



**SOUTHERN AFRICAN
DEVELOPMENT COMMUNITY**

**Regional Strategic Action Plan
on
Integrated Water Resources
Development and Management**

Annotated Strategic Plan

2005 to 2010

April 2005



TABLE OF CONTENTS

ACKNOWLEDGEMENTS	IV
ACRONYMS AND ABBREVIATIONS	V
1 BACKGROUND AND CONTEXT	1
1.1 HISTORICAL OVERVIEW	1
1.2 CHANGING ENVIRONMENT	2
1.2.1 International Developments	2
1.2.2 Developments within SADC	3
1.3 PROGRESS IN RSAP IMPLEMENTATION: MID TERM REVIEW	3
1.3.1 Achievements highlighted	4
1.3.2 Challenges Identified	4
1.3.3 Recommendations Made	4
1.4 ABOUT THIS STRATEGIC PLAN	6
2 GOALS OF THE RSAP	7
2.1 THE SADC CONTEXT	7
2.2 VISION AND MISSION	8
2.2.1 Rationale for a New Vision and Mission	8
2.2.2 Vision	8
2.2.3 Mission	8
2.3 STRATEGIC OBJECTIVES	8
2.4 TARGETS	9
3 SCOPE OF ACTIVITIES	10
3.1 RSAP AND THE DEVELOPMENT AGENDA	10
3.1.1 Poverty Alleviation	10
3.1.2 Hydropower	12
3.1.3 Regional integration	12
3.2 FOUR STRATEGIC AREAS	12
3.3 DISTRIBUTION OF PROJECTS WITHIN THE STRATEGIC AREAS ...	15
3.4 PROJECT PORTIFOLIO	15
3.4.1 LIST OF PROJECTS	15
3.4.2 Project descriptions	16
3.5 LOGICAL FRAMEWORK MATRIX FOR THE RSAP	16
4 INSTITUTIONAL FRAMEWORK	21
4.1 GOVERNANCE OF THE RSAP	21
4.2 IMPLEMENTATION AND MANAGEMENT DRIVERS	23
4.3 PROJECT IMPLEMENTATION AND MANAGEMENT	23
4.3.1 Project Implementation	23
4.3.2 Project Management	24
4.4. PROGRAMME MANAGEMENT	25
4.4.1 General	25
4.4.2 Role of Water Division	25
4.4.3 "Ring-fenced" Programme Management Unit	25
4.5 OPERATIONALISING THE STRATEGIC PLAN	26
5 FINANCIAL FRAMEWORK	27
5.1 PREVIOUS FUNDING ARRANGEMENTS	27



5.2	CHALLENGES FACING PROGRAMME FUNDING.....	27
5.3	EXPERIMENTAL PROGRAMME FUNDING	27
5.4	IMPACT OF PROJECT RATIONALISATION ON FUNDING ARRANGEMENTS.....	28
5.5	FINANCIAL MOBILISATION	28
6	COMMUNICATION STRATEGY.....	30
6.1	NEED FOR A COMMUNICATION STRATEGY	30
6.2	INTERVENTION AREAS FOR THE COMMUNICATION STRATEGY. 30	
6.2.1	Focus areas.....	30
6.2.2	Strategies and mechanisms	30
6.3	SCHEDULING OF ACTIVITIES	31
7.	MONITORING AND EVALUATION	32
7.1	NEED FOR A MONITORING AND EVALUATION FRAMEWORK.....	32
7.2	STEPS IN DEVELOPING INDICATORS	33
7.3	MONITORING AND EVALUATION PLAN.....	33
7.4	REPORTING	33
8.	IMPLEMENTATION PLAN	34
9	BUDGET	39
	DOCUMENTS CONSULTED	40
	APPENDIX A: POLICY STRUCTURE AND STATEMENTS OF THE REGIONAL WATER POLICY	A-1
	APPENDIX B: SHORT-TERM GENERATION PROJECTS IN SADC.....	B-1
	APPENDIX C: SHARED WATER COURSES IN SADC	C-1
	APPENDIX D: PROJECT DATA SHEETS.....	D-1
	D1 REGIONAL WATER RESOURCES AND PLANNING AND MANAGEMENT..D-1	
	D2 INFRASTRUCTURE DEVELOPMENT SUPPORT	D-6
	D3 WATER GOVERNANCE.....	D-7
	D4: CAPACITY BUILDING	D-11
	APPENDIX E: THE BELLAGLIO PRINCIPLES FOR THE DEVELOPMENT AND ASSESSMENT OF SUSTAINABILITY INDICATORS	E-1
	APPENDIX F: WORLD WATER ASSESSMENT PROGRAMME PROPOSED INDICATORS AS A FRAMEWORK FOR RSAP PROJECTS	F-1
	APPENDIX G: ANALYSIS OF THE COMPATIBILITY BETWEEN WWAP INDICATOR ISSUES AND A SELECTION OF EXISTING RSAP PROJECTS	G-1
	APPENDIX H: PROJECT PROGRESS AND COMPLETION REPORT TEMPLATEH-1	



LIST OF TABLES

Table 3.1 Relationship between RISDP Targets and MDGs	11
Table 3.2 Sectors likely to reduce poverty (maximum index of 100)	12
Table 3.3 Focii of the four strategic areas.....	13
Table 3.4 Logical Framework Matrix for the RSAP	17
Table 4.1 Roles of institutions involved in the governance and management of the RSAP.....	22

LIST OF BOXES

Box 2.1 Main elements of the RISDP	7
Box 2.2: Nine RSAP targets listed in the RISDP	9
Box 3.1 List of RSAP Projects	15
Box 5.1 Programme funding: challenges and conditions	28
Box 6.1 Schedule of activities of the communication strategy.....	31

LIST OF FIGURES

Figure 3.1: Representation of logic between and within strategic areas.....	14
Figure 4.1 SADC organogram	21
Figure 4.2 Overview of implementation and management arrangements of the RSAP	22
Figure 8.1: Flow Diagram Depiction of the Implementation Plan	38



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**ACRONYMS AND ABBREVIATIONS**

ADB	African Development Bank
AMCOW	African Ministerial Conference on Water
AU	African Union
DFID	Department of International Development (UK)
DIS	Directorate of Infrastructure and Services
DRC	Democratic Republic of the Congo
DWAF	Department for Water Affairs & Forestry (South Africa)
EU	European Union
GWP	Global Water Partnership
IA	Implementing Agent
ICM	Integrated Committee of Ministers
IWSD	Institute of Water and Sanitation Development
LIMCOM	Limpopo Basin Commission
MDGs	Millennium Development Goals
MTR	Mid-Term Review
NEPAD	New Economic Partnership for Africa's Development
NFP	National Focal Person
NGO	Non-Governmental Organisation
OKACOM	Okavango River Basin Commission
ORASECOM	Orange/Senqu River Basin Commission
PCNs	Project Concept Notes
PIU	Project Implementation Unit
PMU	Programme Management Unit
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
RBOs	River Basin Organisations
RISDP	Regional Indicative Strategic Development Plan
RSAP-IWRM	Regional Strategic Action Plan on Integrated Water Resources Development and Management
RTC	Round Table Conference (Geneva)
SADC	Southern African Development Community
SNC	SADC National Committee
SWCI	Shared Water Course Institution
UN	United Nations
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WD	Water Division
WDM	Water Demand Management
WSRG	Water Strategy Reference Group
WSSD	World Summit on Sustainable Development
WRTC	Water Resources Technical Committee
WSCU	Water Sector Co-ordinating Unit
WWAP	World Water Assessment Programme
ZAMCOM	Zambezi River Basin Commission
ZRA	Zambezi River Authority



1 BACKGROUND AND CONTEXT

1.1 HISTORICAL OVERVIEW

The Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP-IWRM) was formulated in 1997-98 and approved by the SADC Summit in August 1998. It was meant to run until 2004 with a mid term evaluation scheduled in 2002. The main focus of the RSAP-IWRM was primarily to create an enabling environment for joint management of the regional water resources. It was meant to lay the institutional and enabling basis for the execution of hard infrastructure projects and other development initiatives. The Plan was based on seven strategic intervention areas under which 44 projects were identified. The implementation of the SADC Protocol on Shared Watercourse Systems was at the core of the RSAP-IWRM, and was seen as a vehicle for regional integration. The Plan was and still continues to be a framework for water development and management in the SADC region.

At the Round Table Conference (RTC) in December 1998 in Geneva, Switzerland, the international community offered strategic advice on measures necessary for the smooth implementation of the Plan as follows:

- Further prioritisation of projects,
- Development of projects into `bankable` projects for funding and implementation,
- Strengthening of the management and implementation capacity at SADC WSCU and member states levels;
- Establishment of a strong co-ordination mechanisms, and,
- Regular monitoring and review of the implementation of the Plan including a mid-term review and an end of Programme evaluation.

After the RTC SADC prioritised the implementation of 31 of the 44 Projects. A programme management facility backstopped by UNOPS was established at the SADC WSCU. The management, consultation and participation arrangements at member states level were strengthened by, among others, the nomination of National Focal Persons (NFPs). Further, a mechanism for the co-ordination of donors/ co-operating partners, in the form of the Water Strategy Reference Group (WSRG), was constituted in 1999.

During the first phase years of the RSAP a number of significant developments occurred. First the SADC Protocol on Shared Watercourse Systems, which was first signed in 1995 entered into force in 1998 after obtaining the necessary ratification from two thirds of the member states. Shortly before this however, the UN Convention on the Non-Navigational Uses of Shared Watercourses (1997) was finalised. In response to this, and with a view to incorporate its provisions into the SADC Protocol on Shared Watercourse Systems, SADC embarked on a process of reviewing the Protocol. It also seized the opportunity to address the concerns of some of the member states with respect to the 1995 Protocol. The revised SADC Protocol on Shared Watercourses was signed by all member States in 2000. The Protocol entered into force in September 2003.



The WSCU was established in 1996 under the Protocol on Shared Water Course Systems as the SADC agency responsible for monitoring and guiding the implementation of the Protocol, including organising and managing meetings, managing consultancies, mobilising resources, keeping records and reporting. The responsibilities were substantially extended with the preparations for and start up and implementation of the RSAP-IWRM in 1999.

1.2 CHANGING ENVIRONMENT

Since its launch and implementation between 1998 and 2004 the RSAP-IWRM was and continues to be implemented against a backdrop of a changing environment. This has affected its focus (vision and mission), institutional set up (governance, implementation and management arrangements) as well as its ability, in terms of institutional capacity at Secretariat and member state level, to deliver on its stated goals. An appreciation of the nature of this changing environment, and how it can be managed, is critical if the RSAP is to contribute to SADC's objective of regional integration, development and poverty alleviation.

1.2.1 International Developments

SADC is part of the international community. Consequently water-related developments at the international level inevitably influence the SADC water agenda. The following have been significant:

- The second and third World Water Forum held in March 2000 and 2003 respectively helped to define development and management of water resources within the IWRM paradigm in line with Dublin principles. An important feature of World Water Forum meetings has been agreements by participating countries to implement specific targets and objectives, not only to improve the status of water resources, but also to ensure that the resource is optimally utilised to the benefit of human kind (e.g. for attainment of the Millennium Development Goals)
- The adoption of the Millennium Development Goals (MDGs) in 2000 by world leaders which include reducing poverty, halving the number of people without access to the basic services of water supply and sanitation by 2015, ensuring environmental sustainability in all developmental activities, and full exploitation of public private partnerships was an attempt at addressing poverty alleviation
- The Johannesburg 2002 World Summit on Sustainable Development (WSSD) set targets to help countries accelerate provision of water to people, including the development of IWRM and efficiency plans by 2005
- The 2004 AU Summit re-emphasised the importance of water. It instructed the Ministers of Agriculture and Water to take measures needed to achieve food security by enhancing agricultural output through utilising available water resources.
- NEPAD provided another forum for underlining the importance of water in Africa's socio-economic development.



1.2.2 Developments within SADC

Water has been recognised as an engine for economic growth and regional integration. No wonder water is high on the SADC agenda:

- The SADC Summit of May 2004 urged member states to embark on water management and development programmes to facilitate agricultural development. This would include development of strategic infrastructure for irrigation, water harvesting and flood control; fast-tracked negotiations on transboundary water resources management and development, as well as initiatives to promote interbasin transfers in accordance with the revised Protocol on Shared Water Courses,
- The adoption of the RISDP that has *integrated water resources management and related infrastructure development* as one of the intervention areas that is seen as contributing to regional integration and poverty eradication. The RISDP owes its origin to the March 2001 Extraordinary Summit which sanctioned the restructuring of SADC and also approved that the Secretariat prepare the Regional Indicative Strategic Development Plan (RISDP),
- The desire by member states to shift the RSAP gear from creating an enabling environment to infrastructure development. This is illustrated by the launch of a Regional Strategic Water Infrastructure Programme (RSWIP) in 2005.

Some of the remaining challenges for the RSAP are how to

- Give effect to the well-rehearsed truism that water is a cross cutting developmental issue,
- Can effectively addresses the key policy issues as identified by the Regional Water Policy (see appendix A),
- Capture not just the spirit but also the letter of international agreements to which SADC member states have committed themselves to, such as MDGs and IWRM plans,
- Be realigned to RISDP-defined targets which were introduced mid-stream of the RSAP process,
- Meaningfully address the complex question of poverty alleviation,
- Promote water investment in a region characterised by unreliable precipitation, high water interdependencies, low storage facilities which is a reflection of poor infrastructure development, high water dependence on agriculture, and generally low investment in both irrigation and domestic sub-sectors.

1.3 PROGRESS IN RSAP IMPLEMENTATION: MID TERM REVIEW

A comprehensive Mid Term Review (MTR) of the implementation of the RSAP-IWRM carried out between February 2004 and September 2004 observed that the RSAP-IWRM needed refocusing to take account of the regional and international developments as well as utilise the lessons learnt during its implementation. The MTR provided insight into the kind of progress made in implementing the RSAP. It also highlighted the challenges that needed to be overcome. It also made a number of other recommendations critical for its accelerated implementation.



1.3.1 Achievements highlighted

In terms of progress achieved the major highlights include:

- The RSAP has in its portfolio a number of sufficiently developed projects. All the 31 projects in the first RSAP were supported by relevant project documentation ranging from project concepts notes (PCNs) to full project documents.
- Resource mobilisation for the various projects has been impressive to the tune of US \$60 million.
- Implementation has made significant progress in relation to the creation of an enabling environment in such areas as Regional Water Policy, adoption of the Revised Protocol on Shared Water Courses, Guidelines for harmonisation of the legal and regulatory frameworks, roll out of the SADC Hycos Programme, establishment of training and capacity in IWRM, as well as facilitating the setting up of the transboundary RBOs e.g. ZAMCOM, LIMCOM and ORASECOM.
- Largely functional procurement and project management arrangements are in place.
- Provided valuable lessons to SADC in a number of areas, particularly in formulation of the RISDP.

1.3.2 Challenges Identified

Progress was compromised by a number of challenges:

- Inconsistent and project specific funding
- The SADC Summit in March 2001 resolved to restructure the institutions of the organization so as to streamline the organizational set-up and operations of the organization. This entailed phasing out of Sector Coordinating Units and clustering their responsibilities between four Directorates. Functions of the former SADC WSCU were executed by the SADC Water Division within the Directorate of Infrastructure and Services since April 2003. This restructuring process has disrupted the implementation of the RSAP
- The development of one year, 5 years and 15 years plans undertaken without the benefit of MTR.
- There is a need for a revised and consolidated Programme that builds on the lessons learnt, incorporates emerging priorities and commitments and is well integrated into the SADC-wide plans such as the RISDP.
- Aligning the RSAP to the RISDP - the RISDP has directly affected the RSAP in that it has defined new targets for the RSAP.
- Limited capacity within the SADC Secretarial and member states e.g. staff is on short-term contracts or on other unfavourable conditions.

1.3.3 Recommendations Made

To improve implementation of the RSAP a number of recommendations were made:

- The original RSAP goal of creating the 'enabling environment' for infrastructure development needed to be redefined since this has been achieved



- The Programme needed to be simplified, with clearer and more explicitly defined objectives and targets for maximum effectiveness to restore the trust and support of stakeholders. To this end aggregating projects into three specific issue-based clusters was recommended:
 - (i) **Regional Water Resource Development Planning** with focus on developing planning mechanisms for the distribution of water within and across catchment boundaries covering the entire region. Emphasis will be on international river basins and the necessary mechanisms needed to assess quantity, quality and demand issues, including those of the natural environment. The need to develop an enabling environment for this to take place with the lowest level of political tension and the highest level of buy-in from the respective riparian states is critical
 - (ii) **Capacity Building** focussed on creating the necessary mechanisms for sustained and development of human and institutional capacity needed to manage shared water resources
 - (iii) **Water Governance** focussed on ensuring the necessary level of participation needed to legitimise the co-operative management of shared transboundary water resources, along with appropriate norms, rules and procedures
 - The need to strike a balance between the core business activity of the SADC Water Division, which relates to the Implementation of the Protocol on Shared Water Courses (which can take the form of establishment and support of River Basin Organisations) and other aspects of the RSAP
 - Assessing the needs and purposes of RBOs in relation to securing source of funding, establishing permanent secretariats, setting up basin wide forums to institutionalise linkages between the RBO and civil society as well as setting up procedures for convening an Annual Co-ordinating Conference of all RBOs (to provide a forum for discussion of trans-catchment water related issues)
 - Need for specific capacity building and mentoring interventions, including development of a sector support system, an information-clearing house for dissemination of 'best practice' instruments and practices,
 - Collaboration between member states to ensure a process of mentoring and capacity development, and rotation of selected mid-career professionals through identified centres of excellence.
 - Reviewing all options for future management of the implementation of the RSAP, taking into account the restructuring of the programme. A balance must be established between the capacity of the Secretariat to manage the Programme, and the Programme size.
 - Effective management under the auspices of a dedicated Management Unit, with an adequate number of well qualified staff, a hierarchical management structure with clear lines of responsibility and reporting, security of tenure for the staff all buttressed by and a sound business plan.
-



- Together with co-operating partners explore the measures and conditions necessary to establish a Common Fund to implement the whole RSAP as a single programme, instead of the existing project specific funding
- A Strategic Communications Strategy to make stakeholders better informed and to foster a higher level of commitment by the Member States' Governments is critical.

1.4 ABOUT THIS STRATEGIC PLAN

This medium term plan of the RSAP-IWRM is for the period 2005-2010. It builds upon the recommendations made by the MTR and re-evaluating them in some cases. More importantly, however, some of the recommendations into a viable strategic plan incorporating the vision and mission, project portfolio, and the institutional framework covering governance, implementation, management, financial and monitoring and evaluation aspects.



2 GOALS OF THE RSAP

2.1 THE SADC CONTEXT

The SADC's vision and mission should at a general level inform the vision and mission of the RSAP.

SADC Vision

A reputable, efficient and responsive enabler of regional integration and sustainable development

SADC Mission

To provide strategic expertise and co-ordinate the harmonisation of policies and strategies to accelerate regional integration and sustainable development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy

The RISDP as SADC development blueprint also provides an important operational framework since the RSAP is part of the RISDP. Box 2.1 presents the main elements of the RISDP.

Box 2.1 Main elements of the RISDP

Goals and strategy

Identify and strengthen the linkages, programmes and policies of the various sectors; to provide the organisation with a clear orientation over the medium to long-term; and to improve the efficiency and delivery of its Programme of Action in line with the SADC vision and underpinning the restructuring of its institutions. The central aims of the RISDP are the achievement of *regional integration* and *poverty eradication*. The RISDP is based on the SADC Vision, Mission, Common Agenda and Principles.

Main intervention areas

- a) Cross-sectoral areas: poverty eradication; combating HIV and Aids pandemic; gender equality and development; science and technology; information and communication technology; environment and sustainable development; private sector development and statistics
- b) Sectoral co-operation and integration intervention areas: trade/economic liberalization and development; infrastructure support for regional integration and poverty eradication (which includes the focus areas of Energy; Tourism; Transport, Communications and Meteorology; and Water); sustainable food security and human and social development.

Planning horizon

15 years

Targets

Targets were developed for each intervention area (see below)

Business plans

Targets were translated into fifteen, five and one- year business plans.



2.2 VISION AND MISSION

2.2.1 Rationale for a New Vision and Mission

The new vision of the RSAP should take cognisance of the fact that the RSAP is fundamentally a SADC Water Programme and is therefore a catalyst to promote regional integration, socio-economic development and poverty alleviation through the application of IWRM.

The mission should define the main focal areas and how the vision will be achieved. The importance of a conducive or enabling environment should be highlighted to ensure that gains made in creating an enabling environment are not be lost or taken for granted. In this regard consolidating the Protocol on Shared Water Courses is important. Progress made in the implementation of the RSAP should also be built upon.

2.2.2 Vision

The **VISION** of the RSAP is to be an

Effective and dependable framework contributing to regional integration and social economic development in a sustainable manner

2.2.3 Mission

The **MISSION** of the RSAP is

To provide a sustained enabling environment, leadership and coordination in the water resources strategic planning, use and infrastructural development through application of integrated water resources management at member state, regional and continental level.

2.3 STRATEGIC OBJECTIVES

The strategic objectives of the RSAP are based on its vision and mission.

Strategic objectives of the RSAP

- Maintain and sustain an enabling environment for regional water resources development and management
- Provide a framework for sustainable, effective and efficient planning and management of shared river basins at regional and related national levels
- Establish supporting mechanisms for strategic infrastructure development for regional integration and development, and poverty alleviation

- Develop, promote and facilitate best practices regarding effective participation by various individual and institutional stakeholders in water resource development and management, including women, youth and other disadvantaged groups
- Build and strengthen human and institutional capacity for sustainable management of water resources at local, national and regional level

2.4 TARGETS

The RSAP has RISDP-defined targets (Box 2.2). These can be put into two broad categories, namely those targets aimed at creating an enabling environment for infrastructure development (Targets 1, 2, 3, 4, 5, 6 and 7) and those more directly related to the achievement of infrastructure development (Targets 8 and 9). The two should, however, not be seen as mutually exclusive.

Box 2.2 Nine RSAP targets listed in the RISDP

1. Long term regional water policy and strategy developed and approved by March 2004
2. Increased awareness, broad participation and gender mainstreamed in water resources development and management by 2005
3. Centres of excellence for water research and technology development are identified, strengthened by 2005
4. Water sector policies and legislation harmonised by 2006
5. Establish and strengthen at least eight River Basin Organisations by 2006
6. Water data banks and planning networks are established and fully operational by 2007
7. Training and institutional capacity strengthening programmes developed and implemented by 2008
8. Halve by 2015 the proportion of people without access to safe drinking water and sanitation services
9. Develop by 2015 water resources infrastructure needed to double land under irrigation.

The MTR observed that greater majority of the targets were unlikely to be attained because of the limited time frame. It is also important to note that these targets cannot be attained without coordination from other sectors.

The Water Division has produced one-, five- and fifteen-year business plans in line with the requirements of the RISDP. The MTR made a number of observations that are relevant for this medium term Plan. There were elements in the business plans that could be construed as the Water Sector's 'deliverables', in line with its role of being a facilitator. These deliverables include developing a common legal and regulatory framework, enhancing knowledge and information in water resources availability and access, strengthening the workshop capacity in the region and ensuring stakeholder participation and awareness in IWRM (Targets 1, 2, 3, 4, 6 & 7). The plans do not seem to realise the point that the achievement of the stated targets, milestones and outputs activities are dependent on member states rather than the Water Division. The business plans have gone through the SADC process of approval and have not benefited from project rationalisation.



3 SCOPE OF ACTIVITIES

The MTR observed that

- The original RSAP goal of creating the ‘enabling environment’ for infrastructure development had been attained and that it should be steered towards more infrastructure development,
- The RSAP needed to be refocused and simplified,
- The RSAP need to engage with the contemporary SADC development agenda.

3.1 RSAP AND THE DEVELOPMENT AGENDA

The water resources of the SADC region are vital for sustainable economic and social development of the region. In addition to meeting the basic needs of water supplies for domestic and industrial requirements, and for sanitation and waste management for almost 200 million people, as well as sustaining a rich diversity of natural ecosystems, the region’s water resources are critical for increasing food security through better management of rain-fed and irrigated agriculture, aquaculture, and livestock production; and improving access and availability of cheap energy through hydropower. The current Strategic Plan does to address all the issues, which underlines the importance of prioritisation in line with the RISDP.

3.1.1 Poverty Alleviation

Poverty alleviation is an important focus for SADC. The RSAP should be seen to be making a contribution in this regard. It is, however, important to underline the fact that poverty is multi-dimensional. This makes it impossible in this Plan to address the issues pertaining to its alleviation.

There is therefore no one intervention that can address poverty by itself. Rather it is combination of the application of sustainable water resource management principles, appropriate institutions, policies and technologies that can achieve results. There are therefore what can be called direct and indirect interventions to poverty alleviation. Table 3.1 attempts to draw linkages between poverty reduction targets as represented by MDGs. It is, however, critical to note that this is a generalisation, which needs to be further developed by a more comprehensive assessment. It is therefore recommended that a study be commissioned to determine the strategies that can be used to ensure that water effectively contributes to poverty alleviation.

Table 3.1: Relationship between RISDP Targets and MDGs

RISDP Priority Intervention Target	MDG: How Water Management Achieves Goals of Poverty Reduction
1. Long term regional water policy and strategy development 4. Water sector policies and legislation 5. Establish and strengthen at least eight River Basin Organisations 6. Water data banks and planning networks are established and fully operational	Direct <ul style="list-style-type: none"> • Contribution: • Water as a factor of production in agriculture, industry and other types of economic activity • Investments in water infrastructure and services act as a catalyst for local and regional development Indirect <ul style="list-style-type: none"> • Reduced vulnerability to water related hazards reduces risks in investments and production • Reduced ecosystems degradation boosts local-level sustainable development • Improved health from better quality water increases productive capacities
8. Halve by 2015 the proportion of people without access to safe drinking water and sanitation services 9. Develop by 2015 water resources infrastructure needed to double land under irrigation	
2. Increased awareness, broad participation and gender mainstreamed in water resources development and management	
3. Centres of excellence for water research and technology development 1. Training and institutional capacity strengthening programmes developed and implemented	

Source: David Smith (personal communication)

(i) Agriculture and Food security

Food security, just like poverty alleviation, is multi-dimensional. In this Plan the focus is on enhancing food production. This basically means focussing on target 9 in the priority intervention are **infrastructure support for regional integration and poverty eradication** and target 2 which refers to **doubling cropland under irrigation from 3.5% to 7% as percentage of the total 2015** in the sustainable food security priority intervention area. In this regard agricultural development is a necessary complement to these measures, hence the need to liaise with the Directorate of Food and Natural Resources.

(ii) Access to safe water and sanitation

Table 3.2 shows the water and sanitation contributes significantly to poverty reduction. This underlines the importance of target 8, which is one of the MDGs. Effort should be exerted to MDGs a reality, through for example provision of the necessary infrastructure. Financing and management arrangements are important focal areas, which need to be addressed.

**Table 3.2 Sectors likely to reduce poverty (maximum index of 100)**

Sector	Index
Water and sanitation	85
Private sector and investment climate	79
Transport	74
ICT	69
Energy	40
Urban micro-finance	38
Small and medium sized enterprises	100

Source: African Ministers Council on Water (2004)

3.1.2 Hydropower

Water is a source of hydro-electric power and if harnessed can enhance energy security in the region. This is important because it is anticipated that by the year 2007 the region will run out of generation surplus capacity if no new generation projects are put in place. The Southern African Power Pool (SAPP) has collated information about the short-term generation projects that coincides with the period of this Strategic Plan (Appendix B). The RSAP, through the Regional Strategic Water Infrastructure Programme, should explore ways of linking up with the SAPP effort by investigating other uses that will lower the investment costs as well as bring other social benefits e.g. provision of infrastructure for irrigation.

3.1.3 Regional integration

The SADC region has 15 major river basins, which are transboundary (Appendix C). SADC has long recognised the tremendous opportunities for cooperation in managing the shared resources for regional economic development and integration. This underlines the importance of strengthening River Basin Organisations.

3.2 FOUR STRATEGIC AREAS

On the basis of the strategic objectives the RSAP between 2005 and 2010 is made up of four strategic areas:

1. Regional Water Resources Planning and Management
2. Infrastructure Development Support
3. Water Governance
4. Capacity Building

The strategic areas, however, should not be seen as separate entities but complementary, and should be implemented and managed as such. Table 3.3 presents the focal areas of the four strategic areas.



Table 3.3 Foci of the four strategic areas

Strategic area	Focus
Regional Water Resources Development Planning and Management	<ul style="list-style-type: none"> -Resource assessment and monitoring for both surface and ground water -Development of planning mechanisms and support so as to utilise the collected data taking into account major developmental and environmental issues -Development of operational procedures for managing water infrastructure and the resource in general
Infrastructure Development Support	<ul style="list-style-type: none"> -Support mechanisms for the development of strategic and integrated infrastructure in order to achieve regional integration and development, socio-economic development and poverty alleviation with particular emphasis on energy generation, agriculture, food security, and water and sanitation
Water Governance	<ul style="list-style-type: none"> -Maintain and sustain an enabling environment as represented by the Protocol on Shared Water Courses, to ensure a level playing field between member states; -Developing, promoting and implementing best practices regarding effective participation by various stakeholders in water resource development and management, including women, youth and other disadvantaged groups
Capacity Building	<ul style="list-style-type: none"> -Equipping various actors in the water and related sectors with the requisite competencies (technical, managerial and negotiation skills) to be able to adequately deliver the expected good and services for the benefit of individuals, communities and member states by building and strengthening human and institutional capacity for sustainable management of water resources at local, national and regional level.

Figure 3.1 shows a representation of the logic between and within the strategic areas.

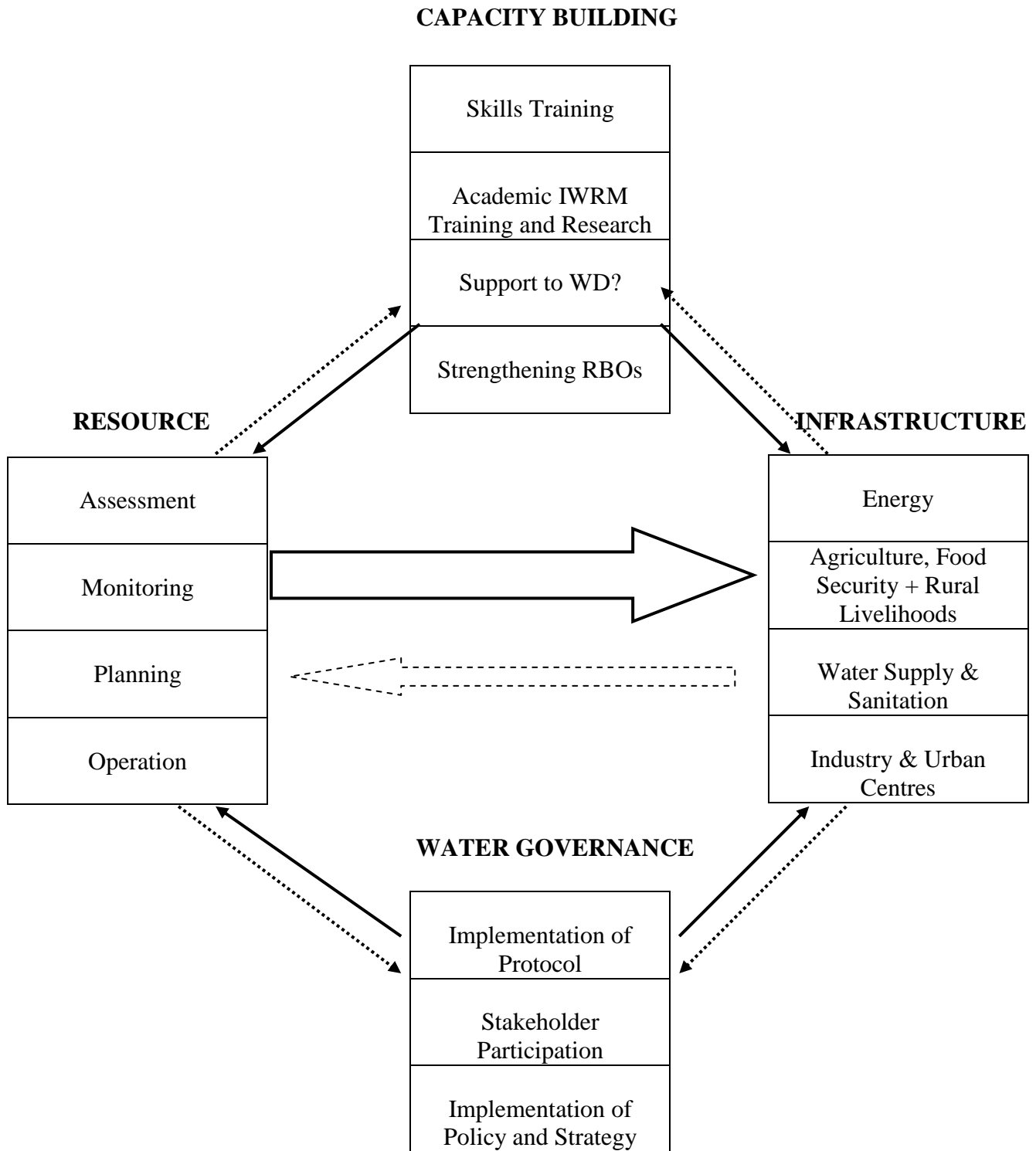


Figure 3.1: Representation of logic between and within strategic areas



3.3 DISTRIBUTION OF PROJECTS WITHIN THE STRATEGIC AREAS

Allocating projects within the strategic areas should take into account project dependencies so as to ensure consistencies between and within the strategic area, which is crucial for programme integrity and delivery of RISDP targets. The rationalisation reduced the number of projects from 31 to fewer than 20. However more projects are likely to be developed under the Regional Strategic Water Infrastructure Programme (see next section).

A new numbering system for the projects has been adopted, namely a code system made up of the first two or three letters/words constituting the name of the strategic area followed by a number. Thus project in the strategic area on Regional Water Resources Development Planning and Management, Infrastructure Development Support Water Governance Capacity Building will be identified as **RWR**, **INF**, **WG** and **CB** respectively. Number of projects in each cluster will begin at 1.

3.4 PROJECT PORTIFOLIO

3.4.1 List Of Projects

Box 3.1 presents an overview of the project titles for each strategic area.

Box 3.1 List of RSAP Projects

Regional Water Resources Planning and Management

- RWR 1: Consolidation and Expansion of SADC HYCOS
- RWR 2: Common Standards for the Assessment of Surface Water Resources
- RWR 3: Groundwater Management Programme in SADC
- RWR 4: Support for Strategic and Integrated Water Resources Planning
- RWR 5: Dam Safety, Synchronisation and Emergency Operations

Infrastructure Development Support

- INF 1: Regional Strategic Water Infrastructure Programme
 - Strategic infrastructure for hydropower to enhance energy security
 - Strategic infrastructure to support agriculture, food security and rural livelihoods including poverty alleviation and the attainment of MDGs
 - Strategic infrastructure to support main urban centres and industry
 - Cross border supply schemes -small border towns/villages
- INF 2: Programme on Water Supply and Sanitation

Water Governance

- WG 1: Implementation Programme for SADC Protocol on Shared Water Courses
- WG 2: Promote Participation in Water Resources Development and Management
- WG 3: Promote Implementation of Regional Water Policy and Strategy

Capacity Building

- CB 1: Skills Training for Policymakers, Managers and Practitioners
- CB 2: Waternet



CB 3: Capacity Support to the Water Division
CB 4: Strengthening River Basin Organisations
CB 5: Regional Water Research Fund

3.4.2 Project descriptions

Appendix D presents the project data sheets of the various projects. The descriptions cover the main elements that can be used for project formulation, namely the justification/purpose, objectives as well as outputs and activities. The operational plan will produce

3.5 LOGICAL FRAMEWORK MATRIX FOR THE RSAP

Table 3.4 presents a logical framework matrix (LFM) for the four strategic areas. (The LFMs of the various projects will be carried in the Operational Plans). The LFM makes a distinction made between RISDP defined/related targets (the nine targets for the Water Programme and those captured in the business plans) and those that the Key Result Areas (KRAs) for the RSAP.



Table 3.4 Logical Framework Matrix for the RSAP

SUMMARY OF OBJECTIVES AND ACTIVITIES	KEY RESULT AREAS (OUTPUTS)	PERFORMANCE INDICATORS (MILESTONES)	INDICATIVE TARGETS (RISDP-related Targets)	SOURCES OF VERIFICATION	ASSUMPTIONS (EXTRERNA L CONDITIONS)
<p>VISION (OVERALL GOAL)</p> <p>Effective and dependable framework contributing to poverty alleviation, regional integration and development in a sustainable manner</p>	<p>The RSAP is the first reference point of showing how water can sustainably and with integration contribute to RISDP targets</p>	<p>RSAP is properly formulated, implemented and managed</p>	<p>The intervention area of integrated water resources management and related infrastructure development and related intervention areas is effectively rolled out</p>	<p>Formal adoption of RSAP by member states</p>	
<p>MISSION (PURPOSE)</p> <p>To provide a sustained enabling environment, leadership and coordination in integrated and strategic planning and management of water resources including infrastructure development, through development and the harmonisation of relevant laws, policies strategies, methodologies and practices so as to ensure sustainable use of the resource at the local,</p>	<p>Majority of member states and RBOs and other stakeholders report in mid term review in 2008 that they are fully satisfied with the direction, scope and implementation of the RSAP</p>	<p>1: RSAP projects are properly designed, implemented and managed 2: An effective monitoring and evaluation framework is adopted and used 3: An effective communication strategy is in place</p>	<p>RISDP-water related targets are achieved</p>	<p>RSAP receives full endorsement by all stakeholders</p>	<p>1: Other sectors in SADC co-operate fully 2: Appropriate institutional mechanism that enables water to play its role is in place 3: Member states co-operate fully 4: Co-operating partners continue and increase support to RSAP</p>



Integrated Water Resources Development and Management

SUMMARY OF OBJECTIVES AND ACTIVITIES	KEY RESULT AREAS (OUTPUTS)	PERFORMANCE INDICATORS (MILESTONES)	INDICATIVE TARGETS (RISDP-related Targets)	SOURCES OF VERIFICATION	ASSUMPTIONS (EXTRERNAL CONDITIONS)
national and regional level.					
<p>STRATEGIC OBJECTIVES:</p> <p>Strategic Area 1: Regional Water resources Planning and Management Provide a framework for sustainable, effective and efficient planning and management of shared river basins at regional and related national scale levels</p>	<p>1: Guidelines for planning joint water infrastructure 2: Guidelines for inter-sectoral and inter-basin water allocation/transfer 3: Guidelines on common methodologies for surface water assessments and monitoring 4: Ground-water maps 5: Guidelines on including environmental water requirements and conservation 6. Southern African Water Book</p>	<p>1: Common methodologies for water assessment 2: Water monitoring infrastructure are established & maintained 3: Practices adopted to cater for environmental water requirements 4: Commissioned studies 5: Workshops</p>	<p>1: Water data banks and planning networks are established and fully operational 2007 2: Plans and feasibility studies for joint water infrastructure & inter-sectoral and inter-basin water allocation/transfer 3: IWRM basin plans 4: Adoption of common guidelines/methodologies</p>	<p>1: Survey of member states 2: Terms of reference 3: Reports 4: Functioning water monitoring infrastructure</p>	<p>1: Availability and timely disbursement of sufficient funds 2: Consultants deliver on time 3: RBOs are established and functioning 4: Member state co-operation</p>
<p>Strategic Area 2: Infrastructure Development Support Establish supporting mechanisms for strategic infrastructure development for regional integration and development, and poverty alleviation as well as for achieving targets related to access to safe water and sanitation</p>	<p>1: Improved infrastructure development for energy generation, agriculture and food security improved access to water and sanitation 2: Dossier on appropriate strategies for adoption of technologies and efficient water use 3: Commitments from financial institutions</p>	<p>1: Pre-feasibility studies in bankable projects 2: Design reports 3: Contacts with financial institutions 4: Memoranda of understanding (MOUs) 5: Workshops in selected basins</p>	<p>1: Basin plans 2: Necessary funds raised 3: Improved household food security 4: Infrastructure to double land under irrigation</p>	<p>1: Terms of reference 2: Reports 3: Number of MOUs</p>	<p>1: Member states co-operate fully 2: Interest from possible financiers 3: Availability of financial resources 4: Interest in joint water infrastructure 5: RBOs are established and functioning</p>



Integrated Water Resources Development and Management

SUMMARY OF OBJECTIVES AND ACTIVITIES	KEY RESULT AREAS (OUTPUTS)	PERFORMANCE INDICATORS (MILESTONES)	INDICATIVE TARGETS (RISDP-related Targets)	SOURCES OF VERIFICATION	ASSUMPTIONS (EXTRERNA L CONDITIONS)
<p>Strategic Area 3: Water Governance Develop, promote and implement best practices regarding effective participation by various stakeholders in all aspects of water resource management, including the disadvantaged such as the rural poor and women.</p>	<p>1: Guidelines for effective participation of all stakeholders (esp.) the marginalised 2: Guidelines for harmonization of water policy and legislation 3: Guidelines for effective dispute resolution</p>	<p>1: Workshops/meetings 2: Commissioned study 3: Formal adoption of Regional Water Strategy 4: Review of Water Strategy</p>	<p>1: RBOs and other management institutions established 2: Basin agreements signed for SWCI 3: Harmonised water policy and legislation 4: Strategies for effective stakeholder participation and for dispute resolution</p>	<p>1: Survey of member states on 2: Terms of reference 3: Reports</p>	<p>1: Co-operation of member states 2: Availability of sufficient funds 3: Consultants deliver on time</p>
<p>Strategic Area 4: Capacity Building Water Build and strengthen human and institutional capacity for sustainable management of water resources at local, national and regional level</p>	<p>1: Enhanced, local, national and regional human capacity for water management</p>	<p>1: No. of IWRM training programmes instituted 2: Regional enrolment levels in the IWRM programmes 3: Networking among institutions 4: Workshop</p>	<p>1: Water managers, engineers and technicians trained in IWRM 2: Enhanced networking between water & other development institutions</p>	<p>1: Survey of member states 2: Survey of Water Division 3: No. of graduates</p>	<p>1: Availability of sufficient funds 2: Willingness to co-operate among institutions</p>



Integrated Water Resources Development and Management

ACTIVITIES:	Input Personnel	Assumptions
Strategic Area 1: Regional Water resources Planning and Management	<ul style="list-style-type: none"> - Water Division - SADC - SNC - River Basin Organisations (RBOs) - Member States - Programme Management Unit (PMU) - Senior Water Officer (Strategic Planning Unit) - Other Directorates 	
1: Come up with water resource plans and feasibility studies for joint water infrastructure projects and related feasibility studies		
2: Produce guidelines for inter-sectoral and inter-basin water allocation/transfer		
-3: Ensure the sustainability of the water resource through water quantity and quality monitoring		
4: Adoption of appropriate sustainable water use and conservation practices and best practice in catering for environmental water requirements during the development of shared water courses		
Strategic Area 2: Infrastructure Development Support		
1: Improve support development for bankable infrastructure projects		
2: Mobilisation of funds for identified projects		
3: Promotion of technologies and related interventions for household food production and income generation e.g. low cost irrigation, water harvesting		
Strategic Area 3: Water Governance		
1: Undertake activities towards implementation of Protocol on Shared Water Courses		
2: Promote the establishment and development of appropriate management institutions e.g. RBOs and their secretariats		
3: Harmonise of water policies and legislation		
4: Development of guidelines for effective stakeholder participation		
5: Development of mechanisms for dispute resolution including equitable compensation for affected communities		
Strategic Area 4: Capacity Building		
1: Higher degree training in IWRM		
2: On the job training for water managers, engineers and technicians		
3: Awareness creation among communities of various aspects related to IWRM		
4: Harmonisation of water and other development institutions		
5: Support to the Water Division in individual and institutional capacity development		

4 INSTITUTIONAL FRAMEWORK

4.1 GOVERNANCE OF THE RSAP

Figures 4.1 and 4.2 and Table 4.1 show the mechanisms governing the RSAP, as well as the related communication channels.

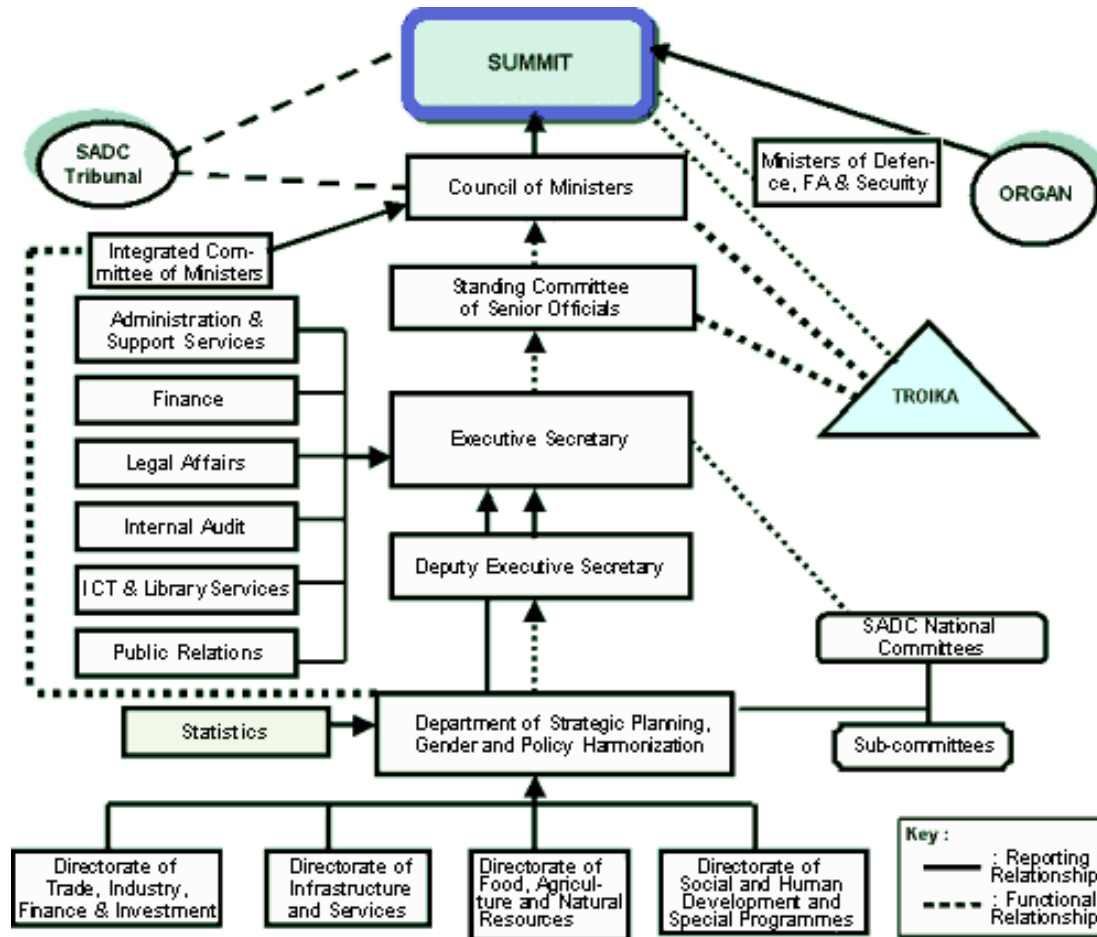


Figure 4.1 SADC organogram

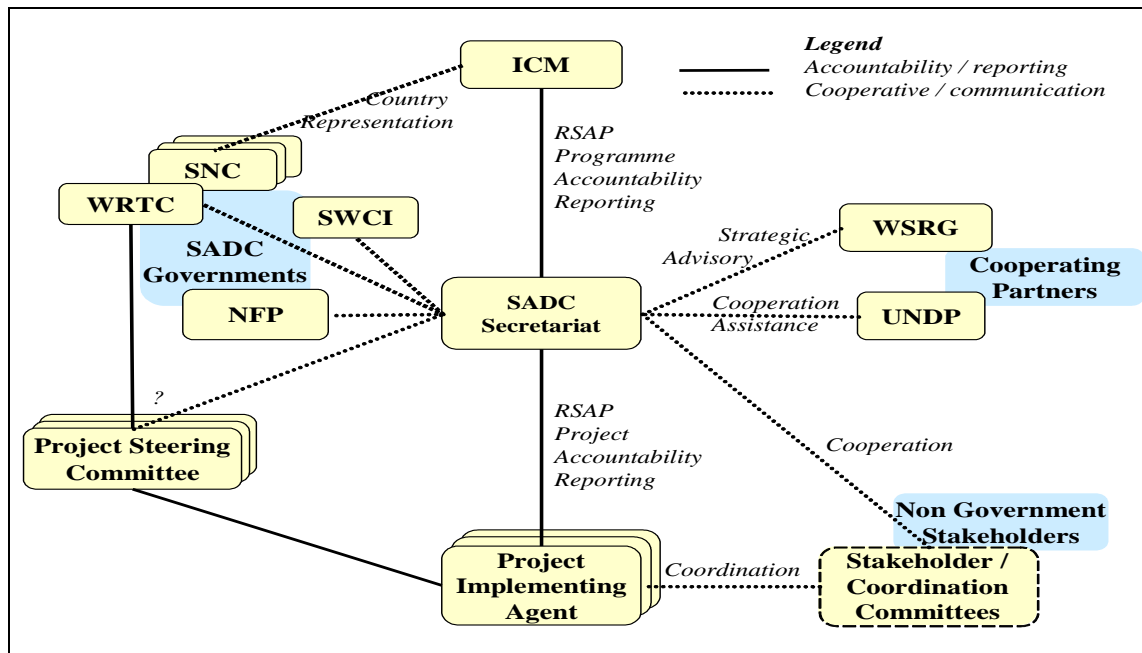


Figure 4.2 Overview of implementation and management arrangements of the RSAP

Table 4.1 Roles of institutions involved in the governance and management of the RSAP

NAME OF INSTITUTION	ROLES
SADC-Water Division	Co-ordinate and oversee Programme implementation
Co-operating Partners	Provide the bulk of the funding through the WSRG co-operating partners provide strategic guidance to the RSAP.
Project Steering Committee (PSC)	Strategic guidance/direction for project implementation. Meets quarterly or bi-annually to provide more strategic direction to the project and evaluate progress against the project documentation as well as stakeholder priorities and interests. PSC members are useful contact points for the Contractor/s and IA around consultation and information access
Project Implementation Unit (PIU)	Undertakes project management which is guided by an annual Project Plan, against which the IA should report to the Project Steering Committee semi-annually.
Implementing Agent and Contractors	Operational management of implementation and financial management and is responsible for day-to-day management of the project
RBOs	Responsible for co-ordinating project planning and management at river basin level
Participating countries	Ensure project success as well as post-project sustainability
National focal person	Informal communication and information for projects at participating country or member state level
Shared Water Course Institutions (SWCI)	Preferred implementing agent at river basin level although it is realized that many of them may not be ready e.g. They have no secretariat



NAME OF INSTITUTION	ROLES
SADC National Committee (SNC)	Formally represent member states. Advise relevant ministerial representatives on the ICM. For the RSAP relevant water ministers are represented on the SNC on Infrastructure and Services.
Water Resources Technical Committee (WRTC)	Provides policy and technical guidance to SADC Secretariat for implementation of RSAP and the Revised Protocol on Shared Watercourses. In the main link with national government water sector institutions and other stakeholders
Integrated Committee of Ministers (ICM)	Executing committee reporting to the Council of Ministers. Oversees the whole SADC Programme

4.2 IMPLEMENTATION AND MANAGEMENT DRIVERS

The vision, mission, and the four strategic areas and the related projects are the main drivers in relation to implementation and management arrangements, which should delineate explicitly

- what is done by the Water Division as the driver of the RSAP including how the Water Division will be associated with those activities undertaken at member state level which might of regional interest
- what is done by and at member state level
- How the Water Division, as part of the SADC Secretariat, will link with other SADC structures.

4.3 PROJECT IMPLEMENTATION AND MANAGEMENT

4.3.1 Project Implementation

The MTR noted that current project implementation arrangements as given in the Implementation Strategy were generally satisfactory. However a number of issues can be highlighted:

- To address diverse and complex arrangements illustrated by more than one implementing agent per project in some cases, long drawn out negotiations relating to implementing arrangements, appointment of IAs taking many routes (in some cases SADC Water Division was directly involved and in other cases IAs recognised because of the activities they undertake in the region) and some arrangements yet to be finalized it is necessary to undertake the following:
 - (i) rationalisation of projects as intended by rationalisation of projects (see chapters 3 and 5 of this document);
 - (ii) Standardisation of implementation as well as monitoring and evaluation arrangements as was intended by the Implementing Strategy document and the Monitoring and Evaluation Strategy document respectively.
 - (iii) Disseminating information about the selection criteria for IAs and the related processes that are involved. Both the Water Division and member states have responsibilities in this regard
 - (iv) Recognising that the diverse arrangements are a consequence of the fact that the RSAP is supported by many co-operating partners. This implies, on the part of the WD, familiarity with the

requirements of different partners, especially procurement procedures

- There is a need for a more even spread of IAs from the various member states so to create a sense of ownership. Institutions with the potential to be IAs can be mentored either by those that are already IAs or through special assistance programmes
- More public (government and semi-government departments) institutions should be made IAs since actual implementation of the RSAP is at member state level and these take leadership in facilitating SADC business. Building capacity for project implementation among public institutions is important if not urgent
- More international and regional NGOs should be used as IAs especially in those areas where they have comparative advantage such as working with local communities.
- Desire to make RBOs as IAs is not matched by
 - (i) the lack of clear legal mandates for some of them
 - (ii) the fact that some of them are in their early stages which does not put them in a good position to implement projects (e.g. some do not have a secretariat)
 - (iii) The likely conflict that may arise due to established RBOs taking on responsibilities that are outside their given mandate and little sense of corporate identity especially in the more recent RBOs at the present time. These can be addressed by strengthening RBOs through offering training to specific RBOs and also creating a platform for sharing experiences, which can take in the form of an annual conference on RBOs. At such a platform managers from different RBOs from within the region and outside as well leading experts on RBOs can share experiences.

4.3.2 Project Management

In relation to project management some of the important issues to note are:

- The current arrangements regarding project management (see Figure 4.2 and Table 4.2) are generally satisfactory.
- Disseminating of information across projects and dealing with lack of effective communication within member states can help stem the negative perceptions about the RSAP that is held at member states and by other stakeholders
- Perceived lack of the involvement of middle-level managers in the RSAP, who are at the front line of water resource management, is best addressed by member states taking urgent measures to communicate more including rotating staff for RSAP activities should also be considered
- The observation that the RSAP has become summit-driven and meetings involving the RSAP are often in preparation of oncoming ICM and Council of Ministers meetings indicates that political functions that the RSAP as the SADC Water Programme were under-estimated.



4.4. PROGRAMME MANAGEMENT

4.4.1 General

Management of the RSAP has been in the form of a programme management facility backstopped by UNOPS. The Programme Management responsibilities have increased as a consequence of rolling out the RSAP.

Management challenges still remain in relation to:

- Successful financial resource mobilisation for the RSAP progress resulted in a situation where the management responsibilities have dramatically increased, underlining the need to balance between the capacity of the Secretariat to manage projects and the number of projects being run within the RSAP.
- Lack of adequate staff. For example there is no support staff, and professional staff are on short terms contracts. Staff should be recruited on the basis of competence and performance.

4.4.2 Role of Water Division

Regarding the functions of the WD it is important to observe that:

- In practice there is no distinction made between, what the MTR calls the core activity of the Water Division, which relates to the implementation of the Protocol, and the other aspects of the RSAP-IWRM. The Water Division should be seen and understood as responsible for both aspects.
- The Water Division primarily focuses on those projects and programmes of a regional nature i.e. That involves more than one country. There is should, however, a call be called to backstop some member states. This is necessary to level the playing field
- It provides leadership and coordination and does not implement projects on the ground, which is the responsibility of member states. By providing leadership is meant that the Water Division initiates projects and programmes that are of regional importance, sees through the various process mainly to do with resource mobilisation and ensures member state consultation. The processes involved are however not always under the control of the WD. This in the long gestation period, which have implications on project management and implementation.
- The Job Evaluation Report 's recommendation that the RSAP should be manned by a senior water officer assisted by an officer can only be interpreted as referring to the role of giving of strategic guidance and does not refer to day to day management of the RSAP. More staff is required since a US\$60 million is danger of stalling because of lack of adequate manpower resources.
- Co-operating partners are urged to fund certain positions as an interim measure pending the completion of filling up of positions by SADC.

4.4.3 "Ring-fenced" Programme Management Unit

To enhance the management of a dedicated Programme Management Unit (PMU) under the direct supervision of SADC is the best way forward. The PMU should be



task-oriented with its size being determined by project portfolio. Reporting structures and mechanisms between the PMU and SADC and within the PMU would have to clearly be laid out. A Programme Manager supported by a number of officers matching the activities that are being undertaken should manage the Unit. A senior manager who will give direction to the strategic area should coordinate each strategic area. To engender trust it is important that the PMU is ring-fenced referring to the need to ensure that its resources are not used across the other sectors. Housing water within the Strategic Planning Unit alongside Environment and Gender are well founded, will enable synergistic linkages to be forged.

4.5 OPERATIONALISING THE STRATEGIC PLAN

To ensure that the Strategic Plan is translated into practice it is important that the operational plan, covering such aspects as financing, human resource and implementation and the monitoring and evaluation plans, as well as the Implementation Manual are produced. These are produced under separate cover in the operational plan.



5 FINANCIAL FRAMEWORK

5.1 PREVIOUS FUNDING ARRANGEMENTS

There was a significant success in raising the necessary finance for RSAP projects thanks to the generous support of the co-operating partners. For all projects SADC met its mandatory 10% contribution with that figure being surpassed in some cases.

Notwithstanding the progress achieved a number of difficulties were also encountered. Some projects attracted little and in some cases no funding due to a variety of reasons. The main reason was the focus of the projects, which co-operating partners had reservations about. This requires a refocusing of the projects (see chapter 3). One of the significant recommendations of the MTR was that “together with co-operating partners SADC should explore the measures and conditions necessary to establish a Common Fund to implement the whole RSAP as a single programme, rather than the existing piecemeal approach that is being used at present”. This was made in the light of the fact that the current practice of individual project funding

- Had caused a situation where co-operating partners funded those projects that they were interested in resulting in a situation where some more deserving cases were left unfunded,
- The logical sequencing of projects was compromised as was Programme Integrity,
- Strategic objective tended to be lost in the mechanics of project specific individual funding,
- Different co-operating partners had different financial and reporting requirements, which overburdened the already burdened WD.

5.2 CHALLENGES FACING PROGRAMME FUNDING

There is a Team that is considering programme in SADC. Preliminary findings by that Team responsible for this revealed that there were a number of challenges (Box 5.1).

5.3 EXPERIMENTAL PROGRAMME FUNDING

Rationalisation of projects appears to hint at the desirability of programme funding. It would appear that new projects are best suited for this type of intervention.

At a fundamental level it can be argued that given the big challenges facing programme funding at SADC level, programme funding vis-à-vis the funding of RSAP projects, has to await the broad exercise that is currently underway. However, the fact that the RSAP has played a leadership in SADC processes such as the development of the RISDP, it may be concluded that there is a chance for the RSAP to show the leadership again by piloting with programme funding. This will yield value lessons for programme funding for SADC in general

Box 5. 1 Programme funding: challenges and conditions***Institutional challenges***

- Management of change process where change precipitated by SADC 's restructuring processes was inadequately handled
- Adoption of the RISDP as the development blue-print has not been accompanied by the necessary administrative arrangements
- Inadequate staff and funding arrangements
- SADC National Committees are not functioning effectively
- Coordination between SADC Secretariat and member states poses major challenges
- Coordination between ICP Regional Offices and Headquarters is not to the required standard.

Procedural, communication and other challenges

- Lack of procedures suited to the regional character of SADC, as well as the complexity and multiplicity of procedures
- Communication problems at all SADC levels
- Multiple demands on SADC due to NEPAD and the AU
- Multiplicity of membership to sub-regional groups and
- Different economic status of member countries

Conditions necessary for programme funding

- Democracy, good governance, respect for the rule of law, peace, stability and security
- Firm ownership of the framework of the strategy and policy
- Effective participation is yet to be achieved
- A structure where ICPs and all the relevant groups in the SADC region are engaged on a regular basis
- Best practices in funding are not in place

5.4 IMPACT OF PROJECT RATIONALISATION ON FUNDING ARRANGEMENTS

The rationalisation of projects will have impacts in relation to funding arrangements. This is because the merging and incorporation of projects will also result in the bringing together of co-operating partners who used to fund separate projects. The question then becomes how will the new compact projects, precipitated by the rationalisation, be financed. A desirable option is to have in place a project common fund to which the co-operating partners contribute.

5.5 FINANCIAL MOBILISATION



Efforts at financial mobilisation for the RSAP should take into account that the RSAP has to date been generally supported by the co-operating partners. To this extent effort must continue to be made to foster a good working relationships and the 10% contribution. Member states should continue to be in a position to fund certain activities. Programme funding when it is adopted will need to be complemented by sound financial systems. To this end the RSAP should work towards the production of audited accounts.



6 COMMUNICATION STRATEGY

6.1 NEED FOR A COMMUNICATION STRATEGY

The MTR identified a number of information and communication problems. In the main these relate to the institution of the SADC National Committee (with four sub-committees along the lines of the four directorates) that serves a vital link between Member States and the SADC Secretariat as well as within the Member States. The SADC Secretariat was also found to be wanting in this regard -there were also documentation problems as revealed by the fact it is difficult to access material related to the RSAP.

A number of observations can be made:

- Communication within member states is the responsibility of member states who should be encouraged to undertake the necessary measures
- A clear choice has to be made with regards which aspects to take on board especially with regards to the possible strategies and mechanisms.
- In the event of more than one strategy and mechanism being adopted sequencing is important.
- Contracting out the production of the elements of the strategies is the best option with the Water Division being involved in quality control.

6.2 INTERVENTION AREAS FOR THE COMMUNICATION STRATEGY

6.2.1 Focus areas

The main focus areas of a communication strategy should be in the following areas:

- Raising the profile of the RSAP
- Improving the linkage between SADC Secretariat and Member States.
- Improving linkages between the new SADC National Committee and the respective role-players within each Member State.
- Disseminating of information to the wider public

6.2.2 Strategies and mechanisms

For maximum effect the following strategies and mechanisms can be used:

- Functioning and updated web site
 - Isolate projects of excellence that have been identified during the RSAP-MTR and use these to showcase many of the existing SADC achievements.
 - Annual Co-ordinating Conference for RBOs for sharing experiences which are then subsequently widely disseminate
 - E-mail briefing
 - Production of a brochure that markets the RSAP
 - Production of a newsletter that will keep stakeholders in contact with progress and developments within the RSAP
-



- Production of policy briefs for each commissioned study to make the studies more relevant
- Commissioning of a journal in the mould of Water Policy that allows more informed debate about regional water issues.
- Translation of documents into Portuguese and French.

6.3 SCHEDULING OF ACTIVITIES

There is a need to put the various activities/elements of the communication strategy in some operational framework (Box 6.1).

Box 6.1 Schedule of activities of the communication strategy

Short term (0-6 months)

-Newsletter

Medium term (7-12 months)

-Updated and functioning website

-Brochure

-Annual Report preparation

Long term (13 months +)

-Annual Report

-Policy briefs

Publication of the new RSAP

-Book highlighting RSAP successes

- Workshop proceedings e.g. on RBOs seminars and workshops

-Launch of the Southern African Water Policy Journal

-Technical papers emanating from RSAP activities

-Translation of documents into Portuguese and French

7. MONITORING AND EVALUATION

7.1 NEED FOR A MONITORING AND EVALUATION FRAMEWORK

The MTR observed that the development of effective Monitoring and Evaluation (M&E) mechanisms should receive urgent attention as well as a coherent system of reporting system. The framework should be comprehensive to include impacts on poverty levels, environment, regional integration and regional development on a project by project basis. The following are important pointers:

- Monitoring and evaluation should involve all the types of indicators, namely
 - (i) **Impact indicators** (related to goals of a programme) which measure the extent to which overall goals of a programme are achieved;
 - (ii) **Outcome indicators** (related to objectives of the project) which measure the extent to which project objectives are being met) and
 - (iii) **Process indicators** (related to activities of the project) which measure the extent to which planned activities are taking place. Process indicators were largely absent except for an attempt made in the business plans

There were no impact indicators in RSAP projects related to directly improving the human condition perhaps because of the focus of creating and enabling environment. The adoption of specific poverty reduction measures by member states in the form of MDGs and IWRM and efficiency plans, which in one form or another have been incorporated in the RSAP, calls for impact indicators that address the important issues of poverty and sustainability (relating to management of the environment). There is also a need to develop impact indicators for indirect contribution to poverty. Indicators relating to the creation and sustaining of regional integration are also needed.

Among other things the M&E framework should

- Be able to address issues that are happening at the member state level, for example how water is making a contribution towards the realisation of MDGs. From this can be evolve suggestions regarding how a particular member state level can bridge the gap between the stated commitment and what is actually on the ground
- Be used to monitor what is happening at basin level in the 15 basins in line with of the four strategic areas that were presented above. What is important is to ensure harmonisation of practices across the shared basins. For example it is important that the level of exploitation of water resources while it may be a basin specific issue assumes regional importance given that water is a catalyst for regional integration and development.

Developing an effective M&E framework is a complex and involving process, which should be carefully considered. In this respect the steps being taken to recruit a monitoring and evaluation expert are welcome.



7.2 STEPS IN DEVELOPING INDICATORS

Monitoring and evaluation cannot succeed without performance indicators or milestones against which progress can be measured. This underlines the importance of developing indicators. The indicators should incorporate the principles of sustainable development (see appendix E). To this end the World Water Assessment Programme Proposed Indicators can be useful (see appendix F).

The monitoring and evaluation framework should pay attention to the following:

- It is important to distinguish between indicative targets (RISDP-related targets) such as targets 9 and 10 and performance indicators that relate to how the performance towards the indicative targets will be measured.
- All the three types of performance indicators (impact, output and process) should be included in the monitoring and evaluation framework.
- Log frames should be developed for all projects to make it possible for each project to be monitored separately.
- The overall Programme should also be monitored and evaluated. Monitoring can also be done at strategic level provided that there is some good level of coincidence in the individual projects within a strategic area.

7.3 MONITORING AND EVALUATION PLAN

For effective management of the RSAP it is important to go beyond the monitoring and evaluation framework and put in place a monitoring and evaluation plan. This should be captured in the operational plan.

7.4 REPORTING

Monitoring and evaluation are not useful until there are reports that are produced. It is therefore important to:

- Produce quarterly progress reports
- Produce annual report to provide a narrative overview of yearly achievements
- Provide for a mid term evaluation to be held at end of 2008.
- Undertake individual project monitoring and evaluation. In this regard two reports should be produced namely the mid term and end of project evaluation.
- Separate evaluations of projects must be made (Appendix G)



8. IMPLEMENTATION PLAN

The translation of the vision and mission of the RSAP into tangible projects as identified in chapter 3, that are supported by adequate funding and communication arrangements (chapters 5 and 6) and well monitored (chapter 7) can only be successful if an implementation plan is in place. Table 8.1 provides an overview of the Programme Implementation Plan (and not the project implementation which is carried in the operational plan).

As can be seen from Figure 8.1 the implementation plan is made up of 24 quarters. Figure 8.2 is a depiction of the implementation Plan in a flow diagram format. It can be noted that the implementation is by far the longest and coincides with communication and monitoring. This is because the latter two are on-going activities.



Integrated Water Resources Development and Management

Item	Activities	2005				2006				2007				2008				2009				2010			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.0	Formulation & Formalisation of RSAP																								
1.1	Project rationalisation																								
1.2	Strategy: Role of water in poverty alleviation																								
1.3	Strategy: Regional Strategic Water Infrastructure																								
1.4	Operational plan																								
1.5	Adoption of RSAP																								
2.0	Project Documentation																								
2.1	Project concept notes																								
2.2.	Project descriptions																								
2.3	Project submissions																								
3.0	Institutional framework																								
3.1	Implementation Manual																								
3.2	Establish project implementation sub-units																								
3.3	Human resource plan																								
3.4	Relocate RSAP to Strategic Planning Unit																								
3.5	Establish Programme Management Unit																								
4.0	Funding Arrangements																								
4.1	Mobilisation of funds																								



Integrated Water Resources Development and Management

Item	Activities	2005				2006				2007				2008				2009				2010			
4.2	Programme funding for new projects					■	■	■	■																
4.3	Programme funding for all projects									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4.4.	Development of financial reporting systems					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.0	Project and Programme Implementation																								
5.1	Signing of contracts and MOUs					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.2	Disbursements of funds					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5.3	Project implementation					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.0	Communication Strategy																								
6.1	Strengthening of SADC National Committees					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.2	Newsletter			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.3	Load information on website			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.4	Brochure developed and launched																								
6.5	Publish RSAP document					■	■																		
6.6.	Policy briefs, technical papers and books					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.7	RBO workshops					■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
6.8	Annual RSAP symposium					■																			
6.9	Water policy journal									■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■



Integrated Water Resources Development and Management

Item	Activities	2005				2006				2007				2008				2009				2010			
6.10	Portuguese and French translation of key documents																								
7.0	Monitoring																								
7.1	Development of appropriate indicators																								
7.2	Develop monitoring plan																								
7.2	Quarterly progress report (narrative and financial)																								
7.3	Annual report (narrative and financial)																								
8.0	Evaluation																								
8.1	On-going monitoring																								
8.1	Mid term review																								

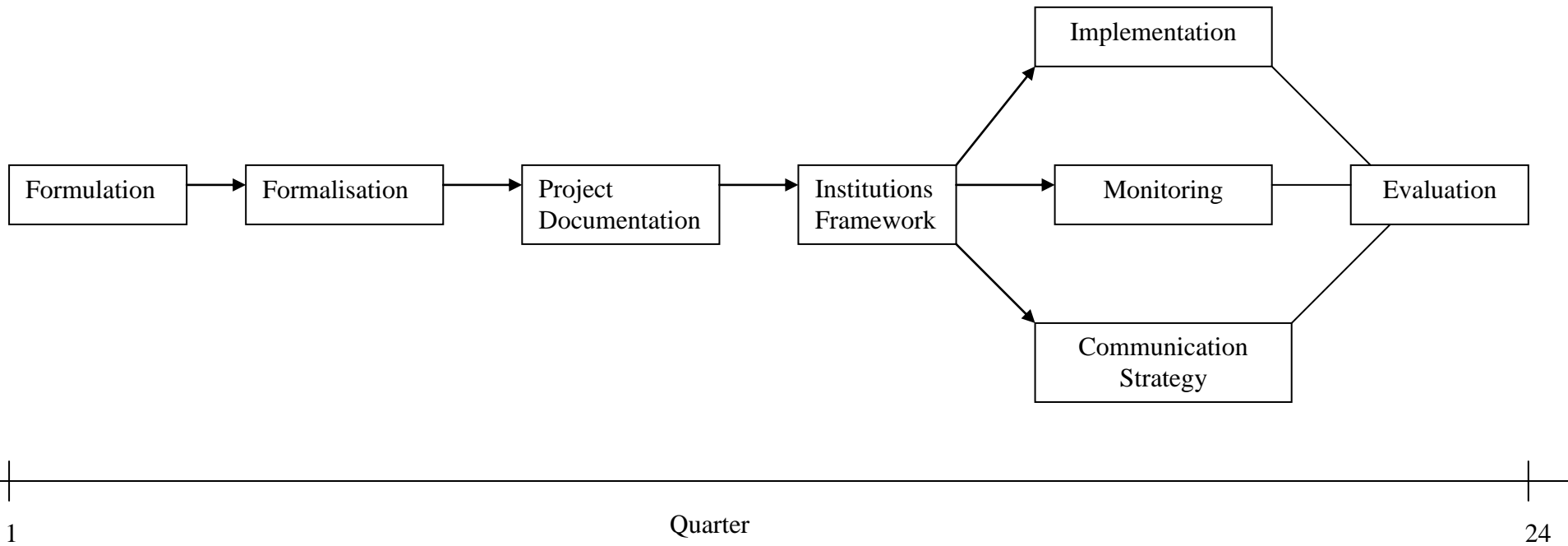


Figure 8.1: Flow Diagram Depiction of the Implementation Plan



9 BUDGET

The total budget and the major items will be produced once the Strategic Plan has been approved at the WRTC meeting.



DOCUMENTS CONSULTED

African Ministers Council on Water (2004) African water facility: establishment and Implementation Plan. African Development Bank.

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Southern African Power Pool (2004) Annual Report. SAPP.

Walmesly, T. et al (2004) *An Evaluation of Proposed World Water Programme Indicators for Use in South Africa*. International Water Management Institute, Working Paper no. 90. Colombo, Sri Lanka. International Water management Institute.



APPENDIX A: POLICY STRUCTURE AND STATEMENTS OF THE REGIONAL WATER POLICY

Thematic area	Policy structure	Policy statements areas
Regional Cooperation in Water Resources Management	Provisions on water for regional integration and socio-economic development; cooperation in water resources management of shared watercourses; inter-sectoral and international cooperation; and the harmonisation of national policies and legislation.	<ol style="list-style-type: none"> 1. Water for economic integration 2. Water for Peace 3. Water and inter-sectoral cooperation 4. Harmonisation of national policy and legislation 5. Conflict management 6. Water for international co-operation
Water for Development and Poverty Alleviation	Provisions on water for basic human needs and for industrial requirements; water for food and energy security; and virtual water.	<ol style="list-style-type: none"> 1. Water for Socio-Economic Development 2. Water Supply, Sanitation and Hygiene 3. Water for Food Security 4. Water for Energy Development 5. Water for Industrial Development 6. Water for Sports and Recreation
Water for Environmental Sustainability	Provisions on water and the environment, water quality management, and control of alien invasive species in watercourses.	<ol style="list-style-type: none"> 1. Water and the Environment 2. Water Quality Management 3. Alien Invasive Species
Security from Water-related Disasters	Provisions covering people's protection from water related disasters; and disaster prediction, and management and mitigation.	<ol style="list-style-type: none"> 1. People's Protection from Floods and Droughts 2. Disaster Prediction, Planning and Mitigation
Water Resources Information and Management	Covering data and information acquisition and management; and information sharing.	<ol style="list-style-type: none"> 1. Data and Information Acquisition and Management 2. Information Sharing 3. Water Resources Assessment
Water Resources Development and Management	Provisions on river basin approach; integrated planning of shared watercourses; dams and dam management; water conservation and water demand management; and alternative sources of water.	<ol style="list-style-type: none"> 1. River Basin Approach 2. Integrated Planning 3. Dam Development and Management 4. Affected Communities 5. Water Demand Management



Integrated Water Resources Development and Management

Thematic area	Policy structure	Policy statements areas
		6. Alternative Sources of Water
Regional Water Resources Institutional Framework	Policy provisions covering institutional arrangements at regional and national levels and for shared watercourse institutions	<ol style="list-style-type: none"> 1. SADC Secretariat 2. Shared Watercourse Institutions 3. Institutional Arrangements at National Levels 4. Monitoring and Evaluation
Stakeholder Participation and Capacity Building	Provisions focussing on participation and awareness creation; capacity building and training; gender mainstreaming; and research, technology development and transfer.	<ol style="list-style-type: none"> 1. Participation and Capacity Development 2. Gender Mainstreaming 3. Capacity Building and Training 4. Research, Technology Development and Transfer
Financing integrated water resources management in the region		<ol style="list-style-type: none"> 1. Financial Sustainability 2. Cost Reduction 3. Public-Private Partnerships



APPENDIX B: SHORT-TERM GENERATION PROJECTS IN SADC

No	Country	Project name	Capacity (MW)	Type	Expected Year
1	Angola	Capanda	260	Hydro	2007
2	Botswana	Morupule Extension	240	Coal	2009
3	DRC	Refurbish Inga – 1&2	500	Hydro	2007
4	Lesotho	Muela Phase -2	110	Hydro	2010
5	Malawi	Kaphichira Phase -2	64	Hydro	2009
6	Namibia	Kudu	800	Gas	2009
7	South Africa	Mothballed Plants	3, 500	Coal	2005-2010
		Open Cycle Gas Turbine	500	Gas	2008
8	Swaziland	Maguga	20	Hydro	2007
9	Zambia	Refurbishment	210	Hydro	2006
		Itezhi-Tezhi	120	Hydro	2007
		Kafue Lower	600	Hydro	2009
		Kariba North	360	Hydro	2009
10	Zimbabwe	Kariba South	300	Hydro	2007
		Hwange 778	660	Thermal	2008
		Lupani	300	Gas	2009
11	Tanzania	Ubungo	40	Gas	2004
		Ubungo	40	Gas	2005
		Kinyerezi	60	Gas	2007
		Kinyerezi	80	Gas	2009
TOTAL			8, 544		

Source: Southern African Power Pool (2004)

**APPENDIX C: SHARED WATER COURSES IN SADC**

Country	Shared Water Courses
Angola	Congo, Cunene, Okavango, Zambezi
Botswana	Limpopo, Okavango, Orange, Zambezi
DRC	Congo, Nile
Lesotho	Orange-Senqu, Mohokare-Caledon
Malawi	Lake Malawi, lake Chirwa, Shire, Ruvuma, Zambezi, Shared groundwater Aquifers
Mozambique	Buzi, Incomati, Limpopo, Maputo, Pungwe, Ruvuma, Save, Umbeluzi, Zambezi
Namibia	Cunene, Cuvelai, Okavango, Orange, Zambezi
South Africa	Orange-Senqui, Limpopo, Incomati, Maputo-Usutu-Pongola, Mohakare-Caledon
Swaziland	Incomati, Maputo, Umbeluzi
Tanzania	Nile, Congo, Zambezi, Panganai and Ruvuma basins
Zambia	Congo, Zambezi
Zimbabwe	Amanzanyama, Buzi, Limpopo, Okavango, Pungwe, Save, Zambezi

**APPENDIX D: PROJECT DATA SHEETS****D1 REGIONAL WATER RESOURCES AND PLANNING AND MANAGEMENT**

Project Title	Consolidation and Expansion of SADC Hycos
Project Number	RWR 1
Thematic / Focus Area	Regional Water Resources and Planning and Management
Duration	5 years
Planned Start Date	Continuing
Geographical Location/s	All SADC
Potential Funding Agents	Canada, AfDB, Netherlands, Sweden, FGEF, EU, USA, GWP
Total Estimated Cost	US \$3,500,000
Existing Level of Funding	US \$3,500,000
Justification/Rationale	Significant achievements have been made regarding the installation of hydrological monitoring stations. However challenges remain in relation to the maintenance of the infrastructure, expanding the system to have in place river basin specific networks and processing of collected data into easily usable forms
Objectives	Enhance the effectiveness of real-time and near real-time hydrological monitoring across the SADC region in regional and national water resources management.
Activities	<ul style="list-style-type: none">-Design and rehabilitation of joint monitoring systems-Enhance data analysis through application models modules-Expand system for the Zambezi, Limpopo and Orange River Basins-Disseminate information widely so as to enhance access to, and use of, real- and near real-time products of river information by water managers and other stakeholders
Key Outputs	An expansion (in accordance with basin and national interests, sustainable capacities and priority gaps) of the number of river monitoring sites equipped with intelligent sensors and satellite transmission, covering additional key monitoring sites within the SADC region as well as better use of collected data.
Implementation Agents	DWAF, RSA



Project Title	Standards for Assessment of Surface Water Resources
Project number	RWR 2
Thematic / Functional Area	Regional Water Resources Planning and Management
Duration	3 years
Planned Start Date	2006
Geographical Location/s	All SADC
Potential Funding Agents	RSA (Water Research Commission), Netherlands, FGEF, Sweden, AfDB, USA and UK
Total Estimated Cost	US \$11,425,000
Existing Level of Funding	\$1,305,500
Justification/Rationale	Negotiations involving the region's 15 river basins are essentially about how water resources are shared. This presupposes that there exists common standards in the assessment of surface water resources, which unfortunately is not the case.
Objectives	Produce and make accessible a SADC-wide Surface Water Resources Assessment standards so as to build capacity in implementing institutions, promote confidence in assessment products amongst Member States, which ensures that the assessment supports equity sharing of water within international river basins
Activities	-Studies to determine the main issues and create an inventory of possible standards Develop common standards in the assessment of surface water resources in ungauged, moderately gauged and adequately gauged river basins -Develop of capacity for ongoing surface water resource assessment methodologies within responsible agencies within SADC Member States; -Promote use of products and information by SADC Member States in the negotiation and agreement of use of water in shared river basins;
Key Outputs	-Study reports, -Agreed general standards, -Basin specific standards -Training workshops



Project Title	Groundwater Management Programme in SADC
Project number	RWR 3
Thematic / Functional Area	Regional Water Resources Planning and Management
Duration	3 Years
Planned Start Date	2006
Geographical Location/s	All SADC, Limpopo Basin(pilot basin)
Potential Funding Agents	WB WSP (ESA), WHO, Denmark, Germany, Belgium, Sweden, UK; AfDB
Total Estimated Cost	\$120,000
Existing Level of Funding	\$145,000
Justification/Rationale	Groundwater and important source for both productive and domestic uses. It is the only source of water for rural communities. This emphasises the need to have in place adequate resource assessment and monitoring tools, mechanisms and institutions
Objectives	Promote the sustainable development of groundwater resources at a regional level, incorporating research, assessment, exploitation and protection, particularly related to drought management.
Activities	<ul style="list-style-type: none"> -Formulation of Minimum Common Standards for Groundwater Development in the SADC Region; -Installation of monitoring and information Network, -Assessment of the aquifers -Models for processing data -Establishment of a Regional Groundwater Institute -Training workshops
Key Outputs	<ul style="list-style-type: none"> -Document outlining Common Standards and guidelines in the field of groundwater development and management Hydrogeological map -Regional institution, internet site -Processed data -Training personnel
Implementation Agents	The Water Division, Limpopo Watercourse Commission for Pilot Activities and the Botswana Department of Geological Survey



Project Title	Support For Strategic and Integrated Water Planning in SADC
Project number	RWR 4
Thematic / Functional Area	Regional Water Resources Planning and Management
Duration	3 Years
Planned Start Date	2006
Geographical Location/s	All SADC, Selected basins
Potential Funding Agents	WB WSP (ESA), WHO, Denmark, Germany, Belgium, Sweden, UK; AfDB
Total Estimated Cost	\$120,000
Existing Level of Funding	\$145,000
Justification/Rationale	There is limited experience in the region in relation to strategic and integrated water resources, which are however critical to the implementation of the Protocol and the realisation of the important role water plays in the region 's socio-economic development, poverty and integration
Objectives	Promote comprehensive, holistic and effective strategic and integrated water resource planning incorporating hydrological, hydro-geological, economic, social and environmental parameters, as well as translating collected data into useable planning data and mechanisms
Activities	-Trend analysis of collected water monitoring data (from projects RWR 1, R2, RWR 3; and RWR 4) -Decision support tools for water allocation criteria between and within socio- economic and physical sectors; -Planning tools for strategic and integrated planning
Key Outputs	Reports, Basin plans, IWRM plans,
Implementation Agents	Not identified



Project Title	Dam Safety, Synchronisation and Emergency Operations
Project number	RWR 5
Thematic / Functional Area	Regional Water Resources Planning and Management
Duration	4 years
Planned Start Date	2006
Geographical area	SADC, Zambezi, Limpopo and Orange Basins
Total Estimated Cost	US\$ 15,500,000
Justification/Rationale	Dams, among other things, play an important role in managing erratic flows, natural disasters such as droughts and floods, which can only be realised when they are operated in a coordinated way, which in turn guarantees safety of the infrastructure
Objectives	The long term objective is to develop guidelines for ensuring dam safety, security and operation so as to protect vital investments and effectively manage natural disasters
Activities	-Conceptual study to isolate scope of issues - Developing procedures for synchronised operation of dams for natural disasters (droughts and floods) and proper management of vital infrastructure e.g. hydropower stations; -Pilot the methods in selected basins
Key Outputs	-Reports, -General Dam Operation Manual -Dam Operation Manual for dams in selected basins
Implementation Agents	To be identified

**D2 INFRASTRUCTURE DEVELOPMENT SUPPORT**

Project Title	Development of a Programme on Water Supply and Sanitation for the SADC Region
Project number	INF 4
Thematic / functional area	Water Division: Infrastructure Support
Duration	1 Year
Planned Start Date	2003
Geographical Location/s	All SADC
Potential Funding Agents	WB WSP (ESA), WHO, Denmark, Germany, Belgium, Sweden, UK; AfDB
Total Estimated Cost	US\$ 120,000
Existing Level of Funding	US\$157,000
Justification/Rationale	Access to safe water and sanitation is one of the MDGs that the member states have signed up to as reflected in the RISDP. It is therefore important that the region has a common approach to the subject in terms of implementation and reporting procedures
Objectives	Develop a regional programme addressing water supply and sanitation so as to contribute to the socio-economic growth of the SADC region through promotion of good public health and provision of sufficient water for economic activities while protecting the environment.
Activities	<ul style="list-style-type: none">- Preparation of country situation reports on water supply and sanitation;- Development of a regional water supply and sanitation programme;-Implementation of the regional programme.
Key Outputs	<ul style="list-style-type: none">- Approval and adoption of the regional programme as part of the SADC programme of work.
Implementation Agents	Programme Development - WSCU/the SADC Water Division

**D3 WATER GOVERNANCE**

Project Title	Implementation of Protocol on Shared Water Courses
Project number	WG 1
Thematic / Functional Area	Water Governance
Duration	2.5 years
Planned Start Date	2004
Geographical Location/s	All SADC
Potential Funding Agents	GEF, FAO, USA Germany, World Bank, UK, IUCN, ELP, and UNDP
Total Estimated Cost	\$ 2,165,000
Existing Level of Funding	\$ 216,500
Additional Funding Required	US\$ 1,948,500
Objectives	Promote and develop a legal and institutional environment conducive to the equitable and sustainable development and management of the freshwater resources in the SADC countries, including resources shared across national boundaries.
Activities	Formulation of approach and procedures for development of legislation applicable for river basin management; Synthesis of experience and best practice; Development of guidelines for replicating in other river basins; Synthesis of experience and best practice with respect to other water related legislation.
Key Outputs	Harmonised national water legislation (in relation to the protocol, other sectoral legislation, neighbouring nations legislation and national policies); Where desired by participating SADC countries, administrative procedures and guidelines for the granting and management of water abstraction rights and of wastewater disposal licences, and water licences register(s) established
Implementation Agents	River Basin Organisations (RBOs), Member States
Focal Point/Contact Institution	WRTC
Observations	Originally project no. 10



Project Title	Harmonisation of water policy and legislation
Project number	WG 2
Thematic / Functional Area	Water Division: Regional Water Resources Monitoring and Planning
Duration	2.5 years
Planned Start Date	2004
Geographical Location/s	All SADC
Potential Funding Agents	GEF, FAO, USA Germany, World Bank, UK, IUCN, ELP, and UNDP
Total Estimated Cost	\$ 2,165,000
Existing Level of Funding	\$ 216,500
Additional Funding Required	US\$ 1,948,500
Objectives	Promote and develop a legal and institutional environment conducive to the equitable and sustainable development and management of the freshwater resources in the SADC countries, including resources shared across national boundaries.
Activities	Formulation of approach and procedures for development of legislation applicable for river basin management; Synthesis of experience and best practice; Development of guidelines for replicating in other river basins; Synthesis of experience and best practice with respect to other water related legislation.
Key Outputs	Harmonised national water legislation (in relation to the protocol, other sectoral legislation, neighbouring nations legislation and national policies); Where desired by participating SADC countries, administrative procedures and guidelines for the granting and management of water abstraction rights and of wastewater disposal licences, and water licences register(s) established
Implementation Agents	River Basin Organisations (RBOs), Member States
Project Documentation Status	The second draft of PDF B document to secure funds from GEF has been prepared with FAO assistance; Member states that are cooperating in specific river basin initiatives have included the harmonisation of legislation as a priority issue on their programmes.
Focal Point/Contact Institution	WRTC
Observations	Originally project no. 10



Integrated Water Resources Development and Management

Project Title	Promotion of public participation in water resources development and management
Project number	WG 3
Thematic / Functional Area	Water Governance
Duration	5 Years
Planned Start Date	2004
Geographical Location/s	All SADC
Potential Funding Agents	UNDP, Denmark, Germany, GEF, World Bank, USA, UK, Norway
Total Estimated Cost	US\$ 2,591,000
Existing Level of Funding	US\$ 1,339,814
Additional Funding Required	US\$ 1,251,186
Objectives	To strengthen and broaden regional awareness of IWRM concepts and principles at all levels to facilitate their practise in the region, contributing to equitable and sustainable utilisation of water, land and related resources The deliberate and sustainable participation of stakeholders in policy and strategy formulation and implementation of matters relating to water resources development and management at local, intermediate, national and regional levels.
Activities	Awareness Building on IWRM, Consultative Forums, Media Involvement Program on Means to empower Women in Water Studies Promotion of Stakeholder Participation in Water Resources Management, Feasibility Study for Creating a Fund to support NGOs and RBOs Participation in Water Resource Management Activities, , Piloting component on the Limpopo River Basin
Key Outputs	Awareness by decision makers at all levels on the concept of Integrated Water Resources Management and its relevance in the SADC region, and this knowledge informs their actions and decisions, Full involvement of all stakeholders when actions and decisions on the utilization, development and management of water resources at various levels are taken, especially in shared river basins, Improved capacity of SADC WSCU/new Water Division and member states' institutions to interact with the media and the media becomes more involved in water issues at regional and national levels. Review and assessment of international, regional and national experience and activities, Capacity of Stakeholders is developed, Active involvement of Stakeholders in participative processes, Support provided to SADC member States for participatory approaches, General guidelines on how to get stakeholders' participation.
Implementation Agents	IUCN ROSA
Focal Point/Contact Institution	WRTC / SADC Water Division
Observations	Original project no. 4,20,21, 24, 25 & 26



Project Title	Formulation of the Regional Water Strategy
Project number	RWR 4
Thematic / Functional Area	Regional Water Resources Planning and Management
Duration	3 Years
Planned Start Date	2006
Geographical Location/s	All SADC
Potential Funding Agents	WB WSP (ESA), WHO, Denmark, Germany, Belgium, Sweden, UK; AfDB
Total Estimated Cost	\$120,000
Existing Level of Funding	\$145,000
Additional Funding Required	None
Objectives	Ensure that the provisions of the Regional Water Policy are implemented and followed
Activities	Consult member states on formulation of regional policy strategy Develop and formulate regional water policy strategy Develop criteria for monitoring implementation of regional policy Periodic identification of gaps in implementation of Regional water policy in terms of content and timing Recommend best way to achieve effective implementation of policy
Key Outputs	Regional Water Policy Strategy, Reports
Implementation Agents	Not identified
Project Documentation Status	Project documentation for 10 sub-projects was developed with support from UNEP and approved by SADC in 1998. The French support (EURO 800,000) supported the execution of component 7 and 2
Focal Point/Contact Institution	Sub-committee for Hydrogeology
Observations	Originally project no. 6

**D4: CAPACITY BUILDING**

Project title	Capacity Building for the Water Division
Project number	CB 3
Thematic / Functional Area	Capacity Building
Duration	5 years
Planned Start Date	2003
Geographical Location/s	All SADC
Potential Funding Agents	UNDP, Belgium, USA, UNESCO, Germany, Netherlands, Sweden,
Total Estimated Cost	US\$ 11,500,000
Existing Level of Funding	US\$ 1,275,000
Additional Funding Required	US\$ 10,225,000
Objectives	To strengthen the human resource capacity of water resources institutions in the SADC region to enable them to contribute effectively to the sustainable integrated water resources development and management in the region.
Activities	Needs assessment and development of capacity building programme; HRD on technical aspects (e.g. surveying, mapping and GIS), HRD on broader IWRM Issues, Institutional Strengthening
Key Outputs	Needs Assessment report and HR Development Plan; Trained SADC WS technical and professional staff in relevant fields; Establishment of advanced and efficient information systems, which will enhance easy exchange of data among the member states, Strengthened Water Sector Institutions
Implementation Agents	Main Agency: to be determined
Project Documentation Status	Belgium committed US\$ 125,000 for the project development process. A draft needs assessment report and a capacity building programme were prepared in the last quarter of 2001 and beginning of 2002. A stakeholder consultation workshop was held in September 2002. Stakeholders' comments were incorporated in the first half of 2003. The WRTC reviewed the draft Background Document with the Needs Assessment Report and a Proposed HRD Programme in October 2003. Additional comments were submitted by member States in the last quarter of 2003. The final Needs Assessment Report and the HRD Programme were submitted in February 2004. The ICM approved the HRD Programme for the Water Sector in June 2004. Belgium committed in April 2004 Euro 60,000 towards the implementation of Component 3 "Training of Priority Professionals in IWRM".
Focal Point/Contact Institution	WRTC
Observations	Original project nos. 17 and 22



Integrated Water Resources Development and Management

Thematic / Functional Area	Water Division: Capacity Building
PROJECT TITLE	CB2: Capacity Building for Joint Integrated Basin Management
Duration	5 Years
Planned Start Date	2003
Geographical Location/s	All SADC
Potential Funding Agents	UNEP, Sweden, Germany, UNDP, USA, Switzerland, WB, Finland, Italy
Total Estimated Cost	US\$ 10,000,000
Existing Level of Funding	US\$1,000,000
Additional Funding Required	US\$ 9,000,000
Objectives	To attain sustainable integrated planning and management of water resources through the improvement of capacity to develop and implement joint river basin management initiatives.
Activities	Assessment of needs for capacity building; Development of strategy, Implementation (the strategy can be linked to WaterNet and Water Consultative Forum); Development of guidelines and procedures /best practices for joint river basin planning; Implementation on pilot river basins.
Key Outputs	Audit of capacities of basin institutions; Guidelines and procedures/best practices for joint river basin planning; Mechanisms to acquire and share information.
Implementation Agents	RBOs (and national Departments of Water Affairs)
Project Documentation Status	The Project Document was approved in June 2001
Focal Point/Contact Institution	WSCU
Observations	Original project no. 3



Integrated Water Resources Development and Management

Project title	Waternet
Thematic / Functional Area	Capacity Building
Project number	CB 2
Duration	5 Years
Planned Start Date	2003
Geographical Location/s	All SADC
Potential Funding Agents	The Netherlands, Denmark, Sweden, UNDP, UNESCO, USA
Total Estimated Cost	US\$ 4, 000,000
Existing Level of Funding	US\$ 6,077,829
Additional Funding Required	None
Objectives	Strengthened water training institutions as a result of a functioning network of training institutions and a group of water professionals capable of clearly articulating IWRM issues. The outcome will be a strong regional capability to effectively address sustainable and equitable use of water resources.
Activities	Establishment of regional networks of institutions on IWRM; Development and presentation of an academic course of a masters degree in IWRM; Development and presentation of non-academic training into IWRM; Use of consultants on IWRM issues (consultancy fund); Research into IWRM issues identified and executed (research fund).
Key Outputs	The major outputs of the project are: An established and functioning Regional Network for IWRM; An operational Professional Course Programme with a number of fellowships offered to regional candidates; A number of Masters students trained and awarded certificates; A number of technical students trained in IWRM; A number of consulting/research activities supported and carried out and the results widely distributed.
Implementation Agents	Main IA - Academic component: University of Zimbabwe Main IA - Non academic component: to be determined Main IA - Consultancy and Research: IWSD Subsidiary agencies: Regional universities, Training institutions,
Project Documentation Status	Agreements have been reached (2000) on the scope of the current academic oriented project being implemented with support from the Netherlands since 1999; The final project document for the non-academic training component was approved in July 2002
Focal Point/Contact Institution	WRTC
Observations	Original project no. 23



Integrated Water Resources Development and Management

Thematic / Functional Area	Water Division: Capacity Building
PROJECT TITLE	CB4: WSCU Capacity Building Project
Duration	5 Years
Planned Start Date	2003
Geographical Location/s	All SADC
Potential Funding Agents	UNDP, Belgium, Germany, Switzerland, EU, UK, Netherlands, GEF, ADB, World Bank, FAO.
Total Estimated Cost	US\$ 1,200,000
Existing Level of Funding	US\$ 3,534,733
Additional Funding Required	None
Objectives	The long-term objective of the project is to strengthen the capacity of the WSCU/new Water Division to ensure that it delivers effectively on its mandate of providing strategic and technical leadership and promoting cooperation in all water matters in the SADC region. Note that due to restructuring, this project now refers to the new "Water Division".
Activities	Formulation and approval of optimal structure of the WSCU/New Water Division by the SADC Committee of Water Ministers and adopted by the Government of Lesotho and SADC Secretariat; Ensuring that the WSCU/New Water Division is operating at full capacity and manned by staff with the necessary skills and training, including leadership and management, hydro-politics, hydro-economics, international water law and water and the environment; Provision in the medium-term for an appropriate mix of expertise involving SADC core staff, technical assistance and staff secondments by member States.
Key Outputs	Approved structure of the WSCU/New Water Division implemented; The WSCU/New Water Division is operating at full capacity; In the medium-term, an appropriate mix of expertise involving SADC core staff, technical assistance and staff secondments by member States is in place at the WSCU/New Water Division.
Implementation Agents	WSCU/ SADC Water Division
Project Documentation Status	The final draft document on the Needs Assessment Study and the Capacity Building Programme was submitted at the end of February 2001. The Programme will be revised when the substantive officers for the Water Division have been recruited.
Focal Point/Contact Institution	SADC Secretariat
Observations	Original project no. 7



Project title	Strengthening River Basin Organisations
Project number	WG 4
Thematic / Functional Area	Water Division: Water Governance
PROJECT TITLE	WG1: Sustainable and improved transboundary integrated planning, cooperation and management of River Basins (for poverty alleviation, economical growth and environmental protection.)
Duration	5 years
Planned Start Date	2003
Geographical Location/s	Lake Malawi, Zambezi and Orange, Okavango River Basins
Potential Funding Agents	USA, Germany, Netherlands, Denmark, Sweden, Norway, Finland, Switzerland, EU, FGEF, World Bank, GEF, UK, AfDB, IUCN-ELP, USA, AfDB
Total Estimated Cost	<i>To be updated</i>
Existing Level of Funding	<i>To be updated</i>
Additional Funding Required	<i>To be updated</i>
Objectives	Improved river basin management for sustainable poverty alleviation, economical growth and environmental protection.
Activities	Establishment of RBO's, revise protocol amongst decision makers, formulate riparian agreements on equity sharing, initiatives in RBO, enhanced capacity (ORASECOM), basin development and management plan, programme of removal and control of aquatic weeds
Key Outputs	Improved capacity and its institutions, basin studies and plans with transboundary basins executing management plans, procedures for dispute resolution
Implementation Agents	SADC Water Division, RBOs (Commissions, PJTCs and Basin Fora), WSCU, ORASECOM, Okavango River Basin Commission
Project Documentation Status	Aquatic weed PDF document approved by GEF council, draft review on protocol submitted in Dec 2003, ORASECOM approved April 2002, project documentation approved by Okavango River Basin Commission
Focal Point/Contact Institution	WRTC, Sub-committee for Water Quality, and Aquatic Weeds
Observations	Original project nos. 8,16,30,31



APPENDIX E: THE BELLAGLIO PRINCIPLES FOR THE DEVELOPMENT AND ASSESSMENT OF SUSTAINABILITY INDICATORS

(See <http://www.iisd.org/measure/>)

Principle	Requirements/Criteria for sustainable development indicators
1. Guiding vision and goals	1. Be guided by a clear vision of sustainable development and goals that define that vision.
2. Holistic perspective	2. Include a review of the whole system as well as its parts. 3. Consider the well-being of social, ecological, and economic subsystems, their state as well as the direction and rate of change of the state and of their component parts, and the interaction between parts 4. Consider both positive and negative consequences of human activity, in a way that reflects the costs and benefits for human and ecological systems, both in monetary and non-monetary terms
3. Essential elements	5. Consider equity and disparity within the current population and between present and future generations, dealing with such concerns as resource use, over-consumption and poverty, human rights, and access to services, as appropriate. 6. Consider the ecological conditions on which life depends. 7. Consider economic development and other, non-market activities that contribute to human/social well-being.
4. Adequate scope	8. Adopt a time horizon long enough to capture both human and ecosystem time scales thus responding to needs of future generations as well as those current to short-term decision making. 9. Define the space of study that is large enough to include not only local but also long-distance impacts on people and ecosystems. 10. Build on historic and current conditions to anticipate future conditions
5. Practical focus	11. An explicit set of categories or an organizing framework that links vision and goals to indicators and assessment criteria. 12. A limited number of key issues for analysis. 13. A limited number of indicators or indicator combinations to provide a clearer signal of progress. 14. Standardizing measurement wherever possible to permit comparison 15. Comparing indicator values to targets, reference values, ranges, thresholds, or direction of trends, as appropriate.
6. Openness	16. Make the methods and data that are used accessible to all. 17. Make explicit all judgments, assumptions and uncertainties in data and interpretations.
7. Effective communication	18. Be designed to address the needs of the audience and set of users. 19. Draw from indicators and other tools that are stimulating and serve to engage decision makers.



Integrated Water Resources Development and Management

	20. Aim, from the outset, for simplicity in structure and use of clear and plain language.
8. Broad participation	21. Obtain broad representation of key grassroots, professional, technical and social groups, including youth, women and indigenous people to ensure recognition of diverse and changing values 22. Ensure the participation of decision makers to secure a firm link to adopted policies and resulting actions.
9. Ongoing assessment	23. Develop a capacity for repeated measurement to determine trends 24. Be iterative, adaptive and responsive to change and uncertainty because systems are complex and change frequently 25. Adjust goals, frameworks and indicators as new insights are gained. 26. Promote development of collective learning and feedback to decision making.
10. Institutional capacity	27. Clearly assign responsibility and provide ongoing support in decision making. 28. Provide institutional capacity for data collection, maintenance and documentation. 29. Support development of local assessment capacity.



APPENDIX F: WORLD WATER ASSESSMENT PROGRAMME PROPOSED INDICATORS AS A FRAMEWORK FOR RSAP PROJECTS

World Water Assessment Programme Proposed Indicators

1. *Meeting basic needs*: to recognize that access to safe and sufficient water and sanitation is a basic human need and is essential to the health and well-being, and to empower people, especially women, through a participatory process of water management.
2. *Securing the food supply*: to enhance food security, particularly of the poor and vulnerable, through more efficient mobilisation, use and equitable allocation of water for food production.
3. *Protecting ecosystems*: to ensure the integrity of ecosystems through sustainable water-resources management.
4. *Sharing water resources*: to promote peaceful cooperation and develop synergies between different uses of water at all levels, whenever possible, within and, in the case of boundary and trans-boundary water resources, between the states concerned, through sustainable river-basin management or other appropriate approaches.
5. *Managing risks*: to provide security from floods, droughts, pollution and other water-related hazards.
6. *Valuing water*: to manage water in a way that reflects its economic, social, environmental, and cultural values for all its uses, and to move towards pricing water services to reflect the cost of their provision. This approach should take account of the needs for equity and the basic needs of the poor and the vulnerable.
7. *Governing water wisely*: to ensure good governance, so that the involvement of the public and the interests of all stakeholders are included in the management of water resources.
8. *Water and industry*: to not degrade water and take account of the needs of competing sectors focusing on the needs of industries and the responsibility of industry.
9. *Water and energy*: to use water for various forms of energy production in a sustainable manner.
10. *Ensuring the knowledge base*: to make quality knowledge available to decision makers for good water policies and management.
11. *Water and cities*: to address distinctive challenges of water management in urban areas, which are the foci of human settlements and economic activities



APPENDIX G: ANALYSIS OF THE COMPATIBILITY BETWEEN WWAP INDICATOR ISSUES AND A SELECTION OF EXISTING RSAP PROJECTS

WWAP challenge area	Relevant RSAP project		Selected WWAP indicator issues	Compatibility between WWAP and RSAP indicators
	No	Degree of relevance		
1. Meeting basic needs	5	High	Access to basic water supply and sanitation infrastructure	Not specified
			Affordable access to water	
			Capital expenditure on water and sanitation	
			Actual and total water supply sanitation coverage	
			Distribution of unserved people: water supply and sanitation	
2. Securing food supply	None	N/A	Agricultural water use	N/A
			Area equipped for irrigation vs. Total arable area	
			Productivity: \$ or vol/m ³ , efficiency, jobs per drop	
			Water used for irrigation (net and gross, groundwater and surface water): informal (supplemental, spate, local water harvesting)	
3. Protecting ecosystems	18 Integrated water resources management of Lake Malawi/Nyasa/Niassa sub-basin	Low	Area of wetland drained	Poor
			Compliance with water- quality standards for key pollutants	
			Degree of river fragmentation	
			Presence of alien species	
			Number of threatened species	
4. Sharing water	8: Support for implementation of the SADC protocol	High	Basins of high/medium water stress	High
			Number of treaties/co-operative events for international rivers	



Integrated Water Resources Development and Management

WWAP challenge area	Relevant RSAP project		Selected WWAP indicator issues	Compatibility between WWAP and RSAP indicators
	No	Degree of relevance		
	on shared water courses		Shared aquifers: number of/ related resource volume/disputes Water availability vs. population Demand changes (sectoral) and distribution Existence of law for judicious distribution of water Mechanisms for sharing within country (allocations/priorities) both routinely and at times of resource shortage Water policy accounts and statements Water stress threshold maps	
5. Managing risks			Budget allocation for mitigation of water risk Legal and institutional provisions for risk-based management Losses incurred: human life, economic and social Population exposed to water-related risk Risk reduction and preparedness action plans formulated Risk-based resource allocation	
6. Valuing water	12: Economic accounting of water use	High	Annual investment in water for agriculture, water supply and sanitation, industry Annual investment in urban and rural sanitation Level of cost recovery for urban water supplies Level of cost recovery for water supplies for agriculture Sources of investment funds Price of water charged to farmers for irrigation	High



Integrated Water Resources Development and Management

WWAP challenge area	Relevant RSAP project		Selected WWAP indicator issues	Compatibility between WWAP and RSAP indicators
	No	Degree of relevance		
7. Governing water wisely	1,9, 10 and 11:Guidelines and Support for the harmonisation of national water legislation, policies and strategies	High	Existence of defined water rights	
			Existence of institutions responsible for management	
			Existence of water-quality standards, effluent discharge, minimum river-water quality	
			Defined roles of government (central and local)	
			Existence of participatory framework and operational guidelines	
			Existence of legislation advocating Dublin principles	
8. Water and industry	None	N/A	Industrial water efficiency	
			Industrial use of water per capita by total water per capita	
			Reuse/recycling	
9. Water and energy	None	N/A	Distribution of households with access to electricity: rural and urban	N/A
			Efficiency/productivity (output per m3	
			Per unit cost of renewable and non-renewable energy sources	
			Use of water in thermal towers and competition with other uses	
10. Ensuring the knowledge base	23: Waternet 22 Capacity building of the water sector	High	No. of water-resources institutions	High
			No. of water-resources scientists	
			No. of websites with water focus	
			Water topics in school curriculum	



Integrated Water Resources Development and Management

WWAP challenge area	Relevant RSAP project		Selected WWAP indicator issues	Compatibility between WWAP and RSAP indicators
	No	Degree of relevance		
11. Water and cities	None	N/A	Proportion of urban and rural population with access to improved water and sanitation	N/A
			Water consumption levels: litres per capita per day, water meter tariff	
			Water-impounding reservoirs	
			Water source distance from demand centre	
			Water supply cost per litre	



APPENDIX H: PROJECT PROGRESS AND COMPLETION REPORT TEMPLATE

Regional strategic action plan on integrated water resources development and management

(Narrative report [max. 5 pages] focusing on project design, results, impact and lessons learned. Due latest 6 months after project completion)

PROJECT TITLE	
Project number	
Countries	
Co-Partner(s)	
Project Period	
Project Budget	
Prepared by	
Date of submission	

1. Summary

(List key achievements, impact and lessons learned in bullet form.)

2. Problem addressed by the project

(Briefly state the project background and objective[s])

3. Project design

(Briefly describe how the project sought to address the above mentioned problem. Describe and explain changes, if any, made to the design during implementation, including reason(s). Discuss appropriateness of design).

4. Fulfillment of project objective(s)

(State main results/impact achieved per objective. Where applicable, please include numerical information e.g. number of clinics established, number of people/patients reached, camps and education sessions held, awareness activities conducted etc. If an objective was not achieved as planned, state reason. Add more rows if needed).

Objective	Status (Done/not done)	Results	Comments
1.			
2.			
3.			





5. Project impact

(State actual impact in diabetes care; key changes observed arising from project activities, e.g. change in level of amputations etc. Assess against expenditure level.)

6. Sustainability of the project

(Assess chances of long-term sustainability of the project results. Explain why/why not sustainability is expected. Specify which institution will be responsible for continuation of activities. State level of commitment)

7. Lessons learned

(State key lessons learned during implementation. Include both positive and negative learning points, e.g. in hindsight, what – if anything – would you have done differently with regard to the project.)

8. What are you the most pleased about in the project?

9. What are you the least pleased about in the project?

10. Budget/Expenditure

(List the main budget lines of the original budget. Describe and explain major budget revisions, if any. State final expenditure per budget line. Final audited accounts to be annexed when available.)

11. Checklist of deliverables

(State documents delivered by the project as per project application section 4.C. Please also include other relevant publications made by the project. The stated documents should be annexed to this report)

12. Other remarks

13. Comments/quotes

(List relevant quotes/comments from e.g. beneficiaries, partners, project team, authorities)