

Climate Resilient Eastern African Transboundary Water Management (CREATES) 2024-2028

<p>Key results:</p> <ul style="list-style-type: none"> - Institutions responsible for TWM ensured improved mandate delivery, technical and governance assistance, political dialogue, sufficient capacity, resource mobilisation, and conflict prevention. - Climate-resilient transboundary water infrastructure combined with nature-based solutions lead to inclusive and sustainable water management in targeted geographies. - Water agencies, River Basin Organisations (RBOs) and regional bodies conduct climate-resilient water resources management based on improved technical capacity. - Water agencies, RBOs and regional bodies adopt good practices and learning on climate-resilient water management from capacity building and exchange with peers within Eastern Africa and Horn of Africa and the wider TEI-TWM initiative. <p>Justification for support:</p> <ul style="list-style-type: none"> - Climate change manifests itself through changes in the water cycle, and adaptation to a warmer climate with water scarcity and unpredictable precipitation is increasingly important. Effective transboundary water resources management is crucial to ensure equitable access and mitigate conflicts over access to the resource. - The project supports the objectives of <i>The World We Share</i> of preventing poverty, inequality, conflict and displacement, and the intention to combat the negative effects of climate change in the poorest countries. - The project takes place in Africa in line with Danish priorities and includes options for links and synergies with existing bilateral cooperation engagements and other donors, e.g. EU. <p>Major risks and challenges:</p> <p>Major risks are around the nature and pace of institutional changes needed, related to changes in political stances as well as conflict and security issues in the target transboundary basins in the Horn of Africa. They could also be unforeseen emergencies, partner performance and attitudes. The identified risks will be mitigated in various ways cf. the risk management chapter and annex.</p>	File No.	2023-3705						
	Country	Eastern Africa / Horn of Africa)						
	Responsible Unit	Green Diplomacy and Climate (GDK)						
	Sector	Water, climate change adaptation						
	Partner	IUCN, UNEP-DHI Centre						
		<i>DKK million</i>	2024	2025	2026	2027	2028	Total
	Commitment (TBC)	50	50	100	50	50	300	
	Projected disbursement	30	60	90	90	30	300	
	Duration	5 years, 2024-2028						
	Previous grants	IUCN and UNEP-DHI are both existing Danida partners						
	Finance Act code	FFL24: §06.34.01.40						
	Head of unit	Karin Poulsen						
	Desk officer	Henning Nørh						
	Reviewed by CFO	Jacob Strange-Thomsen						
Relevant SDGs								
								
No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation			
								
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption			
								
Climate Action	Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals				

Objectives

Increased water security, regional stability, enhanced resilience and peaceful development in the Eastern Africa and the Horn of Africa through adaptive transboundary water governance.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 50% or 100%	100 %			100 %
Total green budget (DKK)	300.000.000	-	-	300.000.000

Justification for choice of partner:

IUCN is selected as the main project partner based on its 10 years of experience with the BRIDGE (Building River Dialogue), promoting transboundary water governance and building adaptive capacities of stakeholders including River Basin Organisations and Regional Economic Commissions. IUCN is a globally recognised leader in this area and at the forefront of defining and implementing nature-based solutions (NbS) in water programmes UNEP-DHI as the secondary partner is strong on data and knowledge management in water and environment.

Summary:

The project aims at increased water security, regional stability, enhanced resilience and peaceful development in Eastern Africa and the Horn of Africa through adaptive transboundary water governance and NbS. The project is part of the EU Team Europe Initiative on Transboundary Water Management in Africa (TEI-TWM) and will furthermore have strong links and synergies to Danish bilateral initiatives in the region.

Draft budget

Outcome 1 - Supporting institutions delivering transboundary water management	53.730.000
Outcome 2 - Investing in climate-resilient transboundary water infrastructure	124.790.000
Outcome 3 - Empowering capacity through expanding and deepening diverse skillsets for TWM.	50.510.000
Outcome 4 - Good practice and learning on climate-resilient water management from capacity building and exchange	25.570.000
Project management (incl. mid-term review and audit)	10.125.000
Secondments	15.650.000
Overhead (7 pct.)	19.625.000
Total	300.000.000

Project Document

Team Europe Initiative on Transboundary Water Management (TEI – TWM)

Working Project title

**Climate Resilient Eastern African Transboundary Water Management (CREATES)
2024-2028**

Draft project document for the Programme Committee

Ministry of Foreign Affairs of Denmark

November 2023

2023-3705

List of Acronyms and Abbreviations

AFD	French Agency for Development Cooperation
AGWA	Alliance on Global Water Adaptation
AMCOW	African Minister's Council on Water
ANBO	African Network of Basin Organisations
AU / AUC	African Union / African Union Commission
BOAD	Benefit Opportunity Assessment Dialogue
BRIDGE	Building River Dialogue and Governance programme,
CSO	Civil Society Organisation
CBO	Community Based Organisation
CREATES	The Danish Climate Resilient Eastern African Transboundary Water Management Project
DSS	Decision support systems
ESARO	IUCNs Eastern and Southern African Regional Office
GAFA	Groundwater Access Facility
GEF	Global Environment Facility
GIZ	German International Cooperation Agency
IGAD	Intergovernmental Authority on Development
INTPA	EU Department for International Partnerships
IUCN	International Union for the Conservation of Nature
IWRM	Integrated Water Resource Management
LNOB	Leave No One Behind
LVBC	Lake Victoria Basin Commission
MoEWR	Ministry of Energy and Water Resource in Somalia
MoWE	Ministry of Water and Energy in Ethiopia
MOWSI	The Ministry of Water, Sanitation and Irrigation in Kenya
NBI	Nile Basin Initiative
NbS	Nature-based Solutions
NELSAP	Nile Equatorial Lakes Subsidiary Action Programme
PAP	Process Action Plan
RBO	River Basin Organisation
REC	Regional Economic Commission
SDG	Sustainable Development Goal
SPA	Strategic Partnership Agreement
TEI	Team Europe Initiative
TWM	Transboundary Water Management
UNEP-DHI	UNEP-DHI Centre for Water and Environment
WASSMO	Water and Sanitation Sector Monitoring and Reporting System
WEFE	Water-Energy-Food-Ecosystem Nexus
WSCU	IGAD Water Sector Coordination Unit

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1 Introduction

The EU Commission's INTPA launched the Team Europe Initiative (TEI) on Transboundary Water Management (TWM) in Africa in 2023 with the aim to enhance TWM to support development and regional integration. The TEI-TWM promotes increased water security, supports regional stability and enhances the resilience and peaceful development of the Continent. It provides a framework for coordinated action between EU Member States and EU institutions, including the European Investment Bank (EIB), with the African Union Commission (AUC) and its Member States, the African Ministers' Council on Water (AMCOW), the African Network of Basin Organisations (ANBO), and African Regional Economic Communities (RECs). Denmark and seven EU member states¹ are part of this initiative and Denmark has pledged DKK 300 million in the period of 2024-2028 to the TEI-TWM.

This draft document outlines the Danish support to the TEI-TWM through a project named Climate Resilient Eastern African Transboundary Water Management (CREATES).

The project supports SDG 13 on climate action, SDG 15 (Life on Land) through improvement of water-based ecosystems and thereby also contributing to SDG 6 on water through achieving Target 6.5: Implementing integrated water resources management and transboundary cooperation by 2030. The project is in line with the UN Environment Programmes (UNEP's) mandate for supporting countries to achieve indicators 6.5.1 on integrated water resources management, 6.6.1 on freshwater ecosystems, and 6.3.2 on ambient water quality. Agreements between countries sharing transboundary water resources often constitute the main governing apparatus in the use, development, and management of shared water resources.² The project also contributes to SDG 1 to end poverty in all its forms. The impact on SDG 1 is envisaged to happen in and around the identified five transboundary river basins where the project will invest. It is envisaged that the project will contribute to

- target 1.4 *By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance and*
- target 1.5 *By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disaster.*

2 Context, strategic considerations, rationale and justification

2.1 The Development Problem Addressed

Water resources are highly impacted by climate change through heavier rainfall, more frequent and serious flooding, more and longer droughts. Water resources in Africa are already under serious stress related to increasing **demand due to population growth and overexploitation** and unsustainable use of both **surface and groundwater** water resources. It is a major source of conflict in many African countries, particularly in Eastern Africa and the Horn of Africa. Already by 2005, the total population in Africa living under mean annual water stress conditions was estimated at 174 million³ and has only increased since then. It is most likely that water stress will be a contributing factor to **increased displacement** of people in Africa. **Failure to achieve SDG 6 on water and sanitation will have serious consequences for achievement of many other dependent SDGs** e.g., SDG 1: Ending poverty. Water resource management is becoming an increasingly critical factor including for adapting to climate change. Adaptation to climate change demands a comprehensive approach that integrates water management strategies. Essentially, **without improved water resources management, effective climate change adaptation cannot take place.**

¹ Austria, Belgium, Germany, France, Sweden, the Czech Republic, and Latvia

² Summary Progress Update 2021: SDG 6 — water and sanitation for all

³ Charles J. Vorösmarty, Ellen M. Douglas, Pamela A. Green and Carmen Revenga (2005): Geospatial Indicators of Emerging Water Stress: An Application to Africa. *Ambio* Vol. 34, No. 3, May 2005 (https://faculty.umb.edu/ellen.douglas/files/Vorosmarty_et_al_2005_AMBIO.pdf)

Poor governance and limited institutional capacity in many countries hinder effective water management.

Inadequate policies, mismanagement, and insufficient investment in water infrastructure result in inefficient allocation and utilization of water resources. The water resources challenges are tough enough to manage in a national setting, but when water crosses national boundaries, it adds a layer of complexity to the challenges. Water issues often require trade-offs and/or compensations between upstream and downstream users, but where transboundary waters exist, institutions and instruments are often lacking in Africa.

Well-functioning institutions to support TWM are critical for cooperative, adaptive management which can contribute to healthy and balanced ecosystems safeguarding freshwater and the livelihoods for those who depend on them.

Major water infrastructure throughout the Continent (i.e. reservoirs, dams, natural wetlands etc.) developed to traditionally manage and store water are at risk from the impacts of climate change. As the frequency and intensity of extreme water-related events increase, risks of infrastructure breakdown and collapse increase. Yet, the more frequent and intense dry periods also lead to concerns for the availability of water supplies that flow through infrastructure. Often, large-scale infrastructure development projects on the upper reaches of a river affect negatively water availability further downstream, making a case for upstream water conservation to protect the entire system.

Cooperation among countries in the management of transboundary waters is an essential building block of international security and regional stability.

At the same time, water management is very much a local activity, carried out at the scale of a basin or sub-basin. Dependable water sources are intrinsic to the health, food security and economic opportunities needed for households and communities and national to develop. Efforts to strengthen water governance tend to focus on either local, national or transboundary levels separately from one another.

Strengthening water governance capacity with a view across multiple levels allows the dots to be **joined between high-level agreements and local-level ones in a dynamic process.** In essence, TWM is a crucial tool for enhancing resilience, reducing vulnerabilities, and fostering regional cooperation in the face of climate change.

2.2 The Danish Climate Resilient Eastern African Transboundary Water Management (CREATES) – Main Issues Supported

The CREATES project follows the overall logic of the TEI-TWM and fulfils the minimum set of criteria for the action, having its own thematic contribution in relation to Danish strategies and expertise⁴. Actions are required to meet at least one of the strategic objectives of the TEI and contribute to the impact of the TEI “to enhance TWM to support development and regional integration and achieve water security in Africa”. DG INTPA has indicated that the Danish project meets the minimum criteria and will therefore be part of the secretariat’s overview and coordination efforts with other TEI TWM partners.

The main project focus will be on strengthening capacities to adapt TWM to climate change, i.e., enhancing capacities to cooperatively deal with the uncertainties of availability and quality of water resources and their increasing variability due to climate change as well as promoting peace and stability through dealing with conflicts over water. The project will present the countries involved with opportunities to build climate resilience and apply NbS effectively and efficiently. Capacities will extend to sustainability of institutions, particularly river basin organisations (RBOs) and regional economic communities (RECs) or other regional bodies with oversight of TWM.

A summary of the main issues to be supported by the CREATES project is as follows:

- **Strengthening the overall capacity of key national, transboundary and regional bodies in Eastern Africa and the Horn of Africa** to cooperate and negotiate on TWM (surface and groundwater) and improve overall governance. Based on dialogues to establish specific needs and opportunities to support, a range of activities will be employed to build and strengthen existing capacities as needed. Examples of support include, but are not limited to, the enabling environment (e.g., policies, laws and plans), institutions and participation (e.g., organizations, stakeholder engagement and gender considerations), management tools (e.g. establishment of baselines and scenarios, strengthening existing or establishing new early warning and decisions support systems), and financing (e.g. budgeting, revenue generation and financing). The

⁴ Team Europe Initiative on Transboundary Water Management in Africa – A support to development and regional integration, The EU Commission

Water and Sanitation Sector Monitoring and Reporting System (WASSMO) is one of AMCOW's flagship products. CREATES proposes to support AMCOW in further developing, strengthening and applying WASSMO.

- **Integrating climate resilience thinking with new critical small- and large scale transboundary infrastructure development.** With increasing climate impacts, it is widely acknowledged that water-related infrastructure is not being wisely managed, and often not properly maintained. Therefore, the project will demonstrate how to make such investments climate-resilient with the aim to influence the next generation of new water-related infrastructure investments, to take on “green” aspects alongside traditional grey infrastructure, and to optimize use and operation of existing water infrastructure.
- **Providing “on the ground” solutions for integrated nature-based solutions (NbS)** updating methods and approaches towards planning such investments, towards more climate resilient approaches that provide benefits at basin scale. Within the scope of planning large-scale infrastructure, the project will make the case in specific situations for combining (NbS) alongside traditional infrastructure solutions. The benefits of NbS in water management are well established, and momentum is gathering for wider adoption. Nevertheless, many water resources managers and decision makers are still reluctant for varied reasons, despite there being multiple examples of good practices around the World.

The approach of the project to deal with the above main issues are **bringing together, empower and mobilise stakeholders, including particularly vulnerable groups, marginalised ethnic groups, women and youth** to improve cooperative water management practices, alongside promoting climate resilient infrastructure and NbS that work in the face of climate impacts. The project will ensure transparency and accountability working at multi-level scales, from communities to municipalities, to local and national government and regional organisations. The project will follow the principles of **do no harm and will focus on creating opportunities between stakeholder groups and sectors, and support peace building actions.** Bringing stakeholders together on the basis of water and climate risk realities, data analysis (e.g. looking at drought risk, flooding frequency and intensity) and stakeholder knowledge will support the development of a joint understanding of complex water resources systems and processes that drive impacts, and collectively plan for solutions, considering both surface- and groundwater resources. By looking at existing transboundary agreements, the project will support the efforts needed to implement and update them to integrate best practices for TWM. The project is implemented over a five-year period where predictable funding is assured. Over the course of implementation financial sustainability will be built into the operations of institutions dealing with TWM which should contribute to more sustainable funding over time. As such the above is in line with the **principles of locally led adaptation.**

2.3 Main partners, actors and key stakeholders

The two main partners to implement the CREATES project are the **International Union for Conservation of Nature (IUCN)** and the **UNEP-DHI Centre on Water and Environment (UNEP-DHI Centre)**. They have extensive experience working with key regional, national, transboundary and local actors in Eastern Africa and the Horn of Africa on a wide range of climate-related water and environment issues. The two partners also have experience from joint implementation of TWM, particularly on the Transboundary Waters Assessment Programme (TWAP), funded by GEF. Where IUCN brings its transboundary governance and its convening power, and broad network of experts and members, UNEP-DHI Centre brings extensive technical experience in modelling approaches and early warning systems to improve water resources management. Both partners have agreements with the Danish Ministry of Foreign Affairs and experience implementing projects under Danida. Presently, IUCN has a Strategic Partnership Agreement (SPA) since 2020 of DKK 20 million per year while UNEP-DHI is currently implementing the ‘Climate Action in the 2030 Agenda through Sustainable Water Management’ Programme, 2022-26, with support from Danida of DKK 60 million.

To streamline project execution IUCN will be the contract holder and will acquire the services of the UNEP-DHI Centre as a not-for-profit technical support partner. Additional regional and national partners will be contracted through separate implementing partner agreements or openly procured through service contracts.

The International Union for Conservation of Nature

IUCN's reach is global, vast, and diverse, with presence in +160 countries and uniting +1.400 members consisting of states, government agencies, national and international civil society organizations, indigenous peoples' organizations, and 17,000 independent experts. IUCN's mission is – “to influence and assist societies to conserve nature, and equitable and ecologically sustainable use of natural resources” It has a strong local presence with high credibility and context sensitivity, including in Denmark's priorities countries in Africa, making it a strong vehicle for creating impact on the ground and synergies between initiatives by different partners.

IUCN is headquartered in Gland, Switzerland, but has 11 regional offices of which the Eastern and Southern Africa Regional Office (ESARO) is placed in Nairobi, Kenya with country offices in Eastern Africa in Rwanda, Uganda and Tanzania. The BRIDGE project on building river dialogue and governance and other IUCN projects have through local IUCN staff worked and engaged extensively with the RBOs and RECs in the region. IUCN has also been involved in the facilitation of the process for negotiation of the IGAD Shared Water Resources Protocol, which eventually slowed down due to Ethiopia's disengagement.

IUCN has been undergoing a transformation in recent years. IUCN is in the process of shifting its modus operandi from execution of individual projects by the Secretariat to an at-scale and programmatic implementation model whereby the Secretariat offers quality assurance, safeguards and implementation oversight and “on-the-ground” execution is delegated to IUCN members and partners.

IUCN has increased its internal scrutiny on alignment of potential projects and initiatives to IUCN's programmatic outcomes, its rigour in accountability for delivery against an institutional results framework and has more demanding requirements on internal project proponents that they systematise and proactively managed for key safeguards, including gender mainstreaming, respect for the integrity of indigenous people's territories and application of free, prior and informed consent. With around 800 staff (of which 150 are at headquarters), the organisation is largely perceived as well functioning.

IUCN is a recognised, experienced partner in TWM in Africa, in recent years particularly through the Building River Dialogue and Governance (BRIDGE) programme, which has been operational for over 12 years, and which is described further in Annex 2. IUCN has had several collaborations with other TWM actors, such as the United Nations Economic Commission for Europe (UNECE), UNEP-DHI, the German Agency for International Cooperation (GIZ), GEF and the Global Water Partnership (GWP).

UNEP-DHI Centre on Water and Environment

Established in 1996, and co-funded by Denmark since 2001, the UNEP-DHI Centre is a UNEP “centre of expertise”, dedicated to improving the management, development and use of freshwater resources. The UNEP-DHI Centre has been consistently recognized as providing high-value technical assistance based on world-leading expertise and technologies.

The policy and technical work of UNEP-DHI Centre is focussed on three inter-related and complementary areas:

1. Water Management Action: Supporting implementation of IWRM at all levels and assisting countries towards achievement of SDG 6 targets.
2. Climate Action: Building climate resilience in countries through design and implementation of advanced science-based tools for effective planning and management of floods, droughts, and water scarcity.
3. Environment Action: Policy advice, science-based assessments, and decision-support tools to protect and restore freshwater ecosystems, improve their management under changing conditions and combat water pollution from source to sea.

The Centre has attained global recognition for its work in promoting sustainable water resources management and supporting the water-related SDGs. The comparative advantage of the Centre is its ability to combine UNEP's mandate with world-leading knowledge and technology to help address climate and water-related issues. The UNEP-DHI Centre has regional experience from all-over Africa having worked on supporting AMCOW, RBOs and national/regional organisations on TWM for cooperation, peace and resilience in Kenya, Ethiopia, Somalia, Uganda, Malawi and Tanzania.

Coordination with the TEI-TWM and EU member states

The CREATES project will be a highly networked project at continental, regional, national and local level. At the TEI-TWM level, the project will coordinate with other EU member states implementing similar programmes e.g. the AFD and GIZ project which have a similar size as well as other relevant programmes and initiatives in the region. The TEI secretariat will ensure that TEI actions comply with a minimum set of criteria. This includes that the programmes will meet at least one of the specific objectives (SOs) of the TEI and contribute to the impact of the TEI “to enhance TWM to support development and regional integration and achieve water security in Africa”. There is not significant overlap with interventions from other MS at the geographical level since both the AFD’s and GIZ’s programmes are focused either on other parts of the continent or are in synergy with what is proposed for the CREATES project. Liaison between the CREATES and the AFD’s TEI programmes can be realized by taking part in each other’s Advisory Boards, through joint workshops, webinars and regional training events, and in some locations by coordinating investment and infrastructure initiatives. Like CREATES, GIZ are also considering support to AMCOW with WASSMO, so discussions are underway to ensure alignment and exploit potential synergies. It is understood that the EU Action contributing to the TEI-TWM (“Blue Africa”) will strengthen the African architecture for TWM through support to AUC, AMCOW, ANBO, RLBOs and RECs.

Coordination with Regional Economic Commissions and other Bodies

The CREATES project will coordinate and work with and through a number of regional bodies and economic commissions. One of the key criteria will be the organisational geographic focus to the CREATES basins and Horn of Africa region and demonstrated capacity on the ground and/or politically. The most important regional bodies are expected to be:

- East African Community (EAC)
- Intergovernmental Authority on Development (IGAD)
- Nile Basin Authority (NBI)
- The African Ministers’ Council on Water (AMCOW)
- African Network of Basin Organisations (ANBO)
- The Nile Equatorial Lakes Subsidiary Action Programme (NELSAP)

The list is not exhaustive and not all the organisations proposed may end up being involved in the project.

Linkages with other programmes and partners

In various projects UNEP-DHI Centre and IUCN have worked with national authorities, typically water ministries, on application of water resources management tools for river basin management and related capacity building at national or local scale in Kenya, Malawi, Somalia, Tanzania and Uganda. CREATES will build on these experiences and partnerships and continue to strengthen technical capacities where relevant and possible.

At the country level, CREATES will work in close collaboration with in-country governmental and non-governmental partners, as well as with other development partners in the transboundary water space. IUCN staff based in Eastern Africa already have strong links with regional partners/organisations and partners at country level and will participate in government or development partner working groups for climate change planning processes e.g., with NDC and NAP processes.

Other collaboration opportunities include the World Bank’s programme “Groundwater for Resilience” that seeks to improve the information, management and use of groundwater resources in the Horn of Africa. This could be particularly relevant in relation to the interventions in the Jubba-Shabelle-Dheera basin in the Horn of Africa. Groundwater as a transboundary resource has traditionally received less focus but there are considerable groundwater resources in the Horn of Africa. CREATES will seek to collaborate with this program on relevant groundwater data access and sharing between the countries, and the use of this information to inform decision support processes and tools.

2.4 CREATES geographic focus

The geographic focus of the CREATES program is Eastern Africa and the Horn of Africa. There are clear synergies with Danish bilateral development support to several countries in the region, i.e., with Ethiopia, Tanzania, Kenya, Somalia and Uganda where Denmark currently has cooperation programmes, and in Rwanda where a representation office has recently been opened.

This region is highly vulnerable to climate change especially in the semi-arid and arid areas and faces major political challenges which are interlinked with regional economic, environmental and social challenges. Across the region, water resources are the confluence of many tensions between countries and stakeholder groups, and this can drive various forms of conflict. In turn, this has led to poor trust-building between countries, and limited investment in water-related institutions at the national and regional level. The limited capacity of regional organisations also makes it difficult for countries to better plan and prepare for regional threats such as the impacts of climate change, migration, security concerns and environmental degradation. Regional organisations suffer from a lack of ‘agency’, meaning low political support, limited technical capacity, challenges to fundraising and therefore the ability to mobilise resources for others such as RBOs. This leads to some institutions struggling to mobilise their mandates and this creates both a vacuum for TWM activities to actually take place, but also can lead to more powerful stakeholders and States taking advantage of this vacuum and exerting politicized power over TWM.

CREATES proposes to seize the need and opportunity to support regional organizations, basin agencies and other relevant organisations to improve mandate delivery, decision making, and financial sustainability through targeted support on TWM. Key to the success of this is improving coordination between organisations and complementary programming to enhance the role they can play in mobilizing financial capital to help the region build improved WRM and climate resilience. Solutions need to be a blend of technical, diplomatic, political, and financial. CREATES will provide:

- local Horn of Africa solutions combined with global TWM experience including small to medium scale climate adapted investments to build climate resilience, ecosystem restoration and contribute to prosperity,
- political analysis and cooperation through objective problem solving, empowerment, trust building and confidence setting to support peace and stability and mobilise local actions using experience that anchor the programme in the region,
- improvements in data collection, analysis and sharing of existing and new information to build new capacity in tools and information and in knowledge sharing and co-creation between agencies and States.
- improved coordination and diagnostics on regional transboundary waters to mobilise political leadership and improve transparency and informed and inclusive decision making.
- a learning environment that recognizes the need to build trust within and between institutions as a key step to move beyond ‘agreement’ and into dedicated and practical transboundary action.
- technical support, solutions and training, such as operationalizing and upscaling existing or introducing new systems for early warning, forecasting and decision support for both ground- and surface water, as appropriate and demand-driven,
- the opportunity to capitalize on existing mechanisms and processes but also look to change the vocabulary and narrative to focus on regional climate resilience, investment in institutional coordination and exchange to mobilise shared solutions,

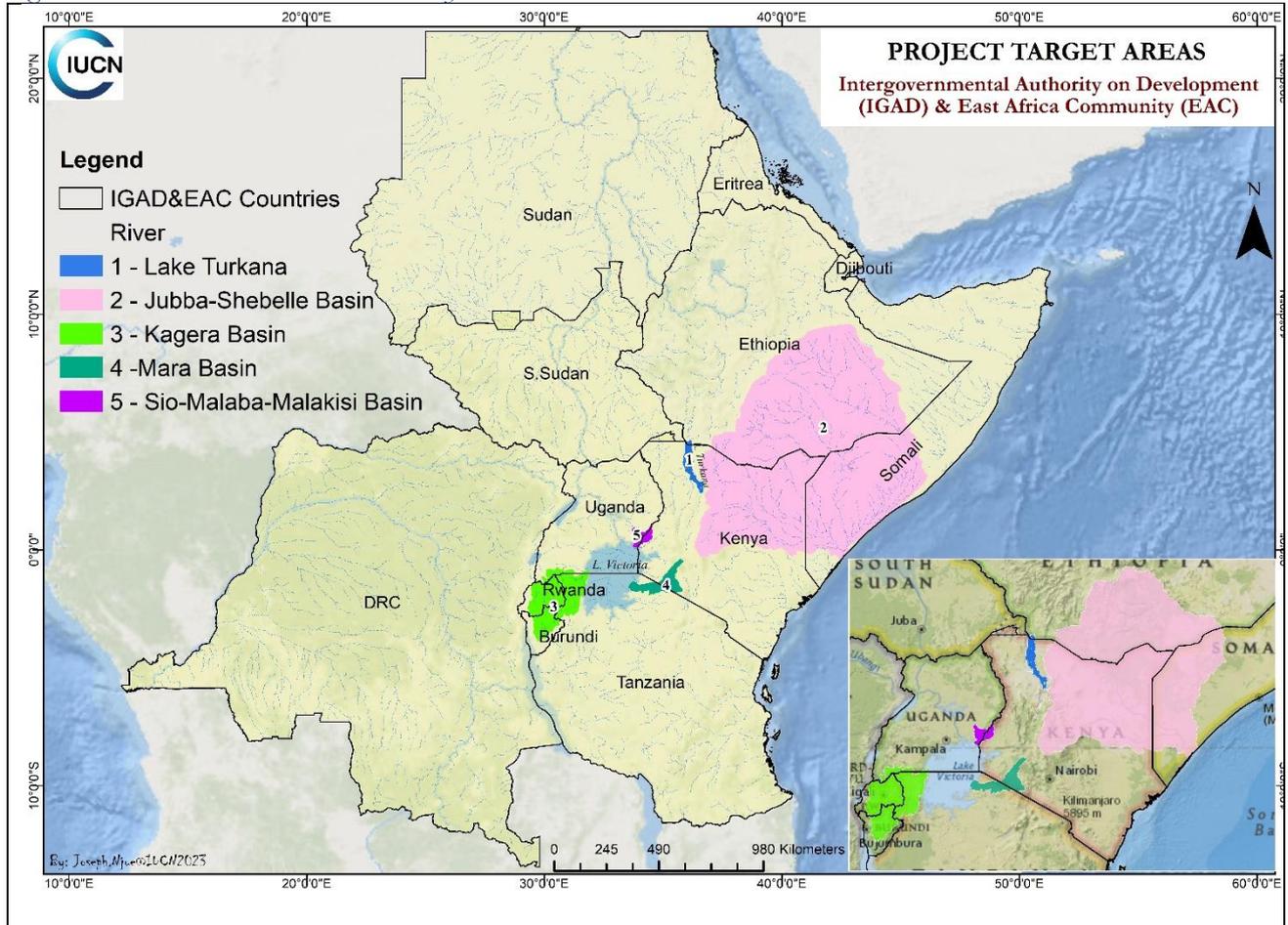
CREATES will focus on two geographic scales:

1. **Direct transboundary basin engagement:** a narrow set of focus transboundary basins building upon current activities and partnerships to deliver clear development impacts.
 - 1) **Sio-Malaba-Malakisi Basin (SMM):** Shared by Uganda and Kenya
 - 2) **Mara Basin:** Shared by Kenya and Tanzania
 - 3) **Kagera Basin:** Shared by Burundi, Rwanda, Tanzania, Uganda
 - 4) **Jubba-Shabelle Basin:** Shared by Ethiopia, Somalia and Kenya
 - 5) **Lake Turkana:** shared between Ethiopia and Kenya

2. **Regional engagement:** broader regional engagement with pan-African organizations, other basin organizations, regional economic commissions and political engagements to share experience, leverage resources, and mobilise countries and donors from the Horn of Africa and Eastern Africa and across the TEI-TWM continental programme (such as EAC, IGAD, AMCOW, AU, and basin organisations such as NELSAP).

The main basins to be supported within the Eastern/ Horn of Africa are illustrated in the Figure below.

Figure 2-1: *CREATES Transboundary Basins*



Programmatic Approach

Key to impact will be the correct sequencing of activities, initially working in basins where partners have ongoing projects on the ground. In some locations, a cross level approach may be required where there is no established transboundary authority but there is a demonstrated shared ambition to establish one.

The Jubba-Shabelle has no established basin authority. Providing transboundary assistance requires engaging with national authorities in Somalia, Kenya and Ethiopia. Efforts to bring national authorities to the table to discuss may require the assistance of regional bodies, and absorption capacity by the countries for the tasks and resources may also be limited and therefore require data analysis and exchange as foundational elements to build TWM capacity. In the SMM basin, CREATES will build on work carried out by IUCN with existing stakeholders and advance with investments on agreed projects.

During the inception phase, consultation with stakeholders will determine the specifics of basin level engagements. Plans will be prepared for project interventions in each basin based on existing capacities, country TWM commitments and ambitions, development challenges, basin ecosystem health and security. The inception phase will produce detailed intervention plans for each basin, with a trajectory for achieving the project objectives over the five years of implementation. Based on an assessment described in Annex 3, the project will engage with the

basins to ensure the practical sequencing of activities and will work with partners and other initiatives to build on what works to maximise impact.

2.5 Strategic framework – alignment and synergies

Several overarching policies and strategic considerations have been considered in the formulation of this project. This includes regional policies and regional water frameworks, such as those from IGAD and the EAC, and the latest focus on Water, Peace and Security, Increasing Water Availability, and Water Security for Food Security at the IGAD Expert Dialogue on Water Security in Nairobi on 11-12 September 2023.

The basins selected for the project align with Danish bilateral cooperation programmes through the use of the criteria for basin selection:

- Three of the basins include Kenya. CREATES aligns well with components of the Kenya Bilateral Programme 2021- 2026 where support is provided to the Water Sector Trust Fund (WSTF) with a grant of DKK 85m with significant activities on water management and water service provision in Turkana County, with potentially DKK 100m proposed for the WSFT in the proposed Finance Act 2024.
- CREATES aligns with Danish support to the Jubba–Shabelle–Dheera basin with components of both the Danish-Kenyan and Somalia bilateral development programmes. The upper part of the basin lies within activity areas of the Kenya Bilateral Programme, with proposed expansion into water resource management in the water towers of Mount Kenya, as an important source for the Juba-Shabelle–Dheera. Activities in the Juba-Shabelle–Dheera and Lake Turkana could also align with the new Kenya–Danish Sector Strategic Cooperation Water Project where IWRM, water towers, and water quality are under consideration. The new country programme for Somalia 2024 – 28 has a strong focus on climate change and green growth with strong emphasis on water management.
- New support in the Lake Turkana basin focused on “Inclusive Refugee Responses in Kenya, 2023-26” (DKK 150m) will support sustainable, inclusive and long-term approaches for refugees and host communities through strengthening resilience and self-reliance, including water resource management and water services.
- Denmark’s Embassy in Ethiopia provides support to IGAD under the regional Peace and Stabilisation Programme for the Horn of Africa. Water is not the focus for the support but there is likely to be a focus on early warning systems and links between climate information and peace and security.
- Experience from across Danish programmes on sand dams (Ethiopia), agroforestry (Ethiopia) and solar irrigation and micro-catchment planning in Northern Uganda could be incorporated into implementation of the CREATES project.

2.6 Brief outline of past results and lessons

The CREATES project builds upon many years of experience from IUCN and UNEP-DHI’s work globally on the two organisations knowledge of advancing NbS, but in particular in Africa on their experience with TWM.

- IUCN’s Building River Dialogue and Governance (BRIDGE) programme has worked on transboundary water governance since 2011. BRIDGE has successfully shown that multi-level approaches create strong vertical linkages between national and basin-level processes as an effective strategy to improve understanding, collaboration and coordination and improve institutional efficiencies. Multi-level and cross-sectoral dialogues have proven to catalyse stakeholder cooperation and build trust between institutions, civil society, and the private sector. In building these vertical linkages, BRIDGE has improved national level understanding of basin level realities and priorities, while creating drive and ownership of cooperation processes at basin level.
- UNEP-DHI has for many years focussed on shaping and promoting the concept of IWRM and pioneering its implementation, providing IWRM advice globally. This has paved the way for virtually global acknowledgement of IWRM as the paradigm for water management and for systematic IWRM progress monitoring from the MDGs to the SDGs, providing UNEP-DHI with the capacity to identify specific needs and priorities of countries and organisations. This has included the rising relevance of IWRM as a

climate change adaptation strategy and this has led to countries increasingly engaging in IWRM interventions and in IWRM being included in NAPs/NDC processes.

- UNEP-DHI brings the experience of a project portfolio in Africa that includes numerous operational DSS, including different combinations of early warning systems, river basin management and water resources information systems. Examples of such systems can be drawn from the Nile Basin, Lake Victoria, Malawi, the Zambezi River basin and others. Lessons learned include the notion that trustworthy and reliable data and proven tools for early warning and DSS are often important door-openers for transboundary collaboration. The more countries that know about each other's water resources and how they are linked, based on technical-level exchange and analysis of water data, the bigger is the chance that they will engage further in closer collaboration on TWM.
- UNEP-DHI assisted AMCOW in developing the WASSMO database tool to monitor and present progress on water sector development in Africa. AMCOW writes the following on their website about the impact of WASSMO: *“WASSMO has been crucial in monitoring and evaluating the progress of water and sanitation initiatives across the African continent. It serves as a vital tool for assessing the achievements and challenges faced by Member States in their pursuit of water and sanitation goals. Moreover, WASSMO fosters collaboration and cooperation among stakeholders, thereby promoting a unified approach to generating evidence-based data for address water and sanitation issues in Africa.”*

Relevant lessons learned through other projects and initiatives include:

- A review⁵ of lessons from Danish assistance on water access in Africa proposed recommendations for action on governance, cooperative arrangements and working with broad-based stakeholders, the need to understand water resource availability and catchment level assessment as important foundations to ensure long term sustainability in the face of increasing climate risk.
- On advancing NbS⁶: To overcome the complexity barrier preventing the full exploitation of NbS, UNEP and IUCN have learned that communication and unpacking the three key elements of the concept can be helpful; (i) the parts of nature (ecosystems) where actions take place or could be enhanced, (ii) the different ways of working with, using or managing nature, and (iii) the challenges serviced or purposes targeted. It is important to understand that NbS often address multiple objectives and utilise a combination of approaches and can be complementary to traditional (grey) infrastructure. Other lessons are that NbS can be cost-effective and offer a wider range of co-benefits; however, the benefits of NbS are often undervalued in one-dimensional assessments that only take into account one goal or one aspect of multifaceted challenges and solutions. NbS should not be pursued in isolation from wider approaches aimed at transformational change. For example, NbS for climate mitigation does not replace the need for rapid, deep and sustained reductions in GHG emissions, but can work as part of a holistic climate change strategy. Coordinating land and water management at the governance, policy and investment levels is key. Where countries have advanced on IWRM their ability to upscale the application of NbS increases.
- On DSS in the Nile basin⁷: The Nile Basin Decision-Support System (DSS) as a common analytical platform for the Nile River Basin. The DSS is a comprehensive analytical framework that integrates information management systems (database, GIS, data processing tools, etc.), water resources modelling systems and a number of different analytic tools (e.g. optimization, benefit-cost analysis, multi-criteria analysis). One of the key lessons learned from NBI's application of this framework is that it tends to function as more than just a 'tool'. Instead, it also operates as a means for standardizing practices (i.e. structured decision-making, water resources planning, scenario analyses).
- On the Horn of Africa⁸:

⁵ https://um.dk/en/danida/results/eval/eval_reports/access-to-water-in-africa

⁶ UNEP-DHI, UN Environment and IUCN (2018): Nature-Based Solutions for Water Management: A Primer.

⁷ GIZ (2015): Transboundary Water Law and Policy - Exchanging Experiences across African River Basin Organisations ([\(PDF\) Transboundary Water Law and Policy - Exchanging Experiences across African River Basin Organizations \(researchgate.net\)](#))

⁸ UNDP (2022): Lessons for effective cross-border programming ([Lessons for effective cross-border programming | United Nations Development Programme \(undp.org\)](#))

- "...a tailored and robust cooperation agreement with local implementing partners will mitigate several field implementation challenges such as access, transportation, heavy administrative operational rules and regulations."
- "Project governance structures and processes need to be as simplified and compartmentalized as possible, to encourage agility that accommodates unforeseen eventualities in the field such as unexpected challenges (natural disasters, conflicts, COVID-19 movement restrictions...), and in general the very likely requirement to manage the project remotely for long periods. In addition, borderlands development processes imply a higher number of stakeholders, and will likely have a joint nature in terms of implementing partnership. Very functional and agile governance and decision-making mechanisms are therefore crucial. An important success factor is to rely on and involve existing mechanisms, actors and frameworks; in the case of SECCCI and in the Horn of Africa, the role of IGAD is central."
- "The government engagement in high sensitivity border areas can change over the course of the project, and communities' participation can be hampered by many conflicting priorities. In general, the risk analysis and definition of mitigation measures are two exercises that need to be taken very seriously and constantly monitored and updated."
- "One general rule seems to be that given the added complexities of border areas and dynamics, compared to more central geographic areas, and given the complexity of managing cross-border projects from an operational standpoint, the project design, implementation strategies and project governance mechanisms should be as clear, agile, focused and as simple as possible."

2.7 Justification

The Danish strategy for development cooperation, *The World We Share*⁹ aims to contribute to reducing poverty, inequality, conflict and displacement, and to combat the negative effects of climate change in the poorest countries. The strategy emphasises that climate change and overexploitation of natural resources are some of the main constraints to poverty alleviation and sustainable development. Women, youth and vulnerable groups are often the ones who are most limited by these constraints but also have big potential for contribution to solutions. CREATES aims at strongly contributing to these objectives and will benefit from Danish experience on global climate action.¹⁵ *The World We Share* commits to support cooperation with countries and regions where the needs are greatest, including in places where it is hard to operate such as the Horn of Africa. NbS are emphasised in Denmark's development strategy as one of the key priority areas under the strategic pillar *The fight for nature, climate and environment*. CREATES will specifically focus on building climate resilience and mobilising NbS through on-the-ground interventions in transboundary river basins.

The CREATES project will specifically target on-the-ground actions in the core basins where climate change impacts are clear and land and water resources are degraded or highly competed over, including in areas of ongoing political instability. Improving the state of 'local environment' – where people live, earn their living, develop their social capital and networks and have families, is critical for poverty reduction and ensure security and safety can be maintained and stable society can exist. CREATES will contribute to the growing body of evidence that NbS are viable solutions to water management but also to climate change adaptation, mitigation, and biodiversity, and therefore help to build resilience through improving livelihood options, income generation, and diversification to help build the capacity of communities to cope with hydrological change.

CREATES will work at the crossroads of these very local, but also regional to global challenges. The project is based on the principle that demonstrations on the ground, combined with capacity and leadership development, technology and data access, are necessary foundations to support crucial cooperation across borders on water resources, and help build institutions in the development of policy for peaceful and resilient development.

Capacity building on tools like early warning systems for floods and droughts, strengthen existing or introduce new systems as well as DSS for water management, is crucial for addressing the multifaceted challenges posed by climate change. Such capacity building efforts can significantly contribute to climate change adaptation and resilience,

⁹ THE WORLD WE SHARE Denmark's Strategy for Development Cooperation, Ministry of Foreign Affairs of Denmark, Danida, 2021.

mitigate the displacement of people, and safeguard the livelihoods of vulnerable communities, which is well aligned with *The World We Share*.

3 Project Objectives and Intervention Strategy

The overarching objective of this development cooperation is “**Increased water security, regional stability, enhanced climate resilience and peaceful development of the Eastern African region through adaptive transboundary water governance**”.

3.1 Outcomes and outputs

The project objective will be achieved through four broad-based outcomes. The four outcomes and the outputs to achieve them are indicated in the boxes below:

Outcome 1: Enabling environment: Governance arrangements for TWM are improved and institutions deliver on mandates and operationalize policy and regulatory frameworks to ensure resource mobilisation, political dialogue and conflict prevention (Lead: IUCN)	
Output 1.1	Improved TW governance and decision-making mechanisms in the targeted geographies
Output 1.2	Increase cooperation, exchanges and arrangements on data sharing in and between TWM institutions in the target region.
Output 1.3	Benefit sharing processes among transboundary partners are established
Output 1.4	Additional resources to improve institutional delivery and sustainability mobilized

Outcome 2: Green investment and infrastructure Climate-resilient transboundary water infrastructure combined with NbS lead to inclusive and sustainable water management and improved livelihoods in targeted geographies. (Lead partner: IUCN)	
Output 2.1	Financial sustainability built into the operations of institutions dealing with TWM
Output 2.2	Basin and benefit accounting mechanisms established for activities that contribute to TWM including restoring of watersheds from across multiple-stakeholders and sectors for social and environmental benefits.
Output 2.3	NbS interventions implemented in accordance with basin and water security needs
Output 2.4	Reduced risks for investments in transboundary basins

Outcome 3: Decision support tools: Water agencies, RBOs and regional bodies conduct climate-resilient water resources management based on improved technical capacity (Lead partner: UNEP-DHI)	
Output 3.1	Improved data, monitoring and assessment systems and processes in place
Output 3.2	Availability of improved technical decision support tools
Output 3.3	Climate resilient and transboundary water resources technical capacities strengthened within national water authorities and institutions responsible for TWM
Output 3.4	Climate adaptive water management applied in development and economic decision making at national level

Outcome 4: Collaboration and capacity building: Water agencies, RBOs and regional bodies adopt good practices and learning on climate-resilient water management from capacity building and exchange with peers within Eastern Africa and Horn of Africa and the wider TEI-TWM. (Lead partner: UNEP-DHI)	
Output 4.1	Increased regional technical capacity and awareness on sustainable TWM approaches
Output 4.2	Improved hydro diplomacy and increased sharing of learning and experiences among RECs, Lake and Basin Management Organisations
Output 4.3	Achievement of continental and sub-regional water strategies , targets and goals facilitated
Output 4.4	Lessons learned and good practices shared at the regional, continental and global level

3.2 Cross-Cutting Priorities

The cross-cutting priorities on the human rights-based approach (HRBA), Leaving No-one Behind (LNOB), gender and youth are integrated into the project. The project will have an important role to play as mainstreaming gender considerations into IWRM.

- **Recognise gender-based differences in roles, responsibilities and contributions of men and women in project interventions.** The project will take into consideration gendered aspects of traditions, public and private spaces, education, community roles, power dynamics, tenure rights, and access to resources. Activities will be based on an understanding of how social and gender norms influence women's and men's economic performance and contributions as a basis to design gender-transformative approaches. The project will aim to remove barriers and create enabling conditions to build women's capacity for productive and sustainable use of water resources and, if necessary, adopt affirmative actions and proactive measures to ensure women and youth benefit from the project activities.
- **Promote meaningful participation and representation of women, youth** as well as groups which are particularly vulnerable to water scarcity and degradation of nature resources such as pastoralists in relevant local decision-making bodies, as well as in all decision-making processes associated with the project. As with any stakeholder engagement process, supporting women's effective participation requires an enabling environment, capacity building, and implementation of appropriate systems of engagement. To ensure women's involvement, special attention will be paid to ensuring that events take place at convenient times and locations, considering the use of local languages, including women and local technicians in the implementing team, working with women to develop their own indicators of progress, etc. The project will also make use of women's capacity as peace brokers and conflict managers.
- **Contribute to the advancement of youth through project interventions. Actively engage youth in all phases of project implementation, identifying priority actions to acknowledge, enhance, and mainstream youth engagement.** Support strengthening communication advocacy on youth engagement and support and engage existing youth community-based organisations (CBOs) and local civil society organisations (CSOs) to promote youth leadership and participation. IUCN currently runs a Youth Leadership Journey on Water as part of the Dutch Government Funded Valuing Water Initiative. The initiative currently has activities in Eswatini and India/Bangladesh in the Meghna River basin. The experience from this project will bring lessons into the CREATES team.
- **Adopt the collection of gender-disaggregated data.** Collection and analysis of sex-disaggregated data in the project design and implementation is crucial to facilitate gender analysis and gender-responsive monitoring and evaluation. This will reveal whether the project successfully addresses women's and men's different priorities and needs and whether the project has an impact on gender relations.
- **This project will contribute to the effective implementation of human rights in transboundary waters focusing on three priority areas: human right to water and sanitation, human right to participation and the human right to free, prior and informed consent.** The project implementers will guide and facilitate dialogue and negotiations to recognise the human right to water in water agreements

and promote its implementation through RBOs and national water institutions. Women's capacity in peace building and prevention of violent conflict will be applied where relevant.

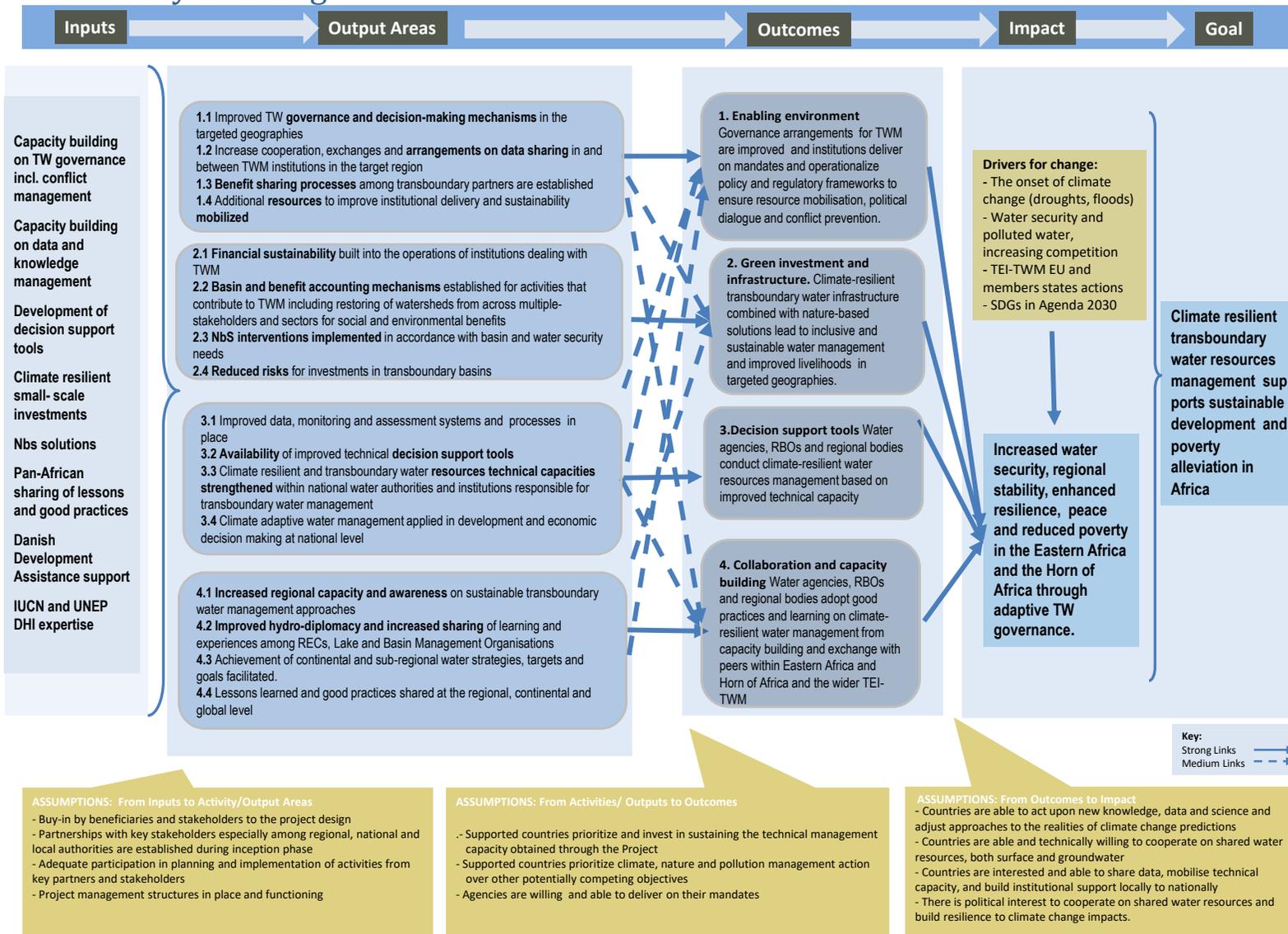
- **Ensure active and informed participation of different stakeholders**, in particular local communities in transboundary decision-making processes, ensuring the right to participation, access to information and access to justice of all relevant stakeholders to legitimise transboundary water processes. The project will promote the adoption of the right to free, prior and informed consent of vulnerable communities and particularly indigenous and local communities in the face of project activities and the development of water infrastructure, including dams that might have an impact on access to their territories, livelihoods and any potential displacement.

4 Key Project Assumptions

The Theory of change presented in chapter 5 is based on the following assumptions.

- **If** global learning from TWM is harnessed correctly and combined with local and national stakeholder interests to cooperate on water resource management, guided by a general call to action under the framework of the TEI-TWM, **then** dedicated actions on the ground combined with institutional strengthening, capacity building, political advocacy and governance support, improvements in cooperation on TWM can be expected.
- **If** improved understanding of the political and technical constraints to cooperation on water resources can be identified, **then** support and training can be tailored to stakeholder and agency needs.
- **If** the establishment and operation of multi-level water governance structures can be developed and improved, **then** understanding how best to give support can be delivered.
- **If** improvements in watershed management are made on-the-ground through dedicated interventions to a) improve local water security, b) build climate resilience through adapting to hydrological change and increased competition for water, and c) support access to water resources and protection of freshwater systems, **then** countries are more likely to adopt these practices at scale, and across policy areas, and better understand the benefits of cooperation between riparian states.
- **If** the combination of human, technical and institutional capacity improvements, together with on-the-ground activities, provides lessons, and larger-scale hydrological and climate processes are better understood and planned for, **then** national capacity for water resource management is likely to improve, creating more confident and empowered organizations able to engage in transboundary water resource management challenges with riparian neighbouring States.
- **If** States in the region mobilise to work together on collaborating on transboundary water challenges, **then** support will be needed from regional economic bodies and other continental and international organizations who can support countries in the political agreements needed to improve cooperation.

5 Theory of Change



6 Results Framework

For results-based management, learning and reporting purposes Denmark will base the actual support on progress attained in the implementation of the project as described in the documentation. Progress will be measured through IUCN’s monitoring framework (See chapter 8).

The Result framework for CREATES can be found below.

Project title	Climate Resilient Eastern African Transboundary Water Management (CREATES)
Project Objective	Increased water security, regional stability, enhanced resilience and peaceful development of the Eastern African region through adaptive transboundary water governance
Impact Indicator	Achievement of SDG Target 6.5 transboundary indicator on water management ¹⁰ in CREATES basin locations.
Baseline	2020 Baseline: 41% (the SDG monitoring regional average based on countries where the transboundary basins to be assessed in CREATES make up a significant proportion of their transboundary basin area) ¹¹
Target	2028 target: 50% (based on expected 2027 data collection)

Outcome 1: Institutions responsible for TWM ensure improved mandate delivery, technical¹² and governance assistance, political dialogue, sufficient capacity, resource mobilisation, and conflict prevention.		
Outcome indicator	Existence (#) and level of implementation of new or improved co-operation mechanisms (i.e. Charters, MoUs, joint plans, agreements, or similar) and/or ‘agencies’ for the management of water resources across water-related users and stakeholder levels in transboundary basins (surface and groundwater)	
Baseline	2024	Zero institutions supported by CREATES. [baseline to be confirmed in Year 1 following mapping and reviews – some basins do have mechanisms, but their functioning is not clear. Existing work will be built upon to define a clear baseline.] <i>Below result metrics are cumulative.</i>
Target	2025	#1 new or improved co-operation mechanism(s) between water users including States
Target	2026	#2 new or improved co-operation mechanism(s) between water users including States
Target	2027	#3 new or improved co-operation mechanism(s) between water users including States
Target	2028	#4 new or improved co-operation mechanism(s) between water users including States

Outcome 2: Climate-resilient transboundary water infrastructure combined with nature-based solutions lead to inclusive and sustainable water management in targeted geographies.		
Outcome indicator	Percentage of funding prepared / invested per year	
Baseline ¹³	2024	Zero investment in Nbs in the basins for sustainable and inclusive water security [baseline to be confirmed in Year 1 following mapping and reviews – some basins will have some relevant investments but need to be assessed relative to the IUCN Nbs Standard. <i>Below result metrics represent programmed funding per year.</i>
Target	2025	Climate-resilient transboundary water infrastructure is prepared / invested corresponding to 6% of allocation.

¹⁰ The SDG 6.5 transboundary indicator is calculated specifically for the purposes of this programme, although it draws on the SDG 6.5 indicators. The indicator is a simple average of: (a) Regional average of the transboundary-related national scores under SDG 6.5.1; and (b) regional average of the national SDG 6.5.2 scores. For (a) and (b), the regional average is based on those countries in the region in which the transboundary basins to be assessed in this programme make up a significant proportion of their transboundary basin area, namely: Ethiopia, Kenya, Somalia, Uganda. For each country, (a) is calculated based on scores to the four transboundary-level questions in the 6.5.1 survey: 1.2c (arrangements), 2.2e (organizational framework), 3.2d (data and information sharing), 4.2c (financing for transboundary cooperation).

¹¹ 2023 results will become available by end 2023

¹² “Technical” here is not the same as “technical” in objective/outcome 3 where we are focusing more on data and information to support discussions and decisions.

¹³ Existing work will be built upon to define a clear baseline including beneficiaries disaggregated by gender and age.

Target	2026	Climate-resilient transboundary water infrastructure is prepared / invested corresponding to 17% of allocation
Target	2027	Climate-resilient transboundary water infrastructure is prepared / invested corresponding to 47% of allocation
Target	2028	Climate-resilient transboundary water infrastructure is prepared / invested corresponding to 30% of allocation

Outcome 3: Water agencies, RBOs and regional bodies conduct climate-resilient water resources management based on improved technical capacity.		
Outcome indicator		Number of RBOs/ Water agencies, national authorities and regional bodies that cooperate and engage in decision-making processes based on water-related data collection, monitoring and analysis.
Baseline	2024	Zero RBOs/ Water agencies, national authorities and regional bodies assisted [baseline capacity - to be included following a baseline assessment in Year 1 – RBO capacity assessment on water-related data collection, decision making processes, regional systems for water-related data and sharing arrangements etc.] <i>Below result metrics are cumulative.</i>
Target	2025	1 RBOs/ Water agencies; national authority or regional body cooperate and engage in decision-making processes based on water-related data collection, monitoring and analysis.
Target	2026	4 RBOs/ Water agencies, national authorities or regional bodies body cooperate and engage in decision-making processes based on water-related data collection, monitoring and analysis.
Target	2027	5 RBOs/ Water agencies, national authorities or regional bodies cooperate and engage in decision-making processes based on water-related data collection, monitoring and analysis.
Target	2028	6 RBOs/ Water agencies, national authorities or regional bodies cooperate and engage in decision-making processes based on water-related data collection, monitoring and analysis.

Outcome 4: Water agencies, RBOs and regional bodies adopt good practices and learning on climate-resilient water management from capacity building and exchange with peers within Eastern Africa and Horn of Africa and the wider TEI-TWM (UNEP-DHI)		
Outcome indicators		Number of exchange and learning events conducted to promote TWM Numbers of technical and non-technical information and guidance products enhanced/developed, disseminated and used (e.g. WASSMO monitoring system for AMCOW, Transboundary Waters Data Portal, policy briefs and training courses) Number of new practices, guidelines, data set, etc integrated into conventional practices, guidelines, plan, MEL, strategies, legislation or other similar
Baseline	2024	Zero exchange and learning events conducted Zero technical and non-technical guidance products/tools developed, disseminated and used <i>Below result metrics are cumulative.</i>
Target	2025	2 exchange and learning events conducted (participants registered by gender and age) 2 guidance products with 100 users disaggregated by gender and age 2 practices and learning adopted
Target	2026	4 exchange and learning events conducted (participants registered by gender and age) 4 guidance products with 200 users disaggregated by gender and age 4 practices and learning adopted
Target	2027	6 exchange and learning events conducted (participants registered by gender and age) 6 guidance products with 300 users disaggregated by gender and age 6 practices and learning adopted
Target	2028	8 exchange and learning events conducted (participants registered by gender and age) 8 guidance products with 400 users disaggregated by gender and age 7 practices and learning adopted

7 Inputs / Budget

The overall budget is 300 million Danish kroner (DKK). The provisional outline for the budget is as follows:

Table 7.1: Overall budget

Budget line	(DKK)
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Outcome 1 (led by IUCN) - Supporting institutions delivering TWM	53.730.000
Outcome 2 (led by IUCN) – Investing in climate-resilient transboundary water infrastructure	124.790.000
Outcome 3 (led by UNEP-DHI) - Empowering capacity through expanding and deepening diverse skillsets for TWM.	50.510.000
Outcome 4 (led by UNEP-DHI) – Good practices and learning on climate-resilient water management from capacity building and exchange	25.570.000
Project Management (IUCN)	10.125.000
Secondments	15.650.000
Overheads (7% for IUCN and 7+1% for UNEP-DHI)	19.625.000
Total	300.000.000

The Danish grant will be spent solely on activities leading to the expected outputs and outcomes as agreed between the parties. The implementing partner is responsible for ensuring that the funds are spent in compliance with the agreement and with due consideration to economy, efficiency and effectiveness in achieving the results intended. IUCN may re-allocate between the outcomes 1 and 2, and UNEP-DHI between outcomes 3 and 4, within the overall budget up until maximum 10%. Any re-allocations will be presented and approved by the MFA. Any re-allocations to budget items for salaries and staff costs will also be approved by the MFA in advance.

8 Institutional and management arrangement

Overall institutional arrangement

This document is an annex to the Donor Agreement between the Danish Ministry of Foreign Affairs (MFA), Green Diplomacy and Climate Department and IUCN describing the management arrangements [to be prepared]. No contractual arrangements (e.g., payments, reporting, measures against fraud etc.) are included in this project documentation but agreed in the separate Donor Agreement.

Implementation arrangements

Due to the scale of the project and the geographically differentiated approach, not all beneficiaries and stakeholders of the project have been identified. Long term relationships exist between the project leads and regional and national agencies, but in new locations stakeholders have yet to be consulted. The following steps will be taken to kick-start implementation:

Inception phase:

1. Within the Core Focused Basins an inception phase of 9 months would consist of the following main activities:
 - Establishment of the overall CREATES Project Steering Committee
 - Assessment dialogue with beneficiaries and executing partners to establish detailed needs and priorities for assistance.
 - Establishment of MoU's/working arrangements with selected beneficiary organisations and executing partners
 - Detailed planning of interventions and work plans with each beneficiary organisation.

2. Within regional engagements. As both implementing partners already have established connections and relationships with the regional organizations, this level will follow the 9 months inception phase which will focus on:
 - Establishment of MoU's/working arrangements with selected beneficiary organisations and executing partners
 - Agreement and roll out of the secondees/advisors process with beneficiary partners
 - Detailed planning of interventions and work plans with each beneficiary organisation.

Implementation phase:

The implementation phase would focus on the following:

1. Design and development of water management tools and NbS, taking account of existing conditions.

2. Implementation of all project activities (working towards objectives 1-4), implementing tools and NbS while building capacity with beneficiary organisations.
3. Preparation of exit strategy, planning for sustainability of tools and infrastructure beyond the project.

The structure of project management will be as follows:

Project Oversight

A project Steering Committee will be established with representation from MFA including relevant Embassies, IUCN, UNEP-DHI and representatives from the main beneficiaries when they are identified. Terms of Reference will be developed for the Steering Committee during the inception phase. The Steering Committee will meet regularly to monitor progress, assess risks and determine mitigation strategies and guide project implementation.

Project Implementation

The two implementing partners IUCN and UNEP-DHI are responsible for the overall project delivery and coordination, task management, quality assurance, legal and procurement services, technical assistance, learning and communications, monitoring and evaluation, recruitment, financial management, disbursement and reporting. IUCN and UNEP-DHI will jointly coordinate the project and sub-contract to Executing Partners.

In some locations funding made available under CREATES will be coordinated with the activities of the pre-existing IUCN BRIDGE programme. BRIDGE works with several donors as part of its portfolio of transboundary basins. This complementary support will allow activities to be scaled-up and expanded in scope. IUCN currently has around 20 staff implementing transboundary water and governance projects based out of IUCN's various Regional and Country Offices, in addition to Headquarters (Switzerland) and the Environmental Law Centre in Bonn. For UNEP-DHI, the funds will supplement the pre-existing 'Climate Action in the 2030 Agenda through Sustainable Water Management' Programme. The management arrangements will align with the arrangements established for these two programmes, but with clear separate funding accountability.

To manage the project, it is suggested that at least 4 full-time staff will be hired: 3 of these positions will be hired by IUCN, one of which will act as the overall project manager (this would be an international staff, with suitable expertise in significant water programmes). The majority of these positions will be based in the geographic region of the project, with the potential situation that the international project manager might have a hybrid work location – for instance, partially based in Gland, Switzerland. One position will be hired by UNEP-DHI (deputy project manager).

It is important for the impact of the project that activities be carried out in close collaboration with beneficiary partners, executing partners and stakeholders. To maximise impact and efficiency, CREATES intends to hire and second advisers to work within relevant beneficiary partners depending on the geography in question (e.g., river basin organization, AMCOW Secretariat, or similar). A pool of resources is allocated to allow for 3-5 local/regional advisers to be hired for the majority of the project period.

Project Execution

Execution of the project will be through Executing Partners who will be responsible for executing activities on-the-ground across the different levels of scale and complexity, for example NbS interventions or peace building on the ground and political dialogue between States. This is dependent on their skills and capacities and contract for delivery from CREATES. They will also receive support from CREATES through an embedded adviser to work with the organization and operate as liaison with the CREATES project and other Executing Partners and to deliver a set of specific tasks agreed with the Beneficiary Partner.

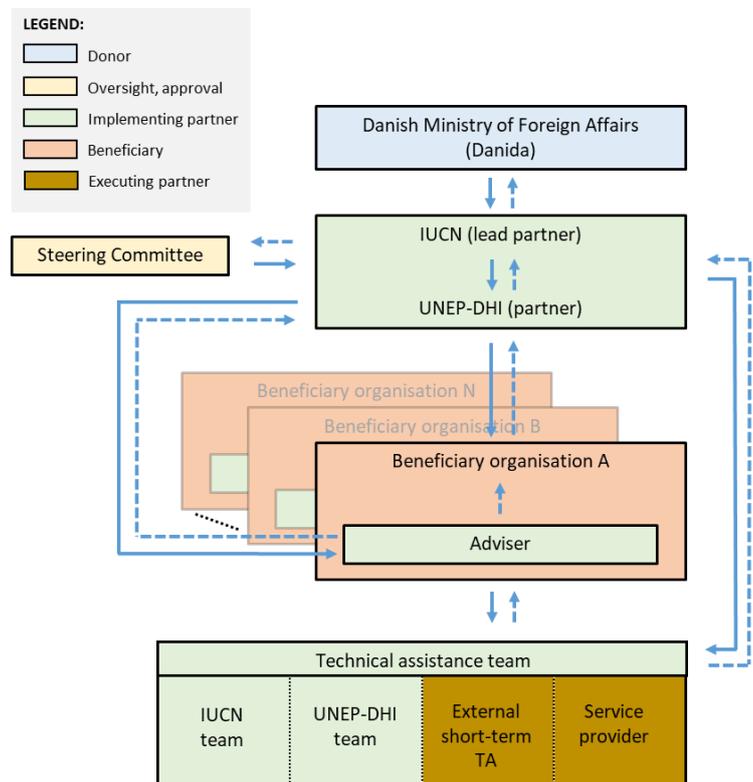
Technical Support

MoU's working arrangements with beneficiary partners will be established during the inception phase which will determine the exact number and geographical distribution of advisers. Supporting on a day-to-day basis the beneficiary partner in achieving the outcomes of the project, the advisers will draw on and coordinate expert inputs

and technical advice from IUCN and UNEP-DHI as appropriate. The bandwidth of IUCN's and UNEP-DHI's combined global resource pools makes it highly likely that the large majority of needs for technical assistance can be covered by in-house experts. Where this is not the case, external short-term technical assistance will be procured.

In addition to the advisers and other technical assistance, a pool of resources is allocated as grants to the beneficiary partners to cover reimbursable expenses for workshops, meetings, purchase of equipment, printing and distribution of publications, etc. directly attributable the implementation of activities under the project to be specified case-by-case. The implementation arrangement is shown in Figure 2.

Figure 2 Implementation arrangements



Monitoring, Evaluation and Learning

IUCN will be responsible for overseeing the monitoring progress against the project outputs and outcomes. IUCN will ensure the quality of interventions against defined processes based on the design of the project, implementation work plans and effectiveness using dedicated MEL capacity. Monitoring will be done on a country/basin-by-country/basin basis, with results collated at the regional level. Each

Beneficiary Partner and Executing Partner will, guided by the Implementing Partners, develop a workplan with outputs and activities with corresponding indicators and targets aligned to the project results framework. Country reporting will be delivered against the overarching results framework, with quality assurance of the data collected (and reports produced) undertaken by a dedicated Monitoring, Evaluation and Learning (MEL) officer.

As the project is complex in dealing with execution on-the-ground, and the political level of engagement between stakeholders and State on transboundary waters, outcome harvesting will be applied due to the unpredictable nature of some aspects of TWM. In complex environments where cause and effect cannot be easily correlated, and therefore project intervention attribution is difficult, **outcome harvesting** can demonstrate over time how behaviours change through collecting evidence of the change. This means focusing on effectiveness of interventions, and less on their efficiency to achieve a target. By focusing on outcomes from the project, and less on the specific activities used, this can lead to valuable learning as to what actually works in practice rather than pre-determined activities. In TWM that is subject to many influences it is key to focus on the overall change needed, and not always the specific methods to get there.

CREATES will have two forms of independent review processes:

1. A Mid-Term Review (MTR) will be commissioned after month 28 of starting to ensure results are available by month 30. The purpose of the MTR is to provide suggestions to the Implementing Partners on any corrections and project adjustments that can be made to assist in accelerating impact and to make suggestions on any structural adjustments due to project design limitations. This will be important given the political nature of the project working on transboundary waters and will be useful to re-assess the risks to understand if changes are needed in implementation due to changes in the security situation.
2. A Final Evaluation of the project will be undertaken to inform the Implementing Partners and MFA. The Department for Green Diplomacy and Climate, MFA, shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project.

Anti-corruption

Denmark will rely on IUCN's risk management system to address anti-corruption; however, Denmark will apply a zero-tolerance to cases of corruption or fraud. IUCN's corruption management is covered by the IUCN Anti-fraud

policy and the IUCN Code of Conduct and Professional Ethics. A summary of cases of misconduct and investigations is shared with partners annually. Fraud cases that directly involving the use of funds are communicated once substantiated. <https://www.iucn.org/about/programme-work-and-reporting/accountability-and-values>.

Financial management, planning and reporting

Financial organisation at IUCN

IUCN has been institutionally re-organised in 2022, and the thematic programmes were split into four main centres. Water finds itself under the Centre for Society and Governance.

Disbursements and procurement

For accountability reasons, IUCN has outlined its full procedures and processes on procurement and disbursement on its website, accessible to all.

IUCN’s procurement policies and tendering notices are displayed here: [IUCN Procurement](#).

The broader set of IUCN’s policies and procedures can be found here: [Values, policies and procedures | IUCN](#)

Further information on IUCN’s project accountability, including our open data portal can be found here: [Project accountability | IUCN](#)

Financial reporting, auditing and accounting

In the following table a outline of frequency and timing of financial reporting, auditing and accounting is suggested:

Report	Deadline/frequency
Inception report	After 9 months
Financial and concise narrative progress report	Quarterly
Financial and comprehensive narrative progress report	Annually (no later than 30 June in following year)
Completion report (narrative)	1 month after end of Project
Final financial report (audited)	3 months after end of Project

9 Risk Management

The main macro-level risks associated with this project can be divided into contextual, project, and institutional categories. Likely risks with notable impacts are the ones that require special attention, which in some cases may serve to influence project design and implementation. As the project will operate in some countries considered fragile, and some are conflict-affected and vulnerable to climate change there are several risks related to political economy issues, insecurity and conflict and climate induced disasters. There are also risks related to the changing political priorities of governments, overstretching of staff, capacity limitations, etc, and in Eastern Africa, political instability and macroeconomic imbalances can present particular risks. The main broad types of risks CREATES will likely face are the following:

- risks around the nature and pace of institutional changes,
- risks related to changes in political stances and political will around cooperation, often affected by other broader political engagements and relationships,
- risks related to conflict and security issues,
- risks related to unforeseen emergencies such as natural disasters, public health crises, and security concerns;
- risks related to partner performance, attitudes, and unknown connections to stakeholders that can undermine processes CREATES will support or instigate.

During the Inception Phase the project will develop a mechanism and measures to reduce the impact of risks to an acceptable level. The project will specifically recruit a risk and security adviser who will be based within the region. The initial role will be to conduct a risk identification and mitigation workshop for the project as a whole, with details for each basin in the inception phase. It will also be to hold annual risk training for project staff and key partners. The risk and security adviser will liaise with regional partners, Danish Embassies, UNEP, and secure access to regional political and travel risk information to ensure project staff, partners and stakeholders are not put

at risk and the project can be safely implemented. Risk reporting and updates will be included as part of annual reporting requirements, and risks will be included in the agenda of all project management meetings.

To address political risk national and regional levels the project will take a multi-track approach to water diplomacy and actively engage in cross-sectoral platforms outside or adjacent to the water sector. A key lesson from previous transboundary water work is that capacity building must focus as much on institutional capacity as on capacities of individuals working in those institutions. Improving water governance by facilitating cooperation at multiple levels, strengthening inter-governmental capacities for water negotiations, and creating spaces for dialogues and agreements with a wide array of stakeholders at different levels leads to positive impacts. However, decision making about water resource management and plans and resource agreements might carry unintended social risks such as formal or de facto restriction or exclusion of particular groups from access to resources, services or participation in decision-making, or unjustified preferential treatment of particular groups and as such lead to discrimination. Such risks may occur, for example:

- If information is not made available in the languages that people understand or is not available in barrier-free formats (e.g. only for those who have access to internet);
- Where individuals with no or with very low incomes cannot afford participation in dialogue or persons with disabilities are confronted with physical barriers that block their access, or are blocked due to their gender;
- When certain groups are stigmatised by society and consequently have no access to the dialogue and/or the provision of water services.

To counteract these risks specific inclusion planning will be included in project interventions to ensure all stakeholders are included. IUCN is an accredited agency of both the [Global Environment Facility](#) and the [Green Climate Fund](#) and therefore is in compliance with GEF and GCF safeguards. The IUCN Environmental and Social Management System (ESMS) provides a systematic procedure to check IUCN projects for potential adverse environmental and social impacts. Its purpose is to ensure that negative impacts are avoided or minimised to the extent possible while positive impacts are promoted. The ESMS is guided by eight overarching principles and four standards (i.e., Involuntary Resettlement and Access Restrictions; Indigenous Peoples; Cultural Heritage and Biodiversity and Sustainable use of Natural Resources) that reflect key environmental and social areas and issues at the heart of IUCN's approach. The principles and standards form the core of the ESMS Policy Framework, which governs the ESMS and determines the minimum environmental and social requirements for IUCN projects. The ESMS review procedure also provides for capturing possible other social and environmental risk issues as well as risks from projects failing to adequately address impacts from climate change and as such increasing the vulnerability of ecosystems and local communities. For more detailed information see the ESMS Manual and the four ESMS Standards at www.iucn.org/esms.

CREATES will prepare an ESMF as specific field-level interventions will only be decided during the inception phase. The exact activities to be implemented in the identified sites will also only be known after site selection and after having carried out a participatory planning process together with relevant stakeholders at the local level.

10 Project Closure

At the end of the five-year period, we anticipate a process of project closure that would broadly finalise activities and reporting, ensure closure of accounts: final audit, return of unspent funds and accrued interest and administrative closure by reversing remaining provisions, transfer deliverables and assets as necessary and required, prepare, support, and learn from the final evaluation, devise a strategy for the 'secondees' and their roles within the beneficiary partner organisations, develop an Exit Strategy for how structures, policies and partner activities will be able to continue without external assistance and proposing financial sustainability structures where needed, conduct any surveys as required to assess impact (in addition to final evaluation), integrate lessons and learning for improvements with Danida and broader TEI-TWM programme and celebrate the achievements.

Following the first five years of the project support could be extended into future phases depending on performance.

Annex 1: Partner Assessment

1. Brief presentation of IUCN BRIDGE

Transboundary water cooperation has been the core of the Building River Dialogue and Governance (BRIDGE) initiative, which has promoted and catalysed water diplomacy in fourteen transboundary water basins in Africa, Asia and Latin America since 2011. With the aim of ensuring the good governance of shared waters and reducing water-related conflict, BRIDGE has developed mechanisms and tools needed to conclude arrangements and ensure peaceful development in transboundary waters, at multiple levels of governance.

Since its inception, BRIDGE has witnessed the evolution of the global discourse on transboundary water cooperation reflected in three main milestones. First, the entry into force of the United Nations Convention on the Law of Non-Navigational Uses of International Watercourses; second, the geographical expansion of the UNECE Convention on the Protection and Use of Transboundary Watercourses and International Lakes; and third, the adoption of Agenda 2030 and its Sustainable Development Goals (SDGs). The SDGs provide a needed window of practical opportunity for enhanced cooperation on shared waters. SDG 6 on water and sanitation explicitly sets the target of implementing integrated water resources management at all levels, including through transboundary cooperation, is complemented by SDG 16 on peace, justice and strong institutions. Together, these are essential to ensure the reduction of tension and conflicts in the context of shared waters. Despite these developments, it would be still premature to talk about the concrete impacts of the entry into force of the Watercourses Convention, the global opening of the Water Convention and the adoption of the SDGs, it is clear by now that these milestones are already shaping priorities, relations and cooperation mechanisms between States in transboundary basins.

The BRIDGE approach to water diplomacy is based on the premise that through the creation of capacities for transboundary water governance as a means to attain good water management, water security and peace will be ensured. By integrating demonstration, learning and governance reform, BRIDGE builds on the IUCN ‘Strategy for Creating Water Governance Capacity,’ which aims to catalyse sustainable water resources development, including progress on safe water supply and sanitation, sustainable watershed management, biodiversity conservation and transboundary cooperation. The basic framework for this strategy comprises:

1. **Demonstration** – using demonstration and testing of how to make cooperation operational in a basin as the basis for confidence and trust building, shared learning and joint action on concrete steps in building national and transboundary water governance capacity;
2. **Learning** – using training and capacity building, for multiple stakeholders, including municipal and civil society actors as well as high-level national officials, in water governance, international water law and benefit sharing to improve understanding;
3. **Dialogue for consensus building** – using demonstration actions and learning events to catalyse new dialogues on technical, economic and social development, and political matters where needed and appropriate;
4. **Leadership Development** – supporting the empowering of champions for transboundary water cooperation and better water governance who can effectively advocate for mobilisation of water diplomacy;
5. **Support facilities** – providing advice on demand and technical assistance to governments and stakeholders on water governance, including on effective institutional and legal frameworks, and communications to promote applications of lessons learned, advice and demonstration results in transboundary hot spots regionally and globally.

The following presentation outlines the key features of the BRIDGE programme:

Figure 1: Outline of the BRIDGE programme (Presentation to Danish TWM meeting 29 June 2023)

Transboundary Water Management and Governance Portfolio

James Dalton
Head, Water and Land Management Team, IUCN
29 June 2023

Building River Dialogue and Governance

Securing sustainable development, livelihoods and peace through transboundary water cooperation

BRIDGE 1 (2011-2013) | BRIDGE Africa (2013-2015) | BRIDGE 2 (2013-2015) | BRIDGE 3 (2016-2019) | BRIDGE 4 (2019-2022) | BRIDGE 5 (2022-2026)



BRIDGE'S OPERATIONAL FRAMEWORK

The overall goal of the programme: Effective institutions in transboundary basins enable sustainable management of water resources and contribute to long-term security and blue peace.

- Demonstration** base for confidence and trust building, shared learning and joint action in concrete steps in building national and transboundary water governance capacity
- Learning** training and capacity building for multiple stakeholders in water governance and law, international negotiations and benefit sharing to improve understanding
- Dialogue for consensus building** catalyse new dialogues on technical, economic and social development, and political matters, where needed and appropriate
- Leadership Development** empowering tomorrow's Water Leaders to engage in transboundary water cooperation and effective governance
- Support facilities** providing technical assistance to governments and other stakeholders on water governance arrangements

- Ensure informed and inclusive participation
- Recognise the inter-sectoral nature of water functions and operations
- Support fit-for-purpose institutions and diversified financing streams
- Create benefit sharing action agreements for implementation
- Support States to mobilise equitable economic environmental and social benefits for a range of stakeholders
- Recognise and enhance the role of women and young people in decision-making and IWRM

TRANSBOUNDARY WATER GOVERNANCE PROGRAMME

Areas of Work 2022-2026

Overview of GEF International Waters Portfolio 2023

Building River Dialogue and Governance (BRIDGE) 2011-2026

TOTAL SOC FUNDING CHF	TOTAL Co-Financing CHF	TOTAL leveraged CHF	GEF funding leveraged from BRIDGE CHF
25,536,638	6,240,533	33,254,393	44,587,042

TOTAL BRIDGE PLATFORM 2011-2026: CHF 109,625,642

TOTAL PER GEOGRAPHIC LOCATION

TOTAL SOC FUNDING BRIDGE 4 CHF	TOTAL Co-Financing BRIDGE 4 CHF	TOTAL leveraged BRIDGE 4 CHF	GEF funding leveraged from BRIDGE 4 CHF
5,370,799	1,281,175	2,012,393	31,919,842

Outcomes

- Shared water agreements and institutions are strengthened
- Financial sustainability is an integral part of planning and delivery of transboundary water governance and management
- Benefit sharing agreements are applied and implemented
- The role of women and young people in decision-making and integrated water resources management for transboundary basins is recognised and enhanced

Improving Water Management through: Multi-level Governance

- MLG creates the opportunity for engagement in cross-sectoral platforms outside or adjacent to the water sector management, or those that affect water management
- Helps to identify, manage and mitigate exposure to risks for water management and creates a flexible approach to understanding governance
- Empowers multi-level dialogue and exchange, from community level to national decision makers to create sustainable outcomes and impact
- Harnesses the power of diplomacy between sectors, scales and stakeholders to improve understanding, policy learning and effectiveness, and on-the-ground implementation

Capacity Development and Knowledge Management

Training and Academic Courses

- International Water Law training
- Benefit Sharing training
- Academic courses on hydro-diplomacy with Universities in Central and Latin America

Knowledge Exchange

- Learning exchanges between River Basin Organisations, River / Lake Committees in BRIDGE basins
- Exchanges between scientific community stakeholders, policy makers and practitioners

Shared Waters Cooperation Facility

The Facility is a global convening platform bringing together diverse partners, inter-governmental organisations and technical and knowledge partners to coordinate and ensure more effective, consistent and accelerated support for transboundary water cooperation.

The purpose of the Facility is to:

- Empower cooperation on shared waters and support stakeholders to navigate and negotiate agreements for water resource protection and management
- Provide and source appropriate expertise that can facilitate dialogue and joint action where cooperation has slowed or stopped
- Respond to the needs of stakeholders through matching services to problem solving, connecting solutions, and supporting learning to improve performance

- Prioritising basins and processes where impediments result from or drive:
 - lack of agreements on water cooperation and reluctance to solve problems
 - ineffective implementation or respect for existing agreements between riparians
 - the need to update agreements and joint cooperation due to shifting national and regional contexts

Global Partnership for Sustainable Cooperation on Shared Waters Shared Waters Cooperation Facility



GOAL: Peace and security, sustainable and inclusive economic growth and environmental protection enhanced through sustainable management and governance of shared water resources

PURPOSE: Acceleration of development and sustainable economic growth in transboundary river and lake basins and aquifers through the preparation and agreement of new initiatives to strengthen cooperative mechanisms for water management

Cross-sector Collaboration and Partnership



- Engaging with over 200 partners across the BRIDGE basins
- Working to mobilise community experience and lessons to improve water governance
- Mobilising finance to support shared water management

Facility Basin Operations

Funded by: US Department of State - Bureau of Science and International Environmental and Scientific Affairs

- Meghna, Karatag (Amu-Darya), Ruvuma, BuPuSa, Salween (on-hold)
- Under development: Trifinio region, Motagua, Songwe, Kura-Aras, Kabul





Thank you!

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BRIDGE has applied its transboundary water governance framework to promote water diplomacy in 14 transboundary basins in Africa, Asia and Latin America – Table 2 describes the implementation status and recent actions in these basins. In all cases, tailored and adaptive activities at multiple levels have achieved incremental steps forward in cooperation for improved water management. The current strategy is on strengthening and consolidating water arrangements able to create an enabling environment for enhanced governance and sustainable investment in transboundary waters. Based on the lessons and experiences from previous phases, BRIDGE will aim to shape, influence, and expand the global discourse on transboundary water cooperation.

Table A- 1: Entire portfolio of on-the-ground projects – BRIDGE (recent actions)

Region	Basin	Activity	Implementation status
Andes	Catamayo-Chira Basin Zarumilla Basin	Through BRIDGE workshops the Champions developed project proposals for their respective basins and we are now collaborating with local and international partners to obtain funding for these projects. Some of the project proposals are very promising and BRIDGE will continue to work with each Champion to solidify the network and encourage the funding of their projects. The projects focus on approaches and strategies for water pollution prevention, water source conservation, improved water consumption monitoring, and optimisation of hydraulic resources at the local level etc.	Fundraising.
Andes	Lake Titicaca	BRIDGE has, in cooperation with Bolivian NGO Agua Sustentable, designed a series of activities for women’s empowerment in the context of transboundary basin management and fostering participation and cooperation. These activities include water monitoring activities using new technologies and participatory activities for the development of a Champions Network in the basin. Implementation began in 2017.	Under implementation.

Horn of Africa	Sio-Malaba-Malakisi Basin	Through application of BRIDGE's Benefit Sharing methodology stakeholders jointly analysed whether a particular water management related project, or set of projects, had a positive, neutral or negative impact on a range of stakeholder groups and how benefits can be enhanced through cooperation. This laid the ground work for the prioritisation of investment projects and an updated basin investment strategy.	Implemented – and under consideration for TEI-TWM
Mesoamerica	Sixaola Basin	BRIDGE supported the Sixaola Binational Commission (CBCRS) to convene the General Assembly to endorse its first binational project proposal, which has been approved for funding of USD 140'000 by the Central American Strategy for Rural Development. The proposal focussed on developing integrated farming (family farms) and local markets with a binational approach.	Implemented.
Mesoamerica	Sixaola Basin	As part of the needs identified by Sixaola Champions, BRIDGE organized “ <i>Training for Trainers on Environmental Education</i> ” directed to 29 teachers, contributing to efforts to improve teaching of environmental education in schools in the Sixaola River basin area of Panama.	Completed.
Southern Africa	Pungwe-Buzi-Save Basin	Together with WaterNet, BRIDGE is doing a demonstration on stakeholder-driven e-flow assessment, including capacity building and awareness development in the Pilot Revue River Basin through “learning by doing.” This contributes to transparent stakeholder owned transboundary implementation of e-flow recommendations, sustainable water allocations and provision of river related ecosystems services and will lead to the upscaling of bi-nationally driven e-flow assessments from the pilots sub-basin to all three shared river basins.	Implemented.
Western Africa	Lake Chad	As a part of BRIDGE's work in the Chari-Logone sub-basin, a basin planning tool has been developed and four project ideas have been developed jointly by stakeholders. These project proposals focus, among other things, on capacity building for platform members and sectorial departments in charge of water management in the Chari Logone sub-basin as well as awareness-raising for stakeholders on the importance of sustainable water management of shared waters.	Under implementation
Western Africa	Lake Chad and Mano River	As explained in the example above, and here, efforts have been made also at the very local level in the Logone sub-basin (Lake Chad) and with communities along the Mano River, to set up, and support local water platforms with management and governance of the water resources, including capacity building and awareness raising of multiple issues in the basin to ensure all stakeholders can contribute and participate in important negotiations over the water resources at an equal level.	Under implementation.

Asia	Salween	The short-term goal for the last year of BRIDGE 4 in the Salween was to establish a foundation for improved natural resource governance in the Salween River Basin through co-development of a vision, principles of cooperation, and implementation strategy with CSOs. There are three main outputs for 2021: (1) a framework for the SOS process co-developed with CSOs; (2) a process established to support CSO-led initiatives to improve natural resources governance and conflict reduction; and (3) a vision and strategy for a 10- and 3-year BRIDGE Salween programme agreed with CSOs and government.	Under implementation
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BRIDGE Action in the Horn of Africa

Specifically, in the **Horn of Africa**, BRIDGE has recently focused on the strengthening of institutional and legal frameworks for cooperation at the regional Intergovernmental Authority on Development (IGAD) level and in the Sio-Malabo-Malakisi (SMM) basin (Kenya/Uganda), with co-funding from the OES State Department. Through capacity building in hydro-diplomacy, international water law, negotiations and benefit sharing, IGAD member states and basin stakeholders are working to improve trans-boundary water governance and cooperation. At the regional level, BRIDGE has facilitated the process for negotiation of the IGAD Shared Water Resources Protocol, which has slowed down due to Ethiopia’s disengagement. Efforts have been underway to re-engage Ethiopia, with an IGAD Ministerial Conference planned to convene water ministers around the water security challenges of the region before July 2018. In the SMM basin, BRIDGE in partnership with IGAD and UNECE has led a Benefit Opportunities Dialogue process, facilitating stakeholders to identify investment priorities in a stakeholder-inclusive manner. By June 2018, SMM stakeholders from multiple sectors of water use and from multiple governance levels had jointly identified concrete investment opportunities to enhance benefits through cooperation and have modelled a process that is expected to shape long term institutional arrangements for the basin and inspire cooperation efforts in the broader IGAD region.

2. Summary of partner capacity assessment

IUCN’s BRIDGE programme has several strengths that makes it an attractive partner for Denmark. IUCN, through its Water Programme have been at the forefront in of two major areas of focus for the CREATES: defining and implementing Nature-Based Solutions (NbS); and improving governance of transboundary waters, building capacities of RBOs and working with RECs. Given Denmark’s intention to be a green frontrunner in the fight against climate, with various strategies including its Development Strategy (The World We Want) highlighting NbS as a solution to be promoted, there are clear synergies between IUCN’s portfolio of demonstrated action and Danish strategic priorities.

Being an international organisation has strength and value, in terms of efficiencies and value for money. Being a known international organisation in water and climate has also allowed for political leverage and influence in transboundary waters, being able to demonstrate experiences on the ground in order to leverage decision-making. IUCN and the UNEP-DHI who will be leading on objectives 3 and 4 have collaborated and worked together in the past on the key issues of the CREATES as captured in a range of significant publications. The nature of their collaboration has been to set out practical evidence to promote widespread uptake integrative nature-friendly solutions. The “Green Infrastructure Guide for Water Management”¹ sets out a range of practical case studies for integrating nature or semi-nature solutions in water management. The publication “Nature Based Solutions for Water Management”² is a foremost guide illustrating the co-benefits of NbS and ways to practically implement them.

¹ UNEP-DHI, IUCN and The Nature Conservancy (2014): <https://portals.iucn.org/library/node/44769>

² https://unepdhi.org/wp-content/uploads/sites/2/2020/05/WEB_UNEP-DHI_Nbs-PRIMER-2018-2.pdf

BRIDGE has accumulated valuable knowledge products in relation to transboundary water programming. As such IUCN is a globally recognised actor in a field with limited actors with extensive on-the-ground experience. Its main donors are also strategically recognised in the transboundary water sphere, including in high-level water & peace agenda – including SDC, GEF and USAID. Therefore, synergies would be further built with other donors’ priorities. IUCN is one of the only international organizations with extensive experience in all major development regions (Africa, Latin America, South Asia, East Asia), and brings extensive knowledge and lessons to all levels of programming.

BRIDGE has developed a number of tools, addressing various issues experienced in transboundary water programming. Various toolkits and training packages have been developed both for water governance and benefit sharing, representing innovative and practical solutions for building capacities for water governance and implementation. The new publications on *Champions of Water Governance* and on the role of *Women as Change-makers in Transboundary Water Governance* will also shape future action under BRIDGE.

Under BRIDGE, the Benefit Opportunities Assessment Tool (BOAT) has been developed and tailored to real basin application, which will inform future application in other basins. The Hydrodiplomacy Handbook, currently under preparation, will serve as a powerful tool for disseminating the BRIDGE approach in new basins, within and beyond the programme. This is building on the BRIDGE Governance Index, a mechanism to measure the effectiveness of transboundary water governance within and beyond BRIDGE regions and basins. It will be based on information compiled by BRIDGE Tools (LAGO and TIDE) which will be of free access to the public through the Water Law and Governance Support Platform.³ The governance index will incorporate several governance dimensions to determine both the risk of conflict and potential for cooperation in a specific basin and provide specific recommendations to be adopted in order to reduce the potential of conflict and ensure peace. The results and findings from this index will be published on the “BRIDGE Water Governance Index Report” to inform key stakeholders on the state of governance of transboundary waters worldwide. BRIDGE will also liaise with the Transboundary Freshwater Dispute Database (TFDD) at Oregon State University to seek closer collaboration and determine how BRIDGE work and that of the TFDD can better support information and knowledge exchange.

An agile, involved and knowledgeable global management team, with the Head of Water and team based in Gland, and advisors based in the Environmental Law Centre in Bonn, oversees the implementation and further development of BRIDGE. The team, including Head of Water are known voices in global water and climate fora; with the ability to integrate, learn and contribute to a growing body of knowledge in transboundary water discussions. The IUCN advisors based in East and Southern Africa are highly connected/networked with a range of stakeholders and important actors (including RBOs and RECs) and well known in the regional climate and water sector, with up to date knowledge/analysis on opportunities for programming and how past experiences can influence initiatives and plans.

Regional Expertise – Horn and Eastern Africa

IUCN is uniquely positioned to facilitate strong water cooperation in the Eastern Africa region in particular. In the IGAD region, BRIDGE works at two levels: at the regional level on strengthening the legal and institutional framework for cooperation; and at the basin level, by building on progress made in the Sio-Malaba-Malakisi (SMM) basin during BRIDGE to facilitate the achievement of benefits on the ground and scaling up to other basins within the region through regional agencies and networks.

In addition, recent BRIDGE activities have supported the strengthening of the IGAD Water Unit, which currently suffers from insufficient staffing, staffing capacities and resources allocation, and skills needed to operate at the level it needs to. This compromises its progress on many important fronts including support to the regional cooperation processes, and may jeopardise its reputation with States, as has been the case in the past. During their 8th meeting in mid-2016, IGAD-TAC members discussed a concept note for operationalising the IGAD Water Unit, which highlighted its rationale, objectives, functions and structure. BRIDGE has recently taken forward this discussion and support the IGAD Secretariat in developing and implementing a strategy to strengthen the IGAD Water Unit. The strategy include a short-term and long term approach for resource mobilisation.

³ www.waterlawandgovernance.org

In the Sio-Malaba-Malakisi (SMM) basin BRIDGE has provided technical advice and support for strengthening the new basin institutional structure for transboundary cooperation developed under years of programming, including the elaboration of an investment plan and a financial sustainability strategy. The new structure moves away from the current NELSAP project-based institutional arrangement to a multi-level and stakeholder- inclusive transboundary body. It aims to successfully build on the existing structures from both countries, without creating parallel institutions. In addition, BRIDGE will provide technical advice and support to the SMM Joint Working Group for the realisation of concrete projects on the ground. This has included elaboration of the ToR of key preparation components of the four prioritised ‘bundles’ of SMM investment projects developed in BRIDGE, i.e. quantification of benefits and impacts, project/bundle design adjustments to maximise benefits, and environmental and social safeguards. Finally, the project will provide technical advice and support to develop the resource mobilisation strategy for the SMM basin investment plan as well as for the identification and prioritisation of new projects to enter into the SMM basin investment plan (pipeline development).

In BRIDGE the interventions in the Horn of Africa have been aimed a working together with the East African Community (EAC) in order to promote their efforts in terms of transboundary water governance arrangements in the region. There are a number of initiatives and partners with whom BRIDGE has worked such as the Nile Basin Initiative (NBI)⁴ and the Nile Equatorial Lakes Subsidiary Action Programme (NELSAP). In this context, the Kagera basin has represented an opportunity to scale up BRIDGE approaches in the region and demonstrate how the through the engagement of key stakeholders in basin dialogues cooperation arrangements can be strengthened and operationalised within the region. Indeed, as in the SMM, BRIDGE would convene key basin stakeholders from different sectors and levels, as well as national representatives from the four basin countries (Burundi, Ruanda, Tanzania and Uganda) to engage in a basin visioning exercise and to jointly identify potential enhanced benefits from transboundary water cooperation. The Kagera is currently under the institutional mandate of East Africa Community (EAC) and Lake Victoria Basin Commission (LVBC). BRIDGE activities will be implemented through the framework of the EAC Lake Victoria Basin Commission (in collaboration with the NELSAP Coordination Unit).

3. Summary of key main partner features

The following section outlines the key partner features of IUCN and UNEP-DHI.

<i>Core business What is the main business, interest and goal of the partner?</i>	<i>Importance Importance of the program for the partner's activity-level (Low, medium high)?</i>	<i>Influence How much influence does the partner have over the program (low, medium, high)?</i>	<i>Contribution What will be the partner's main contribution?</i>	<i>Capacity What are the main issues emerging from the assessment of the partner's capacity?</i>	<i>Exit strategy What is the strategy for exiting the partnership?</i>
IUCN – BRIDGE					
IUCN is a recognized, experienced partner in TWM programming in Africa. Through the Building River Dialogue and Governance (BRIDGE) programme, which has been in operational for over 10 years. IUCN worked in many	Medium to High (regional context) BRIDGE has a solid portfolio of donors (SDC, USAID and GEF), the funds from Danida would support in	Medium – High There are several areas (political economy) that outside of the scope of influence of IUCN. However a deep understanding of and experience in	The partners main contribution will be in the areas of: transboundary water governance, dialogue, capacities, institutional strengthening and influence of NbS and climate-	Absorption capacity has been a early concern throughout the process. Chapter 8 describes evidence of similar sizes projects and turnover. The issue of IUCN sub-contracting other partners (including UNEP-	Considering levels of funding from other donors, and BRIDGE's long term presence, there are possibilities to allocate actions to other donor streams of funding. The partner is highly interested and focussed on

⁴ The NBI is a partnership of the ten (10) riparian states of the Nile that seeks to provide a platform that promotes cooperative development of the R. Nile resources, shared socioeconomic benefits, and promotes regional peace and security

<p>basins in Africa including: BuPuSa, Mano, Mono, Lake Chad, Lake Malawi/Niassa etc. IUCN builds institutions and capacity, promotes dialogue and agreements and technical advisory. IUCN is highly collaborative and has worked with many other known TWM actors e.g. UNECE, UNEP-DHI, GEF etc. Strong on climate and TWM, inclusion of fragility lens.</p>	<p>significant strengthening in the Horn/ Eastern Africa.</p>	<p>the local contexts which the programmes will operate will support mitigating actions. As the programme is located in several basins, this also provides opportunities for a “pause, stop and start” approach, where basins can be focussed on when actions are put on hold for political reasons in other basins.</p>	<p>resilient infrastructure development. IUCN will also be the main administrative partner, sub-contracting other partners and will be the single point of communication for MFA.</p>	<p>DHI) has also been discussed. New staff will be hired. It is expected the programme will put significant pressure on global resources (the Water Team). Strong project management capacities will need to be demonstrated.</p>	<p>RBO sustainability in terms of financing. Activities will be built in to support their long term sustainable operation.</p>
<p>UNEP-DHI</p>					
<p>Current partner of Government of Denmark, known for furthering technical/modelling approaches to improve water resources management. Experts in technologies and knowledge.</p>	<p>Medium to High UNEP-DHI has received other sources of funding from Danida. The funds would allow UNEP-DHI to strengthen their portfolio, particularly in the Horn of Africa.</p>	<p>Medium-High In discussions with the EU DG-INTPA it has been discovered that the water knowledge benchmarking of all EU actions will be through the WASSMO tool – a tool developed previously by UNEP-DHI. Therefore UNEP-DHI has high influence within the TEL-TWM, with the continent partners (AU,</p>	<p>Main contributions will be through mapping and modelling, which are known cornerstones to form a basis for transboundary governance (e.g. climate risk, hydrological data). They will also be leading on knowledge sharing and benchmarking data through the WASSMO.</p>	<p>As there is not a long term on the ground presence (although significant previous experiences and contacts) UNEP-DHI will need to work closely with the IUCN staff based in Nairobi, to take advantage of their networks. However UNEP-DHI has clear understanding and knowledge of the region, with contacts their own networks. The issue of technology and connectivity has been discussed, the need to apply</p>	<p>As with IUCN, the partner is highly interested and focussed on RBO sustainability in terms of financing. Activities will be built in to support their long term sustainable operation.</p>

		<p>AMCOW), given their expertise with the WASSMO. How this influence will present itself, is assumed at present. In terms of influence of climate resilient infrastructure, IUCN will be leading UNEP-DHI's expertise in technical modelling and climate risk will be integral in supporting such processes.</p>		<p>relevant solutions in locations where connectivity and capacities for "high-tech" approaches are low.</p>	
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Annex 2 Project activities

Below is description of each of the four outcomes with a list of indicative activities for each output.

Focus of work for Outcome 1:	
<p>Outcome 1 will focus on governance and improved decision making within and across the basins. Activities will include mapping the governance approach of the basins, the institutions, laws and mechanisms for countries to engage and negotiate on transboundary water management. The project will look to update agreements where States need to do so and create appropriate mechanisms to allow countries to engage in their shared water resources to protect water security and improve basin ecosystem health. A key element of building transboundary cooperation is the sharing of information, knowledge and data. The project will look to establish data sharing protocols for river basins management authorities to help improve shared water governance and planning. Identifying the benefits of transboundary water management and how that generates services for people is of critical importance to mobilise multiple stakeholders and in doing so mobilising multiple human and financial capacities. From identifying benefits, it is possible to identify the types of activities and interventions needed and how they can be funded as a pipeline of interventions, aligned with key findings from Outcome 3 to ensure robust technical design. The project would also look to create a stronger regional dialogue on transboundary water management to capitalise on political will, to raise water and climate security issues, and to use this as a platform to mobilise domestic, regional and international finance for the region on TWM. Finally, the project will look at options to mobilise additional resources from different sectors and stakeholders in the basins and across the region.</p>	
1.1	Improved TW governance and decision-making mechanisms in the targeted geographies
<p><u>Indicative activities</u></p> <ul style="list-style-type: none"> • Baseline assessments of the governance capacities for TWM in the targeted basins, maximising the use of previous and ongoing work. • Legal review of existing agreements on shared waters, both surface and groundwater, and review of mandates for TWM across stakeholder agencies • Political economy reviews to assess most impactful approach for support • Assess multi-level governance opportunities and strengthen mechanisms to allow for inclusive participation in TWM • Assessment of financial arrangements and sustainability of TWM institutions and instruments • Review of decision-making processes nationally and between riparian's, and effectiveness of results to date • Visioning process for each basin ground-truthed to realities of capacity and security • Development of cooperation agreements, Charters and engagement mechanisms and agreements where possible between riparian States on the use of shared water resources, including updating of existing agreements. 	
1.2	Increase cooperation, exchanges and arrangements on data sharing in and between TWM institutions in the target region.
<p><u>Indicative activities</u></p> <ul style="list-style-type: none"> • Policy reviews to inform water policy development and articulation, aligned with climate policies and predictions, • National and transboundary dialogues mobilise support and inform TB exchanges, • Cross-sectoral water risks identified and mapped to institutional capacities and mandates • Data needs and data stocktakes to determine where joint data sharing/generation/analysis occurs and could be improved as technical diplomacy actions • Establishing data sharing protocols for country dialogue and review • Agreeing to data sharing mechanisms within basins, and potentially at the regional scale 	
1.3	Benefit sharing processes among transboundary partners are established
<p><u>Indicative activities</u></p>	

- Identification of benefits from TWM using IUCN benefit sharing methodology and training
- National dialogues on TWM convened to identify 2040 visions for TWM,
- Transboundary dialogues convened to share 2040 visions as foundation for improvements in cooperation,
- Development of project pipelines based on benefit sharing and existing country ambitions and portfolios for donor investment roundtables
- Right to water assessment across basins and development of guidance and policy advice on incorporating the R2W in MLG processes, benefit sharing agreements and TWM.
- Working with RECs and other regional agencies, create a regional Horn of Africa Water Dialogue process (conference, caucus, tbd)

1.4 Additional **resources** to improve institutional delivery and sustainability **mobilized**

Indicative activities

- Benefit sharing feasibility assessments deliver pipeline of graded investment options
- Mobilising multi-lateral donor support for the region through the preparation of additional funding concepts and proposals utilising climate and development finance – climate policy reviews, NDC update dialogues etc, linked to Outcome 3.
- Identifying the role of the private sector in the basins as an anchor for improved water management and stewardship, employment, and investment on basin restoration and Nbs
- Review of water quality options for the region – key threats and mitigation options to reduce local to transboundary pollution and support to utilities as a basin stakeholder
- Mobilising resources for TWM agencies through improvements in transparency and data access and sharing.

Focus of work for Outcome 2:

The project will review and assess the effectiveness of transboundary water management financing in the region, where it exists. Possible revenue streams for TWM will be identified and reviewed by stakeholders to better understand how water security can be sustainably financed. One key element of managing shared waters is the need to better account for the stocks and flows of services within the basin, in particular between upstream and downstream countries, and to understand the full set of social and environmental returns from the management of transboundary waters. On-the-ground a range of nature based interventions will take place, working with built infrastructure solutions to improve water security and climate resilience. Resources will be mobilised as grants in some cases for community led design and delivery projects and to protect freshwater ecosystems. The project will work with ongoing national and regional programmes to integrate water security and climate interventions into ongoing work on landscape restoration and regenerative agricultural practices to bring water security benefits in transboundary locations.

2.1 **Financial sustainability** built into the operations of institutions dealing with TWM

Indicative activities

- Review financial mechanisms for TWM in the agencies mandated with this responsibility.
- Identifying possible revenue streams and cost needs including co-finance options
- Identify possible executing relationships with partners in each basin who can support TWM agenda and can be considered as ‘contributors’ to TWM
- Identify revenue needs for on-the-ground actions – local to basin wide financial mechanisms to ensure sustainable water security measures are put in place and can be maintained.

2.2 **Basin and benefit accounting mechanisms** established for activities that contribute to TWM including restoring of watersheds from across multiple-stakeholders and sectors for social and environmental benefits.

Indicative activities

- Mobilizing benefit sharing accounting to identify the economics of the transboundary basins, the flow of stocks and services within the basin from across stakeholders and sectors.

- Identifying co-benefits from TWM that deliver social and environmental returns to help identify NbS – mapping NbS needs on the ground, aligned to ongoing work to maximise the opportunity for scaling success.
- Develop a risk framework for NBS interventions and feasibility framework for assessments to maximise inclusive design, community engagement, and financial and non-financial return from NbS activities.

2.3 **NbS interventions implemented** in accordance with basin and water security needs

Indicative activities

- Dedicated NBS interventions, designed, implemented and monitored across the basins linked to criteria that demonstrate a contribution to local, national and transboundary water security. NBS interventions could be stand-alone or linked to ongoing built infrastructure and other watershed and groundwater management interventions.
- Climate adaptation co-benefits from NBS projects identified and developed into a pipeline for scaled climate finance options to help mobilise resources to build basin resilience and inform policy
- Mobilising grant mechanisms to deliver smaller financial resources to community designed and driven projects using IUCN’s on-granting mechanism. Small grants would need to work in concert with larger NBS interventions to add complementarity.
- Protecting freshwater systems as needed for water security benefits, for example, wetlands, groundwater-dependent ecosystems, using social, ecosystem biodiversity, economics hydrological data – demonstrating the link to human security

2.4 **Reduced risks** for investments in transboundary basins

Indicative activities

- Influence on-going restoration approaches across the region with NBS and other climate resilient interventions to improve water security through ecosystem connectivity and improve agricultural resilience through applying NBS in agricultural development.
- Identify private sector partners and improvements in their practices for water security in transboundary basins as important water stakeholders for economic development and employment.

Focus of work for outcome 3:

The support under this outcome focuses on improvement of data and information systems; application of the data in decision support tools for water management; training and capacity in the use of the tools; and on application of the tools in national and/or basin-wide planning processes in the five targeted basins as well as at the regional level.

This might include the establishment of additional monitoring stations and data-sharing agreements and platforms to facilitate data exchange between neighbouring regions or countries. Improved data infrastructure ensures that decision-makers have access to accurate and up-to-date information, which is crucial for effective TWM. Relevant data and data sharing agreements will inform transboundary governance discussions under Outcome 1.

The project will create or support existing decision support tools specifically designed for water management. These tools can include hydrological models, data analytics platforms (e.g. WASSMO), and simulation software that help water agencies and regional bodies make informed decisions regarding water allocation, usage, and conservation. Results from the tools will feed into governance discussions under Outcome 1 and into NbS assessment under Outcome 2.

To sustain the tools, the project will organize capacity-building workshops and training programs for water agencies, River Basin Organizations (RBOs), and regional bodies. These programs will focus on enhancing technical knowledge and skills related to TWM, data analysis, and climate-resilient water resource management practices. By investing in the education and training of stakeholders, the project can ensure that they have the

necessary expertise to participate effectively in decision-making processes. The work under this output will produce learning and study material to be used for wider capacity building under Outcome 4. The project will further support the use of the tools for planning and decision-making processes at national level where water plays a role, for example contributing to national climate adaptation planning processes. Following normal UNEP-DHI practices, the project will put emphasis on ensuring the sustainability of the decision support system by preparing tailor-made sustainability plans for each DSS in collaboration with the hosting institution.

Output 3.1 | Improved data, monitoring and assessment systems and processes in place

Indicative activities

- Conduct a comprehensive assessment of existing data, data infrastructure and human skill sets, identifying gaps and technology requirements for decision-making and early warning tools (e.g. with ICPAC-IGAD).
- Develop data collection plans for essential water management information.
- Conduct studies and monitoring of transboundary aquifers to gather data on groundwater recharge patterns.
- Provide technical support to the collection of data and the development, adoption and implementation of data plans.
- Prepare data sharing protocols and agreements between riparian countries in transboundary lake/river/aquifer basins or between Member States of regional bodies.
- Conduct training sessions for data collection, interpretation and scenario analysis to ensure consistent data quality and assessment and to enhance the water-related skills of personnel involved in data collection, analysis, and management.

Output 3.2 | Decision support tools developed and applied

Indicative activities

- Develop and apply hydrological/hydraulic models to assess the potential impact of climate change on water balance, including groundwater levels.
- Incorporate water models into early warning systems for water-related events such as floods and droughts, e.g. to protect marginalised peoples' assets and assist farmers improve seasonal planning.
- Develop and apply water management planning tools that incorporate water valuation into economic and development planning and scenario assessment.
- Facilitate development plans with information from established decision support tools for water management.
- Implement DSS and modelling tools to assist in planning climate-resilient investment projects, including Nbs, and assessing scenarios.
- Assess climate change impacts on groundwater recharge (transboundary aquifers) and opportunities for increased use of groundwater to improve resilience.
- Develop contingency plans and adaptation strategies including increased groundwater use for areas/communities reliant on fragile water resources.
- Identify water-efficient development scenarios that contribute to poverty reduction.

Output 3.3 | Climate resilient and transboundary water resources technical capacities strengthened within national water authorities and institutions responsible for TWM

Indicative activities

- Conduct a comprehensive assessment of existing capacity and skill gaps in TWM.
- Create a knowledge repository of successful case studies and experiences in transboundary water cooperation.
- Develop, implement and supervise on-the-job training curricula for water professionals in beneficiary organisations focusing on decision support tools and early warning systems.

- Organize workshops, webinars, and seminars on topics such as TWM, climate resilience, and Nbs.
- Facilitate knowledge-sharing sessions among beneficiary organisations to discuss best practices in TWM.
- Establish partnerships with professional institutions to provide specialized training and courses on climate-resilient water management tools.

Output 3.4	Climate adaptive water management applied in development and economic decision making at national level
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Indicative activities

- Facilitate the establishment and/or functioning of inter-agency task forces to coordinate water data integration efforts.
- Facilitate high-level policy dialogues for the inclusion of water-related considerations in national and regional development agendas and scenario analysis.
- Technical support on TBWM data and tools to national climate adaptation bodies/mechanisms to integrate water actions in national climate adaptation planning.

Focus of work for Outcome 4:

The activities under this outcome focus on strengthening capacity at a larger scale than the main geographical focus areas by bringing together stakeholders from Eastern Africa, the Horn of Africa, and the wider TEI-TWM community to share knowledge and experiences, some of it gained through the project (e.g. Outcome 3). These events can serve as a platform for sharing knowledge, experiences, and best practices related to climate-resilient water management. Outputs from these workshops could include case studies, guidelines, and reports documenting successful approaches and lessons learned.

The project will create and/or support formal knowledge-sharing networks or online platforms where water agencies, RBOs, and regional bodies can exchange information, technical resources and expertise, such as AMCOW's monitoring and reporting tool WASSMO where a river basin component will be added to the current national component, or support to the Transboundary Waters Assessment Programme platform. These platforms could facilitate ongoing discussions, peer-to-peer learning, and access to relevant publications and research, all of which would contribute to building a collective knowledge base on climate-resilient water management practices.

Furthermore, the project will develop comprehensive capacity building programs tailored to the needs of water agencies, RBOs, and regional bodies. These programs should include training sessions, webinars, and educational materials that focus on climate-resilient water management practices. This will produce a trained workforce with improved skills and expertise, as well as curricula and training materials that can be shared with others. The project will seek collaboration with Global Water Partnership and CAPNET which are both well-known by both IUCN and UNEP-DHI from past collaboration on capacity building.

Output 4.1	Increased regional technical capacity and awareness on sustainable TWM approaches
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Indicative activities

- Develop briefs, interventions and communications products to raise awareness and facilitate the inclusion of climate-resilient water management considerations in national and regional development agendas.
- Organize workshops, webinars, and seminars on topics such as TWM, climate resilience, and Nbs.
- Strengthen or develop an online training platform to provide accessible technical resources to regional water experts.
- Develop and deliver training events on the use of improved DSS and WASSMO tools.
- Organise and facilitate exchange visits between institutions across national boundaries, within and between transboundary basins.

Output 4.2	Improved hydro-diplomacy and increased sharing of learning and experiences among RECs, Lake and Basin Management Organisations
<u>Indicative activities</u> <ul style="list-style-type: none"> • Offer leadership and management training programs tailored to the needs of water agencies, RBOs and regional bodies. • Facilitate dialogue and conduct training on hydrodiplomacy and benefit sharing mechanisms in TWM • Conduct coaching and mentoring programs to nurture leadership skills among staff. • Create communication strategies and materials to promote water management best practices across beneficiary institutions. • Create communication strategies and materials to target potential financing institutions for investments in priority projects and infrastructure. 	
Output 4.3	Achievement of continental and sub-regional water strategies, targets and goals facilitated
<u>Indicative activities</u> <ul style="list-style-type: none"> • Work with national and regional institutions (e.g. AMCOW, ICPAC, RECs, RBOs) to strengthen existing water sector monitoring and reporting systems. • Assist national and regional institutions in developing strategies and targets for the water sector development. • Provide technical assistance to AMCOW to enhance the WASSMO tool's functionality, e.g. by adding a river basin dimension. • Organize training workshops for water agencies on how to effectively collect and assess data and use the WASSMO tool. • Strengthen other existing TWM monitoring platforms (e.g. TWAP). 	
Output 4.4	Lessons learned and good practices shared at the regional, continental and global level
<u>Indicative activities</u> <ul style="list-style-type: none"> • Identify and document successful TWM initiatives and their decisive criteria. • Develop practical guidelines, manuals, and case studies based on good practices in climate-resilient water management. • Organise and facilitate exchange programs for staff to work temporarily in different organizations. • Organise and facilitate exchange visits between institutions across national boundaries, within and between transboundary basins. • Develop communication campaigns to raise awareness about the importance of TWM. • Establish and facilitate working groups focused on specific water and climate-related issues and experiences. • Strengthen or create a platform for knowledge sharing and collaboration among RECs, RBOs and other relevant agencies. 	

Annex 3: Detailed Process Action Plan for finalizing the project document CREATES 2024 – 2028 (5Y)

Action/product	Deadlines	Responsible/involved units	Comment/status
The project/programme budget is inserted into the proposal for the Finance Act	Ensure that the project budget is inserted into the proposal for the Finance Act – hearing will be sent out by APD (normally in February/March)	GDK	Done DKK 50 m FL24 Total DKK 300 m
Identification			
Process Action Plan for project/programme development up to the registering of commitments		GDK	PAP to be updated at regular intervals Min. 14 months prior to the Minister's approval
Establishing a Task Force, if relevant		n/a	
Recruitment process for consultants initiated	Dec 22 - Feb 23	GDK	Done EU-tender takes about 6-8 months
Preparatory analyses followed by scoping exercise and final project/programme selection (15 days)	March-April	Consultant	Done Analyses encompassing problem analysis, donor mapping, input from relevant partner strategies and lessons learnt
Drafting of Identification Note	Proposal: 9 May	Consultant	Done Early dialogue with partner can save time eventually and increase probability of ownership. Min. 11 months prior to the Minister's approval
Formulation, quality assurance and approval			
Initiate development of Project/programme Document based on the Identification Note	7 June	Consultant	Done An external consultant can be of major support in the formulation of the project/programme document. Min. 10 months prior to the Minister's approval
Formulation	Early June – End of September	Consultant	Done Application of the fundamental considerations proportionally to the complexity of the project/programme.

			Min. 9 months prior to the Minister's approval
Request for appraisal forwarded to ELQ	Dec 22	GDK	Done Draft TOR for appraisal, revised draft PAP and Draft Program Document and associated partner documentation Min. 7 months prior to the Minister's approval
Confirm meeting in Danida Programme Committee	3 October 2023	GDK	
Forward draft of project/programme document to ELQ for public consultation	6 November 2023	GDK and ELQ	An early draft should provide sufficient outline of the intended project/programme without having all details fully fleshed out.
Meeting in Danida Programme Committee	5 December 2023	ELQ and GDK	Submitted not confirmed List of received responses from the consultation
Finalisation of the project/programme document	December 2023	Consultant	Summary conclusions from the Programme Committee taken into account
Tendering for and contracting of appraisal consultants, including mobilisation period	February 2024	ELQ	One month mobilisation period
Quality assurance: Appraisal	March 2024	Development specialist from ELQ	An independent view must be safeguarded during appraisal Min. 4 months prior to the Minister's approval
Draft Appraisal Report, including summary of conclusions and recommendations	March 2024	Development specialist from ELQ	
Final appraisal report integrating comments from responsible unit and partner	March 2024	Development specialist from ELQ	Min. 2 months prior to the Minister's approval
Finalisation of the project/programme document integrating appraisal comments	April 2024	Consultant	

Final Project Document, annexes and appropriation cover note forwarded to ELQ	Q2 2024	GDK	
Deadline for confirming agenda item on Council for Development Policy Meeting	Q2 2024	GDK	
Presentation to the Council for Development Policy	Q2 2024	GDK	
The minister approves the project	Q2 2024	ELQ submits the proposed project/programme together with the minutes of meeting	After Council for Development Policy meeting
Document for Finance Committee (Aktstykke) and presentation to the Parliamentary Finance Committee, if applicable	n/a	n/a	Direct legal basis for the commitment is in place at Finance Act
Initial actions following the Minister's approval			
ELQ facilitates that grant proposals are published on Danida Transparency after the Minister's approval	Q3 2024	ELQ	
Signing of Government-to-government agreement(s) and/or other legally binding agreements (commitments) with partner(s)	Q3 2024	GDK	
Register commitment(s) in MFA's financial systems within the planned quarter	Q3 2024	GDK	
Project start	Q3 2024		