



A Water MDGs Monitoring and Evaluation Programme in North Africa

PROJECT DOCUMENT

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LIST OF ACRONYMS

ADB	African Development Bank
AFESD	Arab Fund for Economic and Social Development
AMCOW	African Ministerial Council on Water
AWA	Arab Water Academia
AWC	Arab Water Council
AWF	African Water Facility
CEDARE	Center for Environment and Development for the Arab Region and Europe
EMWIS	Euro-Mediterranean Information System on Know-How in the Water Sector
GWP	Global Water Partnership
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Program under WHO/UNICEF
LFA	Logical Framework Analysis
MDGs	Millennium Development Goals
MEDWIP	Mediterranean Water Information Partnership
MENA	Middle East and North Africa Region
M&E	Monitoring and Evaluation
NEPAD	New Partnership for Africa's Development
NTF	National Task Force
RBO	River Basin Organizations
REC	Regional Economic Communities
RDFA	Regional Director of Finance and Administration (CEDARE)
RWSSI	Rural Water Supply and Sanitation Initiative of the ADB
SSO	Saharan and Sahel Observatory
UNDP	United Nations Development Program
WHO	World Health Organization
WMA	Water Monitoring Alliance
WSP	Water and Sanitation Programme
WSS	Water Supply and Sanitation
WWC	World Water Council

LOGICAL FRAMEWORK

	Intervention logic	Objectively verifiable indicators* of achievement	Sources and means of verification	Assumptions
Overall objective	<p><i>What are the overall broader objectives to which the action will contribute?</i> To realize the African Vision of</p>	<p><i>What are the key indicators related to the overall objectives?</i> Improved governance.</p>	<p><i>What are the sources of information for these indicators?</i> National Water Resources</p>	<p>Governments produce and adopt</p>
Specific objective	<p><i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i> to establish country-led M&E functions</p>	<p><i>Which indicators clearly show that the objective of the action has been achieved?</i> regionally coordinated country</p>	<p><i>What are the sources of information that exist or can be collected? What are the methods</i> M&E Systems and Statistical</p>	<p><i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that</i> Country-owned M&E mechanisms <i>Which risks should be taken into consideration?</i></p>

Expected results	<i>The results are the changes envisaged to achieve the specific objective.</i>	<i>What are the indicators to measure whether and to what extent the action achieves the expected results?</i>	<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to obtain the expected results on schedule?</i>
	<i>What are the expected results? (enumerate them)</i>	<i>action achieves the expected results?</i>		<i>on schedule?</i>
	Improved country-owned capacities to collect, analyze, and manage data on the progress made by the water sector for achieving the MDGs	Operational guidelines developed; trained personnel; and essential resources and tools available to collect,	A multi-agency, inter-sectoral and multi-stakeholder coordination mechanism at country level, and reports	Countries will provide sufficient support to establish national coordination unit and fully cooperate with AMCOW-N on minimum
	Better understanding and knowledge of the state of water resources management and water and sanitation service provision and their present and future development strategies in the member countries	Data and information are available according to agreed criteria and standards to all stake holders	Published report, stakeholder participation, training courses, and awareness programs.	Institutional arrangement in place allowing (1) Participation of Stakeholders, (2) Transparency, and (3) sharing and dissemination of information
	Enhanced synergy between different levels and types of monitoring and evaluation and established logical sequence of relations between the national, regional and global dimensions of M&E	Reports produced by national and subregional platforms according to agreed protocols and standards meeting minimum criteria	AMCOW-N and results of peer reviews	National Task Forces will be able to coordinate between all statistic units and M&E Systems, and succeed to build consensus and develop commitments among all stakeholders.
	Strengthened AMCOW-N Secretariat	Dedicated staff, protocols signed with each country and sub-regional information systems established.	AWF, mid-term review and evaluation	AMCOW-TAC members

Activities	<i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)</i>	Means: <i>What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.</i>	<i>What are the sources of information about action progress?</i> Costs <i>What are the action costs? How are they classified? (breakdown in the Budget for the Action)</i>	<i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>
	Improved country-owned M&E system to collect, analyze, and manage data on the water sector and MDGs achievements	National project staff, technical assistance, office and field equipment,	National Coordinator and regional management unit, total cost € 1,510,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding
	Assessment the status of existing M&E system in the water sector and their present and future development strategies to report on the MDGs	Surveys, staff, consultation, workshops	National Coordinator and regional management unit, total cost € 460,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding
	North African system or mechanism in-place that serves primarily the national interests of the member countries, while contributing to global aggregation of data on performance	Staff, Technical assistance, consultations and workshop	National Coordinator and regional management unit, total cost € 225,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding
	Strengthened and empowered AMCOW-N Secretariat	Staff, technical assistance, office equipment	National Coordinator and regional management unit, total cost € 310,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding
	Training and Awareness improved at sub regional and country levels.	staff, technical assistance, training	National Coordinator and regional management unit, total cost € 435,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding
	Sub-regional Project management	staff, office facilities	National Coordinator and regional management unit, total cost € 210,000 (see breakdown Annex 3)	Availability of basic personnel and operational facilities, and sources of funding

0 EXECUTIVE SUMMARY

Because water Sector monitoring and evaluation has been considered the weakest link in the Road Map process to the MDGs in Africa, there is dire need for monitoring and evaluation of progress towards achieving the African Water Vision for 2025, which aimed at sustainable use and management of water resources and for poverty alleviation, socio-economic development. Within its mandate AWF organized a regional consultative meeting in Tunis on 21-22 September 2006 to share experiences and build partnership to support African countries in the water sector monitoring and evaluation. The participants of a regional consultative meeting urged for the need to develop and strengthen country-owned M&E systems for WSS and IWRM that are embedded in the needs, priorities, capacities, and values of the African countries. The meeting proposed concrete action plans to transform the vision of an African-centered water sector monitoring and evaluation to reality.

During the 3rd session of the AWF Governing Council held in Cairo, Egypt, 25-26 June 2006, N-AMCOW through the Center for Environment and Development for the Arab Region and Europe (CEDARE), submitted a request to the AWF to support N-AMCOW in a proposal for sub regional MDGs M&E program called “A Water MDGs Monitoring and Evaluation Program in North Africa”. Countries included in the study are Egypt, Libya, Tunisia, Algeria, Morocco, and Mauritania. To this end this document provides the details of the proposed program. The overall objective is to assess the progress in achieving the African Vision water related targets of the MDGs and IWRM in the Northern African countries and enable a country-led M&E functions in North Africa to produce monitoring data and evaluations that are credible, valid, comparable and useable as tested by internationally recognized monitoring and evaluation standards. This proposal follows the guidelines of the action plan proposed by the September 2006 consultative meeting.

The main outcomes of the proposed project are: (i) Country-owned capacities able to collect, analyze, and manage data including multi-agency, inter-sectoral and multi-stakeholder coordination mechanism that brings together all key agencies concerned with rural and urban water supply and sanitation as well as integrated water resources management; (ii) Assessment of the state of existing country-level water sector M&E system including who is doing what, where, and how, at what level with what resources in the water sector and particularly for collecting data about the water sector performance regarding achieving the goals and targets of the MDGs; (iii) A framework of actions to strengthen national M&E systems and promote regional cooperation and global linkages; (iv) Empowerment and Strengthening N-AMCOW Secretariat, as a coordinator of the N-AMCOW countries water sector activities, and (v) Better awareness about water related challenges, efforts made and their impacts as related to the MDGs.

Institutional arrangements for project implementation will include establishment of National Task Forces at the country level led by a National Coordinator from a lead water sector institution. At the regional level, CEDARE will establish a Project Management Unit and provide professional and logistical support to the Unit. CEDARE and the Project Management Unit will maintain strong linkages with other regional and international initiatives and programs such as those by GWP, AWC, EMWIS, and SSO. AMCOW_TAC will provide guidance and advice CEDARE regarding the annual work plans and comments on the progress and review reports.

Given the relevance, and potential effectiveness, and sustainability of the Project, as well as the credibility and capacity of the Recipients, the project will play an important role in strategic coordination and monitoring of future water related investments in the North African Sub-region and ultimately helps sustainable water resources management for poverty reduction, economic growth, and livelihood of the population in the participating countries.

1 BACKGROUND

1.1 Origin of the Project

North African countries (Algeria, Egypt, Libya, Mauritania, Morocco and Tunisia) water resources are related to surface waters (with limited small transboundary basins) and groundwaters (including 2 main transboundary aquifer systems). Although actions are being implemented at the national, regional and global levels to extend, utilization and sustainability of water resources and the coverage of water services to the population of the North African Countries, they lack mechanisms to demonstrate their effectiveness and impacts on the overall status of people's livelihoods. Governments face increasing demands for accountability for improved water supply, sanitation and other water resources services from their citizens and other multi-lateral forums to which they belong. Reporting against the MDGs has become an imperative for all Governments.

The need for monitoring and evaluation of progress towards the vision of "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" is one of the singular challenges for achieving this vision¹. The African Water challenge is at the first instance, a challenge of monitoring. On the other hand, it is a challenge of evidence that the investments in water resources development are generating the needed developmental changes (Results) in order to make sustained and lasting impacts on poverty alleviation, socio-economic development, regional integration, and enhanced environmental management².

The African Development Bank (ADB) and the African Water Facility (AWF) are major players and supporters for meeting water challenges in the region. Drawing from the Bank's experience in the sector, an IWRM Policy was developed in 2000. The Bank has been actively involved in a number of major policy instruments, namely the NEPAD Water Resources Management Program, the Rural Water Supply and Sanitation Initiative (RWSSI), and the African Water Facility (AWF), while it facilitates the Water Partnership Program. The AWF aims to substantially contribute to the efforts to reduce poverty and promote sustainable development in Africa. The Facility will assist countries to meet the targets and goals for the water sector that were established by the African Water Vision and the Millennium Development Goals (MDGs).

Because water Sector monitoring and evaluation has been considered the weakest link in the Road Map process to the MDGs in Africa, the African Ministers of Water and Finance, committed the establishment of a regional mechanism for surveillance for tracking progress towards the achievement of the MDGs for water and sanitation in rural Africa. Part of this commitment also implies a greater emphasis on the management of resources by results, and the evaluation of the impact of investments in the water sector in Africa. Within its mandate AWF organized a regional consultative meeting in Tunis on 21-22 September 2006 to share experiences and build partnership to support African countries in the water sector monitoring and evaluation.

The participants of a regional consultative meeting urged for the need to develop and strengthen country-owned M&E systems for WSS and IWRM that are embedded in the needs, priorities, capacities, and values of the African countries. The meeting proposed concrete action plans to transform the vision of an African-centered water sector monitoring and evaluation to reality. The main objective is to ensure that the Africa and Africans develop a system or mechanism or framework that serves primarily their nation interests, while contributing to global aggregation of data on performance. The focus includes three levels³:

- (a) The primacy of country owned water sector M&E;
- (b) Improving collaboration among regional, sub-regional, and national water sector M&E institutions; and

¹ The Africa Water Vision for the year 2025

² Concept paper for result-oriented M&E in water sector in Africa, February 2007

³ Africa Water Sector Monitoring & evaluation, Draft Report, Tunis, February 2007

(c) Adding value to country-level water sector M&E by strengthening the M&E chain from country to regional and global levels.

It is important to notice that the global trend in M&E, inspired by the Paris Declaration-2005, is oriented towards national ownership. This is underscored by the development of common denominators to ensure harmonization and alignment of national systems for monitoring and evaluation, without compromising the quality, reliability and usefulness of M&E products at the country-level.

During the 3rd session of the AWF Governing Council held in Cairo, Egypt, 25-26 June 2006, N-AMCOW through the Center for Environment and Development for the Arab Region and Europe (CEDARE), submitted a request to the AWF to support N-AMCOW in the proposed 2007 – 2010 sub regional MDGs M&E program called “A Water MDGs Monitoring and Evaluation Programme in North Africa”. Countries included in the study include, Egypt, Libya, Tunisia, Algeria, Morocco, and Mauritania.

1.2 Sectoral Priorities

Improving water resources development and management is a critical factor for meeting the broader goal of eradicating extreme poverty and directly or indirectly the more specific goals relating to hunger, achieving universal primary education, promoting gender equality and women’s empowerment, reducing child mortality, improving maternal health, combating major diseases, and improving environmental sustainability, including water supply and sanitation. The need for action on IWRM planning and application for meeting water challenges in the countries of North Africa is widely recognized⁴. The progress of development for IWRM plans in the North African countries is presented in Annex 1. The assessment identified strategic entry points to bridge the existing gap that hinders the progress of IWRM development and implementation in the Arab Region. These strategic entry points include the following:

- IWRM Plans Development Program
- IWRM Plans Implementation Program
- Regional Program for Water MDGs in the Arab Region
- IWRM Capacity Building Program for Governments & Civil Societies
- Reporting on the state of the Water in the Arab Region

Representatives from Algeria, Egypt, Libya, Mauritania, Morocco and Tunisia gathered in a seminar organized in Rabat⁵, Morocco, from 24 to 25 January 2006, agreed on the Rabat Declaration calling for concrete action on IWRM and mandating the organizers for follow-up activities. Complementing the efforts undertaken by the North Africa countries, regional and international initiatives are contributing to the target set for IWRM planning and application at the national level through activities that are currently implemented or are in the pipe-line (Annex 2).

The United Nations Economic Commission for Africa indicated⁶ that most of the countries of the continent have definitely made progress towards the MDGs but this has been generally below the performance required for eradicating poverty. The performance of North Africa has been more satisfactory, however the results of the sub-region seem to have been less convincing with regard to all domains which require urgent action if the North African Countries are to meet the MDGs targets by 2015. The Paris declaration on Harmonization and Alignment raises issues of M&E to significant prominence as an imperative for mutual accountability. A specific declaration on rural

⁴ An assessment conducted in December 2005 by the Arab Water Council (AWC) in cooperation with UNDP and CEDARE.

⁵ The Rabat Seminar was organized by the government of Morocco, Global Water Partnership-Mediterranean (GWP-Med), UNEP Collaborating Centre on Water (UCC-Water) and the African Development Bank (ADB)

⁶ Report on Attainment of the MDGs and Implementation of NEPAD in North Africa, Progress and Prospects, 2005

water supply and sanitation draws important links between improved water supply and sanitation and poverty reduction, calling for concerted and coordinated actions in the area. This imposes pressure on various water agencies to generate credible information on their performance against targets set nationally and internationally.

1.3 Problem Definition

The Heads-of-state at the United Nations Millennium Summit in September 2000, adopted the Millennium Development Goals (MDGs), which attempted to set clear, numerical targets for making real progress in tackling many of the most pressing issues developing countries face. Many of the goals were time bound and most of these set the date of 2015 by which the targets should be met. At the World Summit on Sustainable Development, 2002, the target of including IWRM in national plans by 2005 was added to the MDGs (as was the target on sanitation). Therefore, efforts to achieve the MDGs must involve planning and action in water resources development, management and use to meet the MDGs as a whole and to significantly reduce the huge gap in personal wealth. By setting clear and time-bound targets, the MDGs have highlighted the need for improved information on the progress made and thus for monitoring and reporting. Monitoring then becomes a critical component of planning and action. Monitoring change in situations over time is necessary to gauge the effectiveness of interventions and measure the impact of policy reforms and investment at national and sub-national levels. Accurate information, the end product of reliable assessment and monitoring efforts, is the civil society's most powerful advocacy tool to improve access to water and water services.

Monitoring is also critical to compare needs and prioritize action among countries at the regional and international level, which implies a need for standardized approaches, data, and methods of information gathering. In order to be able to compare situations between countries and regions it is important to have common goals and targets with commonly accepted definitions within the targets. Retaining standard definitions that are relevant to all circumstances becomes ever more difficult with dissemination of involvement to community levels. While standardized definitions are desired, it is much more important that there be positive and effective action on the ground. Standardization should not result in hindering the progress in achieving the MDGs.

The major water-related issues for which targeting and monitoring processes be undertaken were identified for the World Water Forum by Gordon and Zimmer⁷ as in box 1.

The existing M&E systems within the countries in the North African region vary in terms of the organizations and processes used for collecting data, quality of the collected data, completeness and consistency of parameters collected, reporting systems and the dissemination of the available information. A review of water and sanitation coverage data showed that the definition of sustainable access to safe water and sanitation facilities and services sometimes differ not only from one country to another, but also for a given country over time⁸. Indeed some of the data from individual countries often show contradicting results in term of the progress and changes in the level of coverage of water and sanitation services. This indicated to the unreliability of some of the data provided irrespective of the definition used. The lack of standard indicators makes it difficult to compare information obtained from different sources or collected through different surveys.

The spread and overlap of responsibilities of data collection among variety of national institutions and organizations within the same country, and lack of coordination between them increases the difficulties and often yield conflicting information. Several bi-lateral and multilateral agencies operating in the water sector in each country, and each agency has its own protocol for monitoring and evaluation, resulting in incomparable sets of data with limited value. These factors together impose lack of credibility and difficulties on sharing and exchange information at the local,

⁷ World Water Forum 4, Crosscutting Perspective No. 5, Targeting, Monitoring and Implementation Assessment, 2006.

⁸ The achievements of MDGs in North Africa, draft report on file prepared by CEDARE, 2005.

regional and international level, and make it extremely difficult to monitor and evaluate the impact of investments in the sector or to plan and implement new investment projects.

Box 1: Water-related issues to be targeted and monitored.

1. **Water for Growth and Development:** Some would argue that economic development is a prerequisite for human well-being; that in order for issues of human well-being to be addressed, first attention should be given to economic development based on energy availability and increase in industrial production. While we would argue that water for human well-being should be given first priority and, indeed, that human well-being is a prerequisite for economic development, the needs for economic development must be recognized and given strong attention. We would also argue that there is an urgent need to consider issues of social development, such as education at all levels and for everyone. Monitoring programmes for these issues should, therefore, be set up; whether targets need to be set for all these issues is debatable.

2. **Implementing Integrated Water Resource Management:** At the Johannesburg World Summit on Sustainable Development a goal was set that by 2005 all countries would have plans in place for implementation of Integrated Water Resource Management. Surveys have already been started to assess progress towards meeting this goal.

3. **Water supply and sanitation for all:** (However health issues are more than simply drinking water supply and sanitation). The more fortunate people, living in more developed countries, are well nourished and most water-related diseases are under control. However, in the less developed world this is, sadly, not the case. Basic human health, related to food security and sufficiency is a prime dimension of poverty. Lack of safe drinking water and poor sanitation lead to an unacceptable toll in human life. Cholera, malaria and other water-related diseases take a further toll.

4. **Water management for food and the environment:** Famine and general under-nourishment exacerbate the health problems as resilience to disease is lowered. It is argued that human development and well-being is ultimately dependent on the underlying ecosystems on which we all depend. It is clear that there are enormous changes taking place within ecosystems as a direct or indirect result of human activities. Just how long we can continue in this way is debatable, but, ultimately human well-being will be critically jeopardized by environmental degradation. The extent of the human 'footprint' on the landscape is uneven. Some ecosystems remain relatively unscathed, others are being greatly changed. Coastal ecosystems in general are being far more adversely influenced than many inland ecosystems. Coastal zones contain many very vibrant and diverse ecosystems; however the coastal regions are zones of high concentration of human settlement and activities of all sorts having great impact on the ecosystems. In addition the coastal zones contain the endpoints of rivers and are thus the receivers of effluent from upstream activities. The ecosystems in the coastal margin areas therefore require particular attention and should be monitored assiduously.

5. **Risk Management:** Many disasters are water-related – floods, droughts and pollution spills into rivers, lakes and groundwater systems. With climate change, land-based floods (and some marine based floods, eg those associated with hurricanes) seem to be increasing in frequency and intensity. This, exacerbated by the fact that more and more people are locating in flood-prone areas, is leading to an increase in fatalities and in economic damage from floods. There has been a call for targets to be set for reducing flood impacts and for monitoring progress towards achieving the targets – this call has not yet been answered, but this does not lessen the need for a monitoring programme on this issue.

6. **Challenges of Governance:** This includes the attitudes of people to the resource (affected by culture, religion and political framework), the effectiveness of institutions and of legislation and of financial instruments and the general capabilities of human resources.

7. **Monitoring the resource itself:** Needless to say there is a fundamental need to monitor the status of the resource itself. This includes monitoring surface and groundwaters in space and through time, in quantity and quality. It also

includes monitoring the influence that human activity is having on the resource – changing surface cover, building dams and diversions, abstracting water from aquifers, rivers and lakes have great effect within catchments and for the global hydrological cycle. It is argued here that targets need not be set for this issue, but clearly the availability of the resource itself must be monitored.

The North African Countries (Egypt, Libya, Tunisia, Algeria, Morocco, and Mauritania) form together a sub-region with geographical, cultural, climatic, hydrologic and socio-economic similarities. With their deep roots in Africa and strong ties with the Euro-Mediterranean countries, they are the link with the Europe through the Mediterranean window. Similarly, they hold strong ties with other Arab Countries in the Sub-saharan African and West Asia. However there is a lack of mechanisms for sub-regional collaboration among their water sectors in M&E and surveillance systems that are uniquely African with indicators and tools shared among them which are also regionally and globally acceptable. There is a need for support from AWF to these countries to strengthen their national capacities in M&E and develop cooperation and assistance to build a sub-regional North African mechanism which ensures global reporting mandates and stronger synergies between these countries.

The paper on “concept of a Result-oriented M&E for water resources⁹” proposed almost exclusive reliance on the country-level monitoring systems and the evaluative evidence from country M&E systems, including those of civil society when aggregating data for tracking the African water vision goals. They should be also the basis for assessing and evaluating the country’s development effectiveness performance regarding water supply and sanitation (WSS) and integrated water resources management (IWRM). The state of M&E in the water sector in terms of type suggests wide variability between systems that focus primarily on WSS, and those that are recently beginning to define institutional and policy frameworks for IWRM approaches. The trend is to view M&E of WSS as a contributor to M&E of wider systems of IWRM monitoring and evaluation. M&E of the water sector in general, and in WSS in particular are premised on the three main level; (i) national systems, (ii) regional framework, and (iii) global consensus on what is to be measured and the required synergy between national, regional and global targets.

1.4 Beneficiaries and Stakeholders

The primary beneficiaries of a credible, valid and usable water sector M&E programme exist at national, regional and global levels. They include government institutions, members of the private sector, NGOs, research and educational centres, as well as the public at large. The interest in understanding and obtaining information and acquiring knowledge about water services and resources and the effectiveness of investments in the sector is shared by all members of the society. Regional Basin Organizations (RBO), Regional Economic Communities (REC), bilateral and multi-lateral development agencies are among the primary stakeholders of a functional M&E programme. Another category of stakeholders includes the technical partners in the region such as GWP, JMP, WSP, etc.

Through the project, the North African Countries can develop water sector strong and comprehensive data collection systems. North African countries are the most prepared African countries to develop the M&E concept and its effective tools and mechanisms. Success stories could be disseminated to the rest of the continent. Existing M&E units will get strengthened and supported with a potential to be integrated in a national monitoring networks with common goals and shared objectives. An effective and reliable M&E system will help in guiding and directing the planning and management efforts towards more efficient and effective use of the available water resources on

⁹ Coordinated Action for Result-Oriented M&E in Water Sector in Africa (A Concept discussion Paper), Draft rev3, 2007

sustainable basis. It will further help in improving people access to clean water, sanitary services, and engage the civil society in promoting the principles of integrated water resource management.

The project activities and outcomes would also benefit on-going development programs of related and relevant objectives. Among these is the ongoing EMWIS study on the development of a regional water observation mechanism in the Mediterranean Region. The study is being carried out with the voluntary countries, of the objectives and feasibility of building up, within EMWIS, a Mediterranean water observation mechanism to monitor the indicators tracking the achievement of the Millennium Development Goals related to water and sanitation in the Mediterranean, as well as the implementation of the “water” component of the Mediterranean Strategy for sustainable Development, based on the information provided by the National Water Information Systems, when they do exist. The 1st study phase of the study has resulted in a vision and definition of the main orientations to set-up a “Mediterranean Water Information Partnership” (MEDWIP). A 2nd phase will propose an implementation scenario for the MEDWIP and the related national mechanisms, including their organizational and technical structures and their relations, the services that could be provided, the potential funding, and priority actions that could be implemented with interested countries and regional/international initiatives.

Another effort that may benefit from the project is the Sahara and Sahel Observatory (SSO). The SSO is conducting two major programs: a water programme (mostly focused on groundwater) and a Long Term Ecological Monitoring Observatories Network (ROSELT). an ROSELT is gathering information on environment through local observatories developed at national level. The SSO is also currently developing a collaborative programme with the Community of Sahel-Saharan States (CEN-SAD) to update on water knowledge (water resources “monographs”) and develop shared databases on water. The main interest in this activity is that the SSO will be able to monitor and collect water data that would be helpful, when available, in evaluating the state and impact of implementing IWRM strategies.

The Center for Environment and Development for the Arab Region and Europe (CEDARE) is the prospective recipient of the grant. CEDARE is an active regional organization in the water and environment sector. CEDARE is assisting member countries to achieve their important national and regional priority goals of sustainable development, particularly in the management of freshwater and land resources, and urbanization and human settlements, and facilitate inter-country cooperation and exchange of information and experience. CEDARE associated itself through working programs and partnership with all governments and national and regional organizations active in the North African region. CEDARE is the host of AMCOW North-Africa (N-AMCOW) Secretariat which reports to N-AMCOW EXCO. N-AMCOW Secretariat has the following Mandate and Tasks:

- Prepare water resources project proposals for NAMCOW
- Provide technical and administrative back stopping for the N-AMCOW TAC & EXCO activities
- Facilitate Meetings of the N-AMCOW TAC & EXCO
- Mobilizing Resources and Fund Raising to assist in the achievement of the N-AMCOW objectives
- Empower the N-AMCOW countries (Algeria, Egypt, Libya, Tunisia, Morocco, Mauritania) to advance the state of Water Resources including work towards implementing IWRM, and achieving the Water MDGs
- Compile National Reports and Prepare N-AMCOW sub-regional reports on the state of the water in North Africa
- Create Capacity building opportunities for N-AMCOW water professionals
- Prepare N-AMCOW Meetings reports
- Communicate water activities and events to N-AMCOW members
- Maintain continuous communication with N-AMCOW members
- Develop, host, and maintain a N-AMCOW website
- Strengthen Experience Exchange & Communication between N-AMCOW and AMCOW HQ as well as AMCOW sub-regions.

- Prepare Press Releases on several N-AMCOW events
- Maintains a database of

The envisaged strengthening of the N-AMCOW secretariat through the proposed project is expected to provide top-up support to make more consistent time available for N-AMCOW activities towards achieving its objectives. Furthermore, the project will enable N-AMCOW to develop a comprehensive monitoring and evaluation and reporting system on the water sector, and pave the way to mutual exchangeability of water and related data through a sub regional action plan.

CEDARE is also taking a lead role in implementing the work plan of the Arab Water Council (AWC) by taking the responsibility of the Technical Secretariat. Within this framework, CEDARE conducted several important studies and produced important reports on the state of Water Resources in the Arab Countries, and the status of preparing IWRM national plans. The AWC will be also one of the beneficiaries considering its responsibility to disseminate the good practices, the know-how, and innovations between countries in the Arab region (22 countries extended over North Africa, Sub-Saharan Africa, and West Asia). In implementing the project, CEDARE will ensure coordination and cooperation with all beneficiaries programs in order to maximize the benefits out of the available resources and avoid duplication of efforts. The project launch workshop will be instrumental in addressing this issue and mapping the road for an effective cooperative effort.

2 THE PROJECT

The proposed project relies, on collaborative efforts to strengthen the monitoring and evaluative evidence generated by country-managed monitoring and evaluation systems when assessing the development performance of country and regional institutions. The overall objective is to realize the African Vision of sustainable use and management of water resources for poverty alleviation, socio-economic development and to achieve the MDGs in the North African Countries. The specific objective is to enable a country-led M&E functions in North Africa to produce monitoring data and evaluations that are credible, valid, comparable and useable as tested by internationally recognized monitoring and evaluation standards.

2.1 Impacts

Driven by water scarcity the governments of the North African countries are engaged in implementing important needed reforms in the water sector. The reform process that started at different pace by each country aims at making changes to achieve equity, improve reliability and accountability of the service agencies, and improve the overall governance of the sector. Governments are investing in improving the water infrastructure and introducing institutional reforms including regulatory frameworks, cost recovery, capacity building and private sector participation. Several capacity building programs are being implemented by the governments and in some cases with support from regional and international partners. The impact of these investments and reform process, which will contribute in achieving the MDGs, needs to be monitored and evaluated to ensure their effectiveness in achieving the targets. Thus the long term impacts of the proposed project include:

- Effective mechanisms for regular Monitoring, Evaluation and reporting on “Meeting the targets and goals of the water sector that were established by the African Water Vision and the Millennium Development Goals (MDGs)” for the North African countries;
- Improved health and environmental conditions through sustainable access to clean water and sanitation services and integrated water resources management (IWRM); and
- Equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation, and protecting the environment.

2.2 Outcomes

The project is expected to close a gap in the process of inducing improvement in water resources management and water services in the North-African countries. The overall outcome will be better knowledge and understanding of the quality and effectiveness of services provided and the population needs and satisfaction with these services. The information and knowledge system depends on institutional and organizational arrangements for an operational monitoring and evaluation mechanisms including data collection, analyses and dissemination of information to all members of the society from the decision making level to the public at large. The expected specific outcomes of the project are:

- Better understanding and knowledge of i) the state of the available water resources and their current allocations, ii) progress towards integrated water resources management, iii) the state of water and sanitation service provision in the rural and urban areas and their present and future development strategies in relation to the MDGs, iv) the state of water sector M&E systems, current gaps and developments in the N-AMCOW member countries;
- Improved organizational and technical structures of data collection mechanisms and their relationships and service they provide, including potential funding prioritized per participating country.
- Functional and regular observation mechanism and reporting process established at local, national and AMCOW North levels to monitor agreed indicators tracking water resources management and the achievement of the MDGs related to water and sanitation in the North African countries realizing the Africa Water Vision for the year 2025

2.3 Outputs:

The project is expected to harmonize and strengthen the M&E capacity in the participating country and enhance national, sub-regional and regional cooperation in exchanging knowledge and information regarding improved water resources management and reliable and effective water services. The expected direct results of implementing the project activities are:

- Country-owned capacities able to collect, analyze, and manage data including multi-agency, inter-sectoral and multi-stakeholder coordination mechanism that brings together all key agencies concerned with rural and urban water supply and sanitation as well as integrated water resources management;
- Assessment of the state of existing country-level water sector M&E system including who is doing what, where, and how, at what level with what resources in the water sector and particularly for collecting data about the water sector performance regarding achieving the goals and targets of the MDGs;
- A framework of actions to strengthen national M&E systems and promote regional cooperation and global linkages;
- Empowerment and Strengthening N-AMCOW Secretariat, as a coordinator of the N-AMCOW countries water sector activities.
- Better awareness about water related challenges, efforts made and their impacts as related to the MDGs.

2.4 Activities

In order to achieve the project outputs, the following activities will be implemented:

2.4.1 N-AMCOW Assessing the existing M&E mechanisms and the ongoing and planned activities related to collecting and compiling Information and Knowledge about the performance of the water sector at country-level, in the way to map and link at sub regional level these activities to the project and formulating common targets and goals and developing operational guidelines. This activity will include also country-level surveys to determine the following:

- 2.4.1.1 Progress in developing integrated water resources management and associated institutional arrangements.
- 2.4.1.2 Existing water institutions, their missions and mandate, service deficiencies and their geographical coverage, institutional gaps and financial constraints;
- 2.4.1.3 Existing data statistics units, standards and indicators used in M&E, information dissemination and reporting systems and associated strengths and weaknesses,

2.4.1.4 Existing support programmes/initiatives such as National water and statistic support projects and programmes, EMWIS, AWC and AWA, WWC/WMA, SSO, GWPMed, IUCN, CEN-SAD,...

2.4.1.5 Existing planning processes and their linkages with the JMP M&E process, PRSP M&E systems, AfDB International Comparison Programme – ICP

2.4.2 Building/improving country-owned M&E systems capable of providing sustainable effort to collect, analyze, and manage data and information on water resources planning, management, and service provision particularly those aiming at achieving the MDGs.

2.4.2.1 Establishment of a high level national task force led by National Coordinator (strongly linked with EMWIS focal point) to be in-charge of implementing the project at the national level and to liaison with the sub-regional Secretariat (N-AMCOW).

2.4.2.2 Organization of the national M&E arrangements, including decentralized M&E,

2.4.2.3 Definition of a set national/regional water related indicators to be monitored

2.4.2.4 Building the national capacities: identifying strengths and weaknesses, filling gaps gaps and developing capacity building action plans

2.4.3 Elaborating and detailing a sub-regional M&E action plan related to both IWRM and WSS monitoring and evaluation and organize its validation at country and AMCOW level including donors and the main representatives of the civil society. This includes establishing national M&E action plans that are country specific but consistent with the regional action plan. This activity will require definition of collaborative support that seeks to strengthen local and regional capacities. The regional plan suggests sets of actions and approaches along main areas which are:

2.4.3.1 Strengthening existing national systems for water sector M&E

2.4.3.2 Helping countries to develop national action plans consistent with the regional plan but address the specific situation in each country.

2.4.3.3 Strengthening regional collaboration in water sector M&E

2.4.3.4 Strengthening the M&E linkages with the National Statistic Offices, EMWIS and other relevant regional programs and initiatives.

2.4.3.5 Establishing close relationship with any regional M&E effort which would be developed in the future by the AWF with assistance of the M&E regional working group.

There is also a need to establish national M&E action plans with strong linkages with National Statistic offices, EMWIS, AWC and AWA, WWC/WMA, SSO, GWPMed, IUCN, CEN-SAD , and in close relation with the regional M&E action plan which will be developed by the AWF with assistance of the M&E regional working group. This must be included in the project (unless it is not now known).

2.4.4 Assisting the M&E regional platform to assess the progress to the WSS MDGs by 2007, 2008 and 2009, in the way of the preparation and edition of the N-AMCOW annual report to AMCOW. The output of activities 2.4.1 and 2.4.3 will provide the basis for carrying out the required assessment with the potential of continuous improvement of the quality of the country-level produced data and information and ensured synergy of M&E at the regional level provided that the following requirements are fulfilled:

2.4.4.1 Strengthening of N-AMCOW Secretariat, as a coordinator of the N-AMCOW countries water sector activities and promoter of well managed M&E systems with good governance.

2.4.4.2 Minimum indicators, norms and standards are agreed upon;

- 2.4.4.3 Monitoring goals and targets are agreed and system approach is followed;
- 2.4.4.4 Peer review evaluation of reports.
- 2.4.4.5 The Secretariat capacity should be strengthened to provide coordination of statistical activities between the member counties as well as between the different actors at sub-regional, regional and global levels.

2.4.5 Conducting an awareness programme to be carried out at sub regional and country and local level to inform the water sector and statistics stakeholders on the mechanism and associate them in the way forward to elaborate, from local to sub regional and regional and global level, relevant WSS and IWRM reports with reliable data. The awareness programme will include:

- 2.4.5.1 Organizing workshops and consultation with all stakeholders of M&E systems at various levels (local, basin, national N-AMCOW)
- 2.4.5.2 Engaging the civil society in M&E programs and in evaluating the quality of collected data by official institutions
- 2.4.5.3 Producing publications and media programmes

2.5 Risks

The result-oriented activities of this project involve risks that should be taken into consideration during the planning and implementation phase of the project. The expected risks involved in implementing the project activities and their possible mitigation measures are given in the following table:

Activity	results	Risks	Mitigation Measures
(1) Building country owned M&E system	(a) Agreed goals and targets (b) Agreed minimum number of indicators (c) Performing according standardized guidelines. (d) Strengthened M&E capacities.	(a) Lack of interest between involved parties (b) (b) Lack of infrastructure to establish national M&E system	(a) Establishing and strengthening national working groups and identifying national focal points that are capable of coordination with the different involved agencies and institutions (b) Need assessment and support to capacity building through the projects
(2) assessment of the ongoing and planned activities	(a) detailed map showing who is doing what, where, and how, at what level with what resources; (b) usable and accessible data and information; and (c) identification of difficulties and constraints (d) determining the status of achieving the MDGs	(a) Inaccessibility to data sources or lack of interest and commitment of key data collection institution (b) Unreliable or conflicting country level data	(a) Commission country-level M&E assessments based on demand. (b) Adopt regional standards as the AWDR Minimum Set of Indicator; (c) strengthened capacity for continuous updating of data
(3) preparation of a sub-regional M&E action plan	(a) strengthened national M&E systems; (b) ensured data quality and continuous updating; (c) regional cooperation and global linkages	Inability to implement the action plan.	(a) Base the action plan on needs and demands; (b) Source support from countries and institutions that have capacity and tested tools; (c) Link with country-level institutions with mandate for national statistics.
(4) organizing awareness programme	(a) stakeholders informed on the new mechanism; (b) information disseminated on the state of MDGs achievements, (c) involvement of key stakeholders and engaging the civil society in M&E.	Lack of public interest	(a) Engaging the NGOs and civil society in the M&E activities (b) Promote consultation and community participation. (c) Emphasize the socio-economic and environmental benefits of achieving the MDGs
(5) Strengthening N-	(a) coordinated sub-regional	(a) lack of interest at country	(a) improving governance

AMCOW Secretariat	activities; (b) best practices promoted; and	level; (b) Lack of funding for capacity building	(b) increasing investment opportunities. (b) Engage regional and international agencies in identifying areas of mutual cooperation
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An additional risk would be the duplication of the efforts being carried out by another programs implemented by regional and international agencies or networks in the sub-region. It will be important during the project launch phase to carry out consultations at the country, regional, and international levels to ensure sufficient coordination and cooperation that makes the project complementary to the other efforts. The start-up workshop will be instrumental in mitigating this risk. Specific MOU will be signed with relevant M&E regional partners to ensure coordinated activities and support.

2.6 Cost and Financing plan

The implantation of the project activities will be primarily by N-AMCOW Secretariat and the National Teams supported by national and international consultants. Thus N-AMCOW Secretariat and the participating governments will be contributing mainly in-kind to meet the requirement of implementing the project activities. All will provide staff, adequate office space, facilities and logistics for the project implementation. CEDARE will provide contribution in kind represented by hosting the project management within its premises, and providing technical assistance through its professional staff to the project in terms of supervising implementation, regional coordination, and financial management. The in-kind contribution of CEDARE is expected to be Euros 370,000 while the total in-kind contribution of the participating six countries is estimated to be Euros 630,000. The cash contribution of AWF will not include payment of salaries to staff except for some salary top-up (indemnities). However, AWF contribution will cover the cost of Fixed Term Consultants temporarily recruited by N-AMCOW for the sole purpose of implementing this project. Annex 3 provides details of the contribution of AWF which is estimated at Euros 3.130 million. The following table summarizes the project cost per activity both in cash and in kind.

Cost of Project Activities (€ x 1000)

Activity	Source of Funding		
	AWF*	CEDARE**	Governments**
(1) Project start-up workshops	100	30	
(2) Building a country owned M&E system	1169	60	360
(3) Assessment the status of existing M&E system	392	45	210
(4) Setting a North African M&E mechanism	189	70	
(5) Strengthening N-AMCOW Secretariat	237		
(6) Training and awareness programs	372		60
(7) Project closing workshop	120	45	
(8) Project management	270	120	
(9) Contingencies	281		

Total project cost.	3130	370	630
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* Contribution in Cash

** Contribution in Kind

3 IMPLEMENTATION

3.1 Recipient

The recipient of the Grant is N-AMCOW Secretariat, hosted by the CEDARE. The Center for Environment and Development for the Arab Region and Europe (CEDARE) was established within the Arab Region and Mediterranean Europe to become a Center of excellence which can assist the region in its effort to pursue global environmental trends and support country's national programs for implementation of agenda 21, through fostering their national capacities. CEDARE was established on the basis of joint commitment by the three principal sponsors, namely the Arab Fund for Economic and Social Development (AFESD), the United Nations Development Programme (UNDP) and the Government of Egypt. CEDAR's main mission is building capacities and promoting skills in environmental management; transferring technologies; and assisting in environmental education and development of environmental policies within its member countries.

The mandate and tasks of N-AMCOW Secretariat hosted by CEDARE are described in section 1.4 above. The N-AMCOW Secretariat organizational structure includes the following:

- Director of N-AMCOW Secretariat
- Senior Water Resources Specialist
- Communication Officer / Junior Water Resources Specialist
- Administrative Assistant
- Web-Master

The project will provide an opportunity for strengthening N-AMCOW Secretariat to effectively coordinate the water sector activities and promote a well managed sub-regional M&E system.

Beneficiaries of the project include all people in the region including decision makers, governments, and all entities involved in M&E of the water sector in Egypt, Libya, Tunisia, Algeria, Morocco, and Mauritania. In the first place all members of the civil society are beneficiaries including individuals, households, and local communities in the member countries. Beneficiaries also include public and private agencies and institutions involved in management of water and providing water services.

Beneficiary of the project include also regional and international development agencies supporting the water sector in the region. The outcome of the project will be also of interest for development partners such as the UN Water/Africa, WHO/UNICEF JMP, UNDP, WSP, GWP and the wider UN family. Regional organizations and initiatives that have stake in the project include CEDARE, UMA, AWC, SSO, CEN-SAD, River Basin Organizations, Nile Basin Initiative, the Nubian Sand Stone Aquifer Project, etc.

A relevant and important initiative is taking place at the level of the Mediterranean Countries by EMWIS. The Mediterranean initiative consists of two phases:

- A first analyses phase¹⁰, with the objective of defining the key orientations proposed for a Mediterranean water observation mechanism to monitor the indicators tracking the achievement of the Millennium Development Goals related to water and sanitation in the Mediterranean, as well as the implementation of the “water” component of the Mediterranean Strategy for Sustainable Development;
- A second phase, which shall define detailed proposals for the implementation of this mechanism.

The first phase which has been implemented in 2006 provided an overview of the current situation and needs, expressed in surveys conducted at the international level, involving a large sample of initiatives and regional organizations, and at the national level involving four pilot Mediterranean countries: Spain, France, Jordan and

¹⁰ Feasibility study on the development of a regional water observation mechanism in the Mediterranean Region, EMWIS, Decemebr 2006.

Tunisia. The later country is one of the countries covered by this proposal. The first phase provided also initial conclusions and recommendations aiming at organizing phase 2 of the feasibility study of the “observation mechanism”.

The similarity of objectives and the geographical overlap implies that the outcomes, conclusions, and recommendations of the feasibility study of “Mediterranean water observation mechanism” should be taken into consideration in formulating this project.

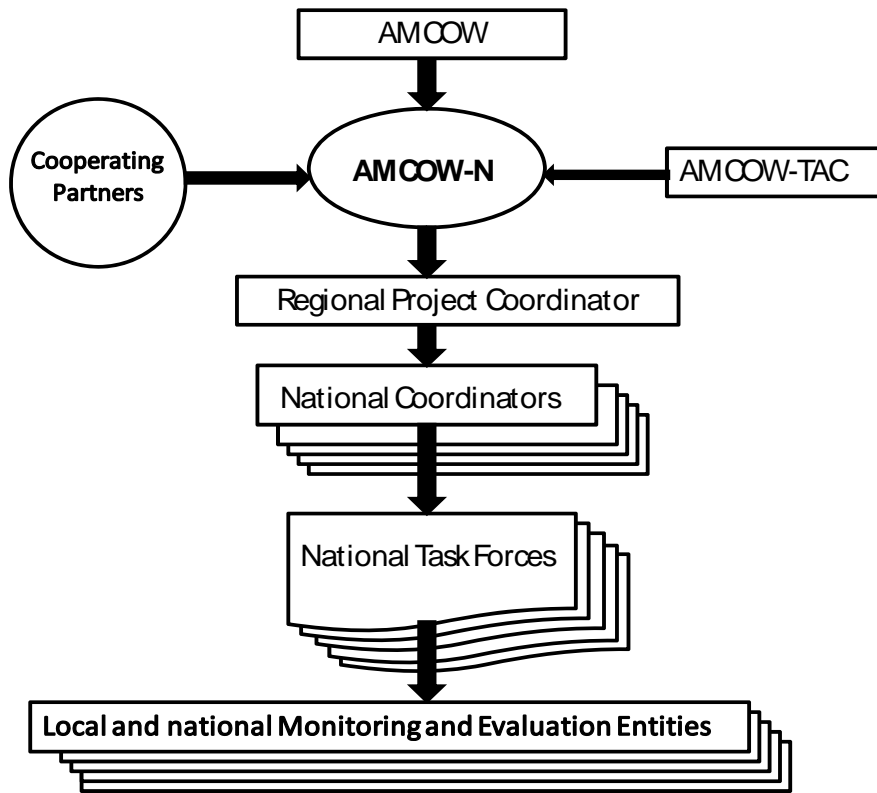
The assessments activity carried out by this project will take into consideration the outcome of the study including the proposed process, the recommendations and the possibility to apply them through the capacity building and action plan to be developed under this project. The N-AMCOW Secretariat will closely coordinate with EMWIS and define ways and procedures to fully benefit from the on-going study implemented by EMWIS.

The project will identify also all potential beneficiaries and with input from the country’s task forces and focal points will establish a directory describing the role and scope of work of each entity to draw a map about who is doing what, at which level of effectiveness and efficiency in order to identify the existing strength and weakness in the existing system. All beneficiaries will be involved in the project implementation either through organized local, regional and international consultation or through the capacity building, training, and awareness programs implemented by the project.

3.2 Implementation Arrangement and Capacity

The organizational structure for project implementation (Figure 1) takes into account that needs and requirements of effectively implementing the activities outlined in section 2.4 at the country level as well as at the sub-region level. It will encourage and endorse country-owned M&E systems. At the same time countries will be assisted to collect, analyse and report according to agreed criteria in order that the results are credible in terms of quality of data generated and the methods for arriving at results. Meanwhile, an efficient and effective sub-regional coordination unit will ensure compatibility of country level targets with regional and global norms and standards. N-AMCOW hosted at CEDARE will perform the role of regional coordination and project management. It will be strengthened to carry out the management coordination responsibility. CEDARE will appoint a Project Management staff consisting of; (i) Project Director; (ii) Financial/Procurement Officer; and (iii) Monitoring and Evaluation Officer.

Figure 1. Project Organizational Structure



Since more than one entity is often involved in monitoring and evaluation of water sector performance in each country, *National Task Force* (NTF) will be established to represent local and national entities with significant role in M&E. For practical reasons, the members of the Task Force should not exceed 8-10 members. THE Task Force will be responsible of implementing the project at the local and National levels. One institution will be identified as a *Focal Point*, to take the lead and its representative in the Task Force will act as the *Coordinator* between the members of the Task Force and at the same time liaison with regional coordinator at the N-AMCOWN-AMCOW Secretariat. The members of the Task Force and the *Coordinator* will be nominated by the Water and water related ministries in the member countries from among the units in-charge of monitoring and evaluation of the water sector performance. The NTF and the Coordinator will also establish effective communication and coordination mechanisms with relevant initiatives carried within their respective countries such as those of EMWIS, SSO, CEN-SAD. It is for preferred and will be for the advantage of the program if the Coordinator will be the same person who is currently acting as the EMWIS Focal Point within each country. An alternative is to give the EMWIS Focal Point a role in the Secretariat of the NTF. This will ensure the necessary linkages and coordination with EMWIS related activities in the same country.

It is foreseen that the lead water ministries from the six North African countries which will be in-charge of the project implementation would include; Ministry of Water Resources, *Algeria*; Ministry of Housing and New Communities, *Egypt*; General Water Authority, *Libya*; Ministry of Water Resources, *Morocco*; Ministry of Water Resources, *Tunisia*; and Ministry of Hydraulics and Energy, *Mauritania*. The NTF and the *Coordinator* will organize surveys, expert consultation, training and workshops to achieve the set goals and objectives and carry out the project activities.

At the sub-region, the N-AMCOW Secretariat at CEDARE will assume the responsibility as the implementing agency of the project and will act as the regional coordinator. In addition to coordination, CEDARE will propose measures to promote diffusion and use of the best practices and benchmarking between countries and regional organizations. CEDARE will develop, through the project, a framework and action plan for sub-regional cooperation that will enable coherence in data collection and interpretation, and their use as means of supporting country level

M&E institutions to provide data for global reporting. CEDARE will organize regional workshops and training to strengthen the country level M&E and improve the quality and credibility of the M&E results. CEDARE will also be responsible of all procurements of services, supplies and equipment. The N-AMCOW Secretariat will capitalize on the experience of the UN Water/Africa, WHO/UNICEF JMP, UNDP, WSP, GWP and the wider UN family and other regional programs as cooperating partners by ensuring effective communication, consultation and peer review of results and reports. Detailed annual plans for project implementation of project activities including those of strengthening N-AMCOW will be reviewed and approved by AMCOW after being reviewed by AMCOW-TAC. Progress and technical reports produced by the project will be also submitted to AMCOW-TAC for review.

3.3 Performance Plan

The project will be implemented over three phases each phase extends for one year. Each phase will focus on specific outputs:

1. Phase I (first year) will focus mainly on assessment of current situation in the participating countries, building a country- owned M&E system and initiation of project activities.
2. Phase II (second year) will be devoted to improving the country-level and sub-regional M&E mechanisms and products.
3. Phase III (third year) evaluation and improvement of the project products will take place to ensure their sustainability after the project

Based on the outcomes and outputs described in chapter 2, the critical measurable indicators for each result (outputs) are shown with a time phased targets in the following table.

No	Outputs	Indicators		
		Phase I	Phase II	Phase III
1	Improved country-owned M&E system to collect, analyze, and manage data on the water sector and MDGs achievements	<ul style="list-style-type: none"> • task Force established and national Coordinator identified; • common targets and goals formulated • operational guidelines developed prepared • minimum number of indicators, standards, and criteria agreed upon 	<ul style="list-style-type: none"> • national M&E systems established; • country level shared data basis and information systems established • progress reports prepared on achieved MDG's improved. 	<ul style="list-style-type: none"> • enhanced synergy between key actors; • Peer review report on reporting quality • progress reports on achieved MDG's improved. National IWRM strategies and plans developed/updated.
2	Assessment the status of existing M&E system in the water sector and their present and future development strategies to report on the MDGs (to define what data exist, at which level of reliability? And How to improve data reliability?)	<ul style="list-style-type: none"> • country level water sector M&E systems identified • national consultations implemented • sub-regional workshop organized to evaluate the state of existing information and build consensus among key partners. 	<ul style="list-style-type: none"> • Reports produced about the existing and planned programs of water supply, sanitation and water resources managements to achieve the MDGs and IWRM. 	
			•	•

3	North African system or mechanism in-place that serves primarily the national interests of the member countries, while contributing to regional and global aggregation of data on performance	<ul style="list-style-type: none"> • concept paper on sub-regional action plan prepared. 	<ul style="list-style-type: none"> • Sub-regional action plan developed • arrangements between national, regional and global dimensions of M&E agreed upon 	<ul style="list-style-type: none"> • Sub-regional data and information aggregated in sub-region and Africa region reports.
4	Strengthened and empowering N-AMCOW Secretariat	<ul style="list-style-type: none"> • Dedicated staff appointed; • Operational facilities in place • protocols signed with each country; and 	<ul style="list-style-type: none"> • Shared knowledge and experience across the region. • Coordination mechanisms developed and tested 	
5	Successful training and awareness program at sub regional and country levels. Describe the awareness levels and the necessary progressivity	<ul style="list-style-type: none"> • dissemination targets and objectives defined; • Awareness program designed. • Awareness activities initiated • Training program designed and initiated. 	<ul style="list-style-type: none"> • awareness tools and material produced • dissemination of knowledge and information Number of trainees courses conducted 	<ul style="list-style-type: none"> • Civil society and regional and global partners integrated in the M&E efforts. • Number of trainees from different disciples and at different levels

3.4 Implementation Schedule:

The implementation schedule of the project activities distributed over the three phases (three years) is described in the following tables. Activities/Outputs are numbered according to their order in the table in section 3.3. Each output is broken down into tasks which are expected to attain the activity indicators.

Phase I (First Year) : assessments and initiation of activities.

Output No	Tasks	Month of the Year											
		1	2	3	4	5	6	7	8	9	10	11	12
1	<ul style="list-style-type: none"> • Establishing national task Force and identifying national Coordinator • Formulating common goals and targets • agree on minimum number of indicators, standards, and criteria; • developing M&E operational guidelines • Strengthening national M&E capacities • Preparing baseline reports on country level achieved MDG's. 	█	█										
2	<ul style="list-style-type: none"> • Compilation of existing water M&E data, information. • Surveys and questionnaires to identify gaps and weaknesses in existing M&E • Report on state of country level water sector M&E systems • national consultations • sub-regional workshop. 						█	█	█	█	█	█	█
3	<ul style="list-style-type: none"> • preparing concept paper on sub-regional framework for action plan 					█	█	█	█	█	█	█	█
4	<ul style="list-style-type: none"> • appoint or reinforce dedicated staff • upgrade operational facilities • sign sub-regional protocols with each country 	█	█	█									
5	<ul style="list-style-type: none"> • develop awareness action plan 				█	█	█	█	█				

	• initiate awareness activities												
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Phase II (Second Year): improving the country-level and sub-regional M&E mechanisms and products

Output No	Tasks	Month of the Year											
1	<ul style="list-style-type: none"> establishing/upgrading country level M&E capacities and shared data basis Verifying targets and goals. Managing and operating a national M&E systems. . 												
2	<ul style="list-style-type: none"> Reporting on the status of water supply, sanitation and IWRM. 												
3	<ul style="list-style-type: none"> Preparing sub-regional action plan implementing regional and global action plan for M&E including helping countries to develop national action plans. 												
4	<ul style="list-style-type: none"> Sharing knowledge and experience of M&E systems (electronically, workshop, training). developing and testing coordination mechanisms 												
5	<ul style="list-style-type: none"> production of training and awareness tools and material Training and dissemination of knowledge and information 												

Phase III (Third Year): evaluation and improvement of the project products

Output No	Tasks	Month of the Year											
1	<ul style="list-style-type: none"> Review of the state of the improved M&E systems. Peer review of reporting quality Preparing reports on achieved MDG's. Preparing/updating national IWRM strategies and plans 												
3	<ul style="list-style-type: none"> Compilation and aggregating data and information in sub-region, and Africa region reports. 												
5	<ul style="list-style-type: none"> Training and dissemination of knowledge and information Review effectiveness of awareness program. 												

3.5 Procurement and Execution

All procurement of goods, and acquisition of consulting services financed by the AWF will be in accordance with the Bank Rules of Procedure for Procurement of Goods and Works, or as appropriate, Rules of Procedure for the Use of Consultants, using the relevant Bank Standard Bidding Documents, as enshrined in the AWF Operational Procedures (November 2005). A procurement plan is given in table A3.5 (Annex 3). Procurement will be conducted following competitive offers. The amount of each contract is not expected to exceed Euros 200,000.

The procurement of the consultancy services shall be through competition among short-listed of qualified consulting firms/individuals according to the ADF Rules of Procedure for the Use of Consultants using the Bank's Standard Request for Proposal (RFPs). The selection of the consulting firm will be based on technical quality of proposals with price consideration.

All contracts of small value below Euros 30,000 will be subject to post procurement review procedures. Procurement documents, including solicitations of price quotation sheets and contract awards will be kept by CEDARE for periodic review by AWF/Bank supervision missions and the external auditor.

Goods and ancillary items required for the project (ICT Equipment, Office Equipment and Office Supplies) with aggregate value of Euro 10,000 will be procured through Local Shopping. These goods to be procured are readily available off-the-shelf items or standard specification commodities, which can be purchased locally.

CEDARE will be the executing agency responsible for the implementation of the study. CEDARE has the capacity, experience, expertise and track record to manage similar studies. CEDARE will ensure compliance with technical standards, environmental and gender issues, and other relevant terms of the direct disbursements for procurement of works and services. The project management will prepare at the onset of the project national and international short listing of consultants, suppliers, and subcontractors eligible to provide services to the project as enshrined in the AWF Operational Procedures (November 2005).

3.6 Disbursement Arrangements and Expenditure Schedule

Disbursement of funds for the implementation of the project will be made according to the schedule given in table A3.4 (Annex 3) and the procurement plan (table A3.5 (Annex 3). CEDARE will open a Special Account to which AWF will transfer up to maximum of €1000,000 which will be used for implementing the plan. Authority to withdraw from the account will be agreed between AWF and N-AMCOW. The account will be replenished upon receiving a written application by AWF from the Project Coordinator together with a Bank statement recording the previous expenditures. Replenishment request will be made when the remaining balance in the special account falls to only 15 percent of the maximum amount (i.e. €150,000). CEDARE is expected to submit a detailed procurement plan (quarterly based) at the beginning of each year on the basis of the summary given in table A3.5. The Special account will be subject to auditing by AWF as specified in section 3.7.

3.7 Accounting and Audit Arrangements

A financial management assessment was conducted to assess the adequacy of the projects financial management arrangements. CEDARE has in its staff qualified and experienced financial management specialists consisting of: (i) Regional Director of Finance and Administration (RDFA); and (ii) Regional Financial Officer. The financial management staff of CEDARE will be reinforced to take over the responsibility of the financial management of the project. They will keep the accounting system and prepare balance sheets and produce periodical financial reports (quarterly and annually). All payments will be reviewed for financial correctness and soundness by the RDFA and endorsed by the Executive Director. CEDARE's financial management is subject to external auditing by the reputed Hazem Hassan Auditing Firm operating in Egypt. CEDARE usually makes available all necessary information and documentation that ensure and confirm transparency in its financial operations. The Special Account statements and balance sheets together with the auditor's reports will be reported to the AWF. If required, CEDARE will ensure that adequate measures are taken to permit additional Auditors appointed by the Facility to undertake verification and audit of accounts.

In the interest of fast tracking the implementation of the activities of the Study, the AWF will recruit and retain an auditor to perform ex post evaluation or supporting documents review and audit the Study. The AWF will require that a statement of expenditure and supporting documents review be performed and certified by the independent auditor at predetermined intervals to ensure that funds have been utilized in line with the grant agreement. The costs of such audit shall be paid from the AWS operation budget not from this grant.

3.8. Monitoring, Evaluation and Reporting Arrangements

CEDARE will appoint a Monitoring and Evaluation Officer who will establish a system for monitoring and evaluation of the project performance against the expected outcomes, intermediate results, and outputs of the project using the indicators described in section 3.3. Data to track indicators will be generated by the National Coordinators; N-AMCOW Secretariat and will be analyzed processed and findings will be included in periodic progress reports

(each 6 month) prepared by the M&E officer. The reports will be submitted to the AWF and shared with the key project beneficiaries. AWF will carry out a mid-term review of the project at the mid of the 2nd year.

4 PROJECT BENEFITS

4.1 Effectiveness and Efficiency

Governments in the North Africa Region are making massive investments in the water sector to improve water resources management and water services to people mainly in the water supply and Sanitation and irrigation subsectors. For example, in Egypt in the five years 2000-4, about US\$ 2.5 billion was spent on irrigation infrastructure, and about US\$ 1.5 billion on the provision of water supply and sanitation services. Over the two decades 1982–2004, Egypt spent a total of US\$ 10 billion on investments in potable water supply services, and US\$ 16 billion on investment in sanitation services. Water and waste water investment in MENA region is expected to reach \$120 billion over the next decade¹¹. Similar huge investments are expected in the irrigation subsector. The effectiveness and efficiency of these investments to close the gaps in access to safe drinking water, sanitation, and food production will be clear only when there are sufficient data about the results and impacts of these investments. Furthermore, planning and implementing future investments will be effective in meeting needs only when it is based on reliable information about the needs and weaknesses in the existing situation. The project as described in this document will help the governments, the people, and the international community to focus on the areas where the new investments will be needed and where weaknesses in past investments could be strengthened. More important it will ensure sustainable development for poverty reduction and economic growth.

The project objectives are directly related to the focus areas of interventions of the AWF outlined in its Operational Program¹² (PO) 2005-2009. The Facility's interventions are directed to assist the African countries to meet the targets and goals for the water sector that were established by the Africa Water Vision and the MDGs. More specifically, the interventions that AWF will support are expected that the rural and urban population in the African Countries will realize improved access to water and sanitation services that will promote socioeconomic development. This is expected to be a direct outcome and long-term impacts of this project. The OP identified in its article 2.1.4 two cross cutting components of interventions that are designed to provide broad support to IWRM and Trans-boundary Water Resources Management which are;

- **Information and Knowledge:** to support establishment and enhancement of information and knowledge systems and management capacities at national and regional levels to support water resources management
- **Monitoring and Evaluation:** to support the establishment of water sector M&E systems and capabilities at national and Regional levels to foster water management effectiveness.

This shows the direct linkages of the proposed project to the interventions to be supported by the Facility.

4.2 Sustainability

The expected benefits of the project will be an incentive to governments and partners to provide the required financing for operation and maintenance of country owned monitoring and evaluation mechanisms, and data and information management systems that serve the effectiveness and efficiency of investments in the water sector. The availability of reliable data will encourage more investments in the water sector due to increasing transparency of the impacts and outcomes and contribution to sustainable development poverty reduction. It will increase trust and confidence within the members of the society and institutions at country level as well as within the supporting donor's community at the regional and international levels. It is expected that the project will help the countries to

¹¹ TRADE FOREX, <http://www.menareport.com/en/business/213210>

¹² AWC, Operational Guidelines 2005-2009, October 2005.

http://www.afdb.org/pls/portal/docs/PAGE/AWF_ADMIN/AWFDOCUMENTS/AWF_OPERATIONAL_PROGRAM_EN.PDF

consolidate and enhance their M&E capacities and institutionalize the process as part of the on-going reform process implemented by the countries in the region. The effective contribution of the participating countries in-kind by appointing staff and providing the necessary logistical support to house, and maintain the facilities of the coordination units in a leading Water Related Ministry will be regarded as an important indicator of sustainability of the project outcomes beyond the grant funding. The training and awareness programs of the project will another driving forces for sustaining the project outcomes.

The establishment of National Task Forces and national coordinator as well strengthening and empowering N-AMCOW Secretariat will ensure continuity of the results after the project. The development of sub-regional and national action plans endorsed and supported by the governments and stakeholders will provide a road map for reliable institutional arrangements. During the project life-time and through the project support the necessary institutional capacities will be developed and the staff will be trained. The regional and national action plans will focus on developing the institutional arrangement that will be in place to ensure the continuity of the results. The concept note about developing a regional action plan will, in-consultation with the participating countries and cooperating partners, define the form and organizational structure of the institutional arrangements that need to be in-place by the end of the project. This will be one of the main project evaluation parameters at the mid-term review and at the project completion. Failing in achieving this goal, should have negative consequences on mobilizing future financial resources to support the needed investments.

5 CONCLUSIONS AND RECOMMENDATIONS (max 1 page)

5.1 Conclusions

The Project is an important and justified initiative considering the challenges facing the North African Countries to acquire knowledge and information which are necessary to achieve sustainable water resources management and the water related targets of the MDGs. The project is in-line and directly related to the focus areas of interventions of the AWF outlined in its Operational Program for 2005-2009. The project is formulated along the lines and recommendation set by the regional consultative meeting organized by AWF in Tunis on 21-22 September 2006 to share experiences and build partnership to support African countries in the water sector monitoring and evaluation.

The objective of the projective to develop a sub-regional M&E system that serves primarily the interests of North African Countries, while contributing to global aggregation of data on performance, will focus on the primacy of country owned water sector M&E; improving collaboration among regional, sub-regional, and national water sector M&E institutions; and adding value to country-level water sector M&E by strengthening the M&E chain from country to regional and global levels. The fact that involving six countries most prepared to enhance their water management system is a promising and constructive strategy.

The Executing Agency for the Project, the enter for Environment and Development for the Arab Region and Europe (CEDARE), is a reputed regional development agency. It is already the host of the N-AMCOW which will be strengthened under this project to effectively ply the role of regional platform for knowledge and information on the Water sector in North Africa. Another key factor in having CEDARE as the Executive Agency is its i linkages with different related regional programs and partnership in partnership with regional and international institutions such as AWC, UNDP, GEF, etc.

The project shall pave the way for improved efficiency of future water sector investments in an environmentally sustainable way. The project will also play an important role in strategic coordination and monitoring of future water related investments in the North African Sub-region whether financed by ADB or by other external financing and development agencies, such as EU, FAO, the World Bank, and bi-lateral development partners.

5.2 Recommendations

Based upon a critical assessment of the relevance, effectiveness, and sustainability of the Project, as well as the credibility and capacity of the Recipient, it is recommended that the Director approves the application for funding of the project for an amount of 3,730,000 Euro.

ANNEXES

Annex 1: Progress of development of IWRM plans in the North African Countries

The following table presents the state of progress in formulating strategies, policies or framework towards an IWRM plan.

Country	Plans/Strategies/Policies/Documents towards IWRM	Status of IWRM Plans Development			
		Advanced ¹	In Progress ²	Unknown, Progress Likely ³	Unknown, Progress Unlikely ⁴
Algeria			X	X	
Egypt	- National Water Resources Plan ; Ministry of Water Resources & Irrigation, 2004. - Main Features for the Water Policy towards Year 2017 ; Ministry of Water Resources & Irrigation, 2000.	X			
Libya	- National Strategy for Water Resources Management, 2000-2025 ; 1999.		X		
Mauritania				X	
Morocco	- Water Law , 1995.	X			
Tunisia	- The Long Term Strategy for the Water Sector in Tunisia ; Ministry of Agriculture, 2003.	X			

¹ Countries having national water plans, strategies, or policies that incorporate most elements and requirements of an IWRM plan. These countries have on-going committees and/or projects advancing on finalizing their IWRM plans.

² Countries having water plans, strategies, or policies (not necessarily on a national level) that require major enhancements to satisfy the requirements of an IWRM plan. These countries possess the awareness of the WSSD target for developing IWRM plans and are currently progressing to develop their own IWRM plans.

³ Countries that may not have developed national water plans, strategies, or policies. However, considering the advanced level of country awareness of WSSD target for developing IWRM plans, country water capacity, and national economical standard, these countries are likely to have an on-going attempt to develop their IWRM plans.

⁴ Countries that may not have developed national water plans, strategies, or policies. However, considering the lagging level of country awareness of WSSD target for developing IWRM plans, country water capacity, and national economical standard, these countries are not likely to have an on-going attempt to develop their IWRM plans.

Annex 2: Currently implemented or pipe-line regional initiatives contributing to the target set for IWRM planning and application in North Africa.

- accomplished, UNDP / AWC produced an assessment for the status of national IWRM plans in the Arab countries (including North Africa) in 2005.
- on-going, UNDP / AWC in support of a full-fledged IWRM programme, are performing a preparatory assistance phase to formulate the programme in addition to set the indicators of a State of Water Report for Arab countries.
- on-going GWP / GWP-Med country activities in support to IWRM planning through multi-stakeholder processes (www.gwpforum.org and www.gwpmed.org).
- on-going UNEP support for achieving the 2005 IWRM targets, with support to developing countries, including North Africa, implemented through UCC-Water (www.ucc-water.org).
- ongoing IUCN support for achieving the 2005 IWRM targets,
- the Mediterranean Component of the EU Water Initiative (MED EUWI), led by Greece and the EU Commission, and the structured Country Dialogues on IWRM and Water Supply and Sanitation (WSS). The MED EUWI Secretariat is facilitated by GWP-Med (www.euwi.net).
- On-going Euro-Mediterranean Information System on know-how in the Water Sector (EMWIS) support to enhance and improve the National Water Information Systems –NWIS- in the participating countries. It is also to remove all obstacles at the national level that impede the advancement of the NWIS and, as a consequence, improve and harmonize data/information exchange and sharing between the participating countries and the EMWIS international system via the National Focal Points. (www.emwis.org)
- the upcoming GEF Strategic Partnership for the Mediterranean (2007-2011) and its related IWRM Component that is led by GWP-Med. The IWRM Component coordinates activities with the GEF SP Component on Coastal Aquifers Management and the GEF SP Component on Integrated Coastal Zone Management.
- The Regional Water Demand Initiative for the Middle East and North Africa (WaDI*mena*) is an intra-regional, multi-donor program that is supporting and promoting water demand management (WDM) approaches in the increasingly water-scarce countries of the Middle East and North Africa, or MENA region http://www.idrc.ca/en/ev-57064-201-1-DO_TOPIC.html .
- The UN-Water/Africa (formerly IGWA); operationalizing the Integrated Water Resource Management (IWRM) principles that emanated from the African Water Vision 2025 and assist basin development initiatives; http://www.uneca.org/unregionalconsultations/INFRASTRUCTURE/infrastructure_water.asp
- Canadian Space Agency (CSA) , The TIGER initiative was launched in 2002 to support African Water Authorities to Improve Integrated Water Resources management; <http://www.space.gc.ca/asc/pdf/tiger-africaGIS2005.pdf>

Annex 3: Detailed Budget (Cash Contribution by AWF)

Table A3.1: First Phase (First Year)

Tasks	Consultants				Goods ³⁾ (€ x1000	Others ⁴⁾ (€ x1000	Total Cost (€ x1000
	International ¹⁾		Local ²⁾				
	m/m	€ x1000	m/m	€ x1000			
Start up workshop	1	6	0	0	0	94	100
i - Improved country-owned M&E System							
Establishing national task Force and identifying national Coordinator	0		0		30		30
Formulating common goals and targets	0.5	3	3	6	0	12	21
Agree on minimum number of indicators, standards, and criteria;	0.5	3	3	6	0	12	21
Developing M&E operational guidelines	0.5	3	3	6	0	12	21
Strengthening the technical capacity of the M&E Systems	3	18	12	24	240	30	312
Sub-Total "i"	4.5	27	21	42	270	66	405
ii - Assessment the status of existing M&E system							
Compilation of existing water M&E data, information	0	0	6	12	6	10	28
Surveys and questionnaires to identify gaps and weaknesses in existing M&E	0	0	9	18	6	18	42
Report on state of country level water sector M&E systems	0	0	3	6	6	12	24
Preparing baseline reports on country level MDG's and IWRM.	0	0	3	6	6	12	24
National consultations	0	0	6	12	12	84	108
Sub-regional consultation workshop.	2	12	0	0	10	90	112
Sub-Total "ii"	2	12	27	54	46	226	338
iii - Setting a North African M&E mechanism							
Preparing concept paper on sub-regional framework for action plan	2	12	0	0	3	12	27
Sub-Total "iii"	2	12	0	0	3	12	27
iv - Empowering N-AMCOW							
Appoint or reinforce dedicated staff	0	0	24	48	0		48
Upgrade operational facilities (hard and software)	0	0	0	0	52	0	52
Sub-Total "iv"	0	0	24	48	52	0	100
v - Raising Awareness							
Develop awareness action plan	1	6	3	6	0	0	12
Initiate awareness activities	0	0	6	12	18	36	66
Sub-Total "v"	1	6	9	18	18	36	78
Project Management	0	0	0	0	0	90	90
Grand Total for Year 1	10.5	63	81	162	389	524	1138

1) Monthly fees for International Consultant US\$ 6000

- 2) Monthly fees for National Consultant US\$ 2000
 3) Goods include equipment, computers, hardware and software, etc
 4) Others include cost of travel, copying, printing, toping salaries of national staf, etc

Table A3.2: Second Phase (Year 2)

Tasks	Consultants				Goods (€ x1000	Others (€ x1000	Total Cost (€ x1000
	International		Local				
	m/m	€ x1000	m/m	€ x1000			
i - Improved country-owned M&E System							
Establishing/upgrading country data basis	1	6	12	24	30	30	90
Verifying targets and goals.	1	6	6	12		2	20
Establishing and operating M&E systems	3	18	18	36	120	180	354
Sub-Total "i"	5	30	36	72	150	212	464
ii - Assessment the status of existing M&E system							
Reporting on the status of MDGs and IWRM.	0	0	12	24	0	0	24
Issuing MDGs progress reports.	2	12	6	12	0	6	30
Sub-Total "ii"	2	12	18	36	0	6	54
iii - Setting a North African M&E mechanism							
Preparing sub-regional action plan and support to develop national plans	2	12	12	24	0	6	42
Implementing regional and global M&E arrangements for M&E.	0	0	12	24	18	36	78
Sub-Total "iii"	2	12	24	48	0	42	102
iv - Empowering N-AMCOW							
Sharing knowledge of M&E systems.	0	0	0	0	36	50	86
Developing and testing coordination mechanisms	2	12	12	24	0	0	36
Sub-Total "iv"	2	12	12	24	36	50	122
v - Raising Awareness							
Production of awareness tools and material	0	0	18	36	0	0	36
Training and dissemination of knowledge and information	2	12	12	24	36	42	114
Sub-Total "v"	2	12	30	60	36	42	150
Project Management	0	0	0	0	0	90	90
Grand Total for Year 2	13	78	120	240	222	442	982

Table A3.3: Phase 3 (Third Year)

Task	Consultants				Goods ³⁾ (€ x1000	Others ⁴⁾ (€ x1000	Total Cost (€ x1000
	International ¹⁾		Local ²⁾				
	m/m	€ x1000	m/m	€ x1000			
i - Improved country-owned M&E System							
Review the state of M&E systems.	3	18	6	12	0	0	30
Peer review of reporting quality	3	18			0	0	18
Operating the national M&E platform	0	0	6	12	0	18	30
Reporting on achieved MDG's.			9	18	6	6	30
Preparing/updating national IWRM strategies and plans	6	36	12	24	12	120	192
Sub-Total "i"	12	72	33	66	18	144	300
iii - Setting a North African M&E mechanism							
Aggregating data in subregional data base.	3	18	0	0	0	12	30
Reporting on the regional action plan	3	18	0	~	0	12	30
Sub-Total "iii"	6	36	0	0	0	24	60
iv - Empowering N-AMCOW							
Operational functions	0	0	0	0	0	15	15
Sub-Total "iv"	0	0	0	0	0	15	15
v - Raising Awareness							
Training and dissemination of knowledge and information	0	0	6	18	36	90	144
Review effectiveness of awareness program.	0	0	0	0	0	0	
Sub-Total "v"	0	0	6	18	36	90	144
Project Management	0	0	0	0	0	90	90
Final Workshop	1	6	0	0	18	96	120
Grand Total for Year 1	114	114	39	84	72	459	729

Table A3.4: Disbursement Schedule

Output	Cost per Output (€x 1000			Total cost (€ x1000	Source	Percent (%)
	First Year	Second Year	Third Year			
Project launch	100	-	-	100	AWF	100
Improved country-owned M&E System	405	464	300	1169	AWF	100
Assessment the status of existing M&E system	338	54	-	392	AWF	100
Setting a North African M&E mechanism	27	102	60	189	AWF	100
Empowering N-AMCOW	100	122	15	237	AWF	100
Raising Awareness	78	150	144	372	AWF	100
Final Workshop		-	120	120	AWF	100
Project management	90	90	90	270	AWF	100
Contingencies				281	AWF	100
Total Cost	1138	982	729	3130	AWF	100

Table A3.5 Procurement Plan

Type of Services and Supplies	Cost (€ x1000)				Source	Percent (%)
	First Year	Second Year	Third Year	Total		
International consultants	63	78	114	255	AWF	100
Local Consultants	162	240	84	486	AWF	100
Goods (equipment, hardware, and soft ware, etc)	389	222	72	683	AWF	100
Others (typing, printing, copying, office supplies, surveys, toping-up salaries, local travel, etc)	524	442	459	1425	AWF	100
Total	1138	982	729	2849	AWF	100