

On the implementation of the project **Transboundary Water Management in SADC**

Project number:  
**2008.2115.7**

## 1. Brief description of the project

In recent years, the Southern African Development Community (SADC) has produced a few successful examples of transboundary water management (TWM). Since practically all 15 of the larger transboundary river basins cross boundaries, further improvement of transboundary cooperation is urgently needed. However, human and institutional capacities at the regional and river basin level are not yet adequate to achieve sustainable management of water resources in accord with the Regional Strategic Action Plan (RSAP) (core problem).

The overall goal of the Transboundary Water Management programme in the SADC is: The human and institutional capacities for sustainable management of water resources in accord with the RSAP in the SADC region and its transboundary river basins are strengthened. The project consists of these components: (1) Capacity development of the SADC Water Division (2) Capacity development of the river basin organisations (RBO) and (3) Capacity development of local water governance and transboundary infrastructure. The lead implementing agency and responsible institution for the programme as a whole is the SADC Secretariat in Gaborone, Botswana. Promotion components of the German contribution include technical, organisational and procedural advisory services through international, regional and local long-term and short-term experts and materials/equipment inputs (office equipment, IT, vehicles). Financial contributions amounting to EUR 700,000 will be furnished for recruiting and training partner staff.

Component 3 is a cooperative project with KfW Entwicklungsbank (KfW development bank). TC supports the institutional consolidation of water utilities in the Kunene region as well as awareness-raising for hygiene issues in on the user level, while FC supports the establishment of infrastructure for the transboundary project and hygiene-awareness-raising at consumer level. The objective of Component 3 can only be achieved by a joint effort.

Water is a German DC priority area with SADC. The objective of the programme is to contribute directly to implementing the RSAP by improving the capacities of the intermediaries (relevance). The RSAP goal is to realise the vision of the SADC members regarding water in the 21<sup>st</sup> century (*"equitable and sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations"*). The significance of the project lies in its approach at various intervention levels (SADC secretariat, RBO, local). This concept makes it stand out favourably from among the approaches taken by other donors. The project is part of a SADC programme-based approach. German DC, represented by TC, is currently the lead donor in the SADC water sector.

The overall project term is ten years (from October 2005 to December 2015) at a total cost of EUR 20,000,000. The second phase, here under review, (October 2008 to March 2011) accounts for EUR 11,424,000 of this, including cofinancing of EUR 6,306,000 (GBP 5,000,000) from the British Department for International Development (DFID).

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## 2. Binding elements

<p><b>2.1</b> <b>Overall objective, indicators</b></p>	<p><b>Overall objective:</b></p> <p>The human and institutional capacities for sustainable management of water resources in accord with the Regional Strategic Action Plan (RSAP) in the SADC region and its transboundary river basins are strengthened.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• At least three river basin organisations (RBO) assess the performance of the Water Division of the Southern African Development Community (SADC) positively (2008: 0 RBO; survey).</li> <li>• Water resource management (WRM) in at least two RBO is carried out according to river-basin-specific IWRM plans (2008: 0 RBO; target-performance comparison of plan implementation)</li> <li>• Gender equality and human rights to water are integrated in SADC regional transboundary water policies (2008: no integration; expert reports).</li> </ul>
<p><b>2.2</b> <b>Phase-related indicators and programme components</b></p>	<p><b>Component 1:</b> Capacity development of SADC Water Division</p> <p><b>Component objective:</b> The institutional capacity of the SADC Water Division is strengthened to maintain and continue the RSAP.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• At least five transboundary water management projects in line with RSAP are implemented on the basis of a results-oriented planning and monitoring system. (2008: 0 projects; project report systems).</li> <li>• Representatives of at least three RBO assess positively SADC Water Division support in network-building and exchange of best practices (2008: 0 RBO; survey).</li> <li>• At least 70 percent of donors assess positively the coordination mechanisms between the SADC Water Division and the donors (2008: 10 percent; survey).</li> <li>• Adaptation strategies for climate change are incorporated into updating of the RSAP and in the development of IWRM plans of at least two RBO (2008: 0 RBO)</li> </ul> <p><b>Component 2:</b> Capacity development of RBO</p> <p><b>Component objective:</b> The organisational capacity of RBO for implementing RSAP is strengthened.</p> <p><b>Indicators:</b></p>

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	<ul style="list-style-type: none"> <li>• SADC guidelines (establishment and management of RBO, environmental management, stakeholder participation) are implemented by at least two RBO (2008: 0 RBO; RBO reporting system).</li> <li>• In at least three catchment areas, riparian countries have reached accord concerning the status of water resources (2008: 0 catchment areas; written documentation of accord).</li> <li>• The national focal points of at least three RBO in the riparian countries have access in the RBO central databank to all socio-economic, hydrological and environmental data needed for making management decisions (2008: no databank yet; reporting by national focal points).</li> <li>• The contents of the River Awareness Kits (RAK) of at least two RBO show that public participation has contributed to their development (2008: no public participation; analysis of RAK).</li> </ul> <p><b>Component 3:</b> Capacity development for local water governance and transboundary infrastructure.</p> <p><b>Component objective:</b> Local water governance in selected transboundary river basins is improved.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• The Kunene Water Utility (KWU) is operational and equipped with financial, administrative and maintenance business procedures and requisite key personnel (financial, administrative and personnel managers) (2008: KWU does not exist; expert report).</li> <li>• Poverty-oriented water rates are developed and validated with involvement of communities in the Kunene region (2008: no rates; expert report).</li> <li>• At least two water utilities (WU) in border towns prepare planning documents jointly (2008: 0 border towns; planning documentation).</li> </ul>
<p><b>2.3</b> <b>Target group(s) and intermediaries</b></p>	<p><b>Target groups</b> of the programme are the people of the SADC member countries. Improvement of sustainable water resource management capacities is intended to improve the long-term qualitative and ecological status and availability of water resources. Since the programme emphasises first of all the creation of suitable framework conditions for management of transboundary waters, the project is classified as not being oriented to the target groups. Only in the area supplied by the KWU does the programme reach the water user directly via establishment of a poverty-oriented water supply.</p> <p><b>Intermediaries</b> at the various institutional levels are the experts and decision-makers in national ministries, the WBO, the WU and in the SADC Secretariat.</p>

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<b>2.4</b> <b>Contract value of the phase under review in EUR</b>	EUR 11,424,000 (incl. EUR 6,306,000 or GBP 5,000,000 from DFID)
<b>2.5</b> <b>Lead executing agency</b>	SADC Secretariat in Gaborone, Botswana.  With the placement of the contract, the lead executing agency also gains the right to require the inputs it is entitled to directly from GTZ. GTZ and the lead executing agency will arrange the details in an implementation agreement. The German Federal Ministry for Economic Cooperation and Development (BMZ) can exercise the rights accorded to it by the contract, especially those deriving from the General Agreement, without the consent of the executing agency.
<b>2.6</b> <b>Agreements on cooperation</b>	Cooperation has been agreed with KfW Entwicklungsbank (KfW development bank) on implementing Component 3. KfW finances the planning and construction of a transboundary water supply project in the Kunene region. GTZ supports the relevant WU, the KWU, in initiating the project and in building institutional and human capacities.  DFID has a cofinancing agreement (delegated cooperation) with the project. With the additional funds, the project will support the strengthening of RBO, the preparation and implementation of IWRM plans in transboundary river basins and the involvement of the civil society. A second line of action is raising awareness among politicians and policy-makers for the necessity of joint water management in transboundary river basins and the involvement of water users and their needs in the decision-making process.
<b>2.7</b> <b>Declaration by GTZ</b>	The relevant directives contained in the country strategies, priority area strategy papers, binding sector strategies and cross-sectoral strategies of the BMZ have been taken into account during planning and will be adhered to during project implementation

### 3. Key information

<b>3.1</b> <b>Context</b>	In recent years, the SADC region has produced a few successful examples of transboundary water management (TWM). Since practically all 15 of the larger river basins cross boundaries, further improvement of transboundary cooperation is urgently needed. However, human and institutional capacities at the regional and river basin level are not adequate to achieve sustainable management of water resources in accord with the Regional Strategic Action Plan (RSAP) (core problem).  The low level of TWM capacities is caused by inadequately functioning or absent institutions such as RBO, inconsistent or non-existent legal and institutional foundations in member countries and lack of
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	<p>coordination between the national water policies of the riparian countries. Since many SADC members are implementing water sector reforms on the national level and restructuring with the same objectives, building TWM capacities has low priority in many cases. To this must often be added a very limited willingness to cooperate in regard to transboundary waters, caused by fear that legitimising competition for their use means loss of control and shortages.</p> <p>Lack of cooperation in managing water resources leads to inefficient usage and in the long term to growing water shortages. Increasing population pressure, urbanisation and economic growth intensify the competition for scarce water resources. The potential for conflict over allocation increases regionally as well as nationally. The difficulties in setting up an RBO, not to mention equipping it with decision-making authority, will increase over the medium term as the riparian countries' readiness to negotiate dwindles in proportion to the growing scarcity of water. The chief burden of an insufficient water supply for private or agricultural use will be borne by the poor.</p> <p>Among the outstanding results of the first programme phase and the phase under review at RBO level are especially the successful institutionalisation of the Orange-Senqu River Commission (ORASECOM) with its own secretariat in Pretoria and the establishment of the Limpopo River Basin Commission (LIMCOM) with its own interim secretariat in Maputo. The process of setting up the KWU has been delayed by difficulties in adjusting activities with the partner institutions involved. The financing and project agreement is now expected to be signed in the third quarter of 2008. Capacity-building for the SADC Secretariat continues to be hampered by an acute lack of skilled workers. The SADC Water Division has not yet developed adequate capacity really to strengthen SADC's role. Many initiatives to date have been launched by member nations themselves, so that progress in transboundary cooperation cannot necessarily be traced back to SADC activities. Continuation of the build-up of ORASECOM, LIMCOM and KWU is absolutely necessary to further promotion of TWM, as is capacity-building of the SADC Secretariat. In general, it is to be noted that the RBO are considered standard-bearers in transboundary cooperation and that they have further developed their cooperation with the support of the programme.</p>
<p><b>3.2</b> <b>Relevance to the partner country's development strategies</b></p>	<p>The objective of the programme is to contribute directly to the implementation of the RSAP through increasing the capacities of the intermediaries (relevance). The goal of the RSAP is to realise the vision of SADC members contained in <i>Water in the 21<sup>st</sup> Century</i> ("equitable and sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations"). The RSAP is based on the IWRM principles and includes four strategic objectives: planning and management of water resource development measures (monitoring and evaluation); infrastructure development (energy, agriculture, water</p>

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	supply and wastewater disposal; water governance (implementation of regional TWM report); capacity-building (RBO build-up, training). The project is especially related to the first and last of these objectives. The significance of the project lies in its approach at various intervention levels (SADC Secretariat, RBO, local levels). This strategy distinguishes it clearly and favourably from the approaches of other donors. The project is part of a programme-based approach at SADC. German DC, represented by TC, is the current lead donor in SADC's water sector.
<b>3.3 Relevance to the MDG, Program of Action 2015 and to international agreements and programmatic arrangements</b>	The programme is oriented to the UN Millennium Declaration and its specification at the World Summit for Sustainable Development 2002 in Johannesburg, since it creates the preconditions for sustainable management of water resources in the SADC region. It is in accord with the objectives and priority approach points of the German Government in the Program of Action 2015 (good governance and long-term protection of vital resources). The project, by building human and institutional capacities, makes a direct contribution to implementing Agenda 21 (Chapter 18, protecting freshwater resources).
<b>3.4 Relevance to BMZ country concept, priority area strategy and/or cross-sectoral themes</b>	The project takes into account the strategic orientation to BMZ profile-building in the sub-Saharan Africa region. It follows the specifications of the profile building block, transboundary WRM. The water sector is a priority area of German DC in the Africa NA portfolio. The principles and objectives of BMZ sector concept Water (2006) and of the position paper, Transboundary Water Cooperation (2006), are considered in planning and implementation. TWM is one of three priority areas of German cooperation with SADC (see most recently in the protocol of government negotiations 2006).
<b>3.5 Relevance to previous bilateral TC measures</b>	This programme carries on from two TC projects with SADC and several bilateral projects with SADC member countries (see 3.6). The two SADC projects were a) Promotion of River Basin Commissions (PN 1999.2113.1) and b) Harmonisation of Water Policies (PN 2003.2236.2). Both projects were integrated in 2005 into the first phase of the project here under review. Work centred on support of legal and organisational measures in the establishment of the river basin commissions for the Limpopo Basin and the Orange-Senqu catchment area as well as harmonisation of water guidelines among SADC members.
<b>3.6 Interaction with other development cooperation measures</b>	<b>Cooperation with other TC projects</b> Within the scope of the transboundary WRM activity area, the project cooperates through regular meetings and reciprocal project visits by partner staff with the projects Transboundary Water Management in the Congo Basin (PN 2005.2193.0), Nile Water Initiative: Planning and Management of Water Resources in the Nile Basin (PN 2005.2053.6), Support for the Autorité du Bassin du Fleuve Niger (ABN) (PN 2006.2088.0). All projects are concerned with as-

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	<p>pects of IWRM, and in part with data and information management and harmonising national structures and guidelines. The interface for all TC measures supporting transboundary water management in Africa is the project for Cooperation between River Basin Organisations (PN 2004.2041.4) which interlinks river basin organisations so that they can exchange expertise in transboundary water management and devise good practices.</p> <p>Cooperation takes place with the bilateral projects Managing Namibian Water Resources (PN 2006.2008.8) in Namibia and CP Programme for Reform of the Water Sector in Zambia (PN 2005.2125.2). Themes raised in this connection include intensifying coordination and use of synergies in advising national institutions (sector ministries, focal points of RBO, etc.)</p> <p><b>Cooperation with other DC instruments</b></p> <p>Cooperation is planned with InWEnt Capacity Building International, Germany, in conducting regional training in the field of conflict management and conflict prevention as part of the River Basin Dialogue project.</p> <p><b>Interaction with other DC projects</b></p> <p>Its leading role in the SADC water sector provides the project with opportunities to coordinate and harmonise donor contributions – opportunities which it used in the first project phase to coordinate strengthening of the SADC Water Division and to avoid overlapping in support for RBO. The project also succeeded in adopting terms of reference for the donors forming the Water Strategy Reference Group (WSRG) including SADC. This placed the cooperation between SADC and its donors on a qualitatively new and inherently binding basis.</p> <p>The Global Water Partnership provides for cooperation on training in international water rights issues. Danida (Denmark) advises SADC on matters such as preparation and implementation of IWRM plans for member countries and in building capacities in the IWRM sector, in particular those of RBO in the Zambezi catchment. Sida (Sweden) conducts international training in IWRM for riparians of the Zambezi catchment. Sida also supports the Okavango Commission secretariat and promotes research for IWRM approaches in southern Africa. The African Development Bank (AfDB) supports implementation of the SADC IWRM Action Plan and promotes the study and management of surface water and groundwater. The bank also advises the mid-Zambezi region on water for nutrition. European Commission (EC) promotion includes building expertise in SADC in producing hydrological maps. The EC also supports implementation of the SADC IWRM Action Plan and strengthens institutional and individual capacities of RBO in the Orange-Senqu catchment area for developing water resources and environmental protection measures. TC inputs are coordinated in the WSRG with the aforementioned donors.</p>
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<p><b>3.7 Methodological approach, results chain and components of support</b></p>	<p>The programme's central methodological approach is through capacity development for management of transboundary waters. Here the project operates at various levels: at the river basin level, RBO such as LIMCOM and ORASECOM are supported, at regional level the SADC secretariat, and at national level the water ministries and lower authorities and water utilities. The German TC contribution comprises policy and strategy advisory services, advising on organisational development, drafting protocols and conducting business processes, advising the RBO national spokespersons and developing and introducing information systems for water supply/wastewater disposal and WRM organisations.</p> <p>The results chain of the programme takes the following form:</p> <p><u>Component 1: Capacity Development of the SADC Water Division:</u> The programme team provides advising in regard to planning and coordination activities of SADC members. In assuming the lead donor role, TC also advises SADC in further harmonising donor contributions. Organisational development advising leads to a critical evaluation of SADC and RBO functions and capacities. Concurrently, knowledge and information management processes are introduced and sector networks bolstered. Results monitoring is introduced as a principle into SADC planning activities. Policies, strategies and statutes in regard to water are reviewed by legal experts to determine the need for harmonisation. In addition, the project advises on developing a strategy for adapting to climate change. An important element of advising continues to be integration of principles of equality and the incorporation of the human right to water (equal access) in the transboundary water policy of the region (<u>outputs</u>). SADC and RBO staff <u>use the outputs</u> of the project for better coordination of donor contributions within the region, for better planning and observation of all projects and activities planned in the scope of RSAP as well as for their monitoring. Water policies, strategies and laws are harmonised. SADC is empowered to assess options for a climate-change adaptation strategy, for dealing with climatic variables and for injecting them into the regional debate. The principles of equality and the human right to water are to be integrated into the transboundary water policies of the region. This in turn strengthens the institutional capacity of the SADC Water Division to sustain and set forth the RSAP (<u>direct result</u>).</p> <p><u>Component 2: RBO capacity development:</u> RBO are advised on putting into practice SADC guidelines for TWM and on how to approach IWRM planning. RBO knowledge and information systems are installed and supported by the relevant IT infrastructure. Processes for exchanging data and information are set up. Citizen participation processes, especially respecting the development of RAK, are developed and implemented. The RBO benefit as well from the introduction of results-monitoring systems (<u>outputs</u>). RBO staff <u>use the outputs</u> of the project to intensify data and information sharing and the development and implementation of IWRM plans it under-</p>
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	<p>lies. RBO put the SADC guidelines for TWM into practice and involve the public in an organised way. Planning and business processes are developed that facilitate their work. This builds the organisational capacity of RBO to implement the RSAP (<u>direct result</u>).</p> <p><u>Component 3: Capacity development for local water governance and transboundary infrastructure</u>: One area receiving project team support is the Kunene region where, in the context of consolidating KWU, business and management methods are developed and poverty-oriented water rates are agreed. On the other hand, additional, still-to-be-determined border towns are supported in planning and developing transboundary water supply projects. The programme devises decision support systems for transboundary water governance issues and supports planning and implementation of pilot projects (<u>outputs</u>). Staff of KWU and other local water utilities or authorities <u>use the outputs</u> of the programme in establishing and operating the KWU and for the implementation of other transboundary water supply projects. Staff of the water authorities or municipalities use the outputs to develop water governance systems adapted to the local situation. The lessons learned here are passed on via the multi-level project approach at the RBO and SADC levels. This upgrades local water governance in selected transboundary river basins (<u>direct result</u>).</p> <p>The measures planned up to the end of the overall project term are to contribute to anchoring sustainable WRM in the region. The partners enhance their management and planning functions in SADC or at river basin level and promote good water governance. In combination with the FC investments, this leads to improved human and institutional capacities at regional and river basin level for sustainable management of water resources in accord with RSAP (<u>direct result of overall objective</u>).</p> <p>The concomitant <u>indirect result</u> of the programme lies in avoidance or peaceful settlement of conflicts and clashes over water. The co-operative and sustainable management of water resources also leads to good water governance. The highly aggregated result consists of an improvement of life quality in the river basins, in that their water resources are secure over the long term.</p> <p>The components of promotion by German TC include technical, organisational and process advising by international, regional and local long-term and short-term experts as well as materials/equipment (office equipment, IT, vehicles). Financial contributions amounting to EUR 700,000 will be provided for recruiting and training partner staff.</p> <p>All donor contributions to SADC are oriented to the four strategy documents in the water sector: the TWM protocol, the regional vision, the regional policy and strategy and the RSAP (<b>PJF-1</b>).</p> <p>Since the project concerns the organisational development of a river basin commission and political coordination with the member coun-</p>
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	tries, no PPP measures are currently planned ( <b>PPP-0</b> ). Possibilities in this respect will be checked during implementation.								
<b>3.8 Project/programme area</b>	This is a supra-regional project that includes the 14 member countries of SADC (Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Zambia, Zimbabwe, Republic of South Africa, Swaziland, Tanzania). In Component 2 individual RBO are advised, each of which has to do with part of the SADC membership. Component 3 is related especially to the Kunene region between Namibia and Angola.								
<b>3.9 Term</b>	<table> <tr> <td>Overall term:</td><td>from Oct./2005 to Dec./2015 (10 years)</td></tr> <tr> <td>1<sup>st</sup> phase</td><td>from Oct./2005 to Sep./2008 (3 years)</td></tr> <tr> <td>2<sup>nd</sup> phase</td><td>from Oct./2008 to Mar./2011 (2.5 years)</td></tr> <tr> <td>3<sup>rd</sup> phase</td><td>from Apr./2011 to Dec./2015 (4.5 years)</td></tr> </table>	Overall term:	from Oct./2005 to Dec./2015 (10 years)	1 <sup>st</sup> phase	from Oct./2005 to Sep./2008 (3 years)	2 <sup>nd</sup> phase	from Oct./2008 to Mar./2011 (2.5 years)	3 <sup>rd</sup> phase	from Apr./2011 to Dec./2015 (4.5 years)
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3 <sup>rd</sup> phase	from Apr./2011 to Dec./2015 (4.5 years)								
<b>3.10 Implementing organisation(s)</b>	<p>Implementing organisations include the SADC secretariat, the RBO LIMCOM and ORASECOM and possibly others, as well as the national sectoral ministries and the WU of the riparian countries.</p> <p>It is the task of the SADC Secretariat to monitor implementation of the protocol on shared water resources and to coordinate development cooperation with the SADC. These functions were carried out satisfactorily in past years but are presently endangered by the scanty supply of human resources. The RBO of the Orange-Senqu basin (ORASECOM) has functioned successfully since it was founded in 2000. LIMCOM is currently under construction and is still structurally weak; recruiting of personnel for the secretariat will take place in 2008. Operating from a permanent location, Pretoria, ORASECOM in September 2007 completed the first phase in the preparation of an IWRM plan for the entire Orange-Senqu river area. LIMCOM's first priority is a scoping study for the river basin.</p>								
<b>3.11 Partner inputs</b>	As lead executing agency, the SADC Secretariat's Water Division supplies a fulltime project coordinator and further experts for training measures. The Division continues to bear the immediate costs of office space and infrastructure (in all, about EUR 200,000). ORASECOM, LIMCOM and KWU will gradually take over the running costs of the secretariats and office space and each will provide a fulltime coordinator for the project (in all, about EUR 200,000). In addition, depending on needs, qualified staff will be available to implement the programme. Total partner inputs amount to ca. EUR 600,000.								
<b>3.12 Cofinancing agreements</b>	The project is supported by cofinancing from DFID, which makes a total of EUR 6,306,000 available. The German contribution for all measures totals EUR 4,000,000 and EUR 1,104,000 in remaining funds.								

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<p><b>3.13</b> <b>Anticipated results</b></p>	<p><b>Anticipated socioeconomic results</b></p> <p>Sustainable management of water resources has positive impacts on the social situation of the population and leads to regional economic growth. The way of life, earnings structure and livelihood of the poor (rural) population in particular depend on an adequate supply of water for small-scale irrigation and household use. Using adequate planning and WRM against the degradation of river basins in SADC secures the subsistence basis of the population. The project starts primarily at the macro and sector levels. It is anticipated that the poor benefit from the indirect and development policy results (CPR). A direct target group relevance is present only in component 3, where poverty-oriented water rates are specifically provided for (human right to water).</p> <p>The programme is to make certain that the SADC Secretariat and RBO can palpably influence national political processes and activities related to transboundary waters in the region. By bringing their influence to bear, the SADC Secretariat and RBO promote mutually coordinated and sustainable management of transboundary water resources, contributing to the strengthening of participation and good governance (PD/GG-1).</p> <p><b>Anticipated sociocultural results</b></p> <p>The direct project inputs provide for mainstreaming equality principles and firmly establishing the human right to water (equal access) in the transboundary water policies of the region. Positive results will arise particularly through enhancing the role of women who are employees or volunteer workers in the water sector or who are enabled to spend less time in fetching water. Equal rights to participate in the planned vocational and post-basic training programmes are guaranteed. Gender-specific components are also planned in the scope of mainstreaming activities combating HIV/AIDS. The project is consequently to be classified G-1.</p> <p><b>Anticipated conflict-reducing and/or peacebuilding results</b></p> <p>Jointly coordinated and sustainable water resources management systems, just like regional infrastructure projects, have positive effects on regional economic growth and reduce conflict potential. Individual SADC member countries such as the DR Congo, Angola or Zimbabwe have heightened conflict potential or are post-conflict countries. Activities in these countries are carried out with conflict awareness, particularly through establishment and use of thematic and sector-policy networks in the region. The conflict over allocation of the scarce water resources is channelled into a political negotiating process. The work of the project contributes in this way to crisis prevention and conflict management in the region (C-0).</p> <p><b>Anticipated ecological results</b></p> <p>Among the objectives of the IWRM principle laid down in a SADC strategy paper are ecological sustainability, protection of biological</p>
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	<p>diversity and conservation of the natural resource, water. The hoped-for positive impacts on the ecology of the catchment basin are the indirect results of the project. This means that the project is classified as <b>ER-1</b>, and there is no need for action.</p> <p><b>Anticipated effects on the institutional structures</b></p> <p>The lead implementing agency, SADC, is to be strengthened in its core function as regional coordinator. The RBO with the help of the programme will consolidate their role as advisers and mediators in regional water management measures. These measures are designed in such a way that the RBO can continue them without aid after the promotion ends. This will add to their political stature and their influence vis-à-vis the national ministries and through joint projects will attract funds from the national budget for water. Likewise, partner institutions in adjacent countries will be better interlinked and their actions more oriented to their common objectives. The national ministries of the riparian countries are acquiring growing expertise in carrying out their sovereign tasks by actively steering the political harmonisation process.</p>
<p><b>3.14</b> <b>Key risks</b></p>	<p><b>Overall risk that objectives will not be achieved</b></p> <p>very high:                      high: <b>x</b>                      medium:                      low:</p> <p><b>Description and assessment of the individual risks</b></p> <ul style="list-style-type: none"> <li>• Weakening of SADC's political role can slow or prevent implementation of the GWM protocol (medium risk).</li> <li>• Political conflicts between riparian countries can lessen the will or the capacities for cooperation (high risk).</li> <li>• If individual riparian countries or members reduce their contributions to RBO or to SADC, the scope for action by the organisations shrinks accordingly (medium risk).</li> <li>• Should the SADC Secretariat, RBO or national institutions fail to provide adequate human resources to carry out the programme, the common goals would be endangered (high risk).</li> <li>• In order to build up the KWU within the period planned and get it into operating condition, the Spanish and FC investments should be implemented according to plan (high risk).</li> </ul> <p><b>Degree to which risks can be influenced</b></p> <p>high:                      medium:                      low: <b>x</b></p> <p><b>Risk-reduction measures</b></p> <ul style="list-style-type: none"> <li>• By strengthening sector-specific expertise, the project can to a small extent help raise the visibility and the political profile of SADC as a regional organisation (can be influenced only to a low degree).</li> <li>• Chances for the project to influence political conflicts are very slight since most of them do not arise exclusively from water is-</li> </ul>

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	<p>sues (can be influenced only to a low degree).</p> <ul style="list-style-type: none"><li>• The personnel situation in the SADC Secretariat and the RBO now being set up will improve as members or riparians benefit more and more from the institutions. The project can make a positive contribution to this by increasing the implementation capacities of the institutions (can be influenced to a medium degree).</li><li>• While TC cannot influence the provision of bilateral Spanish funds for Angola, it can contribute to a certain extent to speeding up the procedure. This can be done through information and process management for all those involved in the German FC financing (can be influenced only to a low degree).</li></ul>
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## Abbreviations

<b>BMZ</b>	German Federal Ministry for Economic Cooperation and Development	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
<b>DFID</b>	Department for International Development	
<b>FC</b>	Financial cooperation	Finanzielle Zusammenarbeit
<b>GBP</b>	British pound	Britische Pfund
<b>GTZ</b>	(German technical cooperation)	Deutsche Gesellschaft für Technische Zusammenarbeit GmbH
<b>IWRM</b>	Integrated water resource management	Integriertes Wasserressourcenmanagement
<b>KfW</b>	(KfW development bank)	Kreditanstalt für Wiederaufbau
<b>KWU</b>	Kunene Water Utility	
<b>LIMCOM</b>	Limpopo River Basin Commission	
<b>NBI</b>	Nile Basin Initiative	
<b>ORASECOM</b>	Orange Senqu River Commission	
<b>RAK</b>	River Awareness Kit	
<b>RBO</b>	River basin organisation	Flussgebietsorganisation
<b>RSAP</b>	Regional Strategic Action Plan	
<b>SADC</b>	Southern African Development Community	
<b>TBM</b>	Transboundary water management	grenzüberschreitendes Wassermanagement
<b>TC</b>	Technical cooperation	Technische Zusammenarbeit
<b>WRM</b>	Water resource management	Wasserressourcenmanagement
<b>WSRG</b>	Water Strategy Reference Group	
<b>WSSD</b>	Water supply and sewage disposal	Wasser- und Sanitärversorgung
<b>WU</b>	Water utility	Wasserversorgungsunternehmen