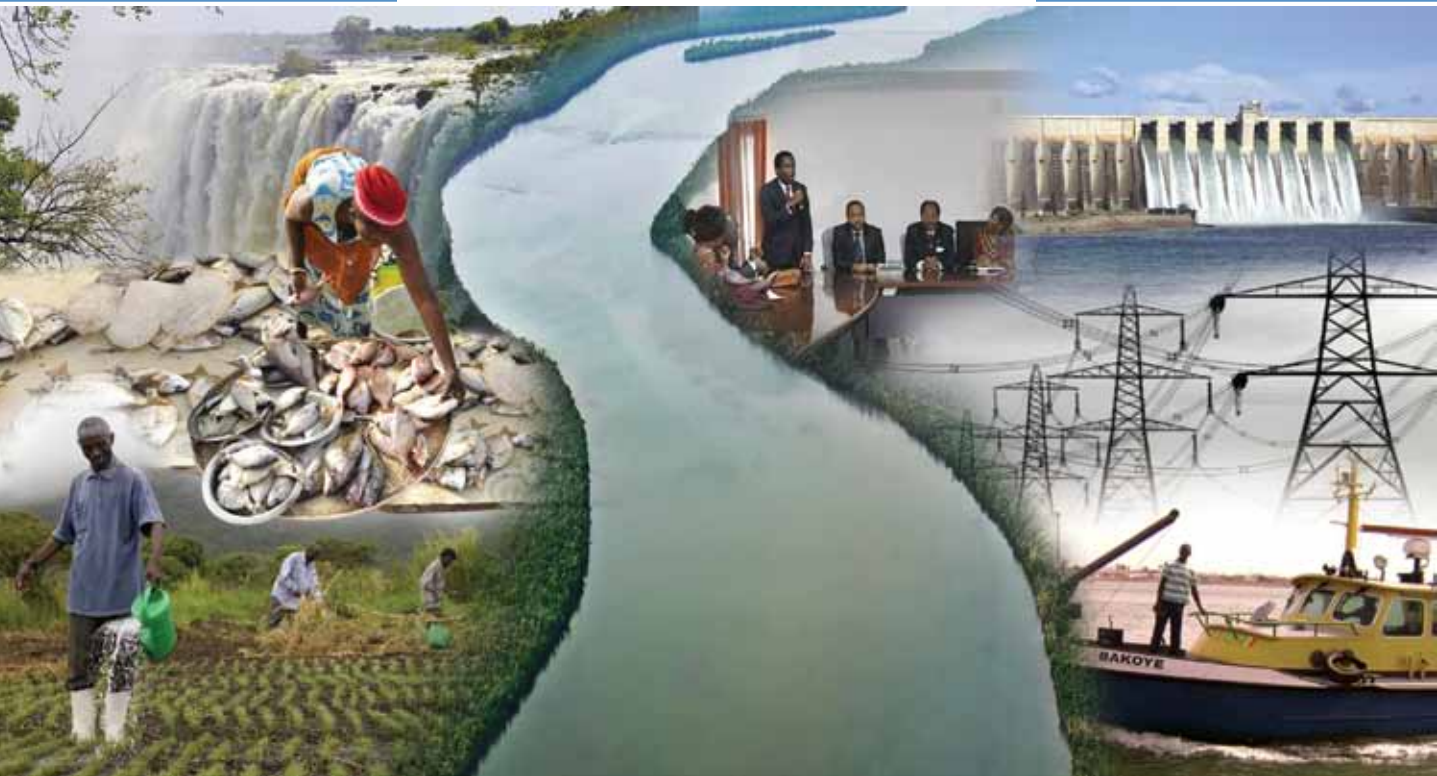




RAOB **ANBO**
Réseau Africain des Organismes de Bassin
African Network of Basin Organizations



ANBO Strategy 2015-2024 & **Action Plan** 2015-2019

Acknowledgements

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Their suggestions and recommendations have played a major role in preparing this document.

ABBREVIATIONS AND ACRONYMS

ABN	Autorité du Bassin du Niger
AfDB	African Development Bank
AMCOW	African Ministers' Council on Water
ANBO	African Network of Basin Organizations
AU	African Union
AWF	African Water Facility
AWIS	African Water Information System
BO	Basin Organization
CAPNET	Capacity Development in Sustainable Water Management
CB	Capacity Building
CCRE	Centre de Coordination des Ressources en Eau
CEDARE	Center for Environment and Development in Arab and Europe Region
CEDEAO	Communauté Economique des Etats de l'Afrique de l'Ouest
CICOS	Commission Internationale du Congo – Oubangui - Sangha
CILSS	Comité Inter-Etats de Lutte contre la Sécheresse au Sahel
CIWA	Cooperation in International Water in Africa
EC	European Commission
EUWI	European Water Initiative
GA	General Assembly
GEF	Global Environment Facility
GIZ	Gesellschaft fuer Internationale Zusammenarbeit (German Technical Cooperation)
GWP	Global Water Partnership
GWPO	Global Water Partnership Organization
ICA	Infrastructure Consortium for Africa
INBO	International Network of Basin Organizations
IUCN	World Conservation Union
IWRM	Integrated Water Resources Management
KPIs	Key Performance Indicators
L/RBO	Lake/ River Basin Organization
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organization
NSAS	Nubian Sandstone Aquifer System
OMVG	Organisation pour la mise en valeur du fleuve Gambie
OMVS	Organisation pour la Mise en Valeur du Fleuve Sénégal
ORASECOM	Orange-Senqu River Commission
OSS	Observatoire du Sahara et du Sahel
PIDA	Program for Infrastructure Development in Africa
REC	Regional Economic Community
RWP	Regional Water Partnership
SADIEau	Système africain de documentation et d'information sur l'eau
SDGs	Sustainable Development Goals
SITWA	Strengthening Institutions for Transboundary Water Management in Africa
TWM	Transboundary Water Management
UMA	Union du Maghreb Arabe
UN	United Nations
UNESCO	Organisation des Nations Unies pour la Science, la Culture et l'Education
WACDEP	Water, Climate and Development Program for Africa
WBS	Work Breakdown Structure

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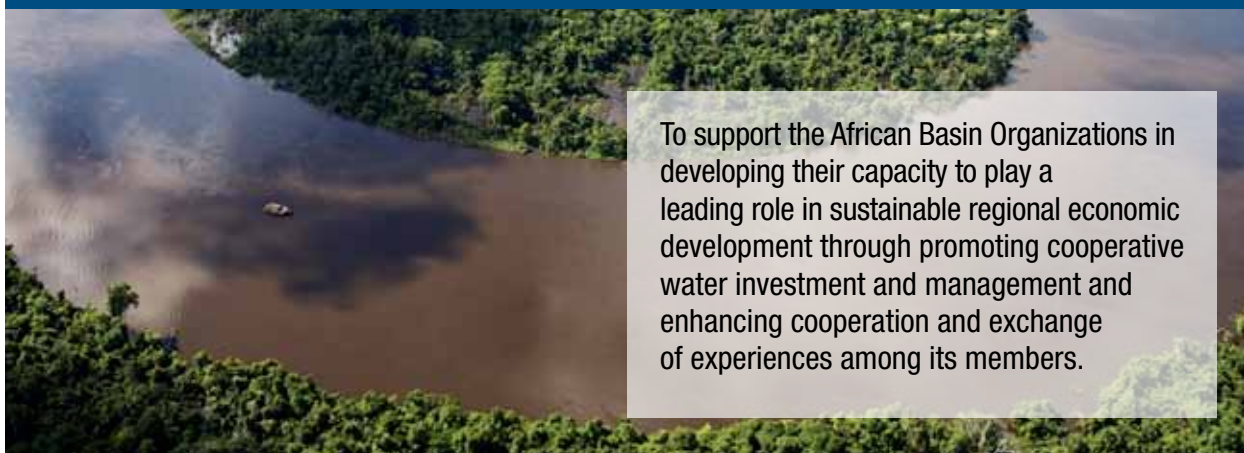
ANBO VISION 2025



Brent Stirton

An influential federation of African Basin Organizations helping its members contribute tangibly to the Africa Water Vision for the welfare of the African people.

ANBO MISSION FOR THE NEXT 10 YEARS



To support the African Basin Organizations in developing their capacity to play a leading role in sustainable regional economic development through promoting cooperative water investment and management and enhancing cooperation and exchange of experiences among its members.

OVERALL GOAL



The capacity of African Basin Organizations for effective planning and implementation of joint multi-sector investment programs at the basin scale is strengthened for sustainable regional economic development.

SPECIFIC OBJECTIVES

OBJECTIVE 1:

The institutional, resources mobilization, technical and knowledge sharing capacity of ANBO, as a pillar under AMCOW, is strengthened;

OBJECTIVE 2:

The organizational structure and legal basis of the existing Basin Organizations are strengthened and the creation of new Basin Organizations is supported;

OBJECTIVE 3:

The investment planning, resources mobilization, and implementation capacity of the Basin Organizations is strengthened on the basis of cooperation and exchange of experiences among its members;

OBJECTIVE 4:

The data, information and knowledge management capacity of the Basin Organizations to support transboundary water resources management is strengthened;

1 Introduction



1.1 Scope of the document

This document was prepared in the scope of the project «Strengthening Institutions for Transboundary Water Resources Management in Africa (SITWA)». The document was validated during a validation workshop held in Saly, Senegal, on 28 October 2014, and was submitted to the ANBO 2015 General Assembly for approval.

1.2 ANBO in a nutshell

The «African Network of Basin Organizations (ANBO)», was established on the occasion of its inaugural General Assembly held in Dakar on 10 and 11 July 2002, as an International Non-Profit Organization for an unlimited period of time. At its inception, ANBO was conceived as a voluntary network of river basin, lake and aquifer organizations set up with the assistance of the International Network of Basin Organisations (INBO). ANBO was established to answer the need for coordination and strengthening of cooperation among African BOs. ANBO therefore represents these entities as a single umbrella organization under the African Ministerial Council on Water (AMCOW), which coordinates water policy within the New Partnership for Africa's Development (NEPAD) of the African Union.

The Network was originally established with two broad objectives as follows:

- To promote integrated water resources management for rivers, lakes and aquifer basins, as an essential tool for sustainable development;
- To establish a regional framework to support and exchange experiences and expertise between members, for improved dialogue, harmonization and coordination of policies, strategies and practices of water management.

ANBO's activities are guided by the legal and instructional frameworks defined in its statutes. At present ANBO receives funding from its members through a (moderate) annual membership fee. Support is also provided by the OMVS through hosting ANBO and providing office space and other support services free of charge.

1.3 Le projet SITWA

Recognizing the need for increased country ownership of the African BOs, the European Union decided to sponsor a project to strengthen institutions for transboundary water resources management in Africa (SITWA) in order to contribute to the necessary change in African peoples' socio-economic level of development through sustainable use of water resources.

The SITWA Project preparatory phase began in early 2012 and the project effectively started in October 2012 with the main objective of strengthening regional cooperation at the political, economic and stakeholder level for sustainable management of transboundary water resources in Africa contributing to peace and security, stability and poverty alleviation, based on African knowledge. The Project, scheduled for three years is co-managed by the 'Organization pour la Mise en Valeur du Fleuve Senegal' (OMVS) and the Global Water Partnership Organization (GWPO), following an Agreement signed in April 2012. Operational management is conducted through a Project Management Team (PMT) located at the OMVS offices, in Dakar, Senegal.

The SITWA project has two main objectives:

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

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

Objective 2 : *ANBO's Program implemented and technical assistance provided through the RECs*

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

The project is implemented in two phases, an Inception Phase and an Implementation Phase. The Inception Phase was implemented between October 2012 and October 2013 and an Inception Report (ANBO Secretariat, 2013) constituted a major output.

During the Inception Phase, a team of consultants reviewed the existing situation, identified the gaps and highlighted activities that SITWA would implement during the Implementation Phase. The studies carried out in a participatory manner resulted in a whole range of strategic activities that could be implemented over the next five years. These strategic actions were grouped into six components namely: (i) Component 1: ANBO institutional strengthening; (ii) Component 2: Governance (legal/institutional support to RBOs); (iii) Component 3: Capacity Building; (iv) Component 4: Knowledge Management; (v) Financial Resources Mobilization and; (vi) Component 6: RBO Assessment of IWRM, climate change, data management and infrastructure development.

The project activities of the subsequent Implementation Phase, from October 2013 to December 2016, have been prioritized based on the findings and recommendations of the Inception Report (ANBO Secretariat, 2013).

1.4 Formulating a strategy for ANBO

The interregional consultations conducted during 2013, which resulted in the Inception Report for the SITWA Project, recommended the preparation of a strategy for ANBO. As the SITWA Project moves into its three years Implementation Phase (2014-2016), one of the main tasks is to prepare this strategy, which will allow ANBO to play its role as a Pan-African body in charge of Transboundary Water Resources Management in Africa under AMCOW.

The strategy requires a clear vision of what ANBO is aiming for, followed by a formulation of a mission statement, a 10-year strategy and a 5-year action plan that coincides with the Africa Water Vision 2025. The strategy will allow and facilitate the various stakeholders including BOs, RECs and government agencies in charge of transboundary water resources management to improve cooperation and exchange of best practices and lessons learnt.

This is expected to contribute directly to the overall development of water resources in the African continent for both economic growth and poverty alleviation. The strategy should also promote IWRM as an essential tool for sustainable development in river basins, lakes and aquifers.

A consultancy team started in April 2014 to support ANBO governance in developing a 10-year strategy with a clear vision, mission and 5-year action plan for ANBO. The process included the following steps:

1. Approval of the consultancy workplan on 1 April 2014;
2. Review of the existing documents on strategic planning, focusing on the ANBO statutes; TEKATEKA report, declarations and reports from the ANBO General Assemblies; SITWA Inception Report and the Thematic Reports; AMCOW governance and any other documents that may contribute to the report;
3. Review of documents that define new trends and orientation on the Green Economy; Water-Food-Energy Nexus, Climate Change, SDGs and align the ANBO strategy with those trends;
4. Presentation of the road map and preliminary elements of the Strategic Framework to ANBO Coordination Bureau on 16 April 2014, Abuja;
5. Consultation with all those involved in ANBO Organs namely: ANBO Coordination Bureau; ANBO Permanent Secretariat and Chairmanship as well as the SITWA Steering Committee;
6. Consultation with ANBO key stakeholders and partners such as the European Union, GWPO, RECs, Development Partners, INBO, UN agencies dealing with water resources as well as any other body that is linked in a way with ANBO goals and objectives;
7. Presentation of the first draft Strategic Framework to the SITWA Steering Committee: on 29 May 2014 in Dakar;
8. Regional consultations in 5 regions, organized for July, August and September with the support of the ANBO focal points and the Regional Water Partnerships (RWP), and which will gather at regional level, representatives of the BOs, the REC, AMCOW Technical Advisory Committee (TAC), RWP;
9. Discussion of the draft report with the ANBO Coordination Bureau during a Strategy Validation Workshop held in Saly, Senegal on 28 October 2014;
10. Production of the final draft for approval by the ANBO General Assembly which took place in January 2015.

2 Baseline



2.1.1 Historical background¹

The main milestones are presented hereafter.

- 2000 Following the adoption of the Africa Water Vision 2025, the African Union (AU) called in 2000 for a “Federation of African River and Lake Basin Organizations” to be created for developing and adopting a common approach for the management of transboundary waters.
- 2002 ANBO was created on the occasion of the inaugural General Assembly (GA) held in Dakar on 10 and 11 July 2002 as an International Non-Profit Organization for unlimited period based on Senegalese Law and the ANBO statutes. It was created as a regional network for Africa, initially within the International Network of Basin Organizations (INBO) (Art. 2, 2002 ANBO statutes).
- The African Ministers’ Council on Water (AMCOW) was formed the same year in Abuja, Nigeria, with the primary purpose of promoting cooperation, security, social and economic development and poverty eradication through the management of water resources and the provision of water supply services.
- 2004 In 2004, the AU adopted the ‘Sirte Declaration’ by which Africa’s leadership expressed support for AMCOW’s role in spearheading efforts to address Africa’s water policy challenges.
- 2006 In 2006, AMCOW established the “Tekateka Committee”, which was tasked to further clarify how ANBO could best support AMCOW and provide the common platform for African L/RBOs that the AU had called for. The Tekateka Committee proposed a revision of the original ANBO statutes of 2002 in order to further strengthen the alignment between ANBO and AMCOW.

Following the revision of the ANBO statutes in 2006, the 6th Ordinary Session of AMCOW, held in Brazzaville on 30/31 May 2007, decided to endorse the recommendations of the Tekateka Committee that:

- AMCOW establishes ANBO as an AMCOW sub-committee in charge of Transboundary Water Resources Management in Africa;
- the Chairperson of the Sub Committee is a member of the AMCOW-TAC;
- the Executive Committee of ANBO constitutes this sub-committee and this subcommittee must make provisions for equitable regional representation;
- a member of the AMCOW TAC be delegated to sit on the Executive Committee of ANBO.

These decisions were further reaffirmed by the AMCOW EXCO meeting on 22-23 November 2007 in Nairobi, Kenya.

Following the endorsement, in 2007, of the revised ANBO statutes, the introduction now states that ANBO «answers the need for coordination and strengthening of cooperation... according to the directives defined by the African Water (AMCOW), which coordinates water policy within the New Partnership for Africa’s Development (NEPAD) of the African Union, and in its support.»

According to the ANBO revised statutes (2007), the institutional framework of ANBO includes the General Assembly, the Chairmanship, the Coordination Bureau and the Permanent Technical Secretariat. Currently, the OMVS represents the permanent Secretariat of ANBO and the ORASECOM occupies the chairmanship.

- 2008 In 2008, AMCOW became a «Specialized Committee» of the AU for Water and Sanitation. The mission of AMCOW is: «to provide political leadership, policy direction, and advocacy in the supply and management of water for sustainable social, economic, environmental development and the maintenance of Africa’s ecosystems.»
- 2010 At its General Assembly in Dakar in January 2010, ANBO took the decision to further formalize its relations with AMCOW, which would at the same time formalize ANBO’s relations with the AU. effort of determining the exact nature of that formal relationship. In defining the legal and operational relationship between ANBO and AMCOW, two main questions arise:

¹ Refer to the SITWA Inception Report (ANBO Secretariat, 2013).

In defining the legal and operational relationship between ANBO and AMCOW, two main questions arise:

- Is the current ANBO mandate, as defined in the 2007 statutes, sufficient to support the above-mentioned AMCOW functions?
- What is the most beneficial organizational relationship between ANBO and AMCOW in order to support AMCOW?

2.1.2 Mandate of ANBO according to its current statutes

Statutes were agreed upon in 2002 (ANBO, 2002) and revised in 2007. According to article 2 of the revised Statutes (ANBO, 2007), the Network aims to promote, as an essential tool for sustainable development, the Management of Integrated Water Resources in the basins of rivers, lakes and aquifers. For this purpose the ANBO strives:

- To develop cooperation between the bodies responsible for integrated management of water resources, and promote their exchange of experiences and expertise;
- To actively participate in the formulation of policies and their implementation, providing the experience of the practice, and perform diagnostics, assays to harmonize policies, strategies and practices at the national level, as the basins and sub-basins;
- To promote and strengthen existing organizations and encourage the creation of new basin organizations;
- To facilitate the development of appropriate tools for institutional and financial management, knowledge and monitoring of water resources, organizational databases of joint preparation of master plans and action programs in the medium and long term;
- To strengthen and network documentation centers and existing information within member organizations to produce, exchange, synthesize and disseminate knowledge and expertise in IWRM, in collaboration with regional and international partners to support and the creation of new systems and documentaries information on the water in organizations that do not have this;
- To develop information and promote training of officials and agency staff of basin and governments water sector and encourage the education of populations on these issues, conduct studies and prepare teaching material;
- To promote the principles of IWRM in transboundary basin cooperation programs;
- To assess the actions taken by the member organizations and to disseminate the results;
- To organize joint activities of regional interest among its members and to support their actions, facilitating, including research topics identification and research funding;
- To provide support to AMCOW to meet its specific demands on river basin management and implement its approach in this field.

ANBO facilitates and strengthens, especially within INBO, the links between its members and basin organizations of other continents and participates in international collective action to develop IWRM.

2.1.3 Members and stakeholders

Article 4 of the statutes defines core members of ANBO as BOS which have been entrusted by governments with IWRM at hydrographic, transboundary and national basin levels, as well as the cooperation structures they have developed among them. Other members assume observer status such as civil society organizations and Development Partners.

ANBO's activities are linked with many international partners and stakeholders, who share the same interest of promoting IWRM within and across nations. The SITWA Inception Phase demonstrated that ANBO may count on a strong support not only from AMCOW, but also from BOs, RECs, and development partners.

Another crucial support to SITWA/ANBO was shown during the interregional consultations workshops held in June 2013 in Brazzaville and Nairobi, where about 80 stakeholders including BOs, RECs, Development Partners, GWP regional projects and civil society participated. This massive participation allowed the SITWA Project to gather important inputs to the Inception Report, which is a result of the needs expressed from the long experience from stakeholders.

2.1.4 Current relation with AMCOW

As mentioned in the historical background, AMCOW was formed in 2002 in Abuja, Nigeria (The Abuja Ministerial Declaration on Water), primarily to promote cooperation, security, social and economic development and poverty eradication among member states through the management of water resources (both surface water and groundwater) and the provision of water supply services (AMCOW, 2013).

AMCOW's mission is based on a vision outlined in the instruments establishing the AU:

To promote cooperation, security, social and economic development, and poverty eradication among member states through the effective management of Africa's water resources and provision of water supply services in a bid to realize the 2025 Africa Water Vision.

AMCOW has become a specialized committee for water supply and sanitation in the AU. Initiatives have been launched to contribute to the realization of the vision and declarations made by Heads of State and AMCOW. AMCOW's role is to provide political leadership in initiating and sustaining political dialogue towards cooperative development and management of shared water resources. The institutional structure of AMCOW today consists of several political and technical entities at the regional and sub-regional levels, working together to achieve AMCOW's objectives.

Following the adoption of the Africa Vision for Water 2025, AMCOW recognised ANBO as a single representative affiliate body for promoting coordination and cooperation among African organizations involved in water resource management in rivers, lake basins and aquifers. Following this recognition, ANBO went on to develop governance structures and statutes that now govern its operations.

The SITWA Inception Phase demonstrated that ANBO can count on a strong support from AMCOW. This was demonstrated by AMCOW's continuous presence in the three SITWA Steering Committee Meetings. The representatives of AMCOW also participated in the Brazzaville and Nairobi regional consultation workshops of the SITWA project. This support was highlighted again in September 2013, during World Water Week, in a meeting where the AMCOW Executive Secretary reiterated his full support to ANBO's strengthening to make it a strong pillar of AMCOW in matters related to African Transboundary Water resources Management.

ANBO's role in supporting AMCOW is highlighted in Art. 2 (j) of the statutes, stating that ANBO will endeavor to support AMCOW in meeting its specific requests on management per basin and implement its orientation in this field. References in the Revised Statutes to AMCOW's role in the General Assembly (Art 8.), the ANBO Coordination Bureau (Art. 9) as well as on maintaining institutional linkages (Art. 11) and information flow (Art. 12) between ANBO and AMCOW, further emphasize the desired close alignment between ANBO and AMCOW.

Further discussion with AMCOW is needed to give follow-up to the 2007 AMCOW decision to endorse the recommendations of the Tekateka Committee. This point will be further developed in section 6.2.2.

2.1.5 ANBO's achievements

To date, ANBO has undertaken several activities in line with the African Water Vision 2025. These activities are guided by the legal and instructional frameworks as defined in its statutes.

The main achievements since 2002 are:

- Organization of General Assemblies every two years. These have been excellent opportunities for enhancing cooperation among ANBO's members.
- Organization of the 8th World General Assembly of the international Network of Basin Organizations (INBO), in Dakar on 20-23 January 2010. This major event brought together 268 delegates from 41 Countries, representatives of Governmental Administrations in charge of water management, of Basin Organizations, of interested bi-and multilateral cooperation agencies and associations.

- ANBO played an active role in the TWINBASIN project, aimed at promoting twinning between river basins to reinforce practices of Integrated Water Resource Management . The first proposals of twinning were organized in March 2005. Twelve twinings between African Organizations on the one hand and between African Organizations and Organizations from other continents have been funded by the European Union. The list of twinings is provided in Annex 1.
- Active participation in the Key Performance Indicators (KPI) project funded (2007-2010) by the European Commission and France, aimed at developing and testing Key Performance Indicators adapted to design and monitor the implementation of Integrated Water Resources Management (IWRM) within African Transboundary Basins.
- Support to the development of the African Water Information System (AWIS) in cooperation with the OMVS, INBO and the Office International de l'Eau (OIEAU). The project has, among other achievements, allowed the rehabilitation of the OMVS Documentation center in St-Louis, which could be used as a training center for other RBOs.
- Production of a «Source-Book» with the support of the GIZ.
- Ongoing: the production of a document on «Best Practices», funded by France, covering four major basins in West Africa (Congo, Niger, Senegal and Volta,) as well as the Centre for Coordination of Water Resources (CCRE) of ECOWAS in Ouagadougou.
- Ongoing: implementation of the project for strengthening institutions for transboundary water resources management in Africa (SITWA) described in section 1.2. of this document.

The mandate of ANBO, as presented in section 2.1.2 is very broad, whereas the means of the ANBO Secretariat are limited. Prioritizing activities is therefore essential. Although frequent mention is made about the involvement of various partners of the network, there are no operational guidelines that provide a precise description of how ANBO should be working on a day-to-day basis. As highlighted in the SITWA Inception Report (ANBO Secretariat, 2013), given ANBO's wide role and the lack of day-to-day operational guidelines, there is a possibility that this could explain the difficulties that ANBO has had in fully achieving its mandate. In addition, a Network needs to work with key strategic, financial and technical partners to achieve its mission. This would require reaching a series of cooperation agreements with key partners. This partnership building would enable an optimizing of resources and maximize impact.

3 Challenges and opportunities



3.1 Challenges and opportunities for transboundary water cooperation in Africa

3.1.1 Economic challenges

In Africa, rapid population growth, rising standards of living, and climate change have significantly increased the investment needs for energy production, domestic, industrial, and agricultural water supply, flood control, wastewater treatment, monitoring and protection of ecosystems, navigation, mining, etc. Due to population growth, the demand for food is expected to double between now and 2040.

The demand for energy may even increase by a factor of 4. Despite the existence of many rivers and lakes on the continent, these resources are underutilized. According to the preparatory study reports of the Program for Infrastructure Development in Africa (PIDA), investment in large hydraulic infrastructure has been dramatically low over the last 25 years. This lack of investment leading to poor water governance has created a critical situation, summarized below (AfDB-PIDA Study, 2011):

- The water resources used under managed conditions represent only 3 to 5 % of the total available resources;
- The per capita water storage capacity is 10 times lower than in Europe and North America;
- Only 20 % of the irrigation potential is exploited;
- In SSA, irrigation contributes only to 10 % of Africa's food production while the average at world level is 40 %;
- Only 7 % of Africa's enormous hydropower potential is exploited;
- Millions of people are dramatically suffering from the devastating effects of floods, droughts, water pollution and waterborne diseases:

Hydropower is clearly the main driver for infrastructure development in river basins (AfDB-PIDA Study, 2011). But the investment needs for irrigation extension and improvement and for better flood control are also huge. Although irrigated agriculture is by far the main water consumer - an order of magnitude more than domestic and industrial water use - irrigation development and improvement are viewed as crucial for achieving food security in Africa as a complement of more efficient rain-fed agriculture.

Due to increased pressure on the resource, the interdependence - or «nexus» - between water, energy, food security and ecosystems is increasing. In its «Global Trends 2030» report, the US National Intelligence Council considers that the growing nexus among food, water and energy, in combination with climate change, is one of the four overarching megatrends which will shape the world in 2030 (National Intelligence Council, 2012). According to this report, nearly half of the world's population will live in areas experiencing severe water stress. Several African countries are at risk of experiencing food and water shortages. Tackling problems pertaining to one commodity won't be possible without affecting supply and demand for the others.

Many African governments recognize that the development of water infrastructures is a key driver for achieving economic growth and poverty alleviation. With some exceptions (i.e. Okavango basin, Orange Basin), governments are well aware that their rivers still offer a large untapped potential and that multi-purpose water infrastructure investments, with strong focus on hydroelectric power generation, will accelerate poverty alleviation and will boost economic growth. In Africa, only 7 % of the technically exploitable hydroelectric power potential is being developed.

According to Grey and Sadoff (Grey & Sadoff, 2006), in all industrial countries, the flows of almost all major rivers are regulated and managed, storing water for multiple uses, reducing peak flows, increasing low flows and protecting water quality, thus reducing the risk of water-related shocks and damage, increasing the reliability of water services for production, and reducing other negative impacts, such as disease.

The United States, for example, has invested trillions of dollars in hydraulic infrastructure. While these investments have been recognized as crucial to promoting growth, many of the largest federal investments in U.S. history were in fact made to curb the destructive effects of water – particularly in response to devastating floods. In intermediate economies, water investments are mainly being made to promote growth (such as in hydropower and irrigation infrastructure). In India, for example, investments in water resources management, multipurpose hydraulic infrastructure and irrigation have contributed significantly to growth. However these emerging countries remain very vulnerable to catastrophic impacts such as those of floods and droughts.

It is thus not surprising that in several parts of Africa, plans for water infrastructure projects are mushrooming, exerting high pressure on the increasingly scarce and fragile water resources. It is obvious that more hydraulic infrastructures (dams, water diversions, dikes, navigation infrastructure) are going to be built in the coming decades and that investments in mining industries will continue to proliferate. Investment will go on in order to:

- Increase hydroelectric power production;
- Improve access to water for domestic, industrial, and recreational uses;
- Increase food security through expansion of irrigated agriculture and through increase of water use efficiency and water productivity. An expansion of approximately 13 million ha in the next 30 years would be a realistic target (AfDB-PIDA Study, 2011);
- Improve navigation and river transportation of people and goods, including multimodal transport systems;
- Develop the mining industry;
- Develop tourism and recreation;
- Increase protection against floods;
- Improve ecosystems and environment protection;

Several economic sectors are thus directly concerned, including energy, agriculture, transport, environment, tourism, and mining.

New investors, e.g. China, India, Brazil, Malaysia, South Korea, South Africa, are gaining leadership in the water resources development arena. In Africa, over the past 10 years, China alone has invested more in hydroelectric power than all conventional development banks combined, including the World Bank, the African Development Bank, and the Islamic Development Bank. With new investors gaining more leadership, the usually rather strict requirement that a cooperation agreement and a joint plan should be agreed upon before any support to investment (e.g. World Bank loan) would be possible appears to be less constraining today, which leaves the door more open for uncoordinated investment at national level. This reinforces the need for coordination at transboundary level in rivers and lake basins, e.g. through R/LBOs, in order to prevent in particular the emergence of new threats on regional peace.

Investor confidence is a vital factor. In developing countries, interconnection between countries and the creation of power pools should assist in this regard. Feasibility and environmental impact assessments carried out by the public sector, prior to inviting tenders from developers, would help to promote greater private-sector interest in future projects (World Energy Council, 2010).

The following development targets have been proposed by the PIDA study:

- To increase the level of water resources used under managed conditions, as they represent today only 3 to 5 % of the available renewable resources;
- To increase the efficiency and water productivity of the existing irrigation systems (more crop per drop);
- To increase the area under irrigation knowing that only 20 % of the irrigation potential is currently exploited;
- To increase the multipurpose water storage capacity for increased water security, increased hydropower production, reduced impacts of climate variability and prevention of disasters;
- To protect the African environment and biodiversity;
- To strengthen the institutional infrastructure with a focus on developing the leadership of basin organizations for planning, implementation and operation of joint infrastructure in a shared benefits approach;

According to the PIDA Study (AfDB-PIDA Study, 2011), the annual investment needs in the overall water sector are expected to be around US\$ 49 billion per year. The annual investment needs related to multi-purpose water storage and hydropower generation have been roughly estimated at US\$ 25 billion per year.

3.1.2 Environmental and ecological challenges

The renewable water resources of the African continent represent only 9 % of the World Water Resources compared to 28 % in Asia. Furthermore, the African water resources are very unevenly distributed.

If global warming continues, increased weather-related catastrophic events are probable, with estimates putting increases at three times greater than the number of non-weather related events.

In some regions, water availability is expected to decrease, as water demand increases, resulting in an intensification of water scarcity over time. About half the African continent faces already some sort of water stress or water scarcity and several countries that were in a situation of vulnerability in 2005 will become water stressed or water scarce in 2040. Many water sources are becoming intermittent or disappearing; streams that used to run year-round are now seasonal. By 2020, some assessments project that 75-250 million people are estimated to be exposed to increased water stress due to climate change. Some assessments, for example, show severe increased water stress and possible increased drought risk for parts of Northern and Southern Africa and increases in run-off in East Africa. In any event, it is highly probable that the water storage capacity has to be increased to cope with higher spatial and temporal variability.

Agricultural production in many African countries and regions is expected to be severely affected by global warming. Agricultural losses could be severe mainly in the Sahel, East Africa, and Southern Africa. In some countries, yields from rain-fed agriculture could be reduced by up to 50% by 2020. This would lead to loss of livelihood and increasing social anarchy amongst the people. (The Energy and Resources Institute, 2013). Water access is, however, threatened not only by climate change, but also by ineffective water management. This, coupled with increased demand, will adversely affect livelihoods.

Rivers, lakes, and wetlands support freshwater ecosystems that provide goods and services of critical importance to human societies. These ecological goods and services are increasingly threatened by human activities. Overexploitation of surface water and groundwater, water pollution, habitat degradation, invasion by non-native species, modification of river flows and changes in wetland inundation regimes all constitute severe threats to freshwater ecosystems. Changes in ecosystems also have a significant impact on natural sources of food, which are becoming hard to find (The Energy and Resources Institute, 2013). Environmental flows describe the quantity, timing, and quality of water flows required to sustain freshwater ecosystems. Taking into account environmental flow requirements in water resources management constitute a means of improving these critical environmental services.

Africa has several “water towers” such as the Fouta Jalon, the Jos Plateau, the Ethiopian Highlands, the Kenyan Highlands, the Angolan Plateau, or the Lesotho Highlands, which are forested uplands contributing considerably to the flow of Africa’s major transboundary rivers, It is thus essential to protect these important ecosystems especially when their inappropriate exploitation affect downstream water needs.

The multiplication of individual wells is a crucial water resources management issue which needs to be addressed as well.

The deterioration of the water quality of rivers, lakes, and groundwater, due to urban, industrial and agricultural development, as well as due to the development of the mining industry is an increasing concern and requires substantial investment in environmental monitoring systems. The Africa Water Vision 2025 has clearly highlighted the crucial role of water in good quality and sufficient quantity for sustainable development in Africa in a continent where millions of people do not have access to clean drinking water and sanitation (UNESCO, 2011). Pollution of water both surface water and groundwater resources in Africa has been increasing from insufficiently treated domestic and industrial effluents, and agricultural runoff. The degradation of the quality of water resources poses serious risks to human and ecosystem health. A major part of water-related health risks are associated with the poor water quality and lack of sanitation and wastewater facilities, with water-borne diseases representing one of the most common health concerns in the region and accounting for about 10 % of total mortality cases in some countries. Many rivers and groundwater systems in Africa are highly polluted by toxic and hazardous pollutants, as the pollution load from the ever-increasing industrial and agricultural activities has increased significantly over the years. The increasing pollution threatens the sustainability of water resources and ecosystems, as well as the livelihoods of people depending on them.

To handle the above-mentioned issues, there is a crucial need for reliable hydrometeorological data and information. Unfortunately, there is a lack of good quality data at all levels. Furthermore, statistics based on historical hydrometeorological data become less reliable and need to be adapted. And when data exists at national level, there is often a lack of appropriate data and information sharing agreements. The human and financial resources for data acquisition and processing are often insufficient. There is a need for projects aimed at rehabilitating and intensifying hydrometeorological and environmental monitoring networks in a sustainable way.

3.1.3 Geopolitical challenges

As shown in Figure 1, the African continent has the highest number of transboundary river basins that collectively cover 64 % of Africa’s surface area and contain more than 80 % of its renewable freshwater resources. Figure 1 shows a map of the international river basins of Africa.



Figure 1: Transboundary River Basins in Africa

As each basin has its own specificities in terms of climate, political situation, development stage, etc., there is obviously no one-size-fits-all political rationale for engaging in transboundary water cooperation. There is, however at least one commonality: most governments give a high priority to investment for sustainable economic growth and poverty alleviation. As water infrastructure investments will probably continue at an accelerated pace, geopolitical tensions will inevitably arise if stronger cooperation between basin countries is not developed in the short term. Besides the risk of pollution linked to industrial and agricultural development, it is indeed the uncoordinated investment in water infrastructures which constitutes the main source of geopolitical tensions. Major water investments not only contain the risks of local conflicts, but also the risks of international tensions and disputes.

There are various theories about the risks of water wars, ranging from very pessimistic to more optimistic. Although it is difficult to assess the risks of armed inter-state conflicts, it is undeniable that lack of cooperation and mismanagement of infrastructures already lead to severe political crises and to loss of human lives and of billions of dollars, i.g. through lack of transboundary cooperation for flood management. Clearly, averting disputes is often a strong political driver for initiating cooperation on transboundary waters, as riparian states recognize that they must safeguard their greater common interests (UN-Water, 2008).

It is obvious that equitable, peaceful, and sustainable water resources management and development is not possible without effective regional cooperation at basin level and without cooperative basin wide investments in a shared benefits approach . Lack of cooperation on the development and operation of large infrastructures on international rivers has been all-to-often an obstacle to development rather than serving as a catalyst for regional integration.

¹'Benefit sharing' has been proposed as one approach to bypass the contentious issue of property rights. The idea is that if the focus is switched from physical volumes of water to the various values derived from water use (in multiple spheres, including economic, social, political, and environmental), riparians will correctly view the problem as one of positive-sum outcomes associated with optimising benefits rather than the zero-sum outcomes associated with dividing water. Benefit sharing mechanisms have been proposed by UNEP and by the World Commission on Dams.

Increasing population and resulting water and energy demand may very well exacerbate these challenges. The role of RECs and of BOs is to prevent such political tensions and conflicts between riparian countries and to help them to negotiate appropriate international agreements. However, several BOs have yet to reach maturity and gain authority. More needs to be done in terms of creating new cooperation frameworks and strengthening existing ones. BOs need to be mandated with appropriate responsibilities based on effective cooperation agreements (AfDB-PIDA Study, 2011).

3.1.4 Institutional challenges

As more than 80 % of African's renewable water resources are transboundary in nature, investments in infrastructures and in environmental monitoring systems, need cooperative planning and coordinated implementation at the basin scale. This requires the development of appropriate institutions, including both legal and organizational aspects.

While there are 63 transboundary river basins in Africa, there are well-established institutions or basin-wide programs only for the following major basins: Congo, Lake Chad, Lake Victoria, Niger, Nile, Okavango, Orange, Senegal, and Zambezi. New BOs are needed and many existing ones need to be considerably strengthened.

In the case of joint implementation and operation of a large infrastructure project, the co-owners of the project will usually establish a joint organization on the basis of a specific agreement (i.e. the Zambezi River Authority). This «project-oriented» approach can be a useful starting point. But to produce benefits of cooperation in a longer-term perspective at the scale of the whole basin and to enlarge the scope of cooperation, the riparian states need to agree on common principles, rules, policies, etc. In other words, they need to institutionalize the cooperation process.

Experience shows that the institutionalization of transboundary water cooperation is often a complex and lengthy process. To accept sharing its own investment plans, which implies a greater dependence on other riparian states for water, energy and food security, mutual trust is indeed essential and not easy to develop.

Basin-specific treaties are required because the existing international legal framework is not sufficiently binding. Customary law is limited to rather broad rules, leaving the door open to much interpretation. According to Kim and Glaumann, in order to reach deep, stable and long-lasting cooperation, it is also necessary to create appropriate bureaucratic organizations to ensure stability in the management (Kim & Glaumann, 2012).

There is no «blueprint» for the building of transboundary water cooperation institutions. Each cooperation mechanism must be tailored to a given basin's characteristics and reflect a range of specific economic, environmental, hydrological, political, social and cultural circumstances.

The following types of BOs may be recognized:

- Technical Committees (TC) and Special Purpose Vehicles (SPV);
- Joint water Commissions;
- River Basin Commissions;
- River Basin Authorities;

BOs can evolve from one type to another with an extension of their mandate and an increase of their power and responsibilities. As water cooperation is a stepwise process, the types of BOs tend to evolve from weak to strong institutions when trust is increasing.

In Africa, BOs at different development stages can be found, but for the most part they are at the initial or emerging stages. Unfortunately, after decades of efforts, most African Basin Organizations remain weak and highly dependent on donor funding. They continue to face serious difficulties in delivering tangible on-the-ground results with direct economic benefits. Most often they are lacking leadership in regional economic development. This situation generates impatience and lack of confidence from their Member States and hinders their willingness to increase their financial support and thus their country-ownership.

The strategic orientation of most African BOs lacks visibility. They try to address a broad range of issues with too limited means. Their «core business» is not sufficiently focused on the planning, promotion, and implementation of joint investment programs.

Some are not at all involved in infrastructure development, which remains confined to national level. Only a few of them rely significantly on financial resources generated by jointly owned infrastructure. With a few exceptions, joint multi-sector investment programs at the basin scale, agreed upon at the highest political level, are virtually non-existent.

The lack of capacity to plan, promote, and implement joint multi-sector investment programs, in a context of growing and interlinked demand for water, energy, and food, should thus be the main concern of ANBO for the next decade. This requires closer cooperation between BOs, RECs, Regional Power Pools, Development Banks, and major initiatives such as the Program for Infrastructure Development in Africa (PIDA), the Infrastructure Consortium for Africa (ICA), the African Water Facility (AWF), and the Cooperation in International Water in Africa (CIWA).

With targeted technical assistance and through enhanced cooperation and exchange of experiences among its members, ANBO - as a pillar under AMCOW - should be able to support an increase in the leadership of the African BOs in regional economic development, helping them contribute more significantly to economic growth and poverty alleviation in Africa.

3.1.5 Opportunities

Fortunately, there are also significant opportunities for more effective institutionalized transboundary water cooperation, including:

- There is still a high untapped and recognized potential for jointly owned TWR infrastructure for energy and food production;
- There is a consensus between donors and States on the water resources management approach;
- Some RECs have already well established transboundary water resources management policies and strategies and other RECs are increasingly taking on a stronger role in this sector;
- There is a high degree of commonality between transboundary water resources management policy objectives across the African continent (AU, RECs, BOs) and water is widely recognized at all levels as a key driver for achieving economic growth;
- The 1997 UN Convention on the Law of Non-Navigational Uses of International Watercourses entered into force on 17 August 2014, which is regarded as an important step in establishing international law governing water;
- The growing water, food, and energy security and ecosystems preservation nexus increases the motivation for integrated multi-sector investment approaches;
- Ministries of Foreign Affairs have a growing interest and competence in hydro-diplomacy;
- Globalization of the economy increases the interdependence between countries sharing common water resources;
- More and more lessons learned about successes and failures of transboundary cooperation in various parts of the world are available.

3.2 Specific challenges and opportunities for ANBO

The regional consultations held in July, August, and September 2014 have identified the following weaknesses/challenges:

- Low level of engagement of the members of ANBO;
- Organisational weakness of ANBO;
- The resolutions of the GA must be implemented, based on a calendar shared by all members of the Coordination Bureau. It is clear that many of the recommendations have gone unheeded, while some could greatly benefit the organization, including commitments made by key partners;
- Inadequate dissemination of results, and particularly not posting on the website of several ANBO reports.

Several opportunities have also been identified during the regional consultations:

- ANBO may count on strategic support at the highest level of decision: AU and AMCOW;
- ANBO has the advantage of having a “bird’s eye view” of issues relating to transboundary water resources management across the continent. The institution could therefore play the important role of knowledge and information sharing among and across the various regions;

- ANBO is well positioned to be the “eyes and ears” of the continent on issues of water resources management and can play the role of championing and mobilising the continent to agree on common positions for presentations to international fora and processes. In performing this role, ANBO would also play the role of collating and disseminating new global thinking across Africa with regards to water resources management;
- A new and important development, which will affect water resources management, is in relation to the water-food and energy nexus. While a question is still on how best to address this important subject, ANBO could lead the debates and dialogue on it from a continental perspective. Experiences from the various regions would then be packaged and disseminated through the network to advance the thinking on the subject.
- The distribution and availability of groundwater resources is not fully understood, particularly in Southern Africa. ANBO could become the vehicle that plays the role of information exchange between Southern Africa and North Africa where groundwater development and management is better advanced.

3.3 Need for sharing knowledge and experience among BOs

The basins themselves have many challenges, some specific to individual basins but most common to all basins. Therefore, through sharing of experiences and knowledge it could be possible for the BOs to find solutions to many of the problems affecting them. BOs are of different backgrounds and capacity. They differ in terms of their age, experience, size, and function/mandate. This diversity offers ample opportunity for exchange, African-African learning, capacity development, and cooperation amongst the BOs and a way of improving their impact. It is in this sense that the ANBO, through the promotion of synergy and collaboration amongst BOs, can play an important role in the management of the water resources of Africa.

In achieving its mission, ANBO will thus give high priority to cooperation and exchange of knowledge and experience among its members, fostering synergy and collaboration. ANBO is well positioned to organize common activities of regional interest while facilitating the mobilization of resources. ANBO may also support exchange of experiences among African BOs and with BOs in other parts of the world in the area of integrated investment planning and monitoring.

3.4 Capacity Building needs

The capacity of institutions normally resides at three levels:

1. Human resources level – the staff of the organizations, their numbers, professions and the knowledge, skills and attitudes they possess;
2. Organizational level – this relates to systems and tools for improved governance and planning. It includes such things as systems for mission setting and strategy formulation; resources mobilization tools; monitoring and evaluation systems; marketing and positioning programs; partnership and collaboration arrangements.
3. Enabling environment – relates to overall policies, rules and norms; values and governing modalities; degree of civic engagement; etc.

The needs of BOs for technical assistance and capacity building were analysed in depth during the SITWA Inception Phase as well as during the regional consultations. The outcomes of the assessment have been extensively reported in the Inception Report and Regional Consultations Reports. It appears that the human resources level and the organizational levels have the greatest needs for capacity building. Top on the list in terms of needs is the building of staff knowledge and skills in technical areas such as preparation of investment projects, developing benefit-sharing tools, planning and conducting ESIA's, etc. There is also a high need for capacity development in the area of knowledge management, i.e. preparing information and knowledge products, designing and operating water resources monitoring networks, operating databases, and developing data exchange protocols.

In the area of water governance, there is a need to continue the promotion of IWRM principles. The development of legal and institutional frameworks is also considered important in the region where there are many BOs at various stages of establishment. Stakeholder engagement and communication was also a highly ranked area of capacity building needs. The resources mobilization capacity of BOs also needs to be strengthened. It has been identified that some RECs have a lot of data that can be packaged into bankable projects. In this respect ANBO could use - or build capacities of - individual experts skilled in the preparation of Terms of References (ToR) for preparation of project proposals to be submitted to investors/donors.

4 Strategic framework 2015-2024



4.1 Africa Water Vision 2025

The central water related policy instrument of the African Union (AU) is the Africa Water Vision for 2025, which is designed to aid in the development of a future where the full potential of Africa's water resources can be readily unleashed to stimulate and sustain growth in the region's economic development and social well-being. The Africa Water Vision 2025 is supported by a series of high-level policy statements stressing the importance of and underscoring the commitment of African leaders to water resources development for improved and optimized use of the continent's water resources for social and economic development on the continent (AU, ECA, & AfDB, 2000).

The Shared Africa Water Vision is:

An Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation, and the environment.

This vision can be detailed as follows:

1. There is sustainable access to safe and adequate water supply and sanitation to meet the basic needs of all;
2. There is sufficient water for food and energy security;
3. Water for sustaining ecosystems and biodiversity is adequate in quantity and quality;
4. Institutions that deal with water resources have been reformed to create an enabling environment for effective and integrated management of water in national and transboundary water basins, including management at the lowest appropriate level;
5. Water basins serve as a basis for regional cooperation and development, and are treated as natural assets for all within such basins;
6. There is an adequate number of motivated and highly skilled water professionals;
7. There is an effective and financially sustainable system for data collection, assessment and dissemination for national and trans-boundary water basins;
8. There are effective and sustainable strategies for addressing natural and man-made water-resources problems, including climate variability and change;
9. Water is financed and priced to promote equity, efficiency, and sustainability;
10. There is political will, public awareness and commitment among all for sustainable water-resources management, including the mainstreaming of gender issues and youth concerns and the use of participatory approaches.

4.2 ANBO Vision 2025

Based on the consultations, the ANBO Vision 2025, or what the organization will look like in 10 years, is formulated as follows:

An influential federation of African Basin Organizations helping its members contribute tangibly to the Africa Water Vision for the welfare of the African people.

As for the Africa Water Vision 20125, the framework for achieving the ANBO Vision will call for:

- Strengthening governance of shared water resources;
- Improving water wisdom;
- Meeting urgent water needs;
- Strengthening the financial base for the desired water future.

4.3 Core values for achieving the ANBO Vision

ANBO adheres to the critical success factors of the Africa Water Vision (AU, ECA, & AfDB, 2000):

- Openness, transparency and accountability in decision-making processes;
- Ability to generate and receive knowledge and information;
- Cooperation and team work by all countries in the region to achieve common, mutually beneficial objectives;
- Readiness to take tough decisions on the future direction and course of action consistent with the aspirations in the shared Water Vision;
- Proper appreciation of “where we are”, “where we want to be” and “how to get there”;
- The adoption of financing and cost-recovery methods that are equitable and sustainable, while reflecting the concerns of the poor;
- Political commitment and grassroots support.

As a pillar under AMCOW, ANBO emphasizes the importance of ‘Water for Growth and Development’ as the overarching and driving framework for the attainment of Africa’s aspirations for poverty reduction; sustainable socio-economic development; as well as equitable and all-inclusive growth. ANBO also strongly believes that:

- More water investments are urgently needed in Africa to increase its water, food, and energy security in a context of rapid population growth and climate change;
- The shared water resources and the water related ecosystems need to be more effectively monitored and protected;
- Cooperation and exchange of experience among the African BOs are essential for increasing their capacity and efficiency;
- African BOs should be at the forefront of regional economic development and integration in close partnership with the Regional Economic Communities, RECs, Development Banks, and the major regional development initiatives, such as the Program for Infrastructure Development in Africa (PIDA) and the Infrastructure Consortium for Africa (ICA);
- Water-related investments in shared basins must be based on pro-active and forward-looking cooperation between the basin countries;
- These investments must be planned at the basin scale, taking into account the growing water, energy, and food security nexus in a multi-sector program approach;
- Investment planning requires a solid and harmonized data, information and knowledge base and must comply with the principles of Integrated Water Resources Management and of reasonable, equitable, and sustainable water use, with due regard to the protection of ecosystems;

4.4 Mission and strategic positioning of the ANBO for the next 10 years

4.4.1 Mission statement and strategic niche

The purpose of a mission statement of an organization is to provide a concise answer to the questions: “Why the organization has been created?”, “Why does it exist?”, “What does it do?”, “What is it that it’s paid for?” “What function does the organization perform? For whom? How?”

As presented in section 2.1.2, the impressive list of functions included in its mandate gives ANBO the possibility of acting as a convener, a facilitator of policy development processes, a promoter of IWRM, a knowledge broker, an information manager, a resource mobilizer, an assistant to AMCOW, and a network builder with other similar networks around the world. However, within this very broad mandate, and to address the challenges described in section 3, the consultations allowed to define a more focused ANBO mission for the next 10 years is formulated as follows:

To support the African Basin Organizations in developing their capacity to play a leading role in sustainable regional economic development by promoting cooperative water investment and management and enhancing cooperation and exchange of experiences among its members.

The SITWA consultations, completed with the regional consultations conducted in August- September 2014, have shown that there is a clear demand for ANBO as an umbrella organization for African BOs in the field of capacity building and of promoting AMCOW's policies. It has further emerged that stakeholders see ANBO playing the dual role of supporting AMCOW as a continental policy making body as well as of supporting the community of African BOs and the RECs in various aspects of transboundary water management. It clearly appears that ANBO has a potential role to play on three levels of transboundary water resources development and management:

- At the basin level, ANBO can serve African L/RBOs in supporting them on various technical aspects, i.e. knowledge exchange, capacity building, resource mobilization etc.;
- At the regional level, ANBO can support the RECs through technical advice and policy promotion on transboundary water management as well as being a facilitator and an information hub, linking RECs with other relevant actors;
- At the continental level, ANBO's role is that of being the technical arm of AMCOW on transboundary water matters, both in advising AMCOW as well as in assisting the implementation of AMCOW policy.

ANBO is thus very well positioned (strategic niche) to support the development of strong African BOs on the basis of sharing of experiences and of close collaboration with the RECs in order to meet the growing investment needs and environmental and ecological challenges of the African continent.

In other words, ANBO's strategic niche for the next 10 years will be to help the African BOs in gaining leadership as major actors of peaceful and sustainable regional economic development, based on cooperative planning, financing, and implementation of cooperative investments and of environment monitoring systems at the basin scale. This will have to take into account the growing water, energy, and food security nexus and will have to apply the principles of Integrated Water Resources Management (IWRM).

It is clear that technical assistance provided to BOs should go through the RECs. ANBO should be considered as a "facilitator" that supports the RECs and the BOs.

Through its close links with AMCOW, ANBO is also in an ideal position to ensure on a political level, that the African countries sharing international waters increase their transboundary cooperation and build the appropriate institutions. According to its mandate, ANBO does not have to limit itself to transboundary BOs only, but may in principle also include National BOs. However, as a result of the SITWA Inception Phase it has been recommended to work gradually towards this end, by starting with transboundary BOs that would have in any case, natural spin-offs towards national level basins, and gradually include national BOs as ANBO evolves.

Hence, ANBO's role in the promotion and facilitation of regional integration and integrated development planning will be key to meeting stakeholder priorities. Being the only continent-wide organization of its nature, ANBO will, broadly speaking and among other activities, play an important role in:

- Promoting AMCOW policy and RECs policies on transboundary water management;
- Facilitating the sharing of knowledge and experience between different role-players;
- Promoting and facilitating regional integration and integrated investment and planning at all levels;
- Connecting BOs with donors and other financiers to generate funding and promote financing options.
- Hosting continent-wide databases and being an African information hub for transboundary water matters, supporting the existing information systems and observatories of the BOs.

Specific activities that ANBO could carry out were identified during the SITWA Inception Phase as well as during the regional consultations conducted in August-September 2014. These activities are included in the action plan.

4.5 Goal and objectives for the next 10 years

4.5.1 Overall goal

To address the challenges described in section 3.1, the African BOs need to be able to play a leading role in Regional Economic Development and Integration through the planning, promotion, and facilitation of joint multi-sector investment programs at the basin and/or sub-basin scales.

For the next 10 years, the overall goal of the ANBO is formulated as follows:

The capacity of African BOs for effective planning and implementation of joint multi-sector investment programs at the basin scale is strengthened for sustainable regional economic development.

The term «investment» is understood here in its broad sense, including not only the conventional water infrastructures, but also natural infrastructure, institutional infrastructure, environmental protection measures, information and monitoring systems, etc. The sectors include hydroelectric power, irrigation, navigation, flood control, watershed management, fisheries, environment, and tourism. The challenge is not to curb or stop investment because of potential risks, but rather to optimize investment, while minimizing the environmental, social, and geopolitical impacts, on the basis of a "mutual gains» cooperation.

One could call a «*doctrine of cooperative investment*», the ideas and principles according to which transboundary water conflicts can be prevented if all major water infrastructure investments are part of a «joint multi-sector investment program» at the basin scale, agreed upon at the highest political level (Cogels, 2014). This approach will not only generate geopolitical benefits (conflict prevention), but also substantial economic, social and environmental benefits.

The concept of «*joint multi-sector investment program*» is defined as «*a well-balanced multi-sector combination of hard and soft investment projects, aiming to achieve a common goal, supported by a coherent strategy, and implemented in a coordinated way*». «Well balanced» means that the program will generate benefits for all member states on a «fair» and «equitable» basis, taking into account the interests of various stakeholders, including gender and youth.

Implementing such joint multi-sector investment programs constitute an integrated response to the economic, environmental, and geopolitical challenges described in section 3.1,

In an early stage of cooperation, agreeing on one specific joint investment project may be a pragmatic and effective way forward. But, when mutual trust has grown, it would not be effective to continue to negotiate only about individual projects on a piecemeal approach. In the longer term, riparian states should adopt an integrated program approach at the basin and/or sub-basin scales. It is in the scope of such a «smart» and «politically visible» joint investment program», that trade-offs and compensations can be negotiated and that the necessary social and environmental protection measures can be implemented. In such a program, not all projects have to be co-financed and jointly owned, which would be unrealistic.

The joint program is rather a well balanced and coherent project portfolio considered by all parties as an acceptable package.

This approach is fully in line with AMCOW's thematic approach of "Water for Growth in Africa». AMCOW adopted this approach at the 4th Africa Water Week in Cairo in 2012 as the driving force for its work over the next ten years as part of its commitment to achieve the 2025 Africa Water Vision.

4.5.2 Specific objectives

To achieve the overall goal, the emphasis will be put on exchanging capacity of knowledge and experience and on capacity development, including institutional capacity, investment planning capacity, resources mobilization capacity, and knowledge management capacity. The specific objectives are formulated as follow:

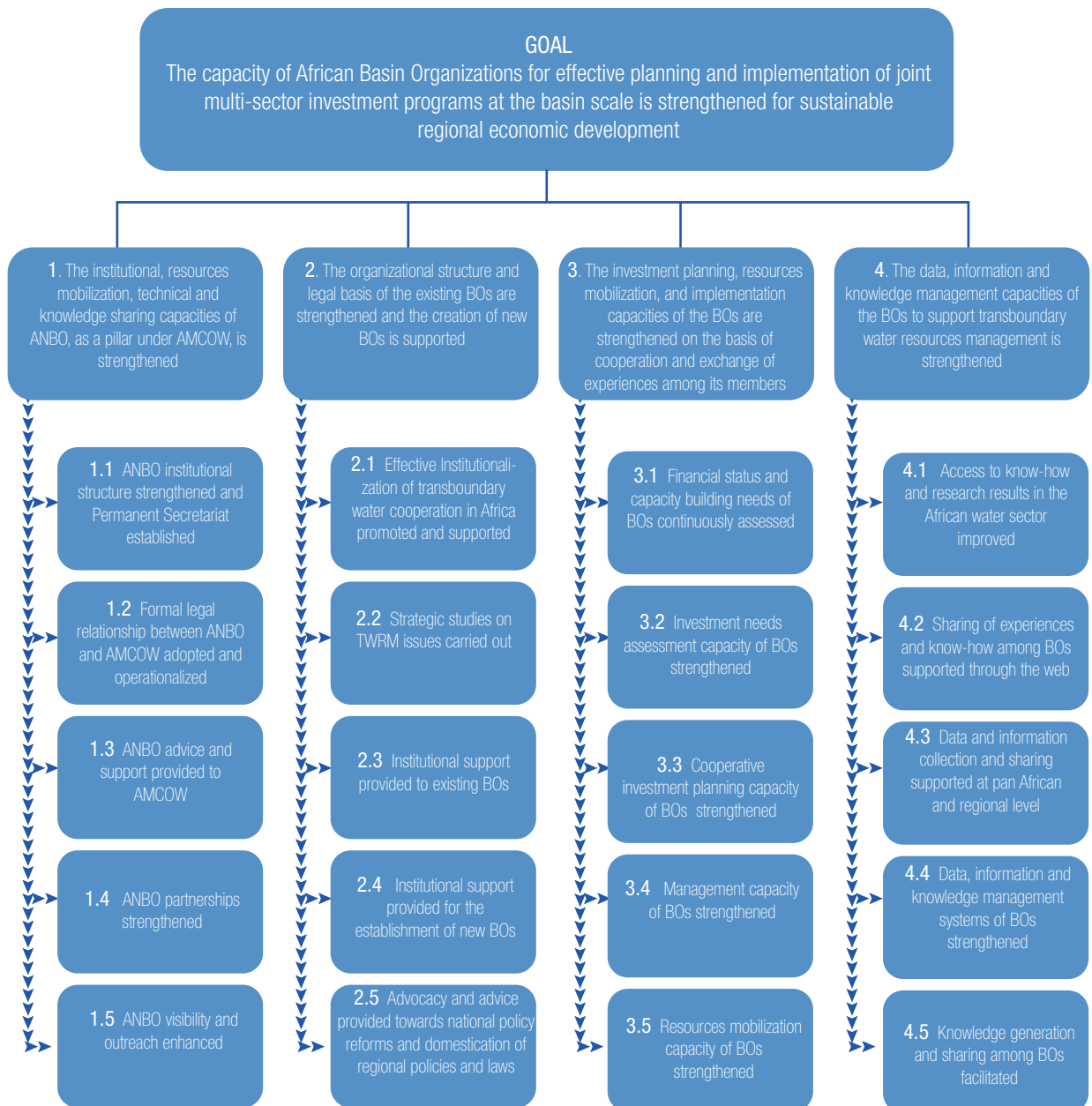
- **Objective 1: The institutional, resources mobilization, technical and knowledge sharing capacity of ANBO, as a pillar under AMCOW, is strengthened;**
 - **Objective 2: The organizational structure and legal basis of the existing Basin Organizations are strengthened and the creation of new Basin Organizations is supported;**
 - **Objective 3: The investment planning, resources mobilization, and implementation capacity of the Basin Organizations is strengthened on the basis of cooperation and exchange of experiences among its members;**
 - **Objective 4: The data, information and knowledge management capacity of the Basin Organizations to support transboundary water resources management is strengthened;**
-
-

ANBO's activities will thus be achieved in the following 4 strategic areas:

- Area 1: strengthening the institutional, resources mobilization, technical and knowledge sharing capacity of ANBO;
- Area 2: strengthening the institutional basis of the BOs ;
- Area 3: strengthening the program and project planning, resources mobilization, and program implementation capacity of the BOs;
- Area 4: strengthening the data, information and knowledge management capacity of the BOs.

5 Action plan 2015-2019

The five-year action plan for the period 2015 – 2019, as presented hereafter, has been established on the basis of broad consultations, including the regional consultations – conducted in August-September 2014. The indicative budget is 6,3 million €



OUTPUTS	ACTIVITIES	TIMING	INDICATIVE BUDGET (TOTAL, 36 MILLION€)	PARTNERSHIPS
Objective 1: The institutional, resources mobilization, technical and knowledge sharing capacities of ANBO, as a pillar under AMCOW, are strengthened				
1.1 ANBO institutional structure strengthened and Permanent Secretariat established	<ul style="list-style-type: none"> Assess and select institutional options for ANBO governance structure Develop finance plan for selected institutional option Revised institutional framework adopted by ANBO General Assembly, including ANBO Secretariat location Establish ANBO Secretariat 	Year 1-2	500.000	AMCOW, RECs, GWP, DP
1.2 Formal legal relationship between ANBO and AMCOW adopted and operationalized	<ul style="list-style-type: none"> Facilitate decision on preferred ANBO-AMCOW legal relationship and adoption through AMCOW governance structures and ANBO General Assembly Organize ANBO/AMCOW meetings 	Year 1-5	150.000	AMCOW
1.3 ANBO advice and support provided to AMCOW	<ul style="list-style-type: none"> Produce Policy briefs and advice to AMCOW on issues related to IWRM and TWRM Produce monitoring and progress reports with respect to implementation of AMCOW's African Water Vision Support AMCOW and respond to its specific requests relating to TWRM Carry out strategic assessments and provide high-level policy advice to AMCOW 	Year 2-5	150.000	AMCOW
1.4 ANBO partnerships strengthened	<ul style="list-style-type: none"> Consolidate and sustainably integrate ANBO-RECs relationship in the work program, including a dialogue platform between RECs and the BOs Develop formalized relationships with key partners and relevant regional and continental programs (CAPNET, WaterNet, WACDEP) ANBO dialogue on TWM and development held with key partners and relevant stakeholders to support water management for social and economic and environmental development 	Year 1-2	150.000	RECs, GWP, CIWA, AWF, CapNet, WaterNet, UNECA, UN WATER,
1.5 ANBO and outreach enhanced	<ul style="list-style-type: none"> Create a virtual library and datasets for information sharing Develop media relations and public relations Be active in event organization (conferences, workshops) Establish a network of journalists specialized in water related issues and regularly organize capacity strengthening workshops 	Year 1-5	300.000	RECs, INBO, GWP, UMA, Media

OUTPUTS	ACTIVITIES	TIMING	INDICATIVE BUDGET (TOTAL,36 MILLION€)	PARTNERSHIPS
	<ul style="list-style-type: none"> • Set up a library in the future premises of ANBO • Build a network of African partners that produce water information and disseminate this information through the ANBO website and social networks • Produce reference quality information on the water sector in Africa, resting on the existing systems of the BOs • Produce bilingual branding material for ANBO 			

Objective 2: The organizational structure and legal basis of the existing BOs are strengthened and the creation of new BOs is supported				
2.1 Effective institutionalized transboundary water cooperation in Africa promoted and supported	<ul style="list-style-type: none"> Organize top-level meetings on issues of lack of country-ownership and financial support to existing BOs Organize conferences on Transboundary Water Resources management at regional and continental levels Produce guidelines for effective institutionalization of Transboundary Water Cooperation Organize training sessions in TWRM Promote water diplomacy as a mechanism for minimization and avoidance of conflicts Promote the UN Watercourses Convention Advocate the development of governance frameworks and promote IWRM principles, concepts and practices in transboundary basins Support the development of countries' capacity to build transboundary cooperation institutions 	Year 2-5	250.000	AMCOW, RECs, GWP, CIWA, AWF, UN WATER, DP
2.2 Strategic studies on TWRM issues carried out	<ul style="list-style-type: none"> Prepare synthesis reports highlighting trends, developments, achievements and emerging issues related to water and BOs in Africa Promote cooperative management of shared groundwater resources 	Year 2-5	250.000	CIWA, UNESCO SIWI, IWMI,
2.3 Institutional support provided to existing BOs	<ul style="list-style-type: none"> Establish legal/institutional support roadmap for BOs Provide legal/institutional support to selected target basins Facilitate the development of basin-specific agreements in line with the adopted regional and global legal frameworks Help the countries which are in the process of building a transboundary institution to come up with an inclusive organization, including for transboundary aquifers 	Year 2-5	250.000	AMCOW, RECs; CIWA, AWF, DP
2.4 Institutional support provided for the establishment of new BOs	<ul style="list-style-type: none"> Carry out a situation analysis of the transboundary basins which do not yet have BOs (in coordination with CIWA^a) Promote the establishment of at least 3 new BOs in priority basins Provide legal/institutional support for the establishment of new BOs in priority basins Assist countries/ basins in identifying the BO types best suited for the specific management and development needs of the basin 	Year 2-5	250.000	AMCOW, RECs, CIWA, AWF, DP
2.5 Advocacy and advice provided towards national policy reforms and domestication of regional policies and laws	<ul style="list-style-type: none"> Strengthen water policy at regional and national levels, tapping experiences from existing programs, for example under NBI and LVBC Promote the harmonization of policy and legislation at national level with regional policy objectives and legal frameworks Strengthen the relations between ANBO and the Pan-African Parliament in view of drafting a resolution on the protection of shared water resources to be adopted by the African Governments. 	Year 3-5	100.000	AMCOW, RECs

Objective 3: The investment planning, resources mobilization, and implementation capacities of the BOs are strengthened on the basis of cooperation and exchange of experiences among its members				
3.1 Financial status and capacity building needs of BOs continuously assessed	<ul style="list-style-type: none"> Develop a capacity building roadmap for African BOs Develop a database of suitable capacity building partners Publish an Annual African BO financial status report 	Year 1-2	100.000	RECs, SIWI, CIWA, AWF, DP
3.2 Investment needs assessment capacity of BOs strengthened	<ul style="list-style-type: none"> Organize training sessions on the use of Multi-sector Investment opportunity Analysis (MSIOA) and Transboundary Waters Opportunity (TWO) analysis tools Organize training and exchange of experiences in Basin modeling and Decision Support Systems 	Year 1-2	200.000	RECs, SIWI, CIWA, AWF, DP
3.3 Cooperative investment planning capacity of BOs strengthened	<ul style="list-style-type: none"> Produce a report on best practices relating to IWRM planning, adaptation to climate change, and shared management of groundwater resources Organize training and exchange of experience workshops on the preparation of IWRM based basin development strategies and programs climate-resilient investment projects Organize twinning of African BOs with BOs in other continents, including study trips Promote the concept of benefit (and cost) sharing in transboundary basins Promote joint investment ventures between co-riparian states 	Year 2-5	1.000.000	RECs, CIWA, SIWI, CapNet, AWF, CEDARE, OSS, UNESCO, DP
3.4 Management capacity of BOs strengthened	<ul style="list-style-type: none"> Set up a network of human resource managers Produce and disseminate guidelines on result-based management and monitoring Organize training workshops in result-based project and program management Support the development of professional project and program management systems and tools Promote the Key Performance Indicators for African Transboundary Basins management (KPI) project 	Year 2-5	250.000	RECs, SIWI, CIWA, CapNet, INBO, AWF, DP
3.5 Resources mobilization capacity of BOs strengthened	<ul style="list-style-type: none"> Develop a resources mobilization strategy for BOs in the scope of transboundary infrastructure development and a roadmap for future networking between BOs and CB financiers Develop the ANBO in-house capacity for providing resources mobilization support Develop a Transboundary water infrastructure projects data base, making use of existing knowledge bases Establish a PPP Platform and elaborate supporting documents for PPP Make a review of the existing resources mobilization and funding sources of BOs and produce a report on best practices Link BOs with continental and global funding sources (round tables) Assemble financial data on ANBO member organizations transboundary water resources developments 	Year 2-5	250.000	RECs, SIWI, CIWA, CapNet, AWF, DP

Objective 4: The data, information and knowledge management capacities of the Basin Organizations to support transboundary water resources management strengthened				
4.1 Access to know-how and research results in the African water sector improved	<ul style="list-style-type: none"> • Further develop the ANBO/AWIS web platform and partners network to improve access to information and dissemination of research results • Produce guidelines for continuous updating of the ANBO/AWIS web platform. • Produce and update databases of institutions, projects, experts, and capacity building resources at the international and African levels • Establish/strengthen a network of existing documentation centers • Produce and disseminate an ANBO electronic newsletter • Organize on a regular basis electronic fora and web conferences to share experiences on various pertinent transboundary water management topics 	Year 1-5	750.000	INBO
4.2 Sharing of know-how among BOs supported through the web	<ul style="list-style-type: none"> • Organize regional workshops on exchange of best practices regarding data and information sharing, including data sharing agreements • Organize regional workshops (through RECs) aimed at facilitating cooperation between national hydrometeorological services and BOs • Promote and support the development of basin-wide hydrometeorological monitoring networks, including water quality and groundwater monitoring • Design information and knowledge products for transboundary water resources management (water balance, water accounting, etc.) 	Year 1-5	150.000	INBO
4.3 Data and information collection and sharing supported at pan African and regional level	<ul style="list-style-type: none"> • Organize regional workshops on exchange of best practices regarding data and information sharing, including data sharing agreements • Organize regional workshops (through RECs) aimed at facilitating cooperation between national hydrometeorological services and BOs • Promote and support the development of basin-wide hydrometeorological monitoring networks, including water quality and groundwater monitoring • Design information and knowledge products for transboundary water resources management (water balance, water accounting, etc.) 	Year 2-5	500.000	RECs, INBO, Agencies, WMO
4.4 Data, information and knowledge management systems of BOs strengthened	<ul style="list-style-type: none"> • Develop Knowledge Management tools through the ANBO website and social media • Produce a review of existing data, information, and knowledge management systems in BOs and RECs • Organize training sessions of data, information management, and knowledge management systems and tools • Produce guidelines on best practices, harmonization, procedures, relating to data, information management, and knowledge management • Implement data exchange and information systems in selected target basins 	Year 2-5	500.000	RECs, INBO, SIWI, CapNet
4.5 Knowledge generation and sharing among BOs facilitated	<ul style="list-style-type: none"> • Establish learning platforms for selected themes • Develop knowledge indicators with statistics and maps • Promote new technologies for data collection • Establish exchange platforms between decision makers and researchers • Facilitate strategic research and promote science-policy dialogue on water issues • Develop knowledge and exchange of experience in conjunctive use of surface and groundwater and build awareness about the management of shared aquifers 	Year 3-5	250.000	INBO, IWMI, UNESCO

6 Implementation strategy



6.1 Strategic approach

6.1.1 Consideration of the regional specificities

Each region has some unique aspects due to differences in setting, context and level of advancement in transboundary water management. The Southern Africa stakeholder consultation highlighted that the strategic areas 2, 3, and 4 do not seem to be applicable to this region. It has however been acknowledged that these might be applicable to other regions of the continent. Furthermore, the experience and knowledge in this region can usefully be shared with organizations from other regions. Exchanges between organizations will depend on the themes and on the regional specificities. A unique example from Southern Africa is for example the role of ANBO in assisting BOs understanding and contextualizing new concepts and practices on transboundary water resources management. With regard to Northern Africa, the issues mainly rotate around the management of transboundary aquifers such as the Northern Sahara Aquifer System and the Nubian Sandstone Aquifer System. Existing structures such as the Observatoire du Sahara et du Sahel (OSS) focus on the exchange and sharing of information about shared aquifers.

6.1.2 Developing strategic partnerships

ANBO recognises the fact that there is a lot of work that is already being done or is on-going in some regions towards the realisation of most of what is stated as ANBO's mandate. ANBO was not set up to take over the responsibilities of other organizations, including the RECs, the GWP and other initiatives, including Cooperation in International Water in Africa (CIWA) and the African Water Facility (AWF), but to support BOs to address their capacity challenges, mainly through the dissemination of experiences and knowledge from other regions (ANBO's niche). The GWP also operates as a network focusing on the exchange of information and knowledge among its members. The organization has started working to enhance the capacity of national decision makers for IWRM.

At a continental level, GWPO signed a Memorandum of Understanding with AMCOW. It was also highlighted during the regional consultations that GWP-Africa is already working on similar activities, for example under the Water, Climate and Development Program for Africa (WACDEP). ANBO also has a role to play in identifying knowledge gaps and in addressing those gaps in cooperation with the research community through promoting exchange between researchers and decision makers.

It will thus be crucial that ANBO forges effective links with other regional organizations and initiatives including the RECs, the GWP in each region, the NEPAD Water Program and the NEPAD Water Centers of Excellence, CapNet, WaterNet, Water Towers Conservation Network, Cooperation in International Waters in Africa (CIWA,) the African Water Facility (AWF), etc. Efforts will be made to minimize overlap based on a mutual assessment of each partners' comparative advantages. Strategic partnerships can help clarify appropriate roles and complementarities of these initiatives resulting in synergies for a coherent development process, accelerated economic growth and poverty alleviation.

6.1.3 Clear division of responsibilities between ANBO and the RECs in the ANBO statutes

The relationship with the RECs requires particular attention. The RECs are the centre of the TWRM institutional framework. The degree to which the RECs deal with transboundary water management differs between the recognised RECs of the AU. Whereas some do not engage strongly with transboundary water matters, other RECs have created a strong policy, legal and institutional framework for transboundary water management in their region. Of the RECs at present the Southern African Development Community (SADC) arguably has the strongest framework and is the most active driver of transboundary water resources management and development. Other RECs, namely in Central Africa and in West Africa are increasingly taking on a stronger role and have developed Water Resources Management Coordination Centres.

In the Southern Africa Region, ANBO initiatives is congruous with SADC activities which were also targeting the facilitation of BO establishments and strengthening of emerging and existing ones. SADC is also engaged in resource mobilization for support to BOs as some of them are still weak. SADC encourages honest brokering to bring countries to work together as happened in the Zambezi basin where they were recognised as a neutral entity during the negotiations. SADC also plays the role of interpreting the provisions of protocols by providing legal services to member states where necessary. Apart from facilitation of sharing of best practices, the SADC Secretariat monitors the implementation of protocols which in most cases is done through the BOs. SADC creates an important platform for BOs where the sovereignty and equality of countries are provided for. Similarly, the Coordination Centre for Water Resources Management of ECCAS and the Coordination Centre for Water Resources management of ECOWAS may ensure coordination of activities of ANBO respectively in Central Africa and Western Africa.

Consultations in the Southern Africa Region suggested a revision of ANBO statutes in order to avoid confusion. ANBO statutes are indeed not very clear as to the role RECs have played and are still playing in establishing BOs. Article 2 of the 2007 ANBO Statutes states that the Network aims to «promote» the Management of Integrated Water Resources. Instead of the word «promote», it is suggested that it reads «assist in». Otherwise there is a suggestion that ANBO will play the roles the BOs and RECs have already been playing. ANBO supports existing structures and acknowledges that it has to go through these existing structures.

A revision of the statutes would then seem appropriate. ANBO can only effectively perform the role of promoting transboundary water resources management that it had been allocated by AMCOW if the vertical relationship between itself and the RECs and BOs is clearly understood by all. ANBO needs to work «through» RECs that are already doing similar work at regional level to avoid duplication of effort and the consequent wastage of resources. The manner in which ANBO works with/through the RECs should thus be formalized. A consistent but flexible framework is needed to allow ANBO, RECs and BOs to work in different regional contexts. Specific regional agreements between RECs and ANBO could be developed as a compliment to the statutes. The statutes could then refer to those agreements.

ANBO is also expected to play a key role in linking the RECs and BOs into the AMCOW work program. The RECs add value to the programs organised through the African BOs. ANBO has the opportunity to coordinate activities at these levels through the RECs. Collaboration between ANBO and RECs would also cover for the limited capacity at the RECs. The BOs in SADC for example convene once every year under the auspices of SADC to share their ideas and plans. ANBO could therefore focus on networking among the various regions as a vehicle for information and knowledge exchange.

6.1.4 Increasing ANBO's visibility - outreach

It appeared from the consultations that the visibility of ANBO could be significantly improved through the funding of effective external communication (website, brochures, newsletters, etc...). This function of the Permanent Secretariat will be emphasized through the hiring of a communication expert and through the implementation of several specific actions, such as outlined in the action plan under strategic area 1.

6.1.5 Clarifying ANBO's membership

Consultations in the South Africa Region in August 2014 highlighted also the need for clarifying the membership of ANBO. BOs are constituted by governmental entities that sit as Commission and Technical Committee members. So these are already represented at ANBO through the BOs.

A source of confusion concerns the need for organizations to apply for membership of ANBO. If ANBO were a sub-committee of AMCOW, all member countries of the African Union would therefore be considered to be members of ANBO. There would therefore be no need for them to apply for membership.

6.1.6 Promoting broad stakeholder engagement and participation

ANBO's approach will enable a greater voice in the decision-making processes of civil society, private sector and academia in the cooperative management and development of transboundary water resources. The cooperative investment programs require planning and continuous updating within the scope of a participatory process at the level of each sector separately as well as across sectors. Stakeholders' involvement at the stage of pre-feasibility and feasibility studies is critical to achieve buy-in and create the basis for the effective implementation of investments

6.1.7 Taking into account the recommendations of other key SITWA Studies

SITWA has produced 3 consultancy studies aiming at the formulation of recommendations for ANBO support services in the following specific areas:

- Climate Change Adaptation;
- IWRM Planning;
- Infrastructure Development;

The recommendations are presented in Annex 2. The full reports are available at the SITWA Secretariat.

6.2 ANBO's institutional setup and program governance

6.2.1 Institutional arrangements

ANBO's revised statutes (2007) describe ANBO's institutional framework that includes the General Assembly, the Presidency, the Office of Coordination and the Permanent Technical Secretariat (ANBO Secretariat, 2013). The Technical Secretariat is currently hosted by the 'Organisation pour la Mise en Valeur du Fleuve Sénégal' (OMVS). The 'Secretariat should be hosted by a country/river basin to be chosen at General Assembly level. Similarly to INBO, the social seat of ANBO should logically be located at the Permanent Technical Secretariat.

In March 2013, the Council of Ministers of the Orange-Senqu River Commission (ORASECOM) agreed that Botswana represents ORASECOM as President of ANBO. In this regard, ORASECOM-Botswana Commissioner, Ms. Tracy Molefi is currently the President of ANBO. The Coordination Bureau comprises the ANBO President, the Head of the Permanent Secretariat, an AMCOW representative, and representatives of the five regions of Africa.

A consultancy is expected to start at the end 2014 or early 2015 to assess the institutional options for an ANBO governance structure, based on the ANBO strategy, and to propose a suitable institutional arrangement taking into account the ANBO mandate, mission and vision. The study will focus on the organizational structure and human resource capacity of the ANBO Permanent Technical Secretariat (see Art. 11 of ANBO 2007 statutes). In this context it is proposed that ANBO pursues a progressive development approach to its Permanent Technical Secretariat, starting with a small Secretariat focusing on some agreed key priority areas.

The gradual development of the Secretariat can best be described in terms of the progressive development of functions. This will allow ANBO to provide efficient and meaningful support to its key stakeholders, which in turn will aid its recognition as a key role-player and increase its ability to attract financial resources.

Regardless of the size and structure of the Secretariat, one of its core roles is to provide administrative, financial and general secretarial services to ANBO. In addition, the Secretariat is envisaged to assume from its inception a limited technical role, primarily related to the oversight of data management and the facilitation and oversight of capacity building initiatives as well as resource mobilisation while playing its role as an AMCOW technical arm in charge of Transboundary water resources in Africa.

The coordination bureau could then subsequently be enlarged, based on stakeholder needs and the availability of financial resources.

6.2.2 Establishing formal relationship between ANBO and AMCOW

A report was produced in May 2014 on «Establishing an ANBO-AMCOW Formal Relationship» (Mumma, 2014). The report discusses:

- The formal legal and institutional relationship between AMCOW and ANBO;
- The mandate and functions of ANBO as a technical sub-committee of AMCOW
- The hierarchy and reporting lines for ANBO;
- Composition of the sub-committee and their responsibilities;
- Rules of procedure for the sub-committee;
- Modalities for achieving financial sustainability of ANBO;
- Location of ANBO's secretariat and HQ; and
- Formalities, if any, required giving effect to the decision of AMCOW to designate ANBO as its technical sub-committee.

The historical background of the AMCOW-ANBO relationship has been described in section 2.1.1. Two aspects of the 2007 AMCOW decision to endorse the recommendations of the Tekateka Committee require further elaboration. First, it needs to be highlighted that AMCOW did not declare ANBO as a whole as a sub-committee of AMCOW (contrary to frequently expressed views).

Instead, only the Executive Committee of ANBO constitutes the AMCOW sub-committee. Second, neither the 2002 nor the revised 2007 statutes of ANBO foresee an «Executive Committee» in the governance structure of ANBO (that could constitute the AMCOW sub-committee).

Discussions with stakeholders suggest that the ANBO Coordination Bureau was intended to be the sub-committee, but a further clarification of that would be necessary. In a letter of July 2014, the ANBO Chair invited the AMCOW Executive Secretary to finalize the discussions, follow up, conclusions and implementation modalities of the 2007 AMCOW Brazzaville Decision with regard to ANBO-AMCOW relationship, as already mentioned in section 2.1.1 and recalled below:

- AMCOW establishes ANBO as an AMCOW sub-committee in charge of Transboundary Water Resources Management in Africa;
- The Chairperson of the Sub Committee is a member of the AMCOW-TAC;
- The Executive Committee of ANBO constitutes this sub-committee and this subcommittee must make provisions for equitable regional representation;
- A member of the AMCOW TAC be delegated to sit on the Executive Committee of ANBO.

This decision did not guide on financial obligations associated with ANBO's responsibility as a technical arm of AMCOW in matters related to transboundary water resources management. The following points need clarification:

- That the ANBO "Executive Committee" referred to in the Brazzaville Decision is replaced by "ANBO Coordination Bureau" as provided for in the ANBO Statutes;
- That ANBO be provided with financial support or assisted in resource mobilization to undertake its responsibilities as part of AMCOW work programme;
- That the Chair of ANBO becomes a full member of AMCOW TAC and the Chair of AMCOW TAC be part of the ANBO Coordination Bureau;
- That Rule 22 of AMCOW Governance Framework forms the legal basis for implementing the Council of Ministers Decision that ANBO becomes AMCOW's sub-committee in charge of Transboundary Water Resources Management in Africa.

6.3 Resources mobilization

Two aspects need to be considered: the financial resources and the technical resources.

The financial resources for ANBO are very moderate and the organization has no financial resources of its own for programmatic activities. Program activities have in the past, and continue to be financed through external support on a project basis. To play the growing role proposed (and expected) by the stakeholders, ANBO would have to increase its financial resources considerably. Potential funding sources are:

- Membership fees;
- Bilateral and multilateral donor contributions;
- Revenues generated by services and sales of publications;
- Contributions from participants to events organized by the ANBO Secretariat;
- Gifts.

A considerable increase in membership fees in the short-term would be difficult to achieve, given that such a decision would have to be passed by the decision-making structures (General Assembly) and that the financial situation of many ANBO member BOs themselves is constrained. During the next 10 years, the main sources of funding will remain the contributions from development partners. Currently, ANBO is funded by the European Commission through the SITWA Project. Discussions were also held with the Global Environment Fund (GEF) and the African Water Facility (AfWF) for financing some activities identified during the Inception Phase. The SITWA Project is working with UNDP for submitting a Medium Size Project (MSP) to GEF for about two million dollars.

The study mentioned in 6.1.6 above will prepare a Finance plan for the proposed institutional set-up and a roadmap to establish ANBO secretariat. The consultant will propose a workable resource mobilization plan for ANBO for its sustainability.

Concerning the technical resources for project implementation, it should be possible to seek technical partnerships in addition to the strategic partnerships mentioned in section 6.1.2.

As schematized in Figure 2, instead of becoming a large institution, the ANBO Secretariat would be a small secretariat (5 people) at the heart of a technical network from which ANBO would pull out resources in terms of:

- Delegation of activities planned in ANBO work program;
- Expertise and experiences of good practices.

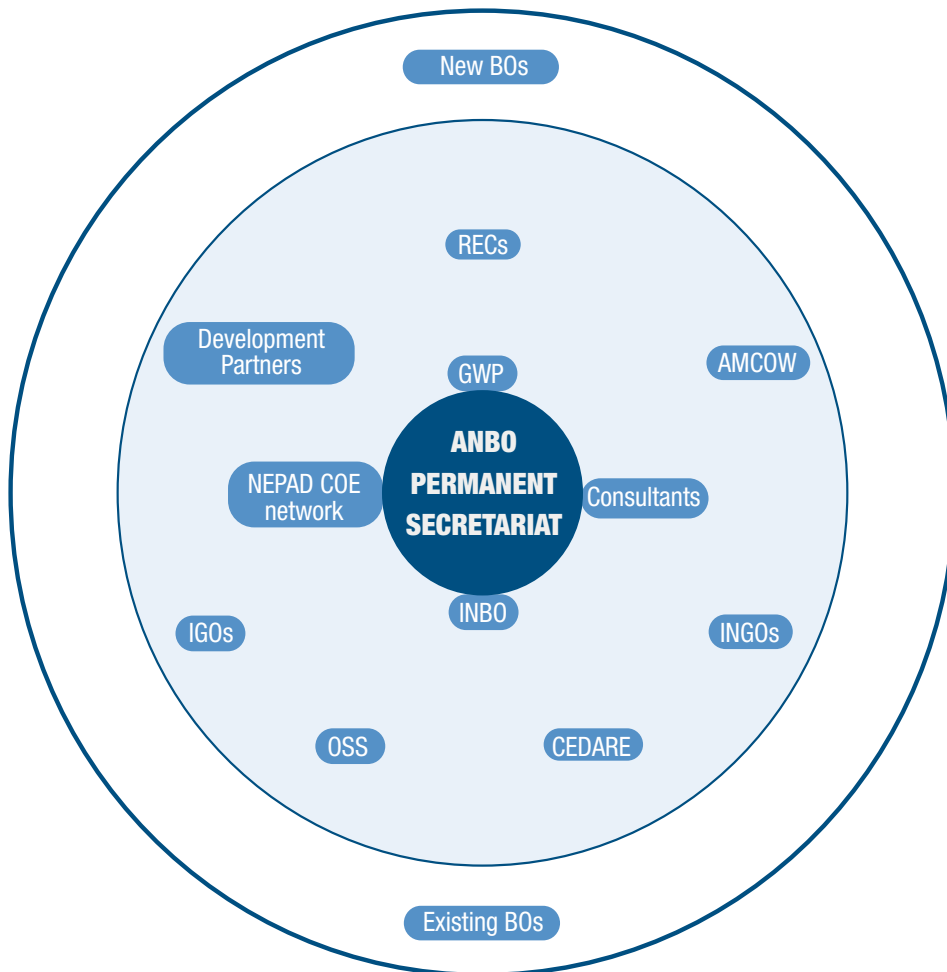


Figure 2: Mobilizing ANBO network to implement ANBO work program

6.4 Monitoring and evaluation

A reporting cycle will be implemented to monitor the overall implementation of the strategy. The reporting cycle will include:

- 12 Monthly reports to capture ANBO activities, outputs and results
- 4 Quarterly financial reports to monitoring financial expenditure and project progress
- 1 Annual report to provide an annual progress review and assessment of implementation of the planned activities

A Mid-Term Evaluation (MTE) will be conducted after 2, 5 years to allow for corrections and/or improvements of the action plan. This MTE will be an «internal» evaluation, conducted by an evaluator and managed by the ANBO Secretariat. Key stakeholders will be selected for interview. Key questions are:

- Is ANBO doing the right thing? The MTE will analyse the rationales for the ANBO program and will assess its relevance.
- Is ANBO doing the things in the right way? The MTE will assess the effectiveness and efficiency of achieving expected results.
- Are there better ways of achieving results? The MTE will look at alternative ways of achieving the same results. This relates to what has been learned and identifies good practice for future application.

Specific project evaluation mechanisms, based on the definition of appropriate performance and impact indicators, will have to be implemented for the various projects funded in the scope of the ANBO program (project portfolio) in order to assess their relevance, effectiveness, efficiency and sustainability.

7 Annex 1: List of twinnings within the TWINBASIN Project

List of twinnings - involving African Organizations - within the scope of the TWINBASIN Project funded by the European Union within the «Global change and ecosystems» priority of the 6th Framework Program in 2005-2006

- Agence de bassin de Hodra Soumman (Algeria) – Agence de l'eau de Seine – Normandie (France)
- Organisation pour la Mise en Valeur du Fleuve Sénégal (Sénégal) – Autorité du Bassin du Niger (Niger)
- Autorité du Bassin du Niger (Niger) - Commission Internationale du Bassin Congo-Oubangui-Sangha (RDC)
- Agence hydraulique de Souss Massa (Morocco) - Agence de l'eau de Rhône Méditerranée & Corse (France)
- Lake Naivasha riparian association (Kenya) – Allerton research and education trust (England) & Przedborski landscape park (Poland)
- Dead Sea Drainage Authority (Israel) – The House of Water and Environment (Palestine)
- Society for water and public health protection (Nigeria) – Volta Basin Development Foundation (Ghana)
- Agence de Bassin Hydraulique de Sebou (Morocco) – Agence de l'eau de Seine – Normandie (France)
- Komati Basin Water Authority (Swaziland) – Apele Romane (Romania)
- COPROD (Burkina Faso) – River Contract of the Semois (Belgium)
- Centre National des Ressources en Eau (Mauritania) – Segura River Basin Authority (Spain)
- Agence de Bassin Hydraulique de Tensift (Morocco) – Agence de l'eau de Rhône Méditerranée & Corse (France)

8 Annex 2: Recommendations of other key SITWA Studies

Recommendations of the Report on SITWA/ANBO support services in IWRM planning in the African River Basin Organizations, 19 September 2014.

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

Recommendations of the Report on SITWA/ANBO support services to strengthen the Climate Change Adaptation Agendas in the African River Basin Organizations, 19 September 2014

1. Water security, including climate resilient development, must move out of the “environment realm” and into the big politics of the Ministry of Finance and the President’s office (and similar levels). There is a need to redefine water; from being the outcome of other processes and into being a driver of how society develops.
2. RBOs must gain their own capacity to analyse climate change and its effects on their basin in terms of runoff, the risk of floods/droughts, sharing of water and benefits, water quality and much more.
3. Climate change is an integrated part of long-term, sound water management, i.e. IWRM. It cannot be treated as something separate from the rest.
4. Basins are all different, but the RBOs are expected to deliver similar services. To arrange a system of benchmarking RBOs would give impetus to compare, learn from each other, and improve.
5. ANBO’s close association with AMCOW is an asset for Africa’s RBOs. It should be utilized to the extent possible in order to bring political support for transboundary cooperation, mainstreaming institutions and policies, and recognising the role of water in society.
6. There is a need to harmonize transboundary and national institutions and their strategies, policies and programmes. They are sometimes disconnected despite working with similar issues.
7. There is funding available to support well-designed climate adaptation programmes. However, the capacity to research and write strong, bankable applications is sometimes missing. To gain the capacity to do so is a frequent demand from many RBOs.
8. There is much knowledge and experience among several of the more mature RBOs. This should be utilized in supporting the less experienced and newer RBOs.

1. ANBO is only a network and has an essential role of advocacy. A lot of actions here proposed are thus under the responsibility of other institutions (see Annex 7.1 “Lead institution”), ANBO playing then a facilitator function;
2. African Water Information System (AWIS), managed by ANBO, can help a lot for information dissemination;
3. Role of L/RBOs in every stage of large infrastructure development projects must be strengthened, with the help of RECs and ANBO. L/RBOs must play a greater role in organising cross-border consultations;
4. L/RBOs work under the umbrella of REC. Coordination between RECs, ANBO, PIDA and ICA is necessary, especially as the accumulated experience with large dams in Africa can be used to optimise the outcomes of existing projects and improve the design of new ones;
5. Other partners are for example the regional energy pools (WAPP, PEAC...), and environmental institutions (IUCN, WWF, Wetlands Int...);
6. Decisions on large infrastructures follow a 3 levels approach
 - a.** Prioritization through multi-criteria analysis at continental and regional level (already done in 10 PIDA basins and in West Africa by WRCU/ECOWAS);
 - b.** Decision Support System at basin level, to obtain common agreement between countries on future infrastructure scenario (L/RBO, with possible technical support of ANBO);
 - c.** Local level for specific project environmental and social impact assessment (L/RBOs);
7. The passage from the planning phase to the implementation phase is a fundamental stage for the basin organization and may require reorganization (or even a change of statutes) with the creation of new bodies (PIDA calls them “Special Purpose Vehicles”, such as OMVS management companies, or PPP in some other cases) and mechanisms, in particular to facilitate operational connections with States. This can be helped by ANBO;
8. Natural infrastructure can be integrated into the financing and investment for grey infrastructure (large dam, water transfer...). This would result in mixed portfolios of engineered and natural infrastructure in river basins in which each complements the other, with results in terms of cost-effectiveness, risk and sustainable development that are closer to optimal;
9. Mechanisms for equitable cost and benefit-sharing with local populations must be put in place, and stakeholders in the basin must be consulted from the very outset of the project. RECs and ANBO can encourage L/RBOs to strengthen their partnerships with civil society and provide the necessary means to do so.

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