ORNL Technical Assistance to USAID to Foster Sustainable Environmental Management in Southern Africa[1]

Trip Report: Support to USAID/Southern Africa for Program Design
Keith Kline
Temporary Duty (TDY) in Gaborone, Botswana and Pretoria, South Africa
25 August–11 September, 2008

Primary Activities

The goal was to reinitiate the design process begun on the prior, February-March TDY, for an expanded, regional environmental program (2009-2013).[2] The draft Concept Paper and supporting documents that were developed and presented in March were approved for distribution by USAID just prior to the August trip, after resolving some of the uncertainty about future funding of regional programs. Specific tasks this trip included collaboration with the USAID program manager to: revise design plans and schedule; brief USAID-Pretoria, other donors and stakeholders on the design plans; clarify funding scenarios under the proposed design; propose and obtain approval for a strategy to obligate funds under SOAG Amendments with SADC; conduct consultations with OKACOM, SADC, other donors and stakeholders on recommended actions and extension plans for 2009-12; discuss design issues with RCO to develop revised recommendations for the implementing mechanism and selection procedures; and assist with other issues as requested by the USAID CTO.

Results

The tasks noted above were completed and results are reflected in the approvals and decisions to move forward with the revised design plan, as well as a set of documents that were developed, drafted and delivered in collaboration with the CTO, including:

a) Cover note for distribution of the Draft Concept Paper for Review by stakeholders (v.20 dated June 30, 2008); as distributed to OKACOM and other stakeholders
b) Revised Design Assumptions document and design plan/calendar (v11-Sept-08)
c) Budget tables to support current and future programming under various design assumptions
d) SADC Amendment 3, Action Memo and supporting documents (drafted)
e) SADC Amendment 4 and supporting documents (drafted)
f) Revised Annex 1, "Amplified Program Description" for SADC SOAG (drafted)
g) Pre-Solicitation Announcement posted on www.fbo.gov with request for information and Draft Concept Paper
h) Draft messages to SADC, potential design team supporters, and other donors
i) Summary program description and related inputs for SADC-ICP web page on donor assistance to water sector in Southern Africa region.
j) Notes from SADC WSRG meeting in Pretoria, 10 Sept 2008.
k) Initial list of consolidated comments received on the Concept Paper (as of 15 Sept 2008).

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[2] The August TDY scope of work was confirmed and travel requested by CTO via June 30 2008 email, noting that this TDY should focus primarily on 1) developing the design for the USAID follow-on activity based on compiled stakeholder input and 2) develop draft documents for the third SADC SOAG Amendment to incorporate the new activities.

Discussion

The design process was reinitiated via consultations with key counterparts in Pretoria and Gaborone. A presentation on the concept paper and formal invitations for comments was made to the SADC Water Sector Reference Group meeting on September 10, with 15 of the regional donors for water and environment represented in attendance. Interviews with SADC, OKACOM and Government of Botswana, KAZA, UNDP, GEF and other donors generally reconfirmed prior observations[3] that the USAID program should provide continuity to activities initiated in the first phase of the Okavango basin project to protect biodiversity and improve water management. Counterparts recommend that the design and start-up phase continue to be transparent and participatory; they supported the proposed inception workshop to finalize strategic and first year plans for the new program. However, some stakeholders noted care is needed to avoid "community fatigue and backlash" in the KAZA area and Okavango basin in particular, due to repeated projects sponsoring community level "consultations" and assessments, but providing little tangible assistance.

The GEF-Environmental Protection and Sustainable Management of the Okavango (EPSMO) project is especially interested in opportunities for this program to support implementation of the Strategic Action Plan for the basin that is to be drafted late next year. Stakeholders remained enthusiastic about the possibility of expanding assistance to include support for Water Supply and Sanitation services. ADB, the EU Water Facility, UNDP, KfW, MCC and several other donors continue to indicate that WSS infrastructure funding is available, but "good bankable" projects and systems to assure sustainable management capacity for maintaining systems, are lacking. Some donor programs (such as World Bank, EU) are responding to these needs, primarily on a bilateral basis. Opportunities persist for partnerships and collaborations with other donors such as UNDP-GEF (continuing work in Okavango), Sida (water supply/demand management), Gtz and KfW (RBO strengthening, water supply and sanitation). See attachments for more detail.

The solicitation package and scope of work may involve an expanded team proposed with virtual members including technical support staff in Pretoria (PDO, REA), Washington (AFR/SD, EGAT – Biodiversity and Water teams) and possibly USAID/Luanda. Distribution lists for design stakeholders were discussed (see Attachment A). Issues raised in the Program Implementation Review (pipeline, procurement plans) were resolved. Solicitation issues and draft selection criteria, and the "Regional Criteria" paper (see "*What is Regional and Appropriate for Support under USAID/Southern Africa Environment Program Element*" of March 2008) were discussed and solutions proposed as reflected in RFI and design assumptions documents.

Recommendations

1. Maintain communications with key stakeholders to insure that they received the Concept Paper, are aware of deadline for comments, and understand the plans for subsequent steps. Call to confirm verbally with key OKACOM and SADC representatives.
2. Follow-up with USAID/Pretoria to establish funding requests for WSS in FY10-12 consistent with the design parameters and assumptions that USAID approved in August.
3. Conduct follow-up meetings with SADC Water and NRM teams (meet with Nyambe Nyambe who was out of town) to discuss proposed revisions to the amplified program description (draft Annex 1).

[3] See Trip Report from March 2008 and Summary ICP Observations attached to this report.

4. Review weekly progress and try to stay on schedule per planning calendar for solicitation process.
5. Collect concept paper comments on October 1 and deliver to design team for integration in SOW.
6. Collect other information to be integrated into the solicitation package:
    - Verify projected status of the current IRBM program in terms of results (PMP and contract level indicators) as of the March 30 completion date.[4] Identify priority activity areas that may need attention early in the new program.
    - Confirm the schedule and list of documents and studies to be completed under currently funded IRBM and SADC activities, including RBO studies.
    - Verify Angola buy-in interest and projected funding levels by FY.
    - Verify RHAP-Botswana buy-in interest and projected funding levels by FY.
7. Post relevant information (evaluation documents; consultant reports from current program; success stories) on FRAME or other public web-page to insure fair access. ARD Inc. should insure all project technical reports (final versions) are posted ASAP in the USAID-DEC.
8. Issue periodic email updates and consultative messages to stakeholders to maintain contact, build sense of ownership, and communicate how inputs received on the design process are being addressed or incorporated.
9. Provide guidance to ARD Inc. for the ongoing project to facilitate a smooth transition process to the follow-on program. This may include a review of the "disposition plans" for all durable goods and equipment reflecting arrangements to make transfers as appropriate to support the follow-on program.

Future actions to be supported by ORNL:

a) Draft revised Annex 1 for SADC SOAG incorporating comments received on Concept Paper.
b) Draft Scope of Work, Selection Criteria and Action Memo for approval of the solicitation package.
c) Other support as required and requested by CTO, consistent with the ORNL PASA.

Attachments:

A. List of stakeholders to consider for design distribution list
B. Abstract, Itinerary and Summary Notes for ORNL FTR
C. Final Draft Concept Paper (see document posted with RFI)
D. Revised Design Assumptions and plan/calendar (draft 31 August)
E. Comments received on Draft Concept Paper
F. Notes: SADC-WSRG meeting with International Cooperating Partners, in Pretoria, 10-Sept-08.

Note:

- Other documents drafted (listed above) were delivered to CTO
- List of Contacts – see Excel table in March 2008 Trip Report for contact information of people met and interviewed

Distribution: CTO Chris Schaan; James Watson, USAID/Pretoria; design team. Deliverables available from CTO or upon request from ORNL. [End Trip Report body]

[4] Verify data validity and establish "baseline" for new design. Review status and utility of indicators ref. "organizations engaged…to reduce environmental threats" and "people trained in NRM" indicators.

Attachment A: Stakeholders to consider for distribution

1) OKACOM (via Executive Secretary): commissioners and OBSC members
2) SADC: Water Division and NRM (Nyambe)
3) Selected ministries/agencies/departments in national and provincial governments interested in Okavango Basin water and biodiversity (water, NBSAP, wildlife, tourism)
4) Other donors:
    (a) SADC WSRG list (water sector);
    (b) SADC NRM list (from Nyambe)
    (c) Other multi-lateral biodiversity-related (UNDP-Jansen/Dikobe, WWF, WCS, AWF, Peace Parks, KfW, DGIS, EU)
5) Other stakeholders: ACADIR, HOORC, HATAB, NNF, INRDC, KCS, CBO reps… (review stakeholder participant lists from current program)
6) USAID and Embassy contacts in priority bilateral Missions (Pretoria, Windhoek, Luanda, Lusaka, Gaborone)
7) USAID/Washington (Resch, Hirsch, Loken, Rowen, Murray, MacNairn, Tulodo, Andreini, expanded SOT)
8) Other Bilateral USAID Missions and NPC Embassy representatives in SADC region

Trip Report Attachment B:
Abstract for ORNL-51 FTR

Purpose: Assist USAID with briefings and consultations related to the design of a future (2009-2013) regional program for river basin management, biodiversity protection and improved access to water supply and sanitation services. This trip builds on the process begun in February for the follow-on activity design. See list of results and documents drafted. Parties met included USAID and Embassy officials, other donors, representatives from regional organizations such as SADC, OKACOM and KAZA and local government representatives.

Itinerary:

Monday, 25 August: Travel from Oak Ridge to Pretoria.
26 August: Arrived in Pretoria, South Africa. Met C. Schaan, USAID.
27 August: Briefings and meetings in USAID with Leslie Reed (Deputy Director, Regional Programs); James Watson, Pitsi Nmenseya and Monica Moore (PDO), Kent Howard (RCO), FMO staff, and visiting DAA Earl Gast.

28 August: Travel to Gaborone, Botswana.
28 Aug – 9 September: Meetings and consultations in Gaborone, collaboration with CTO and drafting the documents listed above. Meetings included:

SADC Water Division (multiple meetings) to discuss the design, solicitation process, schedule and options for amendments to the Agreement.
GTZ – Horst Vogel, Regional River Basin activities and SADC ICP coordination. Also noted potential funding available from KFW for WSS infrastructure and partnering opportunities.
Dept of Environment Affairs (DEA), Botswana and Portia Segomelo OKACOM Commissioner and OBSC chair. Received strong support for the draft concept paper and subsequent written comments (attached).
KAZA/Peace Parks Foundation, Sedia Modise and Nidhi Gureja: Acting executive secretary for KAZA. Supportive of new program and congratulatory for current work in KAZA area under IRBM. New program scope will provide references to KAZA procedures and opportunities.
Ruud Jensen, UNDP programs in DEA (Clean Development Mechanism): supportive. Comments received (attached).
Gabaake Gabaake, P.S. Rural Development, Senior OKACOM Commissioner. Supportive of the proposed concept paper and interested in insuring that the process builds local capacity and ownership.
Sida, Therese Sjomander-Magnusson: Supportive of continuing the collaborations between USAID and Sida programs.
EU, Charles Reeves: Supportive. Written comments received.

9 September: AM flight to Johannesburg, *South Africa.* Meetings with USAID staff in Pretoria including briefing on progress with design and SADC amendments.
10 September: Pretoria SADC Meetings for WSRG ICP (see attached notes). Departed RSA in the evening.
11 September: Travel - arrived in Oak Ridge.

Summary of ICP Suggestions for a New Regional USAID Supported Environment-Water Program

Note: Support among stakeholders remained strong on the following topics (see March Trip Report for details):

- USAID should provide continuity to activities initiated 2005-2009 in the Okavango basin. Maintaining a river basin focus within the geographic framework of KAZA remains an effective strategy for focusing limited resources on transboundary water management and biodiversity issues.

- Program results must support development priorities, Millennium Development Goals (MDGs) such as poverty reduction, access to safe water and a healthy environment, and corresponding SADC protocols (shared watercourses, wildlife, and proposal for environmental assessment).

- Enthusiastic support for possible program expansion to include a new Water Supply and Sanitation (WSS) component – the first of its kind for the USAID-SADC partnership. Linking environmental objectives with WSS service provision is key strategic goal.

- USAID needs to insure appropriate processes are followed to strengthen and maintain local "ownership" of the program.

- Building local capacity and sustainability are commonly identified as key needs and strategic program goals across nations and cooperating partners in the region.

- Partnering with other donors offers opportunities to achieve key indicators with increased flexibility in years of uncertain funding but demands more attention for program coordination and management. Donor coordination remains extremely important due to many potential interfaces among programs. Issues being addressed in ORASECOM may offer insights for the Okavango.

- Current biodiversity efforts – exemplary but incipient – are laying foundations for future activities.

- Technical areas where several stakeholders recommended action include: systems for sharing costs and benefits, NRM accounting, WSS system management and revenues for sustainability, management of invasive species (esp. aquatic plants), RBO maturation, and improved policy and regulatory framework, esp. for EIA procedures.

[End Attachment B: summary itinerary and activity highlights]

Attachment C:

SADC-USAID Agreement for Water and Biodiversity in Shared River Basins[5]
DRAFT Concept Paper for Comment[6]

USAID's Southern Africa Regional Environmental Program (SAREP) field office in Gaborone received authorization to develop a program design (for implementation FY2009-2013) that builds upon the existing SADC agreement for improved management of shared river basins, biodiversity protection and the Okavango Integrated River Basin Management Project (IRBM) with the Permanent Okavango River Basin Water Commission (OKACOM, 2004-2008). Subject to the availability of funds, the program will integrate two new activity areas with the river basin management effort: (a) support for improved drinking water supply and sanitation services (WSS) activities as appropriate for regional programs and (b) complementary HIV/AIDS prevention. This concept paper outlines a proposed program that will build on past achievements and work within the framework of the SADC Vision and Regional Strategic Action Plan components below:

SADC Water Vision: Equitable and sustainable utilization of water for social and environmental justice, regional integration and economic benefit for present and future generations.

(a) Water Governance: strengthen capacity of regional institutions to implement the Protocol and promote public participation in integrated water resource development and management (IWRDM) while protecting ecosystem health and sustainability.

(b) Infrastructure: technical assistance to improve design, implementation, operation and sustainable maintenance of water supply and sanitation services (WSS) – including integrated planning to insure services are provided and maintained strategically to support long term ecosystem health and protection of biodiversity, as well as specific activities to monitor and protect water sources.

(c) Capacity Building: strengthen regional organizations and capacity of resource users and governing institutions to improve management of water, wildlife and riparian ecosystems that cross boundaries; increase awareness, skills and capacity of policy makers, planners, managers and practitioners in topics supporting goals (a) and (b) above.

Geographic focus: There are considerable comparative advantages to an approach that builds on existing relationships with SADC, OKACOM and international cooperating partners (ICPs) such as Gtz, Sida, GEF-UNDP, associated with the Okavango basin. This concept paper proposes to provide continuity to current Okavango activities while integrating WSS and to also develop SADC-wide activities where appropriate related to

[5] The proposed program will be funded through the Regional USAID Office in Pretoria and managed by the Southern Africa Regional Environment field office in Gaborone, Botswana.
[6] This draft concept paper incorporates informal comments received to date including those from SADC, OKACOM, USAID, RHAP-Botswana, other ICPs and other stakeholders.

building management capacity and sharing best practices. Activities in the Okavango basin would continue with endorsement of OKACOM. This may include initiatives begun under the current program to integrate water and land use planning with conservation along with the possibility of supporting other priorities identified in OKACOM's charter and strategic planning. Expansion to other shared river basins or sub-basins will need to be carefully planned with counterparts and partners, coordinated with other ICPs, and justified in terms of the desired results. The neighboring Luiana-Kwando sub-basin and associated ecosystem is one area of potential expansion because it shares a landscape with and interacts ecologically with the Okavango basin, and builds upon existing relationships and progress in the Angola-Namibia-Botswana frontier zones.

Since principles and procedures for insuring local ownership of projects and activities are vital for success, the new program will follow procedures that reinforce appropriate roles and involvement for the type and scale of activity (from regional organizations to local level), based upon best practices developed during IRBM.[7] Over the life of the program, activities could incrementally expand to other basins or sub-basins in response to needs and opportunities, comparative advantages of the parties, and available funding. Region-wide and basin-wide activities will be developed and implemented under the guidance of corresponding authorities (e.g. OKACOM for the Okavango basin, SADC for broad regional activities, etc.).

Targeted Results. Based on available funding, recommendations of the 2007 evaluation, and *opportunities for activities to be mutually reinforcing* (e.g. responsive to regional priorities and simultaneously address water and biodiversity goals), the program will support achievement of the following results within selected geographic areas.

1. Water supply and sanitation linked to environmental protection and regional land use planning. The funding is earmarked to support increased access to improved drinking water supply and sanitation services. This result will be achieved by identifying opportunities for WSS activities that are appropriate for a regional program, prioritized by stakeholders, complementary to results 2-5 below, and that contribute to achievement of Millennium Development Goals (MDGs)[8] and comply with the earmark definition.

2. Strengthen cooperation and water governance. This result will support efforts of counterpart organizations to improve water security by strengthening cooperation on shared waters. It reflects the transboundary nature of water resources in this region and includes strengthening the institutions and processes necessary to improve basin-

[7] The program will acknowledge and reinforce appropriate roles for counterpart organizations including the suite of procedures developed with OKACOM and other counterparts in IRBM: initial review and approval of program description; participatory planning (strategic and annual work plans); participation in annual reviews of progress; quarterly reporting to counterpart organizations; participation in Project Implementation Committee; translation of key documents; facilitative communications; and fully supporting the role of donor coordination and oversight via SADC/WSRG (for pan-SADC activities), OKACOM or other basin organizations (for basin-wide activities) and national and local representatives for more specific field based activities.

[8] WSS activities must comply with the criteria and definition of the corresponding funding earmark.

level watershed management, impact assessment, and public participation in planning and services delivery.

3. Ecosystem health and biodiversity protection. This result will improve capacity and implementation of activities that conserve biodiversity and provision of ecological services within basin landscapes, including the analysis and monitoring of threats to ecosystem health and activities designed to address priority threats. Availability of sufficient and safe water for expanding human settlements and to maintain healthy ecosystems is a function of integrated planning and management at appropriate scales that accounts for these requirements and other uses (mining, tourism). Land use planning at landscape and watershed levels transcends political boundaries and requires cooperation, coordination and integration of WSS with the activities ongoing under this component.

4. IWRDM (as defined and prioritized by SADC). This activity area complements the others by improving the management and increasing the productivity of water resources. This includes optimizing the benefits of water among competing uses (human settlement, industry, agriculture, wildlife) with a focus on ensuring human needs are met while ecosystem health and environmental services are protected.

5. HIV/AIDS prevention and related gender-water-hygiene-HIV/AIDS activities. This will be a modest activity area to be integrated with outreach and field work in the remote and trans-boundary areas associated with this program.

Estimated Funding. For design purposes, approximately US$4.5 million per annum over the next four years (2009-2013) is assumed for the USAID contribution. This includes approximately $2m/year for biodiversity, $2m/year for WSS and up to $0.5m/yr for HIV/AIDS. The funds derive from US congressional earmarks (restricted use accounts) allocated to support biodiversity protection, WSS and HIV/AIDS prevention. Funding levels are subject to change.

Design and implementation guidelines. The program design and implementation shall strive to optimize the use of available resources in achieving measurable progress towards the results (above) and indicators of progress. This program intends to:

i. build on successful aspects of the existing program and relationships;
ii. apply evaluation recommendations (July 2007 report);
iii. reflect regional priorities and an appropriate niche in collaboration with other ICPs in keeping with the Paris Declaration on aid effectiveness;
iv. include participatory strategic planning and evaluation to support implementation that is responsive to evolving needs and priorities in the region; and
v. ***integrate water and biodiversity activities to the fullest extent possible in terms of counterparts, geographic foci, planning, and mutually reinforcing results***.

Detailed plans for achieving results are not predetermined. Potential implementing agents will submit proposals with more specific plans and activities.[9] The proposal qualified as most responsive will be selected.[10] A 5-year strategic plan and first year work plan will be more fully developed in consultation with stakeholders as an inception activity. This is particularly important for new WSS and HIV/AIDS components. Subsequent annual work plans will also be based on participatory assessments.

Stakeholder and other ICP involvement. SADC, OKACOM and USAID are collaborating to identify opportunities to insure that the program is coordinated and harmonized with regional frameworks (RSAP-2, river basin plans and priorities, KAZA, etc.). To facilitate that process, comments on this draft concept paper are invited from stakeholders and other ICPs. We encourage suggestions for potential collaboration and joint programming with other ICPs.

To help solicit ideas and comments, an illustrative set of activities is included in Attachment 1. The list of illustrative activities is evolving based on input from stakeholders and partners. Given available resources, the final design is expected to consider a sub-set of these or similar activities.

[9] The current implementing mechanism (a contract with ARD Inc. for IRBM) will expire in early 2009 and cannot be extended. The program design allows for a solicitation in compliance with ICP procedures for establishing a new implementing mechanism.

[10] Proposals will be judged based on selection criteria to be endorsed by SADC and OKACOM that reflect the degree to which proposals address regional needs, priorities and achieve results. To be eligible for USAID funding, proposals must comply with criteria for "regional" activities and the definitions for earmarked funds (WSS, biodiversity, HIV/AIDS). One proposed evaluation criterion is the extent to which proposals are deemed to build local capacity not only as an output but as an integral part of implementation of the program.

Attachment 1: Illustrative Activities

The following list of illustrative activities is based on suggestions received to date from stakeholders in the region and the evaluation recommendations. Activities incorporated in the program design ***need to be integrated and mutually reinforcing as described in the concept paper,*** and carefully planned and coordinated with existing and future programs of SADC, OKACOM and other regional partner organizations, other ICPs, and the priorities and needs of member states including relevant bilateral programs. Activities appropriate for regional program support generally involve multi-national issues and institutions and provide specialized technical assistance, training and capacity building which can be more effectively sourced through regional institutions and networks than bilaterally.[11]

Illustrative activities are listed by "result" below although in most cases each activity is expected to be designed and implemented as part of an integrated program to simultaneously support progress toward multiple results.

1. Improve access to safe water and sanitation services for the poor. Particularly, identify opportunities for ***activities that reinforce or complement results 2-5 below***, are appropriate for a regional program and are eligible under the WSS earmark. There appear to be opportunities to build management capacity that fills gaps and complements existing and planned WSS initiatives such as the African Water Facility, Millenium Challenge Corporation (MCC) programs and national projects. These activities should lead to measurable progress toward MDG water and sanitation goals and may include support for:
   - 1.1. Improving the enabling environment for WSS, particularly in the areas of utility management, regulation, and financing through existing regional organizations (for instance the African Water Utility Operators Partnership (AWUOP), African Water Association (AfWA) and SADC) – this may include institutional strengthening, organizational development, and utility governance to improve the sustainability and quality of new water supply systems;
   - 1.2. Technical assistance and capacity building for the design, rehabilitation, construction, management, operation, and maintenance for smaller town and village systems that increase access for the poor to drinking water supply and sanitation services;
   - 1.3. Improved information systems, metering and billing, leak detection and repair initiatives that reduce non-revenue water, improve the quality and sustainability of existing water supply and sanitation services;
   - 1.4. Protection of drinking water supply sources;
   - 1.5. Identify and share best practices for WSS design, financing, operations, maintenance, for instance the use of operating contracts between utilities and the public agencies responsible for the supervision of water providers;
   - 1.6. Water supply and sanitation "demand management" (possibly in collaboration with the new Sida regional program) that effectively expands access to more

[11] Final activities will be established contractually and will be guided by strategic and annual work plans to be developed in consultation with stakeholders.

beneficiaries;

1.7. Planning and implementation of WSS projects in trans-frontier areas[12] - for example, along Kavango River (Angola-Namibia) and possibly the Kwando (Angola- Zambia);

1.8. Point of use treatment systems and increasing awareness for water related hygiene

2. Improved management and productivity of priority biological resources.
   2.1. Research and planning to optimize benefits of water among competing uses while ensuring human needs are met and environmental resources are protected;
   2.2. Improve systems of water gauging and regional sharing of relevant data within selected basins;
   2.3. Improve coherence and compatibility of data on the extent and quality of water supply and sanitation services, water demand (present and future use), losses (efficiency and conservation measures), and quality of water supplies[13];
   2.4. Support regional systems to monitor water quality, share data, and support identification and correction of water pollution sources that threaten human and ecological health;
   2.5. Support best practices for improved water and natural resources accounting and application to policy and management decisions;
   2.6. Identify and share best practices and policies that facilitate more efficient implementation of WSS projects region-wide;

3. Improve water security and cooperation on shared waters. These activities will build shared understanding and trust while strengthening trans-boundary perspective in problem-solving and research.
   3.1. Support integrated planning and protection of water resources, particularly in trans-boundary settings;
   3.2. Activities to encourage appropriate "ownership," budgeting for continuation, and institutionalization of data collection, analysis and sharing protocols[14];
   3.3. Develop technical approaches to generate data and information in support of regional collaborations in research and dialogue;
   3.4. Strengthen capacity of River Basin Organizations (RBOs) (their technical/implementing arms or other national/local partners) to fulfill mandates related to improve basin-wide watershed management and public participation in planning and service delivery – this may include, for example, coordinated management of water infrastructure to mitigate impacts from floods and droughts and analysis to improve cost-effectiveness of investments and better respond to regional priorities;
   3.5. Assist RBO partners to develop appropriate channels for communications among

[12] This could involve provision of TA that links sources of funding for infrastructure with best practices, O&M and collaborative WSS management across borders (building on Cunene example of KfW-Gtz; and other donors working with communities along shared Swaziland-Mozambique river boundary).
[13] This could include the expansion of knowledge sharing systems similar to the WIN-SA program within SADC region sub-groups (basins) as appropriate and relevant to needs.
[14] For example, follow-up metadata activity with SADC as appropriate and relevant to regional needs.

stakeholders at all scales: from community resource users, to local authorities, to National Coordinating Units (NCU)[15], RBOs (such as OKACOM) and SADC (as appropriate, per issue).

3.6. Assist RBO partners to develop effective means for communicating decisions and regional issues to appropriate decision-makers in member states (regional and national levels); and

3.7. Assist RBOs to build appropriate constituencies and long term bases of support. This may be developed in association with cost and benefit-sharing mechanisms.

4. Improve protection of biodiversity and provision of ecological services.

4.1. Provide training and capacity building to conserve biodiversity and maintain ecological services and share lessons learned and best practices throughout the region. Training areas may include: integrated land use planning; GIS applications for land and water resource monitoring and management; and strategic planning for water resource management and biodiversity protection. Emphasis should be placed on "on-the-job training" using trainers from the region.

4.2. Support for initiatives to address the threat of invasive plants in shared water ecosystems and payment for environmental services;

4.3. Support linkages between RBOs and other regional programs such as the Kavango-Zambezi Transfrontier Conservation Area Initiative (KAZA). This may include participatory planning and implementation in support of KAZA goals (or sub-units of KAZA within selected hydrological basins) – building RBO capacity to integrate community involvement into all appropriate processes, and to improve responsiveness to specific groups (tourism, wildlife, extractive enterprises) while insuring all stakeholders are consulted;

4.4. Support for research on ecological requirements and baseline data: water flows, chemical and temperature changes, sediment flows, land use, and other factors impacting shared water resources;

4.5. Improve the understanding of species distributions and biodiversity including extent and types of uses made by local communities – including support for sustainable use;

4.6. Improve community governance of natural resources and CBNRM; and

4.7. Strategic impact assessment for integrated planning and cost-effective investments involving proposed developments with trans-boundary impacts and other research to support science based decision making and proactive analysis.

5. Support HIV/AIDS prevention and treatment

5.1. Serve as a conduit between HIV/AIDS programs and rural needs, by providing outreach, educational materials, condoms and referral information to hard-to reach populations associated with the river basin activities;

5.2. Integrate gender-HIV/AIDS-water education and behavioral change activities with planned capacity building and training activities, as appropriate;

5.3. Hygiene promotion activities to support behavior change in key areas including

[15] National Coordinating Units (NCUs) for a shared river basin form one element of the GEF basin-wide planning project.

hand washing, feces management, and household point-of use (POU) water treatment;

5.4. Provide safe water supply and sanitation for HIV/AIDs clinics
5.5. Improve the understanding of HIV/AIDS issues associated with transboundary movements of populations associated with water, tourism and river basin development;
5.6. Facilitate communications and linkages among local partners and HIV/AIDS programs and resources; and assist remote community leaders to access appropriate resources from other programs;
5.7. Identify and implement other creative approaches that support HIV/AIDS program results, are not duplicative of others' efforts, and that build on comparative advantages of the ongoing environment program.

Note that the regional environmental program is currently working in areas of relatively high HIV/AIDS prevalence – in and around the Caprivi of Namibia, northern Botswana, southeast Angola – where HIV/AIDS information and support from current programs is generally limited or not available. The funding from the HIV/AIDS Program may support creative activities that integrate natural resources management, water, hygiene, gender, and HIV/AIDS issues in needy areas.

Other activities may be identified with and through counterparts (SADC and OKACOM) and through dialogue with ICPs and other stakeholders in the region. Many of the activities above (sharing best practices, developing data sharing protocols, research, capacity building) involve SADC-wide participation. However, available resources do not allow implementation of all the illustrative activities throughout the SADC region. Therefore, the final program design will need to focus on priority activities and within selected geographic areas that offer comparative advantages.

Note: the list of illustrative activities by "result" (above) attempts to incorporate the list of activities recommended by the Programmatic Evaluation.

Attachment 2
Tentative Schedule

Tentative Schedule. Proposed ***target*** dates for steps in this process:

September: Share draft concept paper for comment
October/November: complete draft project design fulfilling ICP requirements; SADC and OKACOM concurrence
November/December: Issues request for proposal to qualified bidders

Review, selection and award process is expected to take one to two months after offers have been received.

Annex: Evaluation Recommendations for Future Program Directions (2009-13)

[Source: USAID Programmatic Evaluation Report, July 2007]

Note: many of these activities are "cross-cutting" in terms of results listed earlier.

Recommendation	Examples of Proposed Activities to be Studied for Possible Inclusion in Future Program
1. Technical Capacity Building[16]	Training topics include: hydrological data; water quality; watershed management; conserving biodiversity and ecological services; integrated land use planning; GIS applications; water resource management; data analysis and modeling; strategic planning; financial management and public administration. 1.1 Standardization of procedures across region 1.2 Improve data quality 1.3 Build shared understanding and trust while strengthening transboundary perspective in problem-solving and research
2. Increase Capacity for Communication, Collaboration, and Cooperative Management[17]	2.1 Improve technical capacity for assessing impacts of proposed actions (withdrawals, sediment diversions, intensified agriculture) on member states 2.2 Preempt issues with proactive, science-based research
3. Data For Regional Water and Biodiversity Decision Support	3.1 Improve access to existing records, and capacities to monitor current and future conditions 3.2 Re-establish a practical, functional gauging network 3.3 Develop a sustainable data collection and sharing systems including GIS capacities 3.4 Improve the understanding of species distributions and biodiversity including extent and types of uses made by local communities 3.5 Activities to ensure "ownership," budgeting for continuation, and institutionalization of data collection, analysis and sharing protocols 3.6 Develop technical approaches to generate data and information in support of regional research and dialogue
4. Regional Collaboration at a Provincial Scale for Local Planning and	4.1 Work with partners to clarify appropriate channels for communications among stakeholders at all scales: from community resource users, to local authorities, to NCUs[18], RBOs and SADC (as appropriate, per issue).

[16] Support for training and capacity building must be carefully coordinated with SADC and other ICPs to develop a coherent set of complementary activities in the basin and to maximize benefits from regional economies of scale.

[17] Conflict mitigation and avoidance is an important by-product of the establishment of effective systems for trans-boundary communication and collaboration. As with prior recommendation, capacity building activities with RBOs should be coordinated with SADC and other ICPs to maximize impacts and benefits from regional economies of scale.

[18] National Coordinating Units (NCUs) for a shared river basin form one element of the GEF basin-wide planning project; they will use existing institutional arrangements in each country to the degree feasible. Namibia has formalized NCUs for its major shared basins. Angola plans for decentralized basin planning and management units (with one proposed for Kuando Kubango Province—the Okavango and Kwando Rivers).

Development	4.2 Assist OKACOM to develop effective means for communicating decisions and regional issues to appropriate decision-makers in member states (regional and national levels)
5. Regional Systems for Water and Biodiversity Research and Analysis	5.1 Improve capacity for data analysis and modeling to connect facts with policy questions and issues. 5.2 Develop regional data system management capacity 5.3 Support joint technical studies responsive to basin planning and management needs 5.3 Consider regional priorities (abstraction, sediments, water quality)
6. Enhanced Stakeholder Participation In Shared (Water) Resource Management	6.1 Build capacity and demonstrate participative policy and decision-making for river basin management 6.2 Develop frameworks and best practices for linking resource users with appropriate decision makers at various levels 6.3 Share learnings though regional stakeholder exchanges
7. Cross Basin Regional Institutional Strengthening: OKACOM &/or other RBOs[19]	7.1 Support structures and mechanisms for institutional renewal 7.2 Enhance qualified human resource base for IWRM, impact assessment, and biodiversity conservation in a river basin context 7.3 Facilitate staff exchanges, case studies and best practices
8. Sharing Best Practices and Lessons Learned	8.1 Organizing and Conducting Annual River Basin Organization (RBO) Meetings and follow-up actions; 8.2 Develop RBO and SADC frameworks within which lessons and experiences can be shared in the context of strengthening relationships 8.3 Strengthening Relationships between OKACOM and other basin (ORASECOM, Kuando) as Prototype for Cross-Basin Regional Institutional Strengthening 8.4 Publish joint papers on learnings from experiences with Secretariats, environmental assessments, stakeholder involvement, task forces, donor coordination etc.)

[end Attachment C]

[19] Given relationships established with key regional stakeholders in Angola, Namibia and Botswana, other donors, the KAZA initiative, OKACOM and SADC priorities, it may be useful to consider the upper Zambezi (Kuando-Linyanti catchment) or other sub-basin areas involving a similar set of partners and issues.

Attachment D (Source Sensitive – delivered to CTO)

FY 2008 WATER EARMARK DEFINITION

The FY 2008 Omnibus Appropriations Act language states that *"not less than $300,000,000 shall be made available for safe drinking water and sanitation supply projects, including water management related to safe drinking water and sanitation, only to implement the Senator Paul Simon Water for the Poor Act of 2005 (Public Law 109-121)."*

Definition: The purpose of this earmark is to increase sustainable access to safe drinking water and sanitation and improve hygiene. Eligible activities must have a stated intent to address these goals as a primary or secondary objective, and demonstrate that intent through objectively verifiable indicators linked to these goals.

General Requirements

Activities eligible for allocation or attribution to this earmark must meet all of the following conditions:

- An activity must state as a primary or secondary objective increased access to drinking water supply or sanitation services, better quality of those services, and/or hygiene promotion. The objective may correspond to either direct support for water supply, sanitation and hygiene, or to direct or indirect support through activities in water management, water productivity or water security; but in all cases, the activity must make explicit the linkage to drinking water supply, sanitation or hygiene outcomes.
- Activities must identify objectively verifiable indicators and targets that track progress towards the identified drinking water supply, sanitation, and/or hygiene objective. To the extent possible, the use of common FACTS indicators is encouraged. For those interventions that do not lend themselves to the standardized FACTS indicators, activity managers may also develop customized indicators to track progress.
- In programs that include both earmark eligible and non-eligible activities, funding may be attributed to the earmark only in proportion to the activity's support of the earmark definitions provided here.

BIODIVERSITY EARMARK DEFINITION

Biodiversity funds must be used for activities that meet each of the four biodiversity code criteria:

1. The program must have an explicit biodiversity objective.
2. Activities must be identified based on an analysis of threats to biodiversity.
3. The program must monitor associated indicators for biodiversity conservation.
4. Site-based programs must have the intent to positively impact biodiversity in biologically significant areas.

For more information on the biodiversity code see http://inside.usaid.gov/EGAT/off-nrm/biodiv-team/code.htm

Attachment F: Notes from WSRG ICP Meeting
10 September, 2008
SADC "extraordinary" WSRG coordination meeting
National Botanical Gardens, Pretoria (CSIR)

Unofficial notes taken by Keith Kline (ORNL) on behalf of USAID during the meeting – these have not been verified by other participants for accuracy.

Agenda items: (1) ICP mapping consultancy and follow on effort for internet-based application (pg 1-3); (2) USAID proposed new regional program and concept paper (pg. 4); (3) Danida follow-on regional program and concept paper (pg 5).

Attendees:
Phera Ramoeli, Sr Program Manager for Water Program, SADC
Gtz: Horst Vogel, Transboundary Water Mgmt
FAO-UNDP/GEF EPSMO: Chaminda Rajapaske
EC: Charles Reeve, Program Manager Support to Water Division (Hycos, Orasacom, groundwater, RBO support – Maputo basin) and Mikael Melin, Mikael.Melin@ec.europa.eu;
USAID: Chris Schaan
Netherlands: Kees Kornstapel kees.konstapel@minbuza.nl
Danida: Ole Houmoller
DFID: Malcom Ridout, Malcolm-Ridout@dfid.gov.uk
Sida: Therese Sjomander-Magnusson
UNDP-GEF: Samuel Chademana (for Akiko Yamamoto, akiko.yamamoto@undp.org)
SDC Swiss Agency for Development Cooperation: Richard Chevenard
Francois Droz, Resident Director for Switzerland
Norway: Gunnar Holm, emb.pretoria@mfa.no
European Investment Bank (Pretoria Regional Program): Svetla Stoeva, stoeva@eib.org
World Bank: Marcos Wishart mwishart@worldbank.org
RSA-Hans Beekman and Kevin Pieterson, consultants for the ICP mapping
Others came in later (?) France: Thibaud.Kurtz@diplomatie.gouv.fr …

1. ICP Mapping Overview of Results (Beekman and Pieterson)

Survey as of May-June 2008: ICP activities and financial flows in SADC region. Purpose: optimize donor cooperation; identify needs, bottlenecks, models for effective cooperation). Tasks: (a) useful tool to identify/observe ICP projects; (b) measure SADC country contributions; (c) system to maintain or update information.

Background:
G-8 Africa-wide survey conducted on transboundary water cooperation in Africa (2004-2007). Short summary report is available. Found that SADC was primary recipient of donor support for this sector in Africa. Gtz conducted a subsequent survey and prepared a matrix in 2007: "SADC donor matrix."

This task is one more step in a process.

Key findings:

18 ICPs – contacts and projects updated in Excel based monitoring tool (EMT). This is simple system. Limited data entry options. Basic data available. Need to see how easily data can be manipulated… e.g. download the Excel spreadsheet.

HC contribution data not available. No survey returns.
Found that Mozambique has a model website for donor assistance with lots of useful information: ODAMoz. But a lot of energy and funding supports that initiative, led by the Ministry of Finance in Mozambique.

Trying to cover entire water sector – including local and national WSS projects – was too big and unmanageable. Initially had hoped to include local and national projects but later dropped them to focus on trans-boundary and regional river basin projects only.

Identified total of 64 projects (including basin management in Madagascar, Mauritius). The consultants analyzed only the 56 trans-boundary projects identified in continental SADC nations.

The number of projects identified per basin ranges from 12 (Zambezi) to 1 (Umbeluzi) – but all basins are covered. Okavango = 8. Large basins have most support. US is only ICP that reportedly works with only one basin (per their survey). But survey lacks a category separate from individual basins for "SADC-wide" – some other donors are listed as working in all basins when they are not – due to this SADC-wide issue. Most projects focus thematically on water resource information or "wisdom" and governance issues.

EIB and KfW focus only on funding for urgent WSS needs. Have funds for infrastructure but mostly loan funding. Some subsidies available for interest rates and teaming with African Water Facility for complementary grant funding for TA.

ODA-Moz website considered brilliant – but at what cost? Is it Sustainable? ODAMoz receives substantial support from some 20 different donors and has strong leadership with both donor staff and Min of Finance in Mozambique insuring staff are assigned duties to maintain the data.

Gtz subsequently contracted EMT to upload an Excel system for entering and presenting data on donor projects:

- Is it downloadable in Excel? (not yet)
- Public Access? (not yet)
- Report? (draft was issued month ago; next draft by end of Sept).
- Does document reflect "most recently updated on __xx-date?" (this time stamp needs to be automatic)
- Information about disbursements is not harmonized and was not provided by all ICPs (are these data really necessary?)
- What about China, Japan, India etc. who have major programs for infrastructure? These donors are not included but tend to focus on bilateral arrangements not

captured here. Per earlier discussion, it becomes too large and impossible to manage if you include all bilateral projects. However, selected bilateral projects with major impacts on the 15 formally identified "SADC region shared basins" merit inclusion. This should occur at RBO level and feed upward to SADC database).

National authorities do not generally have information on the regional and trans-boundary projects. The Excel database could proved them with useful data in this regard.

Comments/Issues:

UNDP found time frame too strict and the process a bit demanding given other priorities. – UNDP in Easter Africa has several ongoing projects and wonders if more ICP integration is needed.

Reeve: How do you define "RBO"? Most committees are not really "RBOs." Many are non-active, unfunded, committees that may meet once a year. Most basins are not yet in agreement to establish a truly independent and active RBO with authority to influence or direct development in the basin.

The statistics displayed don't necessarily tell the story. For example, you might have ten ICPs listed as working in a single basin and still have major gaps and needs. In the case of the Orange-Seque basin, ICPs need to do more to coordinate activities. There is also a problem for SADC-wide activities that appear to be working in every basin, when that is not necessarily true – in fact, some SADC wide activities focus on SADC and do nothing in any basin, but the tables make it appear as though they work in all basins.

Therese: This is useful tool for dialogue with HQ on funding and coordination. Can we get more specific about "hard" versus "soft" support in the tables and funding. Infrastructure (hard) is a primary concern for most countries.

Phera: SADC is trying to support RBOs. The RBOs eventually will provide a platform for coordination, information sharing, country-level impacts, etc. By strengthening the RBOs, we can generate systems that will "feed" the central summarized data. [So what is best link between RBO and SADC data systems? How to insure two-way information flows? Several questions remain to be sorted out in future.]

Marcos-World Bank: We have about 700 projects that may be seen as supporting transboundary work in the water sector but they are nearly all based on bilateral agreements. We provide bilateral support to sectors - water and energy – that impact basins. This is true for most of our RBO work also. It is implemented through bilateral agreements. So what do we include in the data base? The World Bank, for example, supports water sector development in Angola, and under that is included institutional development, and under that, a Master Plan for the Kavango basin (which is of interest to this group, but is "hidden" within a bilateral loan program).

Charles: Who will use this? The main use will likely be to simply provide an idea of who is working where along with updated contact information for a responsible representative for each ICP project. These are difficult to maintain so we need to keep it simple. Provide an overview of who is doing what, where, and how to contact them. Information should by sorted and displayed to show who is working where by: country; by RBO; and by SADC-wide RSAP program area. That will allow inclusion of relevant regional and bilateral projects involving RBOs.

Horst: Automated system now in place. It is up to the ICPs to maintain it. Yes, we need to agree on most useful report formats. We are currently setting up automated reports based on the types of tables Beekman presented. We understand that disbursement information not always available from same source as technical information.

Charles: We need to agree on what the primary goal and use of this will be. What do we want it for? Could have query form and do reporting system based on simple box ticking and then attach documents. This is easiest approach: Basic data entry based on standardized data entry becomes the "cover page" and then other documents can be attached. Let's keep it simple. Basic idea of who is working where plus contact info. That's most important.

Discussion continued, without clear consensus. But Gtz will apparently move forward with current design and issue new draft report end of September. Comments can be submitted to Horst at any time.

2. USAID Draft Concept Paper

USAID gave a brief presentation on the Draft Concept Paper that was distributed earlier to all the WSRG ICPs for comments via SADC-Gtz.

Questions were answered about the timing (hope to have solicitation issued in November), scope (concept paper is broad but design will be more focused), local input (inception activities to get stakeholder input on strategic and first year work plans) and modality (competitively bid contract following ICP regulations).

Some ICP representatives had already reviewed the draft Concept Paper and offered the following comments:

Danida - Ole: Well done and needed. Timing appears ambitious (compared to Danida process which will take two years)

EC - Charles: USAID niche is the environmental management/biodiversity issues integrated with human needs. Don't lose that focus. Other basins need support similar to what USAID is providing for the Okavango: for wildlife, ecological services, regional strategic planning taking these into account.

If you have opportunity to use RHAP funds, try to learn from and apply best practices from the CARE-Lesotho for gender-HIV-water-poverty.

Note that other donors are working on the revenue and operation issues, as well as training and infrastructure. So more coordination will be needed in those areas.

Sida – Therese: Would like to define opportunities to coordinate with their projects. Specifically, is it possible for USAID to contribute directly to Sida modality (Reply given: we cannot transfer funds to Sida, but might be able to transfer support to the implementing agent in the region, e.g. SADB). How will this be defined? (Reply: most likely in the proposal and final contracting process, if the selected agent for USAID proposes or agrees to include this work). Therese believes that a separate training program supported by USAID for developing projects may not be the best approach.

SADC - Phera: Include support for activities that increase capacity for adaptation to climate change. This is something of special interest to SADC for next phase.

EPSMO – Chaminda: Please insure that the design allows for the new USAID program to help as needed to complete project designs that emerge from the Okavango Strategic Action Plan (SAP, supported by GEF-EPSMO) and implement them.

3. Danida Phase II Concept Note

Ole gave brief description of next phase which will continue the current support for three Danida ZAMCOM activities for another 5 years beginning in 2010: (a) support to SADC Water Division for institutional integration and knowledge sharing of IWRM activities in the region; (b) support IWRM demonstration projects in Zambezi basin at local/community level; and (c) support ZAMCOM through ZacPro (Sweden-Norway-Denmark jointly funded).

[end of attachment F]