



# Business Plan for the Lake Kivu and Rusizi/Ruzizi River Basin Authority (ABAKIR)

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**Development of a Strategic Action Plan  
for the Lake Kivu and Rusizi /Ruzizi River Basin**

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## 1 Introduction

The following business plan is based on the services and operations of ABAKIR over the 5-year implementation period of the first Strategic Action Plan (2022 - 2027), and the proposed organisational chart to strengthen the current capacities of ABAKIR. It proposes the key services and clients for ABAKIR's products and estimates the resources needed for ABAKIR to provide these services, comparing these with the available resources coming from Member State Contributions.

## 2 Mission statement for ABAKIR for the period 2022-2027

With the establishment of ABAKIR in 2014 as a transitional structure by the "International Convention relating to the Integrated Water Resources Management of the Lake Kivu and Ruzizi/Rusizi River Basin" it was given the mission to:

- facilitate the ratification of the Convention,
- prepare and lead the process for setting up the permanent structure,
- and initiate the studies necessary for the proper start-up of the ABAKIR taking into account the on-going projects
- financial contributions by states members

Technical personnel and capacities have been lacking in the transitional structure of ABAKIR, which has led to the transitional mission not being fully realized. The administrative personnel have been able to oversee the development of several products in the last few years, through outsourcing to consultants. These include a comparative analysis of the legal framework for water resources management in the three signatory states, two proposals for a communication strategy, a procedural manual and internal regulations, an organisational analysis of the authority, a Transboundary Diagnostic Analysis / Baseline Study for the Basin of Lake Kivu and the River Ruzizi, and a Strategic Action Plan for the Basin of Lake Kivu and the Ruzizi River. These are already considerable steps toward operationalization of ABAKIR. While most of these documents have been approved by the Technical Advisory Committee (TAC), due to limited resources they have not yet been fully internalised by ABAKIR, which cannot yet be considered as fully operational given its current capacities.

With over seven years passed since the establishment of ABAKIR, the process of making the authority operational needs to start from the ground up. The full mission described for ABAKIR is as an implementing basin organisation. This requires considerable technical, organisational, financial, and managerial capacity along with the appropriate staff, infrastructure, and equipment. This in turn needs resources, political support, and time to develop. Based on its current situation, the most likely positive developmental path for ABAKIR over the next years will be an incremental increase in capacities<sup>1</sup> towards assuming its full responsibility.

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<sup>1</sup> This refers to a broad range of capacities including:

- **Performance capacities** (are the tools, equipment and necessary financing available for the staff of ABAKIR to perform their roles in the transforming environment from transitory to full structure?)
- **Personal capacity** (do the correct staff have sufficient knowledge, skills and confidence to perform as required? Is additional experience, training, motivation needed? What new skills are needed – technical, managerial, interpersonal, role-related?)
- **Workload capacities** (Are there enough staff with the required qualifications and skill mix to fulfil the current mission of ABAKIR? Do job descriptions exist and are they appropriate?)
- **Supervisory capacities** (Are existing monitoring and reporting systems for staff sufficient? Are the lines of accountability clear? Are there enforceable incentives and sanctions?)
- **Facility capacities** (Is there enough office, meeting and workshop space? Is the digital infrastructure and communication sufficient for the authority's needs?)
- **Support service capacities** (are the required external services present? E.g. water quality testing labs, training services, administrative staff, research facilities etc.)

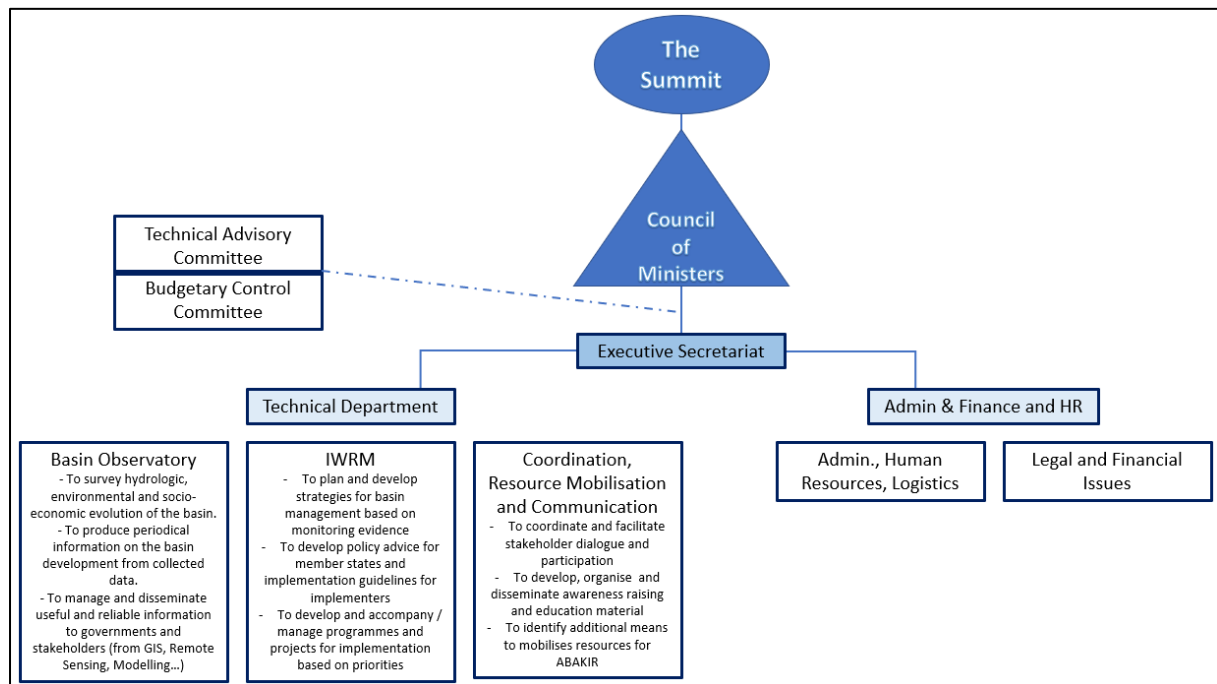
Over the period of the SAP, ABAKIR should aim in the first instance aim at becoming a coordinating basin organisation by 2027, which is in line with the shared stakeholder vision for the future of the basin and the SAP. This would meet the immediate need of improving coordination between different actors in the basin and could improve the management of the basin considerably. The following business plan is based on ABAKIR fulfilling this role over the next five years and on the assumption that the form of the authority should reflect its functions. In this sense the following Mission Statement for ABAKIR for the period of the SAP (2022-2027) is **“to coordinate and facilitate Integrated Water Resources Management in the Lake Kivu and Ruzizi River Basin, in direct consultation and cooperation with stakeholders, for the benefit of the basin population and a healthy environment”**.

### 3 The demand for coordination

There is a need in the basin for improved coordination between implementing organisations, national and local authorities, civil society groups and the private sector involved in water, land and related resource sectors. This was clearly expressed in meetings with stakeholders during the development of the Strategic Action Plan for the basin, with ABAKIR consistently identified as the best placed and most appropriate organisation to carry out the coordination, with the caveat that it currently is not seen as having the capacities and profile to carry it out.

The SAP therefore proposes an organisational chart to strengthen the current capacities of ABAKIR for this purpose, under the principle that form should follow function (see Figure 1). This chart is based on and expands the current organisational chart of ABAKIR for the transitional phase (Figure 5 of the SAP) and would enable further expansion with time to enable it to become an implementing basin organisation. Any update to the organisational chart would require approval by the TAC and the Council of Ministers (COM).

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- **Systems capacities** (Does the flow of information, finances and decisions function in a timely and effective manner? Can services be obtained without lengthy delays for authorization? Are proper filing and information systems in use? Can private sector services be contracted as required? Is there good communication with other stakeholders? Are there sufficient links with Civil Society Organisations and NGOs?)
  - **Structural capacities** (Are there decision-making fora where inter-sectoral and multi-stakeholder discussions regarding IWRM can take place and decisions made?)
  - **Role capacities** (This applies to individuals, to teams and to structure such as the associated technical committees and management / co-directors. Have individuals, teams, committees and other structures been given the authority and responsibility to make the decisions essential to effective performance, whether regarding schedules, money (including leveraging and securing financing), staff appointments, etc?).



**Figure 1: Proposal of an organisational chart to strengthen the current capacities of ABAKIR**

## 4 The services and clients of ABAKIR

In the role of a coordinating basin organisation, ABAKIR will provide the following services to a range of different “clients” as presented in the following table, with the Co-directors responsibly for the supervision and implementation of necessary activities :

**Table 1: Functions of the proposed branches of the technical department of ABAKIR during the SAP (2022-2027)**

Type of services	Description	Key clients	Responsible branch
1. Organisational	Organisation of regular TAC meetings Organisation of CoM Meetings Preparation of necessary documents for regular meetings (Annual activity and financial reports etc.)	TAC Council of Ministers	Co-directors Technical departments Administration and finance Admin, HR and Logistics
2. Planning and preparatory	Development of ABAKIR work plans (Updating) Planning documents (SAP)	TAC Council of Ministers	Co-directors Technical department (IWRM) Administration and Finance
3. Budgetary	Development of initial and final annual budget plans for approval	Budgetary Control Committee Council of Ministers	Co-directors Technical departments Administration and Finance
4. Harmonisation	Providing studies, guidance, and advice to Member States on aligning water, land and related resources policies and regulations	TAC National and local authorities in the Member States Council of Ministers	Legal and Financial Issues Technical department (IWRM)
5. Member States monitoring	Monitoring of activities of member states towards the implementation of jointly agreed measures	TAC National and local authorities in the Member States Council of Ministers	Technical department (Basin Observatory)
6. Activity monitoring	Monitoring the different activities and projects within the framework of the SAP	TAC Council of Ministers Consultation Platform for the Lake Kivu and Ruzizi River Basin	Technical+ department (Basin Observatory) Administrative and Finance
7. Coordination	Coordinating the activities and interventions of different implementing organisations and stakeholders	Consultation Platform for the Lake Kivu and Ruzizi River Basin	Technical department (Coordination, Resource Mobilisation, Communication) Administrative and Finance
8. Information and data management	Organise collection and management of data from different sources across the basin Sharing data and information for information and planning purposes	National and local authorities, Consultation Platform for the Lake Kivu and Ruzizi River Basin	Technical department (Basin Observatory) Administrative and Finance

Type of services	Description	Key clients	Responsible branch
		Universities / Research centres	
9. Advisory	The provision of technical and scientific advice to other bodies and the member states regarding various issues of joint river basin management	National and local authorities, Consultation Platform for the Lake Kivu and Ruzizi River Basin	Technical departments (IWRM and Coordination, Resource Mobilisation, Communication)
10 External relations	Maintenance of relations with external actors including civil society, NGOs, regional and international organisations, and Basin Organisations	Consultation Platform for the Lake Kivu and Ruzizi River Basin Civil Society Groups and basin population NGOs, Basin Organisations, etc.	Technical department (Coordination, Resource Mobilisation, Communication) Administrative and Finance
11. Information dissemination	Distribution of information to the general public in the basin and beyond including communication and visibility efforts for ABAKIR as an institution	Consultation Platform for the Lake Kivu and Ruzizi River Basin Civil Society Groups and basin population	Technical department (Coordination, Resource Mobilisation, Communication) Administrative and Finance
12. Capacity building	Establishment of capacity within the institution, key basin stakeholders, or in its member states through knowledge provision and training programs	Internal clients (Executive Secretariat of ABAKIR) Consultation Platform for the Lake Kivu and Ruzizi River Basin Civil Society Groups and basin population	Technical department (Coordination, Resource Mobilisation, Communication) Administrative and Finance
13. Financing	Acquisition of funding from various sources within and beyond the basin (possibly including the acquisition of technical assistance from development partners)	Internal clients (Executive Secretariat of ABAKIR) National and local authorities	Technical department (Coordination, Resource Mobilisation, Communication) Administrative and Finance



In the table, services 1 to 5 principally address the needs of actors internal to the proposed ABAKIR organisational chart (the Council of ministers, the TAC and the BCC); services 6 to 11 are directed increasingly outwards towards actors within the basin (local / national authorities, different stakeholder groups); and services 12 and 13 are directed primarily (but not exclusively) internally to the Executive Secretariat. The operational planning for ABAKIR should take each of these services and break them down into necessary process / activity steps for implementation.

Additionally, it is possible that towards the end of the 5-year period, ABAKIR offers project management services for the management, accompaniment and implementation of joint projects and programs of the RBO, financed and supported by national, regional, or international donors. This would go beyond the content of the proposed mission statement for the period of the SAP and would require a change in the proposed structure to accommodate capacity for cooperation and project management within the technical departments.

## 5 Marketing and providing ABAKIR's services

To provide these services ABAKIR must first raise its profile and credibility among its different client groups and create the expectation that it can deliver in its different roles (to the actors in the basin National Ministries, and to the TAC, Budgetary Control Committee and Council of Ministers). An essential first step towards this is to implement the priority key interventions in organisational development described in the 2019 organisational analysis<sup>2</sup> and the priority capacity development measures from the SAP of 2022<sup>3</sup>. This will create a competent basis within ABAKIR to serve the needs of its clients.

Parallel to these priority measures, the process of raising the profile of ABAKIR among different stakeholders involves implementing the existing communication strategy from 2020, with the focus directed principally towards the basin. The communication strategy established specific communication objectives which have been adapted below to more clearly reflect the need to focus communication efforts on the stakeholders of the basin:

- **Build a strong and positive institutional identity** through a range of tools and internal communication processes
- **Increase the visibility of ABAKIR** in the three Member States, focussing on the basin
- **Raise awareness of ABAKIR's work** and how it aligns with Regional and National-level priorities to ensure the urgency of its aims are understood
- **Raise awareness on issues of IWRM** among the population within and around the basin
- **Position ABAKIR as an essential coordinating authority** for the interests of the Member States and other stakeholders with respect to the management of water, land and related resources in the basin
- **Develop an active working partnership with all partners** to promote the protection of Lake Kivu and the Ruzizi River
- **Encourage partners to take ownership of ABAKIR** activities and recognize the value and benefits of stronger collaboration

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<sup>2</sup> GIZ, 2019. ABAKIR Organizational Analysis, Chapter 6

<sup>3</sup> In Chapter 3.8 the priority capacities to be developed include:

- *Corporate Communications and Knowledge Management*
- *Information and database / Knowledge management*
- *(Transboundary) Water and environmental law expertise*
- *IWRM expertise*



For services 1 to 3 and 12 and 13 the co-directors should ensure the strict implementation of the processes laid down in the administrative and financial procedural manual<sup>4</sup>, with the Executive Secretary ensuring regular contact with the other organs in the organisational chart. The manual provides clear instructions of what is required for these services. For services 4 and 5, the legal expert should work with the IWRM department and the Basin Observatory experts, once established.

A key organ for the implementation of the communication strategy and the delivery of services 6 to 11 to clients outside of the internal ABAKIR system (Summit, Council of Ministers, TAC, BCC and the Executive Secretariat) is the Lake Kivu and Ruzizi River Consultation Platform proposed in the SAP. This platform would be convened, organised and facilitated by ABAKIR with the mission to:

- **facilitate communication and the exchange of information** between stakeholders and enhance dialogue and collective responsibilities amongst all stakeholders active in the basin;
- **facilitate a coordinated and integrated approach between actors**, resulting in IWRM developments in the basin ensuring that the Lake Kivu and Ruzizi basin is “sustainably managed between the riparian states, guaranteeing an equitable use of its resources for the benefit of the population and a healthy environment”;
- **contribute to the development and harmonisation** of relevant national, regional and international policies, regulations, plans and strategies in the Lake Kivu and Ruzizi River basin by creating a coordination body for the basin.

A Concept Note for the proposed Lake Kivu and Ruzizi River Consultation Platform is included as an annex in the SAP.

## 6 Resources required

The required **staffing** for the delivery of the services is estimated as follows:

- ***Direction of the Executive Secretary (3 positions):***
  - Co-director “Coordinator”
  - Co-director “Programmes Manager”
  - Co-director “Finances and Administration”
- ***Technical Departments (6 positions total):***
  - *Basin Observatory (2 positions):*
    - Observatory Director
    - Data management and analysis specialist (hydrologic, environmental, socio-economic etc.)
  - *IWRM (2 positions) :*
    - IWRM specialist – engineering
    - IWRM specialist – socio-economist
  - *Coordination, Resource Mobilisation and Communication (2 positions):*
    - Stakeholder coordination and communications specialist
    - Financial resource identification and mobilisation specialist
- ***Administrative, Financial and HR Departments (5 positions total)***
  - *Administration, HR and Logistics (3 positions):*
    - Administrator
    - Human Resources and Logistics officer
    - IT specialist
  - *Legal and Financial (2 positions):*
    - Accounts and budget officer

<sup>4</sup>ABAKIR, 2021. Manuel des politiques et procédures administratives et financières

- Water and environmental legal expert

Support staff (of 3 drivers and an office manager for miscellaneous tasks) completes the staffing.

ABAKIR should define clear Terms of References for each position that defines, among other elements, position description, desired candidate profile, management hierarchy, and performance metrics for each position.

In its coordinating role, ABAKIR's **activities** will mainly involve coordination and communication with stakeholder groups through the Consultation Platform and other forums as well as the development of the material and activities described within the communication plan. Additionally, for the internal coordination with the member states, activities will involve specific studies, reports and the organisation of regular internal coordination meetings.

For the required **infrastructure and operational resources**, ABAKIR is housed in the offices of the CEPGL (Communauté Economique des Pays des Grands Lacs) in Rubavu, currently occupying seven fully equipped offices of around 18m<sup>2</sup> each. The offices provided by CEPGL include all side costs necessary for the operation of ABAKIR (electricity, water, telecommunication, internet).

Any further equipment needs (transport, IT, office material etc.) should be established as part of a detailed capacity needs analysis of ABAKIR<sup>5</sup>.

## 6.1 Estimated required financial resources (operational costs)

An initial conservative estimate of operating costs for ABAKIR would thus be:

Position	Monthly costs (EUR)	Annual costs (EUR)
<b>Staffing</b>		
Direction (3 posts)	15 000	180 000
Technical Dept (6 posts)	16 500	198 000
Admin. Fin. & HR (5 posts)	12 000	144 000
Support Staff (4 posts)	5 000	60 000
<b>Activities</b>		
Organisation of meetings (internal)	3 000	36 000
Council of Ministers	-	10 000
Consultation Platform (3 per year)	-	12 000
Communication activities		75 000
<b>Infrastructure and Operations</b>		
Office costs	-	-
Office equipment		15 000
Travel	5 000	60 000
<b>SUB-TOTAL</b>		<b>790 000</b>
<b>Miscellaneous (7.5%)</b>		59 250
<b>TOTAL</b>		<b>849 250</b>

## 6.2 Available financial resources

ABAKIR is currently directly financed through the annual contributions of the three member states, covering personnel and most operational costs. The annual contribution of each member country is 251 025 EUR and should be paid in the first quarter of each financial year.

Provided Member State contributions arrive on time and in full, ABAKIR would thus have an annual available financing for operations of 753 075 EUR, agreed between the member states. This would produce a shortfall of around 100 000 EUR based on the estimated required finances above, which could be covered if member states were to increase their monthly contributions by 3 000 EUR,

<sup>5</sup>See Strategic Action Plan, Chapter 3.8 for the different capacities which should be assessed

producing a net annual increase of 108 000 EUR for ABAKIR's operations.

It should be noted, however, that the Member State contributions have been irregular and generally below the agreed level since 2014, resulting in ABAKIR engaging in lobbying in Member States to secure the agreed contributions, rather than on the core business of running the authority. The effective operation of ABAKIR therefore requires the clear political will and commitment of the three Member States to ensure core funding.

## **7 Conclusion**

This business plan has been developed for the Lake Kivu and Ruzizi River Basin Authority (ABAKIR) for the five-year implementation period of the first Strategic Action Plan (2022 – 2027). It is based on the aim of ABAKIR filling the role of a coordination basin organisation by the end of this period with a reinforced organisational structure and capacities and a mission statement for this period being “to coordinate and facilitate Integrated Water Resources Management in the Lake Kivu and Ruzizi River Basin, in direct consultation and cooperation with stakeholders, for the benefit of the basin population and a healthy environment”.

To this end the proposed reinforced organisational chart contains additional personnel for ABAKIR, to a staff consisting off:

- 3 Co-directors
- 6 experts in the Technical Departments
- 5 experts in the Administrative, Financial and HR Departments
- Support staff (3 drivers, 1 office manager)

A conservative estimate for the operational costs of the proposed reinforced structure puts the annual operational costs at around 850 000 EUR. With current Member State contributions agreed at 251 025 EUR per country per year, the authority would thus have an annual available financing for operations of 753 075 EUR.

The shortfall between the estimate operational budget for the reinforced structure and the current operational budget (around 100 000 EUR), could be covered with a monthly increase of 3 000 EUR in the contributions for each member state, resulting in a net overall annual increase in contributions per Member State of 14%.

Conditional to the financial operability of ABAKIR during the course of the SAP is that Member States make the regular annual contributions as agreed.





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