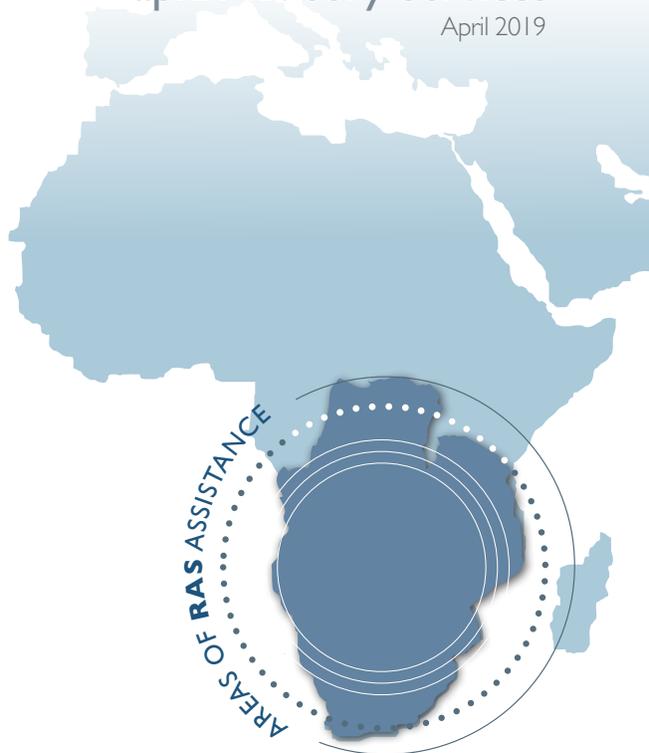


# Assessment of CRIDF II Rapid Advisory Services

April 2019



CRIDF 



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## List of Acronyms

CRIDF	Climate Resilient Infrastructure Development Facility
DFID	Department for International Development
DRC	Democratic Republic of Congo
E & L	Evidence & Learning
LOE	Level of Effort
RAS	Rapid Advisory Service
SADC	Southern African Development Community

## Introduction and background

CRIDF works with a range of stakeholders from regional River Basin Organisations (RBO) to government departments and private sector companies.

As part of its overall offering CRIDF I offered Rapid Advisory Services to a range of stakeholders to provide advisory services on water governance, water infrastructure development and water management. Based on the experience of running 52 RAS exercises in CRIDF I where the demand for high quality rapid technical advice was high, CRIDF II offered a similar RAS service.

Learning from CRIDF I, the most significant change offered in the CRIDF II RAS service was the timeframe of the offered service. “[Instead] of the rigid 10-person-day, 2-week-turnaround commitment, there [was] increased flexibility in level of effort and duration of each RAS’. The CRIDF II RAS strategy suggested that RAS should be completed within a month, “requiring no more than 15 days of expert time”.<sup>1</sup>

This document provides an assessment of the RAS services offered to date since the CRIDF II inception.

## Methodology

Data for this report was gathered from a self-completion survey which was sent to all recipients of RAS services. The survey was designed and tested with a small group of stakeholders before being placed on the CRIDF website.

Additional data was drawn from the RAS requests themselves as well as from an internal SE&I document reflecting on their RAS experiences and from management data detailing level of effort.

On completion of their requested RAS service, recipients were then emailed the link to complete the survey, as a “satisfaction” survey of the level of service they had received from CRIDF. Several respondents had to be sent several requests to complete the survey. On completion of 20 RAS requests the data was pulled from the website and analysed.<sup>2</sup>

Limitations to this analysis include the fact that the data is self reported and is not triangulated in any way. Different respondents may have requested the RAS service to the respondents who completed the survey, allowing for slightly different understanding of the process and the responses. The Likert rating<sup>3</sup> is subjective based on the E&L team's reading and understanding of the documentation.

The analysis provided in this report, is based on the available data.

## Hearing about RAS

Word of mouth appeared to be the most effective manner of respondents reporting having learned about the RAS services, with this method receiving nineteen mentions as a source. These respondents reported hearing about RAS from colleagues, either within their own organisations or from other stakeholders. Fifteen respondents mentioned CRIDF team members as the source of information about RAS. Only one respondent mentioned social media as a means of learning about CRIDF and three reported having learned about CRIDF at an event. In all cases the RAS service assisted them in learning more about CRIDF and in ninety percent of the cases the respondents reported that the RAS service developed into a longer term relationship with CRIDF.

## Countries assisted by RAS

At its core, CRIDF works with institutions and stakeholders who work with transboundary water resources. Some southern African river basins cover up to eight countries. CRIDF works with continental SADC countries, excluding South Africa.<sup>4</sup> Botswana and Zambia were the most common recipient countries of CRIDF RAS services with eight RAS services provided apiece. In contrast Tanzania was the recipient of lowest number of RAS services with three, (**Figure 3**).

In keeping with the CRIDF strategic area of influencing the management of trans boundary water resources many of the RAS services were pertinent to two or more countries, just over 50% were reported as having impact in only one country, (**Figure 1**). Of the RAS services that only targeted one country, the most popular was Zambia receiving 5 RAS services, (**Figure 4**).

Figure 1: Countries targeted by RAS

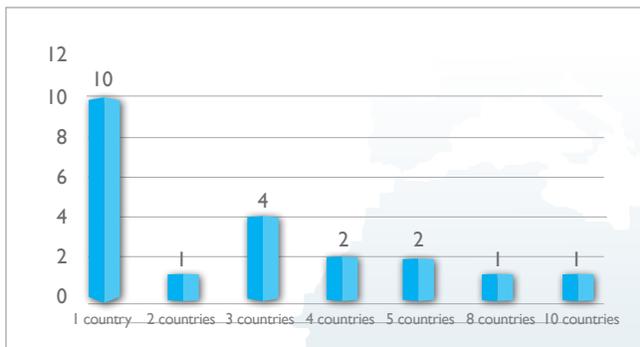


Figure 2: Countries targeted by RAS (%)

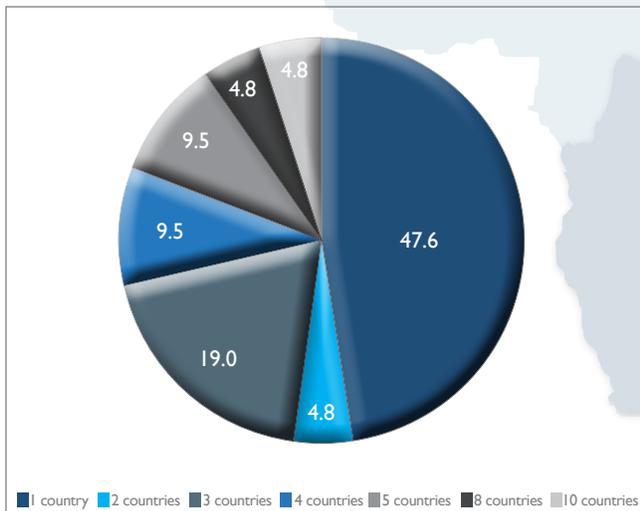


Figure 3: RAS recipients by country

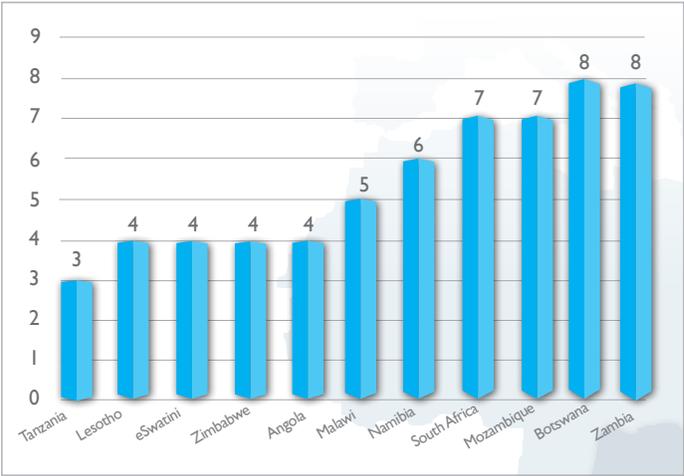


Figure 4: Single focus RAS studies by country



## Areas of RAS assistance

RAS services are provided in a variety of areas and are provided at the request of the client. Three popular themes dominated RAS requests; Climate resilience, mobilising finance and water management (See **Figure 5**). Water infrastructure development and water governance were the least requested areas of service.

## Level of effort for RAS assistance

RAS services were delivered as either short term (up to one week of level of effort (LOE)) or medium term (up to one month of LOE). It is not clear from the available data as to actual level of effort on delivery, however, short term RAS took on average of 47 calendar days to deliver, within a range from 2 to 175 days. Long term RAS took an average of 67 calendar days to deliver within a range of 2 to 196 calendar days. There was also considerable overlap between the level of effort employed in the short term and the medium term RAS services offered.<sup>5</sup> Of the 11 RAS listed as medium term engagements the LOE carried from 2 to 26 professional days with an average of 12.2 days. Of the eight short term engagements, the actual LOE varied from 0.75 days to 17.5 days with an average of 9.5 days.

The services that took the most time in terms of calendar days from request to delivery were climate resilience water management and mobilising finance, (**Figure 5**).



Figure 5: Areas of RAS assistance

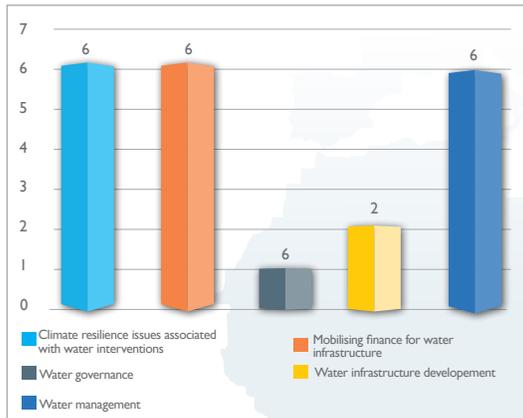
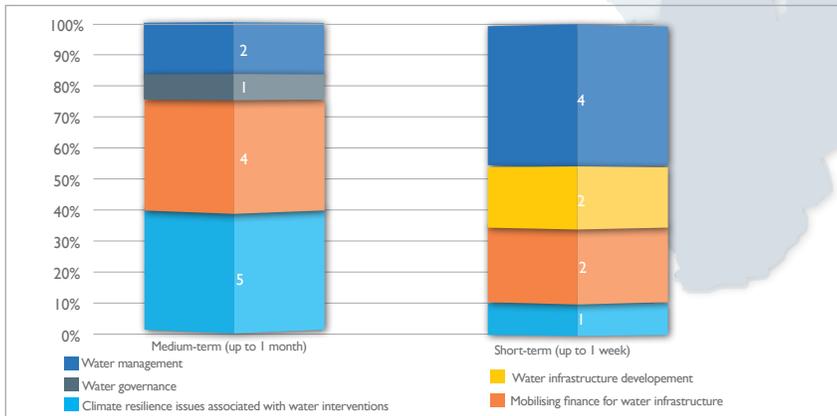


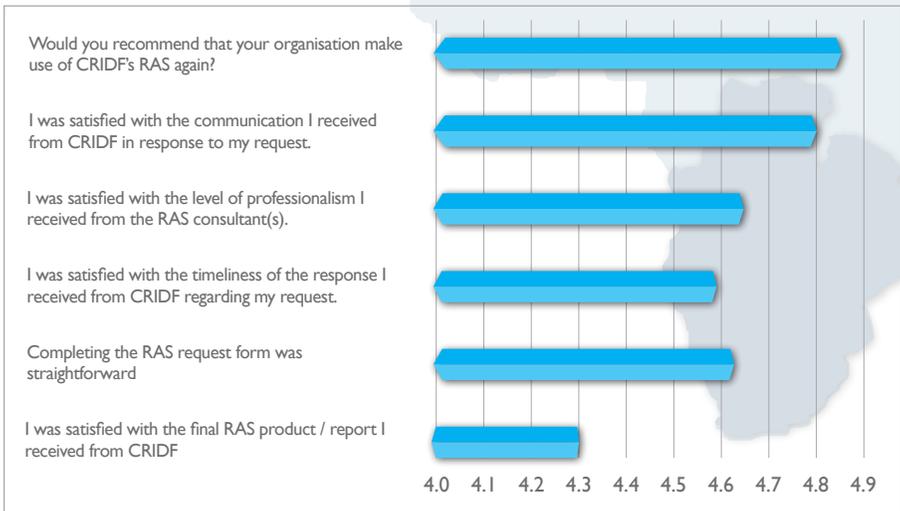
Figure 6: Length of RAS (by % and n)



## Levels of satisfaction with RAS

The RAS survey was sent to recipients as a satisfaction survey. As a result, respondents were asked to rate their level of satisfaction with the RAS service, across a range of areas. Out of a maximum level of 5, CRIDF scored above 4 in all areas of delivered service, (**Figure 7**). Only one respondent reporting a slight level of dissatisfaction with the timeliness of the study. It appears that timing was this respondent's main concern reporting that "[t] took a bit longer than expected to be able to finalise a date for the field scoping mission. As a result, the overall process took a bit longer than expected, which now results in having a challenge to push the process forward." <sup>6</sup>

**Figure 7: Level of satisfaction re RAS implementation**



## Alignment of RAS services with CRIDF strategic areas

CRIDF aims to influence institutional thinking about transboundary water infrastructure in four areas; to make it more gender and socially inclusive, to ensure that poor beneficiaries have equitable access and benefit, to build climate resilience and to consider transboundary water issues. With these four strategic areas in mind, the E&L team accessed the RAS documentation and the descriptions of the RAS services offered, and based on this, rated the RAS in alignment with the four strategic areas.

The interventions were rated on a Likert scale of 1 – 5 with the following descriptors; 1 -There is no explicit evidence of this RAS impacting on the relevant thread. It may be inferred, 2 -The impact of this RAS on the relevant thread is inferred. The impact occurs (or is likely to occur) by happenstance rather than as a direct action, 3 - The impact of this RAS on the relevant thread is mentioned, but unclear in the foreseen benefits. There are no clear metrics, 4 -The impact of this RAS on the relevant thread is clear but the benefits are not easily quantifiable, and 5 - The impact of the RAS on the relevant thread is clear and obvious. There are high quantifiable metrics to demonstrate the RAS level of contribution.

Based on this ranking the 20 RAS services averaged the highest ranking on climate resilience with a rating of 3.15, followed by transboundary with a ranking of 3.1. The RAS generally ranked lower on gender and pro-poor strategic areas with rankings of 1 and 1.8 respectively. (See Table 1).

Two projects (RAS1 and RAS17) ranked as the highest RAS services with scores of 2.75, largely because of an increased possibility of influencing the pro-poor agenda.

**Table 1: Average RAS ranking in CRIDF strategic focal areas**

Gender	Pro-Poor	Trans-boundary	Climate Resilience
1	1.8	3.1	3.15

## Observations and recommendations

CRIDF has achieved its year one logframe milestone of 20 RAS services offered well within its proposed timeframe, possibly indicating that this target could have been revised upward. The levels of satisfaction reported by the respondents for the RAS services were high.

Word of mouth was reported as the most effective communication measure regarding RAS services. This may reflect the relatively small number of institutions and individuals involved in this area within SADC. It might also reflect the level of trust that individuals place in their colleagues in hearing about recommendations of advisory services. Further, the lack of social media presence amongst the possible responses reflects a possible lack of engagement with these services at least on a professional level and may be worth noting regarding CRIDF's future communications with this group of stakeholders.

**Recommendation:** It is suggested that the SE&I team consider engaging with the CRIDF communication team to publicise their successful and completed RAS studies, with a view to promoting the service.

Almost half the RAS studies benefitted only one SADC country. While this might, over the longer term have indirect benefits for other countries, CRIDF in keeping with its transboundary mandate, should look to decreasing this percentage to a minimum in future RAS rounds.

**Recommendation:** It is recommended that in selecting RAS assignments that a clear and transparent screening process is implemented, corresponding with the four strategic areas of CRIDF influence. While certain RAS services might fall outside of these four areas, or an intersection of some of them, these occurrences should be kept to a minimum and should then be strongly motivated.

**Recommendation:** it is recommended that in screening potential RAS opportunities that CRIDF pay particular attention to its four strategic focal areas and prioritise the RAS services that address these. It is recognised that it may be difficult to find RAS opportunities that address all four strategic areas equally, but effort must be made to address the obvious deficits in pro-poor and gender and social inclusion in the RAS services to date.

Eleven of the twelve continental SADC countries benefitted from the RAS studies. CRIDF has a mandate to deliver to the continental SADC states (excluding South Africa) and so has achieved this target albeit South Africa may have benefitted indirectly. The only continental SADC country

that was not a recipient of a RAS study was the DRC. The first phase of CRIDF did not include the DRC and as the RAS service is demand driven, it may take some time to facilitate demand from the country. However, the spread of the RAS services between recipient countries is uneven with Zambia and Botswana each benefitting from eight studies (with five exclusively focussed on Zambia) and Tanzania from three. While this might, to some extent be as a result of geographic necessity with Zambia being part of two river transboundary basins (the Zambezi and the Congo) and therefore enjoying a larger opportunity to benefit from these services, this same country benefitted from the largest number of single country RAS services as well. However, Angola, which forms part of five transboundary river basins benefitted from four studies none of which were single country focus RAS services.

**Recommendation:** it is recommended that in applying an assessment screen to RAS opportunities that CRIDF ensure that while RAS services themselves might not be specifically focussed on multiple countries, that the lessons or services provided as a result of a RAS, can be easily interpreted to apply to a multi-country focus.

Three areas of service delivery dominate the RAS thematic areas; climate resilience, mobilising finance and water management. This may indicate that these three areas where stakeholders need the most support. It is not clear from the documentation provided to what extent RAS within these three areas have commonality, but opportunity might exist for tools, toolkits and process steps to be developed from these services, and offered to the CRIDF community. This may address some future requests for RAS services.

**Recommendation:** It is suggested that SE&I look for areas of commonality within the delivered RAS services with a view to developing tools, toolkits or checklists for distribution amongst the CRIDF community.

There is considerable overlap in the timing between the delivery of short term and medium term RAS services. While this reflects the flexibility suggested following CRIDF I, there appears to be little purpose in making this distinction. More importantly is the significant length of time in calendar days that some RAS were reported to take to deliver.

**Recommendation:** It is recommended that future RAS more accurately predict 1) the number of expert days that a service offering will take, and that 2) this is communicated to the client with an anticipated delivery date to more effectively manage their expectations.

## End notes

<sup>1</sup>RAS Strategy, Review of CRIDF I's RAS Systems & Processes; Recommendations for CRIDF II, version 5, 29th August 2017.

<sup>2</sup>Twenty-one responses were registered on the response database and are reflected in the analysis. Not all the questions in each of the responses was answered with the result that some analysis totals less than 21 responses.

<sup>3</sup>A Likert scale is a commonly used research instrument measuring a respondent's experiences on a linear continuum.

<sup>4</sup>While South Africa is excluded as a direct recipient of CRIDF services, the country may benefit indirectly by virtue of its geographical positioning in several cross-border river basins. This explains South Africa being a beneficiary of seven RAS services.

<sup>5</sup>Only 19 RAS services have an LOE allocated to them. RAS 10 has no LOE recorded.

<sup>6</sup>RAS respondent

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## Summary of CRIDF II Rapid Advisory Services Projects Completed

NUMBER	RECIPIENT	SUMMARY
RAS 1	Incomati Flood Risk Management Project	This project has the potential of being an innovative PPP that when implemented will have benefits for all stakeholders in the basin with reduced flood vulnerability for over 250,000 people.
RAS 2	Client : Illovo/ Tongaat, Mozambique Incomati Flood Risk Management Project Concept Note — Sustainable Water Fund (FDW)	The funding Concept Note was meant to mobilise finance to take forward the S4 component of work proposed by CRIDF in its first phase to mitigate the flooding challenges in the Lower Incomati. However, the Funding application was not successful but there were key lessons learnt based on the advice received from FDW. CRIDF has incorporated these findings for further grant funding applications. CRIDF continues to engage with stakeholders in the Incomati Basin in order to drive for an innovative PPP.
RAS 3	Client : Tongaat Hulett (THZ), Zimbabwe  Water Allocation Project	<p>The initial engagement with the multinational private sector sugar cane company shows the potential an innovative PPP that will improve the water monitoring system in the Save River Basin. The RAS that commenced in July , had the aim of facilitating a stakeholder engagement process, including THZ and other key stakeholders that would initiate a process of better water monitoring in basin — however, due to the politics prevailing at the moment this was not possible.</p> <p>A working relationship was however established with Tongaat Hullet one of the biggest water users in the Save Basin. Through the work being done through the Infrastructure Preparation team to develop Save River Basin Sustainable Water Resources Management Strategy — THZ will benefit from findings and engagement with them is on-going.</p>
RAS 4	Client : KOBWA, eSwatini Support to KOBWA drought Management Plan & assessment of Climate Change impact on Stake holders	The engagement with KOBWA allows a collaboration between CRIDF and KOBWA sharing the costs of the various activities to ensure a holistic Drought Management Plan is developed. Also CRIDF's involvement will ensure poorer communities in South Africa and eSwatini are considered through enhancing climate resilience responses.

NUMBER	RECIPIENT	SUMMARY
RAS 5	Defining the Scope for the Update of Climate Change Impact on Water Availability for the Orange-Senqu River Basin	The CRIDF assignment has enabled ORASECOM to have a consolidated understanding of the gaps in their 2011 studies. This assignment also helps in showing the areas that need to be updated in order to improve the climate science input into the Lesotho-Botswana Transfer Scheme Feasibility Studies and the development of the ORASECOM Climate Resilience Investment Plan which commenced in August 2018. CRIDF has shared these outputs with the consultants who are implementing these activities.
RAS 6	ESAWAS, Southern and Eastern Africa /CRIDF Strategic Alliance	ESAWAS is a highly influential association of water regulators in Southern and Eastern Africa. By engaging with ESAWAS, CRIDF has the potential to influence over 30 water utilities/water boards in the SADC region to promote climate resilient options. Key areas of support were identified that are in line with the CRIDF mandate. An MoU between CRIDF and ESAWAS has been developed to formalise this very important relationship. The MoU will pave a way for cooperation to develop tools and knowledge products that will support regulators in the region.
RAS 7	Illovo Sugar, eSwatini — Big Bend Fund 4 Resilience	<p>By supporting the Fund's development and ensuring it addresses climate resilience issues CRIDF has an opportunity to influence Illovo's corporate approach to investing in the resilience through directly mobilising private funding. The Fund is also a significant step toward ensuring climate resilient outgrower farmers. Sugarcane farmers in eSwatini are already witnessing a warming trend, relative to the historic baseline, and will face significantly greater temperature rise with climate change over the next several decades according to research. Drought conditions are likely to occur more frequently.</p> <p>It is within this climatic context that The Big Bend Fund for Resilience is being conceptualised and set up. The initial focus of the Fund is expected to be on providing low-cost credit to farmers who need to replant sugarcane (the cane plant typically needs to be replanted every 5-7 years). Allowing farmers to reduce costs on their inputs or raw materials is likely to increase their profit margins, thereby enhancing their income. Being on a stronger financial footing may enable farmers to be better equipped to face shocks and stresses in general (including but not limited to climate) and may strengthen their ability to reinvest savings in climate-resilience measures.</p>

NUMBER	RECIPIENT	SUMMARY
RAS 8	Client : OKACOM River Basin Organisation (RBO) OKACOM's UNDP-GEF Livelihoods Demonstration Projects: Stakeholder Meeting	CRIDF presented the outcomes of the KAZA+ value chain study, which were developed during the Phase 1 as per the request of OKACOM. The UNDP-GEF is looking at integrating local farmers in Maun into the local tourism value-chain. The outcome of the engagement led to discussions on how the UNDP-GEF project could take forward the finding of the KAZA+ Value Chain Study.
RAS 9	Client NAWASCO, Zambia Non-Renue Water (NRW) Management and Water Services Regulation in Zambia	<p>NWASCO is a key stakeholder in Zambia as an independent regulator in the provision of water supply and sanitation services. Working with NAWASCO, CRIDF could influence nine commercial utility companies, on the rollout of the climate resilience guidelines and NRW. During the RAS CRIDF conducted an initial review of the NAWASCO climate risks screening tool/guideline. The climate risks screening tool/guideline has been developed for use by practitioners in the country's water sector to help identify and allay adverse impacts that climate change may pose towards water infrastructure and resources. CRIDF recommended that though the guidelines are primarily intended for use on new projects, they should also be updated to climate proof already existing water services projects and infrastructure in operating and maintenance through guiding decision making for any modifications that may be required.</p> <p>A number of areas for potential support were also identified – i.e. updating and testing the climate risk tool, conducting case studies to understand the success factors of NRW and development of a rural regulation framework – if this support goes ahead it will be linked to the ESAWAS engagement. NAWASCO could provide a good organisation to pilot tools developed.</p>
RAS 10	Client : SADC countries Financial and Environmental sector Training Workshop on Project Preparation for Transformative Climate Resilient GCF Water Projects in Africa	The RAS will influence many of CRIDF's SADC partners to understand how to develop GCF proposals which has always been a challenge for many. This workshop provided an opportunity for CRIDF to contribute in strengthening capacities of SADC Member States to access resources for building resilience.

NUMBER	RECIPIENT	SUMMARY
RAS 11	Client : WARMA, Zambia Luangwa Catchment Management Plan (CMP)	CRIDF has an opportunity to influence the catchment management in Zambia through developing a more holistic approach to catchment management planning. The Luangwa is a major tributary of the Zambezi. This work will therefore contribute to sustainable management of water resources in the Zambezi River Basin as a whole. In addition, a relationship has been established with WARMA a new institution and there is potential for uptake of CRIDF approaches and tools.
RAS 12	Lesotho Water and Sanitation Company (WASCO) and Malawi Northern Regional Water Board (NRWB) Knowledge sharing workshop on how to mobilise finances for water interventions	By facilitating a learning tour CRIDF there were a lot of learnings with regards to reducing NRW within a medium sized city in SADC. The findings will help to develop a knowledge product that can be shared with other water bodies in the region. Following the shared experiences between WASCO and NWRB, there is potential for a more formal twinning arrangement between WASCO and the NWRB to be pursued.
RAS 13	Client : Olam, Zambia - Mobilising Finance for the construction of a water reservoir to improve water security for local communities	This RAS provided an opportunity for CRIDF to work with Olam - the world's third largest global agri-business firm operating from seed to shelf in 66 countries, supplying food and raw materials. The opportunity with Olam will enhance local water security and create the opportunity for new economic activities that will contribute to supporting local livelihoods and climate resilience benefits in collaboration with a major private sector partner in Northern Zambia. CRIDF has the potential to unlock potentially significant sums of investment for climate resilient and pro-poor water infrastructure by working with corporations like Olam, influencing the private sector to build climate resilience and think beyond their estates/operations and across their supply chains to consider impacts on local communities and to include local communities and governments in finding solutions and developing partnerships. If this relationship is successful, Olam might want to use the concept in other parts of the world where they are operating.

NUMBER	RECIPIENT	SUMMARY
RAS 14	Client : ARA-Sul, Mozambique Training ARA-Sul in PPP and Financial Strategy	The training was aimed at increasing the understanding of ARA-Sul staff on Public Private Partnerships which will also enable them to review the outputs emerging from the PPP feasibility studies enhancing their decision-making. Through this RAS, CRIDF will contribute to enhanced decision-making on financing water infrastructure.
RAS 15	OKACOM, CORB Fund - Reviewing and updating the legal establishment documents for the CORB Fund	The intention of the CORB Fund is to support poverty reduction programmes in the basin which also have transboundary effects. In addition, the projects that the Fund will support will assist those who live in the basin to be more climate resilient.
RAS 16	Client : South Pole, Switzerland Development of the Water Action Financing Facility (WAFF) funding model	This RAS provided another opportunity for CRIDF to work with a private sector organisation and has the potential to support mobilising finance initiatives and innovative mechanisms. By contributing to the WAFF Model, there are opportunities that CRIDF would help the WAFF to operationalise itself in SADC, identify target investments in priority, water intensive agribusiness value chains and creating the conditions to bring genuinely new sources of capital into water investment in SADC. The development of the fund also has the potential to influence broader sector-wide action and a basis for approaching similar organisations to contribute to the management of transboundary water resources in SADC and ultimately increase climate resilience for the poor.
RAS 17	Client : ZAMCOM - Rapid identification of community livelihood projects and programmes in the Zambezi Basin	The RAS provided an opportunity for CRIDF to influence and provide direct input into a transboundary plan, to consider socio-economic, environmental, political and climatic challenges that affect the ability of local communities to adapt or respond to varying shocks (both natural and man-made) throughout the basin. This RAS directly contributed to development of a more comprehensive, holistic Zambezi Strategic Plan (ZSP), that accurately responds to the development priorities of the RBO and riparian states through considering livelihood responses. The RAS has resulted in longer term engagement and support to ZAMCOM, towards the development of a Zambezi River Basin Livelihood Response Strategy & Programme.

NUMBER	RECIPIENT	SUMMARY
RAS 18	Client : NCONGO - NCONGO baseline assessment of champion farmers	<p>Assisting the appointed UNDP_GEF Demonstration Pilot Implementing Agent, NCONGO, and the wider Technical Working Group with a baseline assessment of champion farmers/farms provided CRIDF with the opportunity to influence the design of the project design, using CRIDF approaches and drawing on the findings from the CRIDF 1 KAZA+ value chain analysis and RAS 8.</p> <p>Because of this, the local producers in Maun will be able to participate in the formal market value chains through proposed modalities and partnerships. In addition, the RAS also provided an opportunity for CRIDF to work further with key partners in the Cubango-Okavango basin including OKACOM, UNDP and relevant National Ministries, and potential infrastructure projects in the area (for further scoping / uptake by the IP team). As part of the RAS – CRIDF conducted a scoping mission to identify communities that would also benefit from engaging in formal tourism value chains.</p>
RAS 19	Client: LIMCOM River Basin Organisation (RBO) Review Early Warning Flood Forecast System (EWFFS) software	<p>This RAS provided momentum for expanding and consolidating the Lower Limpopo Early Warning Flood Forecasting System (EWFFS). The implementation of the RAS identified options that could build on the DHI MIKE system that can assist the LIMCOM Technical Task Teams (LTTT) to better forecast flows in the Limpopo Basin. This will reduce significantly the damages to infrastructure, economic losses, threats to riverine communities and livelihoods and most importantly loss of life and people displacement because of floods.</p>
RAS 20	Client : GiZ, Lusaka Water Security Initiative (LuWSI) and the Lusaka West Water Supply Project (LWWSP)	<p>The development of a feasibility study terms of reference for the Lusaka West Water Supply Project (LWWSP) working with the private and public stakeholders in LuWSI in terms of developing wellfields in the west of Lusaka to support water supply for the peri-urban areas of Lusaka west (over 500,000 people). CRIDF's work assisted in catalysing International Cooperating Partners (ICP) investment, more private sector investment, better public sector coordination and leadership, and increased civil society participation improved water supply.</p>