • Transboundary cooperation or legal agreements through a well-established basin organizations for transboundary Lake/River basins management • Understanding Water agreements • Sustainable funding mechanisms and financing strategies and plans
2. Knowledge development and Capacity building	<ul style="list-style-type: none"> • Motivating regional cooperation over shared water resources and transboundary management • Robust and trusted knowledge base that builds confidence, diminishes duplicative (and expensive) data collection and analysis, and fills strategic knowledge gaps • Effective knowledge management plan • Dissemination mechanisms and information disclosure policies • Capacity development and mobilizing human resources • Capacity building activities to support the planning process and the implementation phase

Focus domains	Potential areas of action
3. Participation, Awareness, Ownership	<ul style="list-style-type: none"> • Facilitation of effective stakeholders' and civil society participation • Linkages of the IWRM plans to other regional development plans and RECs documents which do, or should, address sustainable management and development of water resources • Constructive engagement for complex decision-making • Consensus building
4. M & E and Adaptive Management	<ul style="list-style-type: none"> • Challenges of transboundary water resources management • Stakeholder participation • Mechanisms for using updated information to modify management policy, strategies and practices • Information systems and transboundary monitoring • Performance management systems • Reporting systems

4. ACTION PLAN

4.1 Detailed potential actions by ANBO

The gaps, the deficiencies and weaknesses regarding IWRM planning for African L/RBOs, identified through the review of the current situation, led to their needs in terms of priority areas and actions for improving or completing the existing frameworks. Not all the priority actions can be fully addressed by ANBO, but its contribution to the African Water Vision 2025 based on its mandate, could significantly bridge the IWRM planning gap that will strengthen the L/RBOs.

According to the four focus domains above, the scope of the mandate of ANBO is oriented in order of importance as follows:

- Governance, Knowledge management and Capacity building activities are the most important part of the mandate of ANBO: activities 2, 3, 9 and 10 for Governance; activities 1, 5, 6 and 7 for Knowledge management and Capacity building.
- M&E and Adaptive management with activities 4 and 8 is the second domain of interest.
- Participation issues are less significant in the mandate of ANBO with fewer parts of activity 4.

From the Thematic Report on L/RBOs Legal framework, a number of potential roles for ANBO in addressing the identified gaps emerge. Notably, ANBO could:

- › Promote the development of regional policy, and legal frameworks, inter alia, to better integrate socio-economic aspects in water management policies
- › Promote the harmonization of policy and legislation at national level with regional policy objectives and legal frameworks
- › Facilitate the development of basin-specific agreements in line with the adopted regional legal frameworks
- › Support the establishment of L/RBOs for all major basins and aquifers where they do not yet exist and where there is an expressed need for such establishment.
- › Assist countries/ basins in identifying the L/RBO types best suited for the specific management and development needs of the basin
- › Strengthen the capacity of L/RBOs to play an effective role in coordination with regional actors (RECs) and joint planning between Member States

Therefore, the emphasis of the support services which could be provided by ANBO to the L/RBOs will be in order of importance on (i) Governance, (ii) Knowledge and Capacity building, (iii) M&E and Adaptive management, (iv) Participation. Other regional partners such as RECs, GWP (Africa), IUCN (Africa), UNESCO/IHP, OSS, UN-Africa, etc. should complement ANBO support.

According to both the needs of L/RBOs for improving or completing their IWRM planning frameworks and the mandate of ANBO, detailed potential support actions are indicated in table 4 below.

Table 4: Detailed potential support actions based on ANBO mandate

Focus domains	ANBO potential support actions
1. Gouvernance : Institutions, réglementations, gestion	<p>1.1. To participate actively in policy formulation and implementation, bringing in experience of practice, as well as to carry out diagnostics and analysis enabling the harmonization of policy, strategies and practices at national levels, as well as the level of basin and sub-basins</p> <p>1.1.1. Development of long term visions and Strategic planning</p> <ul style="list-style-type: none"> a) Gather and disseminate good experiences of commitments (political) for sustainable management of transboundary water resources b) Develop technical capacities for vision development and strategic planning c) Create enabling international environment (policy, legal and institutional) frameworks to guide strategic planning (mandate on transboundary water resources issues, guiding principles and direction to action about water resources) d) Establish links between strategic development and planning for transboundary IWRM and various other regional and sectorial planning processes e) Translate policies and visions into strategies, plans and programs that clearly define the roles and responsibilities of individual member states, regional partners, basin authorities and corresponding state agencies at every level as well as the private sector and public sector roles <p>1.1.2. Set up appropriate legal and regulatory frameworks</p> <ul style="list-style-type: none"> a) Develop appropriate legal and regulatory frameworks b) Develop and promote additional legal transboundary instruments that enable effective implementation of the global frameworks of transboundary cooperation c) Support harmonization of the legal and institutional frameworks of countries sharing the same basin <p>1.1.3. Development of tools, methodologies and IWRM plans</p> <ul style="list-style-type: none"> a) Develop and promote tools and methodologies for problems, challenges, management potential and constraints identification b) Develop regional/transboundary directives to guide and enhance IWRM planning and implementation processes at country level c) Review national IWRM plans for harmonization according to regional/transboundary IWRM plans d) Develop and promote IWRM plans for international river basins that don't have them e) Develop adequate tools for Environmental management, Conflict resolution and Green economy integration into transboundary IWRM planning f) Capitalize on existing water policies, legislations, and institutional arrangements that develop and manage transboundary water resources based on IWRM approach <p>1.2. To promote and strengthen existing organizations and to encourage the creation of new basin organizations</p> <p>1.2.1. Strengthening existing L/RBOs and promotion of new ones</p> <ul style="list-style-type: none"> a) Strengthen transboundary cooperation through the development of adequate legal agreements b) Encourage adherence to the agreements and promote full involvement of all countries sharing the same international river basins c) Update mandates of the L/RBOs to cope with proper IRBM for transboundary water resources (expanding mandates and functions of transboundary basin organizations to consider IWRM approach) d) Support the creation of new L/RBOs and encourage signing and ratification of the agreements e) Introduce IWRM concepts, principles and benefits and costs sharing to newly created L/RBOs <p>1.2.1. Fostering institutional coordination</p> <ul style="list-style-type: none"> a) Establish institutional frameworks at all hierarchy levels that are operational and effective in implementing IRBM functions b) Enhance coordination at all levels among countries that have embarked on reforms to improve the enabling environment c) Improve level of coordination between institutions and strengthen and encourage collaboration between sectors at different levels to optimize planning and implementation

Focus domains	ANBO potential support actions
1. Gouvernance : Institutions, réglementations, gestion	<p>1.3. To organize joint activities of regional interest between the members and to support their actions in obtaining finance in particular</p> <p>1.3.1. Development of joint activities</p> <ul style="list-style-type: none"> a) Organize and support consultations among L/RBOs in the region for joint activities development b) Develop synergies between the L/RBOs in the region and the RECs concerned c) Promote consultation and synergy development among L/RBOs that straddle more than one REC in liaison with the RECs concerned d) Strengthen research on shared water resources through joint programs, collaboration of research institutions, and enhanced information exchanges <p>1.3.2. Fundraising and financial resources mobilization</p> <ul style="list-style-type: none"> a) Capitalize experiences on financial means mobilization and elaborate a funding strategy and operational guidelines and mechanisms that could secure the implementation of existing IWRM plans and agreed actions b) Carry out comprehensive assessment of the existing financial mechanisms and support consultations to secure enough funds for IWRM plans development and implementation c) Increase funding for transboundary water resources development and management through (i) improving overall regional water governance, (ii) developing mechanisms for country co-financing, (iii) increasing riparian capacity in financial engineering and negotiation skills
	<p>1.3. To organize joint activities of regional interest between the members and to support their actions in obtaining finance in particular</p> <p>1.3.1. Development of joint activities</p> <ul style="list-style-type: none"> a) Organize and support consultations among L/RBOs in the region for joint activities development b) Develop synergies between the L/RBOs in the region and the RECs concerned c) Promote consultation and synergy development among L/RBOs that straddle more than one REC in liaison with the RECs concerned d) Strengthen research on shared water resources through joint programs, collaboration of research institutions, and enhanced information exchanges
	<p>1.3.2. Fundraising and financial resources mobilization</p> <ul style="list-style-type: none"> a) Capitalize experiences on financial means mobilization and elaborate a funding strategy and operational guidelines and mechanisms that could secure the implementation of existing IWRM plans and agreed actions b) Carry out comprehensive assessment of the existing financial mechanisms and support consultations to secure enough funds for IWRM plans development and implementation c) Increase funding for transboundary water resources development and management through (i) improving overall regional water governance, (ii) developing mechanisms for country co-financing, (iii) increasing riparian capacity in financial engineering and negotiation skills
	<p>1.4. To facilitate development of tools suitable for institutional and financial management for the concerted preparation of master plans and action programs in the medium and long term</p> <p>1.4.1. Development of institutional management tools</p> <ul style="list-style-type: none"> a) Map good practices and tools of institutional management and disseminate the findings among the L/RBOs b) Organize and support consultations on the issue of resources allocated to the participation of the civil society to ensure good level of ownership <p>1.4.2. Development of financial management tools</p> <ul style="list-style-type: none"> a) Support development of transboundary IWRM plans initiatives and processes in terms of financial management b) Develop financial management tools to support implementation of existing IWRM plans, master plans and action programs

Focus domains	ANBO potential support actions
1. Gouvernance : Institutions, réglementations, gestion	<p>1.5. To support the African Ministers Council on Water (AMCOW), to meet its specific requests on management per basin and implement its orientation in the field</p> <p>1.5.1. Support <i>implementation of RECs' actions (regional water policies and IWRM plans) relevant for the strengthening of L/RBOs in terms of technical assistance and fundraising support</i></p> <p>1.5.2. <i>Develop synergies between the ANBO and the RECs in supporting the L/RBOs</i></p> <p>1.5.3. <i>Study the feasibility and the modalities of civil society (SC) presence within the ANBO institutional framework</i></p> <p>1.5.4. <i>Support to AMCOW in reviewing the MoU between the AMCOW and the ANEW to clearly reflect IWRM issues regarding the civil society (CS) implication</i></p> <p>1.5.5. <i>Search coherence between ANBO actions and the AMCOW themes of its work plan regarding IWRM planning and implementation</i></p>
2. Knowledge management, Capacity needs and capacity building	<p>2.1. To develop co-operation between the organizations in charge of IWRM and to foster the exchange of experiences and expertise among them</p> <p>2.1.1. Knowledge development, management and sharing</p> <ul style="list-style-type: none"> a) Develop and disseminate knowledge on integration of groundwater management (transboundary aquifers), infrastructural development and Climate Change issues into the IRBM planning b) Develop and disseminate knowledge on the use of decision-making supporting tools that allow simulating the hydrological, hydraulic, biological and economic issues, facilitates the economic optimization of investments and benefit sharing among countries, and for simulating scenarios for development plans and programs at different time spans c) Develop communication and reporting means on transboundary water resources management and development issues with emphasizes on rigorous and evidence-based information d) Foster partnerships for sharing information, exchange of experiences and expertise between L/RBOs, and synergy development between institutions at regional level (RECs and L/RBOs) e) Support popularizing the existing legal instruments (Water agreements, Water Charters, Water Codes of conduct, etc.) to enhance the understanding of transboundary settings f) Priority improvement of data and knowledge base on transboundary aquifers
2. Knowledge management, Capacity needs and capacity building	<p>2.2. To strengthen and network the existing documentation and information centers of the member organizations, to produce, exchange, synthesize and disseminate knowledge and know-how of IWRM, in collaboration with their regional and international partners and to support the creation of new water-related documentation and information systems in the organizations which have none</p> <ul style="list-style-type: none"> a) In liaison with the RECs and other regional partners, (i) contribute to strengthen existing documentation and information centers, (ii) initiate and/or support the creation of new ones on water resources knowledge base for basin wide planning, development and management b) Support the development and set up a robust and trusted knowledge base that builds confidence, diminishes duplicative (and expensive) data collection and analysis, and fills strategic knowledge gaps c) Carry out comprehensive assessment of the operationally/functionality of existing basin observatories and support the strengthening and/or the creation of water/environmental observatories of L/RBOs and RECs (ECOWAS, ECCAS, SADC, etc.)

Focus domains	ANBO potential support actions
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">3. S&E : Mise en oeuvre et suivi, gestion adaptative, reporting</p>	<p>3. M & E: Implementation and Follow-up, Adaptive Management, Reporting</p> <p>3.1. Facilitation the development of tools suitable for knowledge and monitoring of water resources, for the organization of data bases for the concerted preparation of master plans and action programs in the medium and long term</p> <p>3.1.1. Development of sustainable information systems</p> <ul style="list-style-type: none"> a) Support the development of sustainable information and transboundary monitoring systems on water basic data production and management b) Train key national and L/RBOs officers to obtain adequate technical and institutional capacity to organize the production and sharing of information c) Assist in the development of appropriate instruments (agreements or protocols) for the exchange of information and data and help to implement the existing agreements or protocols <p>3.1.2. Fostering adaptive management</p> <ul style="list-style-type: none"> a) Develop follow-up and M&E systems including performance (governance and technical) indicators b) Develop and apply performance management (i) Preparation of strategic performance (rules, procedures, guidelines and protocol, (ii) Assessment of the impacts of policy decisions and their implementation c) Implement the IWRM performance indicators (Key Performance Indicators or KPI's) for African transboundary basins management that were developed by the ACP-EU Water Facility Project (2010) d) Develop and promote M&E tools to monitor challenges of transboundary water resources management (hydrological uncertainty under climate change, multiple stakeholder participation, changing objectives, maintaining open and constructive relations between riparians, etc.) e) Develop and promote tools and mechanism for using updated information to modify management policy, strategies and practices (production and sharing of information, means or guidance to collect, standardize, summarize and enhance data, willing and capacity to exchange data and information, capacity to implement information systems, flood warning systems) f) Develop and disseminate a reporting system for L/RBOS and ensure regular reviews of management objectives and the M&E outcomes
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">4. Participation : Sensibilisation, confiance et appropriation</p>	<p>4. Participation: Awareness, Trust and Ownership</p> <p>4.1. Facilitation the development of tools suitable for the concerted preparation of master plans and action programs in the medium and long term</p> <p>4.1.1. Evaluation of a course of actions regarding stakeholder participation</p> <ul style="list-style-type: none"> a) Carry out comprehensive assessment of African experiences on Multi-Stakeholder Platforms (MSPs) for dialogue and consultation based on existing initiatives including the Nile Basin Discourse (NBD) and other relevant ones and promote the good practices b) Define guidelines and rules for genuine identification of representatives of stakeholders and proper public consultations c) Detect and promote sound and effective information mechanisms that regularly inform the various stakeholders of the basin on actions

Focus domains	ANBO potential support actions
4. Participation : Sensibilisation, confiance et appropriation	<p>4.1.2. Promote broad based stakeholders participation in transboundary water resources management</p> <ul style="list-style-type: none"> a) Map and promote good practices/examples of Multi-Stakeholder Platforms (MSPs) and civil society (CS) organizations' participation in the preparation of master plans and action programs b) Based on the AMCOW Policy and Strategy for integration of gender in the water sector in Africa (2011), develop an effective guide for stakeholder participation in basin resources development and management including good gender balance c) Bridge operational gaps of CS participation in the IWRM planning and improvement of collaboration between CS and TBOs d) Capitalize successful experiences of the SC participation and develop a strategy for its involvement and harmonize its participation e) Promote the sharing of the Nile Basin Discourse (NBD) and other relevant experiences f) Develop and disseminate public participation tools that take into account the large spectrum of public participation (inform, consult, involve, collaborate, empower) including inclusiveness g) Strengthen stakeholder participation through policy and legislation review and revision throughout the basin countries <p>4.1.4. Raising awareness, trust and ownership</p> <ul style="list-style-type: none"> a) Formulate and implement a public information program to raise awareness among a broad range of stakeholders b) Develop and promote tools for awareness, trust, and consensus building, and train key national and L/RBOs officers c) Prepare and disseminate a communication strategy and tools that foster good understanding, sharing best information available, building the knowledge base, enhancing trust and ownership d) Promote constructive engagement and consensus building approaches for complex decision-making over shared water resources management

4.2 Priority actions, activities and budget

As it has been said previously, there is a need to focus on IWRM planning for international lake/river/aquifer basins and to only address gaps, deficiencies and weaknesses which could otherwise penalize the development and implementation of IWRM plans. Even so, ANBO cannot address all these gaps and needs. The idea is to prioritize those crucial gaps and needs that ANBO and the L/RBOs can address sustainably with reasonable means and time.

In order to prioritize the concrete actions which could be provided by ANBO to the L/RBOs, an analysis of the causes and the effects of the gaps have been carried out using the table 5 below. This analysis helps to understand the proposed improvements.

The gaps are organized in the three phases for the application of IWRM approach: (A) Preparation of IWRM planning, (B) Development of IWRM plans, and (C) Implementation of IWRM plans. Some of the gaps are cross-cutting two or three phases, but only the most significance phase for the gap is kept in.

Tableau 5 : Liens entre les lacunes, les causes et les effets relatifs à l'élaboration et à la mise en œuvre de plans de GIRE pour la gestion des ressources en eau transfrontalières.

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
A- Preparation for IWRM planning		
<p>1. A long term and strategic vision for IRBM of shared water resources has not been sufficiently developed as to guide transboundary cooperation over shared water resources.</p>	<ul style="list-style-type: none"> - Lack of a holistic vision - Limited political capacity of the key actors in the understanding, negotiation and implementation of water international agreements - Lack of technical capacity to develop roadmaps, detailed work plan and M&E procedures 	<ul style="list-style-type: none"> - The consensus to be derived among the parties is not based on a broad and holistic vision of the preferred pathway for future economic development - The shared dreams, aspirations and hopes about the state, use and management of water resources in the basin are not captured. - The planning process is difficult to achieve without clear guide and direction to the future actions about water resources
<p>2. Unequal commitment to sustainable joint management of transboundary water resources</p>	<ul style="list-style-type: none"> - Insufficient political awareness of "inaction costs" - Weak or lack of full involvement of all countries sharing the same international river basins - Lack of true collaboration with top-level commitment 	<ul style="list-style-type: none"> - Lack of long term commitment leads to incoherent management of transboundary watercourses - The high risk of conflict between countries over shared water resources - States that share transboundary waters are facing increasing demands for water, hydrologic variability, unilateral basin development and other conflicts that could contribute to tensions over transboundary water - The potential costs of tensions between riparian nations over transboundary waters are high. They can limit prospects for regional integration, trade and stability. This in effect limits the potential for sustainable development to materialize.
<p>3. Policies, strategies, decisions, and projects are not developed in an integrated manner, recognizing the holistic and interactive way that natural resources behave.</p>	<ul style="list-style-type: none"> - Insufficient knowledge of benefits deriving from IWRM - Strategic planning of transboundary IWRM is not always and/or linked enough to various other regional and sectorial planning processes - Limited human capacity to deal with holistic and interactive character of natural resources 	<p>The shared water resources planning does not integrate the full range of transboundary challenges and opportunities</p>
<p>4. Key issues of transboundary cooperation are not adequately addressed for problem solving.</p>	<ul style="list-style-type: none"> - Insufficient water governance instruments based on IWRM concepts and principles (economic, social, environmental, ...) - Inappropriate legal and institutional frameworks 	<ul style="list-style-type: none"> - The objectives set by the riparians for the management of Transboundary Rivers are not achieved. - Institutions for promoting joint management of shared water resources and managing differences are often missing. Where they do exist, they often remain ad-hoc, disparate and underfinanced.
B- Development of IWRM plans		

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
<p>5. The roles and responsibilities of individual member states, regional partners, basin authorities and corresponding state agency at every level, private sector and public roles are not clearly defined, thus leading to difficulties in implementation</p>	<ul style="list-style-type: none"> - Absence of translation of policies and visions into strategies, plans and programs - Lack of clear definition of the role and responsibilities of all actors involved - The institutional framework that allow every key group of stakeholders to take its share is weak or lacking 	<ul style="list-style-type: none"> - The choice of the tasks to be implemented by the various actors does not result from a detailed analysis of the current situation - Water resource governance is not improved due to low-quality process - Absence of high standards of deliberation, facilitation, inclusiveness, information exchange and communication with the actors at all levels and wider constituency
<p>6. The strategic assessment of water and related resources does not adequately include all aspects of basin data</p>	<ul style="list-style-type: none"> - Lack of maintenance of monitoring networks, basic data production and weak water information systems and transboundary monitoring - Lack of adequate technical capacity to organize the production and sharing of information - Limited human and institutional capacity in data capture, analysis, research, information generation, knowledge sharing and management 	<ul style="list-style-type: none"> - The weak knowledge of water resources acquired through the implementation of tools and methods called “management instruments” does not assist decision makers to make sound and informed choices concerning the development and use of water resources. - Different kinds of planning tools (water information systems, monitoring networks, decisions-making supporting tools,...) are of very little use due to the lack of reliable data and information generated
<p>7. The assessment of the current situation does not adequately include transboundary challenges (hydropower generation, irrigated agriculture, waterways navigation, flood control, “green infrastructures, etc.); and problems, challenges, management potentials and constraints are not well defined.</p>	<ul style="list-style-type: none"> - Limited technical capacity for strategic planning - The lack of basic data production (data is usually incomplete and dispersed); the lack of homogeneity and comparability (each data producer manages their data following their own procedures); the lack of legal and institutional frameworks organizing access and dissemination of water-related information; Data produced with public funds is not always free to access, and datasets are considered confidential; the lack of human resources and lack of training capacities - Reluctance of national authorities to provide neighboring countries with information (strategic character) - The lack of or inefficient flood warning systems across the entire basin - Inadequate water resources knowledge base for basin wide planning, development and management, and integration between countries of the basin 	<ul style="list-style-type: none"> - The actions that are of a more or less transboundary nature are difficult to define - There is an inadequate integration of Environmental management, Demand management, Conflict resolution and Green economy into IWRM planning - The insufficient understanding and analysis of water situation (including biological indicators) and trends - The uncontrolled flood events that occur with various lost (human lives, economic, social and environmental assets) - Human security and development can be made vulnerable by ignoring transboundary waters, since conflict or improper management may lead to a lack of regional preparedness or capacity to address challenges such as floods and droughts. These vulnerabilities are further exposed by the absence of adequate systems or mechanisms to effectively share hydrological data and information within a basin.

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
<p>8. The views and concerns of the key actors and major stakeholders of the basin are not well reflected in the decision-making processes (planning, management, and implementation)</p>	<ul style="list-style-type: none"> - Lack of a basin-wide sound institutional framework that allows all the major actors of the basin to participate - Inadequate or lack of platforms or mechanisms for stakeholder and civil society organizations' participation including good gender balance for dialogue, consultation, and decision-making - Lack of common global platforms to advance joint management of transboundary waters and a lack of coordinated approaches among development partners is a major challenge. 	<ul style="list-style-type: none"> - Because of the lack of a strong, clear, and flexible framework, the views of the basin community are ignored or taken for granted, and are not systematically incorporated. - There is no good representation of the major actors of each country with a good gender balance. - The principle of "subsidiary" is not applied to allow organizational structures at basin and sub-basin levels to enable decision making at the lowest appropriate level.
<p>9. The initiatives and actions of L/RBOs are overlapping with those of institutions at regional level (RECs) and lead to inconsistencies, inefficiency, lack of optimization of resources, lack of coherence between national IWRM plans, and lack of harmonization at regional/transboundary level</p>	<ul style="list-style-type: none"> - Limited interaction between L/RBOs, RECs and other regional bodies - Insufficient cooperation between L/RBOs and RECs - Lack of partnership and limited sharing and synergy development between institutions at regional level 	<ul style="list-style-type: none"> - Shared water resources cannot serve as a focal point for cooperation and diminish tensions between countries while promoting regional integration and development, both within a basin and in a wider region. - Duplication of actions, inconsistency and lack of coherence of actions at regional or basin level - Inefficiency, ineffectiveness and finally lack of sustainability
<p>10. Very limited integration of groundwater management (transboundary aquifers) into broader IRBM planning</p>	<ul style="list-style-type: none"> - Management responsibilities of L/RBOs do not clearly address the issues of groundwater management - Lack of leadership to strengthen the institutional framework for managed ground water development and thus improve water-security - Limited technical capacity to deal with groundwater management - Weak knowledge of groundwater and aquifer systems, in particular of groundwater ecosystem linkages and dependencies 	<ul style="list-style-type: none"> - No unified vision of groundwater and surface water resources is provided - Groundwater cannot fulfill its extremely important role in the conservation of important aquatic and terrestrial ecosystems - Misunderstanding of groundwater systems and their surface water interactions
<p>11. The simulation of the hydrological, hydraulic, biological and economic issues and of scenarios for development plans and programs at different time spans is not always applied.</p>	<ul style="list-style-type: none"> - Limited knowledge about mechanisms of benefit sharing - Lack or insufficient use of decision-making supporting tools - Low technical capacity to use decision-making tools that allows to tap into the full range of opportunities and benefits of cooperation 	<ul style="list-style-type: none"> - The uncertainties in the field of transboundary basin management could grow due to lack of adequate capacity and development activities at a national and regional level - The maximum potential and benefits from cooperation is difficult to reach if not impossible

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
<p>12. Benefits that derive from the cooperation rather than interests (from economical competition to sharing of benefits) are not fully understood and identified</p>	<ul style="list-style-type: none"> - Limited or inefficient use of specific tools that facilitates the economic optimization of investments and benefit sharing among countries - Tools and instruments to plan priority actions and detailed program of action are lacking or not used to their full potential 	<ul style="list-style-type: none"> - The importance of adequate management of transboundary waters and suggestions for ways in which it can be improved and developed, as well as the identification of a number of new challenges for the effective management of transboundary waters is not well captured. - The effects of improperly managed transboundary waters bleed into other sectors (efforts to eradicate poverty can be severely hampered as they are related, at least indirectly, to the ways in which transboundary waters are managed) - Leadership of main infrastructure projects is not clarified (who does what?)
<p>13. The budget of priority actions that are detailed in short term action plans (a few years) are not estimated in a realistic manner and given in the form of an investment plan, distributed as fairly as possible among the basin States</p>	<ul style="list-style-type: none"> - Lack of sound budgeting and funding strategy and mechanisms through investment plans and annual programs - For each action, the national or international contracting authority is not clearly identified and the financing package not adequately developed 	<ul style="list-style-type: none"> - The emphasis is put on water development (i.e. investment in tapping new water sources) to the detriment of water management (i.e. investment in improving water use practices) - The interested third parties (donors) cannot engage adequate funds to support implementation - The financial resources required to secure the implementation are not fully mobilized and made available on time - Low level of interest can be shown by some countries when they realize they are not given a fair share of benefits
<p>C- Implementation of IWRM plans</p>		
<p>14. Weak institutional coordination at all levels among countries that have embarked on reforms to improve the enabling environment, and low level of coordination between institutions and collaboration between sectors at different levels (in the country) to optimize planning and implementation</p>	<ul style="list-style-type: none"> - Limited capacity of the L/RBOs to coordinate the implementation ensuring the operational links with the countries - Limited or lack of capacity of the L/RBOs member countries to ensure effective implementation - The views of civil society are not reflected in decisions <p>Capacity needs are not systematically evaluated and included in IWRM plans</p>	<ul style="list-style-type: none"> - Those who want to better understand and efficiently engage in transboundary water management cannot improve the understanding of the transboundary context. - Without proper coordination mechanisms, competition for water might lead to disruptive conflicts between countries, and between sectors within the same country

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
<p>15. Limited institutional and human capacity (L/RBOs and countries) to adequately deal with the various implementation functions of IWRM planning and implementation</p>	<p>The Africa Water Vision 2025 capacity for IWRM is underdeveloped and is lacking: I</p> <ul style="list-style-type: none"> - Political will & commitment, public awareness - Enabling environment through institutional reforms - Adequate number of motivated & highly skilled water professionals - Effective & financially sustainable systems for data & information 	<ul style="list-style-type: none"> - Despite the large consensus on challenges facing Africa (lack of capacity, finance coordination and political will), the focus has been on individuals rather than institutions, with more operational support than institutional support - Few transboundary basins have reached much needed cooperative arrangements. Existing L/RBOs are constrained by organizational and financial obstacles - The IWRM approach is not yet based on demand-driven: a change from supply management approach to demand management approach is needed - There is a risk of not achieving the transition towards "green economy": prioritizing investment and spending in areas that stimulate the greening of economic water-related sectors, limiting spending in areas that deplete or pollute aquatic ecosystems capital, employing instruments to promote green investment and innovation, investing in capacity building and strengthening transboundary governance
<p>16. The required financial resources to secure the development of IWRM plans or the implementation of existing IWRM plans are not made available.</p>	<ul style="list-style-type: none"> - Lack of political will and capacity to raise funds - Insufficient or lack of financial means to secure the implementation of agreed plans of actions - Lack of a realistic and motivating incentive framework for actors and financial partners - Limited resources allocated to the participation of the civil society to ensure good level of ownership 	<ul style="list-style-type: none"> - Credibility loss of IWRM plan and of the L/RBOs which has promoted it - The development and management water problems that IWRM plans are supposed to solve are getting worse - Stakeholders cannot take ownership of the issues and agreed actions to be implemented - Donors sometimes step in to fill the role of raising funds with possible external values and agenda and partiality, making cooperation more difficult
<p>17. Existing IWRM plans (strategic plans or programs, master plans, investments plans or programs, ...) are not yet implemented at the desired speed (timeframe)</p>	<ul style="list-style-type: none"> - Lack of capacity of L/RBOs to develop bankable actions based on the existing IWRM plans - Limited promotion of IWRM plans by the riparian states and L/RBOs at national, regional and international fora so as to gain the broad support they need for successful implementation - The issue of financing IWRM plans is not addressed on time (at early stage of planning and involving the donors) 	<ul style="list-style-type: none"> - Limited interest of third parties (donors) - Delay in the implementation - Water problems are becoming increasingly difficult to solve - Water is no longer contributing to economic growth, poverty reduction, and environmental sustainability, but in contrary is becoming a critical factor to worsen the already fragile situation

GAP/NEED	CAUSES	EFFECTS (passed, present, foreseeable)
18. Lack of knowledge to inform the constituencies on the sustainable management of the basin, and to openly assess if the basin-wide institutional arrangements are achieving the goals and objectives set by States	<ul style="list-style-type: none"> - Very weak metrology systems on quantitative aspects and even more on qualitative issues of water resources - Follow-up and M&E systems including performance indicators (governance and technical) - Lack of sustainable M&E and performance indicators systems, and of an effective information mechanism to regularly inform the various stakeholders of the basin on actions - Inefficient or lack of ongoing monitoring and auditing process and of reliable knowledge about the overall management of the river basin 	<ul style="list-style-type: none"> - The water management in the transboundary basin has not been improved. - Adaptive management as the process for continually improve management policies and practices by leaning from outcomes is not possible - The expectations of the stakeholders are not met. - L/RBOs are not delivering what they are expected to achieve and will lose credibility - The motivation of the States and stakeholders is no longer there, and the need for transboundary cooperation is disappearing

The 5-year (2015-2019) Action Plan of the concrete actions (support services) which could be provided by ANBO to the L/RBOs in terms of IWRM planning is summarized in table 6 below. As previously said, ANBO cannot address the full range of L/RBOs needs. Due to the institutional capacity, budget constraints, one must be realistic and reasonable; ANBO must limit its actual intervention to actions that consolidate the achievements and good practices while strengthening the capacity of L/RBOs

Table 6: Summary of components, priority main actions and activities

Component	Nb of main actions	Nb of activities	Estimated budget (€)
1. Governance framework : Policies, Legislation/Regulations, Institutions, Management	3	9	1, 130, 000
2. Knowledge management, Capacity building	3	8	1, 275, 000
3. M&E, Follow-up, Reporting, Adaptive management	2	3	375, 000
4. Participation, Awareness, Trust, Ownership	2	3	500, 000
TOTAL	10	23	3, 280, 000

The detailed list of components, main actions and activities is indicated in table 7 below. The detailed budget estimation is given in Annex 1.

Table 7: Detailed list of components, main actions, activities and estimated budget

	Volet / Action principale / Activité	Court terme (0-2 ans)	Moyen terme (3-5 ans)	Coût (€)
	GOVERNANCE FRAMEWORK: POLICIES, LEGISLATION / REGULATIONS, INSTITUTIONS, MANAGEMENT			1, 130, 000
1.1	Development and strengthening regional policy and legal frameworks			255, 000
1.1.1	Facilitate a study on basin-wide policies and legal frameworks, and promote linkages on strategic planning between L/RBOs and various regional and sectorial planning processes	✓		30, 000
1.1.2	Organize 2 regional meetings to raise awareness and encourage L/RBOs for the ratification by Member States of the UN 1997 Convention on the Law of the Non-navigational Uses of International Watercourses through 4 regional meetings	✓		100, 000
1.1.3	Provide support in motivating regional cooperation over shared water resources and transboundary management, strengthening existing L/RBOs and promote the creation of new ones	✓	✓	125, 000
1.2	Fostering institutional coordination and joint activities			325, 000
1.2.1	Support L/RBOs to ensure enhanced coordination of IWRM planning between national and transboundary levels, and provide technical assistance in reviewing L/RBOs IWRM Plans in the light of RECs regional IWRM Plans for coherence	✓	✓	150, 000
1.2.2	Facilitate strengthened research on shared water resources through the development of joint programs, collaboration of research institutions, enhanced information exchanges, and policy decision making based on scientific and research findings	✓	✓	175, 000
1.3	Promoting coordinated management of shared water resources			550, 000
1.3.1	Promote consultations and develop synergies among L/RBOs that straddle more than one REC in liaison with the RECs concerned	✓	✓	100, 000
1.3.2	Develop and promote tools and methodologies to harmonize national IWRM plans according to transboundary IWRM plans, and support the development of IWRM plans for international river basins that don't have them	✓	✓	250, 000
1.3.3	Carry out a comprehensive assessment of the existing financial mechanisms and planning tools, support consultations, and facilitate the development of resources mobilization tools to secure funding for IWRM plans development and implementation	✓		75, 000
1.3.4	Strengthen cooperation between the ANBO and the RECs, and support implementation of RECs' actions (regional water policies and IWRM plans) relevant for the strengthening of L/RBOs in terms of technical assistance and fundraising	✓	✓	125, 000
2	KNOWLEDGE MANAGEMENT, CAPACITY BUILDING			1, 275, 000

	Volet / Action principale / Activité	Court terme (0-2 ans)	Moyen terme (3-5 ans)	Coût (€)
2.1	Knowledge development and management			475 ,000
2.1.1	Document and disseminate knowledge on the use of decision-making supporting tools; Identify models and methodologies for the identification of shared benefits that derive from the cooperation rather than interests (from economical competition to sharing of benefits)		✓	100, 000
2.1.2	Support popularizing and domestication of the existing international and basin-wide legal instruments (1997 UN Convention, Water agreements, Water Charters, Water Codes of conduct, etc.) to enhance the understanding of transboundary settings	✓	✓	200, 000
2.1.3	Document and disseminate knowledge on integration of groundwater management (transboundary aquifers), infrastructural development and Climate Change issues into the IRBM planning	✓		75, 000
2.1.4	In liaison with the RECs and other regional partners, (i) contribute to strengthening existing documentation and information centers, (ii) support the creation of new ones on water resources knowledge base for basin-wide planning, development and management	✓	✓	100, 000
2.2	Development of water sustainable information systems*			350, 000
2.2.1	Support the development of institutional and human capacity in (i) data and information management and sharing, (ii) facilitate capacity building to implement existing agreements and protocols on data sharing, (iii) develop and disseminate environmental indicators (quantitative, qualitative, biological) to ensure the ecological balance of shared resources (flows, pollutants, flood warning systems,...), (iv) carry out comprehensive assessment of the functionality of existing basin observatories, and support the strengthening and/or the creation of water/environmental observatories of L/RBOs	✓	✓	350, 000
2.3	Capacity development / Capacity building			450, 000
2.3.1	Capitalize and disseminate good practices of technical capacity that consider transboundary challenges and integration between countries of the basin; Support development of technical capacity on (i) assessment of current situation including transboundary challenges, and (ii) tools and instruments to plan priority actions and detailed programs of action	✓	✓	125, 000
2.3.2	Assist the L/RBOs in developing the capacity to coordinate the implementation of IWRM plans ensuring the operational links with the countries	✓		75, 000

	Volet / Action principale / Activité	Court terme (0-2 ans)	Moyen terme (3-5 ans)	Coût (€)
2.3.3	Develop capacity of the key actors (national, regional and transboundary including civil society organizations) on: (i) understanding, negotiation and implementation of water and environment international agreements, (ii) transboundary water resources management issues/challenges (Water governance, Water agreements, Water Charters, Water Codes of conduct, Demand management, Conflict resolution, Environmental management, Climate change, Water economics and economic growth, Green economy...)	✓	✓	250, 000
3	M & E, FOLLOW-UP, REPORTING, ADAPTIVE MANAGEMENT			375, 000
3.1	Development of M&E, Follow-up and Reporting systems			250, 000
3.1.1	Based on existing M&E and performance systems, support L/RBOs in their use, and facilitate their development for L/RBOs that don't have this	✓	✓	100, 000
3.1.2	Support the exchange of experiences of the implementation by L/RBOs of the IWRM performance indicators (Key Performance Indicators or KPI) for African transboundary basins management that have been developed by the ACP-EU Water Facility Project (2010)	✓	✓	150, 000
3.2	Strengthening and promotion of Adaptive management tools			125, 000
3.2.1	Document and share M&E tools aiming to monitor challenges of transboundary water resources management (hydro meteorological uncertainty under climate change, multiple stakeholder participation, changing objectives, maintaining open and constructive relations between riparian's, etc.)		✓	125, 000
4	PARTICIPATION, AWARENESS, TRUST AND OWNERSHIP			500, 000
4.1	Enhancement of Stakeholder participation			250, 000
4.1.1	Carry out comprehensive assessment of African experiences on Multi-Stakeholder Platforms (MSPs), and Capitalize successful experiences and good practices/examples of the Civil Society (CS) participation based on existing initiatives including the Nile Basin Discourse (NBD) and other relevant ones and promote the good practices	✓	✓	150, 000
4.1.2	Facilitate/support the development of rules and guidelines for stakeholder participation including good gender and youth balance, and strengthen stakeholder participation through basin-wide policy and legislation review based on the AMCOW Policy and Strategy for integration of Gender in the water sector in Africa (2011),	✓		100, 000
4.2	Strengthening Awareness, Trust and Ownership		250 000	250 ,000

	Volet / Action principale / Activité	Court terme (0-2 ans)	Moyen terme (3-5 ans)	Coût (€)
4.2.1	Facilitate/support political awareness (costs of inactions and benefits of actions) through (i) the promotion of tools to raise awareness and trust among a broad range of stakeholders, (ii) the dissemination of tools that foster good understanding, sharing best information available, building the knowledge base, enhancing trust and ownership, (iii) training key national and L/RBOs officers	✓	✓	250, 000
	TOTAL			3 280 000

* The main action 2.2 “Development of water sustainable information systems” is a proposal to complement activities of the SITWA Project component on “Knowledge and Information Management”. Any duplication or overlap must be avoided.

5. RECOMMENDATIONS FOR ANBO

The recommendations bring together findings from the study and ANBO actions that will facilitate concrete progress with the integrated approach. The actions which could be provided by ANBO to the L/RBOs are not specifically targeted but are relevant to the prime responsibilities of L/RBOs, RECs and countries.

Key messages and recommendations

1. IWRM planning should not be led in isolation from other regional institutions in charge of integrated approach in transboundary water management.
2. There is no IWRM prescription. Work with stakeholders to adapt IWRM principles to on-the-ground and institutional realities through demonstration projects, when possible, that are flexible and adapt and innovate as they proceed. Embed learning strategies in actions to capture evidence on what works for scaling up. Communicate and share lessons in ways that catalyze action at national and basin levels.
3. In the final design of the 5-year program regarding IWRM planning for the L/RBOs, ANBO, AMCOW, RECs and L/RBOs should consult so as to avoid overlap and to be effective and efficient. Use of best practice in TRBM should guide the process.
4. Not all L/RBOs or RECs require the same support from ANBO. Therefore there is a crucial need to set criteria and modalities to get ANBO support which will depend on the mandate and the ongoing activities within the requesting L/RBOs or RECs. The demand-driven approach should apply.
5. The priority activities are proposals to complement activities of the SITWA Project components. Any duplication or overlap must be avoided.
6. Need to consolidate the three action programs (IWRM planning, Infrastructure development, Adaptation to climate change), as they may overlap to some extent and to fully realize optimization.
7. Set up a flexible and operational framework for the implementation of the 5 year (2015-2019) program. The framework should be designed in such way to involve the key partners of ANBO in the program steering committee

6. CONCLUSION

The ANBO Vision for 2025: *“A federation of African RBOs that influences and helps its members to concretely contribute to the African Water Vision 2025, for the well-being of the African population”* is meant to develop and strengthen the capacities of African RBOs to allow them to play a key role in the regional economic development in the water sector at basin level. To this end, water governance capacity is of paramount importance to support and catalyse the necessary reforms and to build sustainability. Thus, water governance capacity refers to the level of competence of a society to implement effective water management, by means of transparent, coherent, and cost efficient policy, law and institutions.

Building reform strategies around water governance capacity ensures a holistic approach, in which changes in policy, law and institutions aim to be coordinated, internally consistent and mutually reinforcing. Thus, growing regional and national capacities for water governance will be a catalyst for sustainable water resources management, including enabling of progress on water resources development, and implementation of integrated water resources management (IWRM).

An Integrated Water Resources Management needs to be the framework for successful sustainable management of international watercourses. Applying an integrated approach to shared water resources management in Africa implies collaboration and partnerships between AMCOW, ANBO, RECs and L/RBOs, and with regional and international organizations as well.

IWRM planning should always include a dimension of water resources development, in water resources management, aimed at satisfying the social, economic and environmental needs. In many cases, the water resources management plans based on an integrated approach at the disposal of the L/RBOs includes a water resources development component that is implemented with more or less success. Each case presents challenges and specific needs regarding IWRM planning.

As it is the case for most development activities, the success of policies, programs, projects and services in water sector depends heavily on the capacity, resources and expertise of responsible institutions. In a transboundary setting, the capacity of such institutions (L/RBOs, RECs) may need to be enhanced by means of human resources development and training and improvement of capacity for networking etc. Key areas where support is needed from ANBO, in order for partner L/RBOs and RECs to translate their IWRM related policies and strategies into practices, include capabilities to apply IWRM plans and programs at all management levels and to link management and actions for all the different RECs areas at national and regional level.

Thus, IWRM Planning for transboundary basins requires water governance that is coordinated across levels and promotes and facilitates consensus building. Create platforms for stakeholders to come together to transparently agree and define rights and responsibilities. Ensure the institutions are accountable to their commitments and their constituents, while decision-making incorporates the realities of political processes.

ANBO's ultimate goal is to contribute to the implementation of African Water Vision 2025 through the strengthening of L/RBOs in terms of integrated and concerted approaches for transboundary water resources management. The concerns of the African Water Vision are well taken into account in the mandate of ANBO.

The gaps and needs of African L/RBOs regarding IWRM planning for shared watercourses are so many and diverse. ANBO cannot address every need to satisfy every L/RBOs. But ANBO can target its support to lay the foundation for effective and sustainable water management in strengthening the L/RBOs.

IWRM is a tool, an approach that must produce tangible impacts, and IWRM planning in international watercourse basins aims to achieve impacts at operational level, rather than the promotion of the tool itself. Thus, emphasis must be put on Results Based Management (RBM).

7. ANNEXES

7.1 Plan d'action détaillé, budget et calendrier pour 2015-2019

	Component / Main action / Activity	Short Term (0-2 yrs)	Medium Term (3-5 yrs)	Cost (€)	Lead institution	Main partner institutions
1	GOVERNANCE FRAMEWORK: POLICIES, LEGISLATION / REGULATIONS, INSTITUTIONS, MANAGEMENT			1, 130, 000		
1.1	Development and strengthening regional policy and legal frameworks			255, 000		
1.1.1	Facilitate a study on basin-wide policies and legal frameworks, and promote linkages on strategic planning between L/RBOs and various regional and sectorial planning processes			30, 000	ANBO	L/RBOs, RECs, GWPO
1.1.2	Organize 2 regional meetings to raise awareness and encourage L/RBOs for the ratification by Member States of the UN 1997 Convention on the Law of the Non-navigational Uses of International Watercourses through 4 regional meetings	✓		100, 000	ANBO/RECs	L/RBOs, Countries, OIEau
1.1.3	Provide support in motivating regional cooperation over shared water resources and transboundary management, strengthening existing L/RBOs and promote the creation of new ones	✓	✓	125, 000	AMCOW/RECs	L/RBOs, Countries, GWPO
1.2	Fostering institutional coordination and joint activities			325, 000		
1.2.1	Support L/RBOs to ensure enhanced coordination of IWRM planning between national and transboundary levels, and provide technical assistance when reviewing L/RBOs IWRM Plans in the light of RECs regional IWRM Plans for coherence			150, 000	ANBO	L/RBOs, RECs, Countries, OIEau, GWPO
1.2.2	Facilitate strengthened research on shared water resources through the development of joint programs, collaboration of research institutions, enhanced information exchanges, and policy decision making based on scientific and research findings	✓	✓	175, 000	IUCN	Regional Water Research Institutions, Universities, Centers of excellence of the NEPAD
1.3	Promoting coordinated management of shared water resources			550, 000		
1.3.1	Promote consultations and develop synergies among L/RBOs that straddle more than one REC in liaison with the RECs concerned	✓	✓	100, 000	ANBO	L/RBOs, RECs, OIEau
1.3.2	Develop and promote tools and methodologies to harmonize national IWRM plans according to transboundary IWRM plans, and support the development of IWRM plans for international river basins that don't have this	✓	✓	250, 000	ANBO	L/RBOs, RECs, Countries, GWPO, OIEau

	Component / Main action / Activity	Short Term (0-2 yrs)	Medium Term (3-5 yrs)	Cost (€)	Lead institution	Main partner institutions
1.3.3	Carry out a comprehensive assessment of the existing financial mechanisms and planning tools, support consultations, and facilitate the development of resources mobilization tools to secure funding for IWRM plans development and implementation	✓		75, 000	GWPO/RECs	L/RBOs, TFPs, OIEau
1.3.4	Strengthen cooperation between the ANBO and the RECs, and support the implementation of RECs' actions (regional water policies and IWRM plans) relevant for the strengthening of L/RBOs in terms of technical assistance and fundraising	✓	✓	125, 000	ANBO/RECs	L/RBOs, TFPs, GWPO, OIEau
2	KNOWLEDGE MANAGEMENT, CAPACITY BUILDING					
2.1	Knowledge development and management					
2.1.1	Document and disseminate knowledge on the use of decision-making support tools; Identify models and methodologies for the identification of shared benefits that derive from the cooperation rather than interests (from economical competition to sharing of benefits)		✓		ANBO/OIEau	L/RBOs, RECs, Countries, GWPO, Civil Society NGOs
2.1.2	Support popularizing and domestication of the existing international and basin-wide legal instruments (1997 UN Convention, Water agreements, Water Charters, Water Codes of conduct, etc.) to enhance the understanding of transboundary settings	✓	✓		ANBO/GWPO	L/RBOs, RECs, TFPs, OIEau
2.1.3	Document and disseminate knowledge on integration of groundwater management (transboundary aquifers), infrastructural development and Climate Change issues into the IRBM planning	✓	✓		ANBO/OIEau	L/RBOs, PIDA, WACDEP, OSS, UNESCO-IHP
2.1.4	In liaison with the RECs and other regional partners, (i) contribute to strengthening existing documentation and information centers, (ii) support the creation of new ones on water resources knowledge base for basin-wide planning, development and management	✓	✓		ANBO/RECs	L/RBOs, OIEau
2.2	Development of water sustainable information systems*			350, 000		

	Component / Main action / Activity	Short Term (0-2 yrs)	Medium Term (3-5 yrs)	Cost (€)	Lead institution	Main partner institutions
2.2.1	Support the development of institutional and human capacity in (i) data and information management and sharing, (ii) facilitate capacity building to implement existing agreements and protocols on data sharing, (iii) develop and disseminate environmental indicators (quantitative, qualitative, biological) to ensure ecological balance of shared resources (flows, pollutants, flood warning systems,...), (iv) carry out comprehensive assessment of the functionality of existing basin observatories, and support the strengthening and/or the creation of water/environmental observatories of L/RBOS	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	350, 000	ANBO/WMO-WHYCOS	L/RBOS, CAP-NET, OIEau, UNESCO-IHP, IUCN, Countries, relevant specialized institutions
2,3	Capacity development / Capacity building			125, 000		
2.3.1	Capitalize and disseminate best practices of technical capacity that consider transboundary challenges and integration between countries of the basin; Support development of technical capacity on (i) assessment of current situation including transboundary challenges, and (ii) tools and instruments to plan priority actions and detailed programs of action	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	125, 000	ANBO/GWPO	L/RBOS, RECs, Countries, OIEau
2.3.2	Assist the L/RBOS in developing capacity to coordinate the implementation of IWRM plans ensuring the operational links with the countries	<ul style="list-style-type: none"> • 	75 000	75, 000	ANBO/GWPO	L/RBOS, Countries, TFPs, OIEau
2.3.3	Develop capacity of the key actors (national, regional and transboundary including civil society organizations) on: (i) understanding, negotiation and implementation of water and environment international agreements, (ii) transboundary water resources management issues/challenges (Water governance, Water agreements, Water Charters, Water Codes of conduct, Demand management, Conflict resolution, Environmental management, Climate change, Water economics and economic growth, Green economy...)	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	250, 000	ANBO/GWPO	L/RBOS, RECs, Countries, OIEau, IUCN, Civil Society Organizations
3	M & E, FOLLOW-UP, REPORTING, ADAPTIVE MANAGEMENT			375, 000		
3.1	Development of M&E, Follow-up and Reporting systems			250, 000		
3.1.1	Based on existing M&E and performance systems, support L/RBOS in their use, and facilitate their development for L/RBOS that don't have them	<ul style="list-style-type: none"> • 		100, 000	ANBO/AMCOW	L/RBOS, OIEau / RECs / TFPs
3.1.2	Support the exchange of experiences of the implementation by L/RBOS of the IWRM performance indicators (Key Performance Indicators or KPI's) for African transboundary basins management that were developed by the ACP-EU Water Facility Project (2010)	<ul style="list-style-type: none"> • 		150, 000	ANBO/OIEau	L/RBOS, RECs, Countries, Civil Society NGOs, TFPs
3.2	Strengthening and promotion of Adaptive management tools			125, 000		
3.2.1	Document and share M&E tools aiming to monitor challenges of transboundary water resources management (hydro meteorological uncertainty under climate change, multiple stakeholder participation, changing objectives, maintaining open and constructive relations between	<ul style="list-style-type: none"> • 		125, 000	ANBO/GWPO	L/RBOS, RECs, Civil Society NGOs

	Component / Main action / Activity	Short Term (0-2 yrs)	Medium Term (3-5 yrs)	Cost (€)	Lead inst
4.1.2	Facilitate/support the development of rules and guidelines for stakeholder participation including good gender and youth balance, and strengthen stakeholder participation through basin-wide policy and legislation review based on the AMCOW Policy and Strategy for integration of Gender in the water sector in Africa (2011),	•		100, 000	ANBO/U
4.2	Strengthening Awareness, Trust and Ownership			250, 000	
4.2.1	Facilitate/support political awareness (costs of inactions and benefits of actions) through (i) the promotion of tools to raise awareness and trust among a broad range of stakeholders, (ii) the dissemination of tools that foster good understanding, sharing best information available, building the knowledge base, enhancing trust and ownership, (iii) training key national and L/RBOs officers	•	•	250, 000	ANBO/G
	TOTAL			3, 280, 000	

Institution	7.2 List of documents consulted Main partner institutions
UN	1. Africa Water Vision for 2025 (UN Water / Africa, 2000) 2. AMCOW 2014-2016 Work Plan (AMCOW, 2013) 3. ANBO Revised Status (RAOB/ANBO, 2007) 4. SITWA Project Document (ANBO, GWP, 2011)
WPO	5. SITWA Project Infection Report (ANBO, GWP, 2013) 6. SITWA Project Reports (DOC-1, DOC-3, DOC-4, DOC-5, DOC-6, DOC-8, DOC-9, 2013) 7. Elaboration of an Action Plan for Sustainable Development of the Niger Basin (NBA, 2007) 8. Strategic Plan 2010-2014 (VBA, 2011) 9. Elaboration of a Strategic Action Plan for Integrated Water Resources Management of the Congo Basin (CICOS, 2010) 10. Master Plan – SDAGE of the Senegal River Basin (OMVS, 2011)
	11. IWRM Plan of Action of the Kayanga/Geba River Basin (OMVG, 2011) 12. Draft version of the Strategic Plan 2010-2020 for the Mano River Union (MRU, 2010) 13. Constitution of the Nile Basin Discourse (NBI, 2012) 14. Nile Basin Discourse Communications Strategy (NBI, 2010) 15. Strategic Action Programme for the Sustainable Development and Management of the Cubango/Okavango River Basin (OKACOM, Draft, 2010) 16. IWRM Strategy and Implementation Plan for the Zambezi River Basin (ZRA, 2008) 17. MoU between AMCOW and ANEW (AMCOW, ANEW, 2007) Water Resources Policy in West Africa and Implementation Plan (ECOWAS, UEMOA, CILSS, 2007) 18. IWRM Regional Action Plan for West Africa (ECOWAS, 2000) 19. Regional Water resources Policy for Central Africa (ECCAS, 2009) 20. IWRM Regional Action Plan for Central Africa (ECCAS, 2014) 21. East African Community Water Vision 2025 (EAC, 2012) 22. SADC Regional Water Strategy (SADC, 2006) 23. SADC Regional Water Policy (SADC, 2005) 24. SADC Revised Water Protocol on Shared Watercourses (SADC, 2000) 25. Report on experiences of transboundary basin organizations in Africa: Good Practices and Recommendations (ANBO, AfD, 2014) 26. 2012 Status Report on the Application of the Integrated Approaches to Water Resources Management in Africa (African Union, AMCOW, EUWI-Africa, 2012) 27. The Handbook for IWRM in Transboundary Basins of Rivers, Lakes and Aquifers (INBO, GWP, UNECE, UNESCO, GEF, AfD, 2012) 28. Source Book on Africa's River and Lake Basin Organizations (AMCOW, ANBO, 2007) 29. Integrated River Basin Management: From Concept to Good Practice – Briefing Note 1, An Introduction to Integrated River Basin Management (WB/WBI, BNWPP, 2006) 30. Catalyzing Change: A handbook for developing integrated water resources management (IWRM) and water efficiency strategies (UN DESA, GWP, 2004) 31. Regional Report on the management and utilization of water resources in Central Africa (ECCAS, 2014)

7.3 Liste des personnes consultées

N°	Names	Institution
1.	Innocent KABENGA	ANBO, SITWA Project
2.	Tanor Meissa DIENG	ANBO, SITWA Project
3.	Désiré Armand NDEMAZAGOA-BACKOTTA	ECCAS
4.	Mahamane Dédéou TOURE	ECOWAS
5.	Mahamoudou SAWADOGO	VBA
6.	Lamine KONATE	OMVG
7.	Mallan DIATA	OMVS
8.	Mohamed Fawzi BEDREDINE	OMVS
9.	Léandre Blaise TONDO	CICOS
10.	Simeon MORIBAH	MRU
11.	Pherry Chimwaya MWIINGA	ZRA
12.	Henriette NDOMBE	ABAKIR
13.	Jean-Baptiste HABİYAREMYE	NBI/NBD
14.	Aimé Dam MOGBANTE	GWP-WAf
15.	K. Patrick SAFARI	GWP-EAf
16.	Luc Claude MAMBA	GWP-CAf
17.	Laila OUALKACHA	AMCOW
18.	Sena ALOUKA	JVE
19.	Mahamadou TIEMTORE	WACDEP-WAf
20.	Hycinth BANSEKA	WACDEP-CAf
21.	Klas SANDSTROM	NIRAS
22.	Omar MUNYANESA	NIRAS
23.	Christophe BRACHET	OIEau
24.	Alain BERNARD	OIEau

7.4 Terms of Reference for consultancy services

7.4.1 1. Background of the SITWA Project

The African continent has the highest number of transboundary river basins that collectively cover 64% of Africa's surface area and contain slightly more than 93% of its surface water resources. This is why, following the adoption of the Africa Water Vision 2025, the African Union called in 2000 for a "Federation of African River and Lake Basin Organizations" to be created for developing and adopting a common approach to the management of transboundary waters. In response to this call, the African Ministers' Council on Water (AMCOW) established in 2006 the "Tekateka Committee" which recommended the adoption of the already existing (since 2002) African Network of Basin Organizations (ANBO) to provide this common platform.

In 2007, ANBO's statutes were revised and ANBO was designated as a sub-committee of AMCOW in matters relating to TWRM.

ANBO activities are aimed at:

- developing cooperation and exchange of know-how between RBOs;
- harmonizing strategies and policies at national, basin, and sub-basin levels;
- promoting and strengthening existing RBOs and encouraging the creation of new RBOs;
- Facilitating the development of planning and management tools (finances, knowledge, etc.);
- strengthening and networking of existing documentation centers;
- developing information and training of managers and professional staff in the water sector and encouraging the education of the population on water related issues;
- promoting basin-wide IWRM principles in international cooperation programs;
- evaluating actions of its members and disseminating results;
- organizing common activities of regional interest between its members, while facilitating the mobilization of resources;
- Supporting AMCOW and responding to its specific requests relating to basin management.

It is against this background that the European Commission (EC) decided to fund a three years project aimed at strengthening regional cooperation for the sustainable management of transboundary water resources in Africa, through the programmatic and institutional strengthening of ANBO, and improvement of water governance for transboundary water resources management in Africa under the platform of ANBO.

The SITWA project (Strengthening the Institutions for Transboundary Water Management in Africa) is implemented by the Global Water Partnership Organization (GWPO) in partnership with the ANBO Technical Secretariat, currently hosted by the Organization for the Development of the Senegal River (Organisation pour la Mise en Valeur du Fleuve Sénégal - OMVS).

A joint GWPO/ANBO Project Steering Committee (PSC) has been established and a Project Management Team (PMT) has been put in place at the ANBO Technical Secretariat in Dakar, Senegal..

7.4.2 2. Objectives and phasing of the SITWA Project

The overall objective of SITWA is to strengthen regional cooperation at the political, economic and stakeholder level for the sustainable management of transboundary water resources in Africa contributing to peace and security, stability and poverty alleviation, based on African knowledge.

The specific objectives of SITWA are:

Objective 1: ANBO transformed into a sustainable and influential organization as a pillar under AMCOW:

The project aims at transforming ANBO into a sustainable and influential organization, as a pillar under the African Union (AU) and AMCOW framework that supports the development of lake and river basin organizations as catalysts for policy and institutional development, knowledge and information management and capacity development on transboundary water management and development

Objective 2: ANBO Program implemented and TA provided through the RECs:

ANBO with GWPO support will provide technical assistance to the RBOs (through the RECs and their respective member states) to develop IWRM Strategies and Plans (including addressing vulnerability to floods and droughts, priority issues for short and long term development, water quantity analyses and water quality objectives, etc.) in the river basins where they are not yet developed, and to implement plans where they exist.

The project is being implemented in two phases: an inception phase and an implementation phase.

The Inception Phase took 12 months, between October 2012 and October 2013. The main result of the Inception Phase was the Inception Report with individual thematic reports. An implementation phase is following up for three -year duration (January 2014-December 2016).

7.4.3 3. Objectives of the consultancy

This consultancy takes place within a set of two consultancies whose objective is to contribute to the preparation of a long term ANBO program focusing on the current situation and the needs of RBOs regarding the IWRM planning in the African river basin organizations.

An indicative outline of the expected study report is presented as an annex.

The main purpose is to identify priority actions from the above theme and present a 5 year detailed program, within ANBO's mandate and SITWA's objectives.

The thematic area will be carried out by a team of consultants separately assigned by GWPO: a team leader and an expert. They will produce a common report that will be presented to stakeholders at two levels; draft notes and draft final report.

7.4.4 4. The Expert

SITWA intends to hire the services of consultants with strong skills in the field of IWRM planning in the African river basin organizations, including an expert.

The expert will carry out the tasks described in the next section, in close collaboration with and under the general guidance of a team leader, and participate at (and help PMT to prepare) 2 regional workshops.

7.4.5 5. Expected outputs and tasks description

The expert is expected to participate in the production of the reports focusing on a clear description of the current situation of the thematic area, the gaps to be addressed by ANBO and a five year action plan with budget.

This thematic area will be carried out by 2 consultants (Team leader and IWRM expert), who will assess the needs and identify priority actions for SITWA/ANBO support services to strengthen the IWRM planning of the African River Basin Organizations. They will also analyse the current planning setup and make recommendations for strengthening RBOs.

The expected outputs are:

- overview of the state of the situation regarding the IWRM planning frameworks of the African RBOs with the objective of identifying gaps for which ANBO could provide useful services;

- › identification of gaps and assessment of the needs of RBOs for improving or completing the existing IWRM planning frameworks;
- › identification of priority support services (actions) which could be provided by ANBO in the scope of its mandate.
- › preparation of a 5 year action plan (2015-2019) for ANBO based on the identified gaps/needs.

The consultant will:

- › make the necessary reviews and assessments leading to the outputs mentioned above;
- › read the SITWA project documentation and AMCOW status report on IWRM in Africa provided by the PMT and collect the necessary data and information, including through communication with AMCOW, RECs, ANBO, GWPO and RBOs (telephone, email, questionnaires, ...). This task will be mainly undertaken by an IWRM expert under the supervision of the Team leader;
- › collect the comments and inputs from the workshop participants and prepare the requested action plans;
- › prepare briefing notes/power point presentations for and participate in the consultation and validation workshops. The IWRM expert will participate in the consultation workshop in July and the team leader will participate in the validation workshop in September;
- › Participate in the preparation of ANBO 5 year's action plan based on the identified gaps. The production of this document will be under the responsibility of Team leader.
- › In addition, the consultants will:
 - › prepare the consultancy work plan and methodology;
 - › work closely with the PMT in the preparation of the workshops;
 - › present a first draft of the study and the final report at the consultation and validation workshop;
 - › finalize the thematic report taking into account the comments of the participants at the workshops.

All documents produced by the IWRM expert will be validated by the team leader.

7.4.6 6. Workshops

The consultation workshop which were organized on July 7-8, 2014, in Kigali, Rwanda, involved all African RBOs, RECS, ANBO, GWPO and AMCOW and gave the consultants an opportunity to get more information and guidance from the participants. IWRM expert will participate to this workshop.

There will be one regional validation workshop tentatively planned on September 11-12, 2014 in Niamey, Niger. Team leader will participate to this workshop. Details about these workshops will be discussed with PMT during the implementation of the assignment.

It is envisaged that the consultants will use emails and telephone communication to assist the PMT in preparing the Workshops. .

7.4.7 7. Languages

The documents and power point presentations will be produced in English. The first draft of the thematic study report will be translated into French by the PMT before the validation workshop.

During the workshops, there will be a simultaneous interpretation English-French.

The consultants are not in charge of the translations.

7.4.8 8. Reporting

The Consultants will report to, and work under supervision of, the SITWA Project Manager and GWPO Network Officer, Mr. Manuel Fulchiron.

Electronic copies of the reports will be sent to SITWA Project Manager (innocent.kabenga@gmail.com) and GWPO Network Officer, Mr. Manuel Fulchiron (manuel.fulchiron@gwp.org) on the timing described under section 9 below. Comments will be sent by the end of the following week after submission and will be addressed by the consultant accordingly.

7.4.9 Tentative schedule and deliverables

The following table presents the tentative schedule and expected deliverables:

Tâche / élément livrable	Date
Production and submission of the consultancy work plan and methodology	June 30
Production and submission of briefing notes on preliminary review and assessment of current situation for the consultation workshop	4 juin
Participation to the consultation workshop	June 4
Production and submission of the first draft Report	July 7-8
Participation to the validation workshop	September 1
Submission of the final version of the Report where all comments from the validation workshop are incorporated.	September 11-12

7.4.10 Resources (man-days) of the team leader

The Expert will work for 23 days on 35 total man-days allocated for the consultancy over 3 months 25th June -25th September 2014. The estimated level of efforts to the various parts of the consultancy is presented in the table below:

Item	Task	For information IWRM planning Team leader	IWRM planning	Total
1	Preparation of the consultancy work plan and methodology	1	3	4
2	Review of the current situation and preparation of the briefing notes to be sent to GWPO-SITWA for comments	2	8	10
4	Production of the first draft of the Study Report	2	6	8
5	Participation in the consultation and validation workshops, including travel	4	4	8
6	Production of the final draft of the Study Report	3	2	5
	Total days	12	23	35

7.4.11 Échéancier des paiements

Tous les paiements seront effectués par les services du GWPO, après accord du responsable du projet SITWA et du responsable du GWPO.

Les jours de travail sont les jours-homme exigibles répartis sur la durée du contrat conformément au calendrier de travail convenu. SITWA doit payer les sommes forfaitaires du consultant. Les frais seront remboursés conformément au calendrier suivant et sur présentation des factures.

Payment schedule	Payment (%)
First payment at the acceptance of the consultancy work plan and methodology	25
Second payment at the acceptance of the draft SITWA Study Report, before the validation workshop	50
Third and last payment at the acceptance of the final draft of the SITWA Study Report, after presentation to the PSC	25
Total	100

Where applicable, the reimbursable expenses include international travel costs (airfare for economy class, most direct route) and daily subsistence allowances (as per rates used by SITWA), and agreed miscellaneous expenses for consumables reasonably spent for the assignment.

7.4.12 12. Consultants' experiences and qualifications

The consultancy requires highly motivated, analytical, forward thinking, and experienced professional. The consultants shall possess the following qualifications and competencies:

IWRM planning

- Advanced degree in Planning, Water Resources Management, Economics or equivalent;
- 10 years of experience working on planning issue related to water resources management;
- Strong experience in and good knowledge of African RBOs;
- Demonstrated ability to assess and to succinctly and clearly distil critical issues and draw forward looking conclusions;
- Excellent analytical and reporting skills and fluency in English; knowledge of French is an added advantage.

13. Annex: Indicative outline of the SITWA thematic reports

An indicative content of the thematic report is given hereafter:

1. Abbreviations
2. Acknowledgements
3. Table of content
4. Executive summary
5. Background and objectives of the consultancy
 - a. ANBO's historical background and objectives (mandate);
 - b. Background and objectives of SITWA;
 - c. Objectives of the consultancy: put SITWA in a wider ANBO programmatic plan for the next 5 years;
6. Key findings of the consultancy regarding the review of the existing IWRM planning in the African RBOs.
7. Identified gaps for each theme and priority areas to be addressed. Identification of concrete actions (support services) which could be provided by ANBO in the scope of its mandate:
8. Action plans : Detailed list of activities and budget
9. Recommendations for ANBO ;
10. Conclusions
11. Annexes
 - a. Detailed work plan and time frame for 2015 to 2019
 - b. Budget for the work plan
 - c. Procurement plan
 - d. List of documents consulted
 - e. List of people consulted



SITWA- PROJECT

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