



Inclusive Aquawareness and Empowerment NBD Strategy 2018 – 2022

Words of the Wise

“If you want to go fast, go alone; if you want to go far, go together” (African proverb)



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Acronyms

AIESEC	International Association of Students in Science and Economics
AMCOW	African ministers' council on water
AU	Africa Union
CIWA	Corporation in International Waters in Africa (World Bank)
CFA	Cooperative Framework Agreement (Nile Basin)
CSOs	Civil Society Organizations
DAC	Development Assistance Committee (OECD)
DFID	Department for International development
D.R. CONGO	Democratic Republic of Congo
ENTRO	Eastern Nile Technical Office
GA	General Assembly
GDP	Gross Domestic Product
GDI	Gross Domestic Income
GIZ	German Development Agency
GW	Global Water
HDI	Human Development Index
HDR	Human Development Report
HLPF	High Level Political Forum UN
HLPW	High Level Panel on Water
IGAD	Intergovernmental Authority on Development (IGAD) in Eastern Africa
INTRAC	International NGO Training and Research Centre
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resource Management
LDF	Local Discourse Forum
LVBC	Lake Victoria Basin Commission
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
NBDF	Nile Basin Discourse Forum
NBD	Nile Basin Discourse
NDF	National Discourse Forum
NEL	Nile Equatorial Lakes
NELCU	Nile Equatorial Lakes Coordination Unit
NEPAD	New Partnership for Africa's Development



ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Co-operation and Development
SAP	Subsidiary Action Program
SDGs	Sustainable Development Goals
SMS	Short Message Service/ texting
SNV	Stichting Nederlandse Vrijwilligers
UNECE	United Nations Economic Commission for Europe
UNDP	United Nations Development Program
UNEA	UN Environment Assembly (http
UNECE WC	UN economic commission for Europe Water Convention
UNEP	United Nations Environment Program
UNESCO-IHP	UN Educational Scientific and Cultural Organisation- International Hydrological program
UNWC	UN Watercourses Convention
WASH	Water, Sanitation and Hygiene (SDG 6.1 and 6.2 mainly)
WfWP	Women for Water Partnership



Process and Acknowledgement

The current NBD Strategy 2012-2017: “Empowerment through Participation” has come to an end. In the beginning of 2017, Nile Basin Discourse (NBD) started a process to evaluate NBD’s current strength, weaknesses, opportunities and threats, contemplate and formulate its new strategy for 2018-2022. The process was led by the regional secretariat with assistance of an outside consultant.

The main consultations and discussions took place during the NBD board meetings in February and November 2017, external resource people and organizations in May/ June and with the staff of the secretariat in June to November 2017. The draft then was shared with the membership and comments were received from National organizations/ members in the spring of 2018. During 2017, several interviews took place to also get the input of external stakeholders and the main donor. Among them, the World Bank, State Department of the U.S.A., Eastern Nile Technical Regional Office (ENTRO), World Wildlife Fund (WWF), Women for Water Partnership (WfWP), Nile Basin Initiative (NBI), ministers and senior officials of five Nile basin countries (including the host country Uganda). We are most grateful for their willingness to share their insights and experience.

In addition, an analysis took place of the new external drivers since the last strategy was formulated, current financial outlook and current membership of NBD. The main ideas and conclusions from recent documents (2015/2016) e.g. on stakeholder involvement, Financial Strategy, Communication and Outreach Strategy, and the Monitoring & Evaluation Strategy were incorporated or referenced in this document. In addition we learned from practices in other basins like the Danubeⁱ and OMVSⁱⁱ. Inputs from e.g. the UNWCⁱⁱⁱ Initiative and universities in the region on the topic were highly appreciated.

The strategy outline for 2018-2022 “Aquawareness and Empowerment” was presented during the Board meeting on 27 November, the General Assembly on 28 November and during the Nile Basin Summit on 30 November 2017. The Board (27/11/2017) and General Assembly (28/11/2017) both approved the outline and document. The Executive Committee meeting in April 2018 provided the last round of comments and choices.

NBD expresses its appreciation to the World Bank for their on-going financial support.



1. External Drivers and Development

1.1 Context

The previous period saw a number of new issues and orientations emerging from the global agendas adopted:

- The Sustainable Development Goal (SDG) 6 was adopted as a dedicated goal under Agenda 2030 covering the whole hydrological cycle; as a result trans-boundary water management and waste water treatment is much more on the political agenda (1.1)
- In addition there are 8 more water-related targets under other goals and water is mainstream(ed) and connected to most SDG targets; this calls for interlinked (and nexus) approaches
- National plans are the driving element of the implementation of the Sustainable Development Goals (SDGs) and the Paris Agreement)
- There is more emphasis on mobilization of domestic (national/ local) funding sources, also beyond traditional ODA
- Challenges just got bigger (see 1.2)
- there is more recognition of /and emphasis on multi stakeholder approaches (see also SDG 17)
- Water diplomacy not just for/ done by diplomats
- There is more Interest in/ need for citizen's data and information^{iv}.

The Nile is the world's longest river, traversing almost 6700 kilometers. Its basin includes eleven (11) African countries and extends for more than 3 million square kilometers. The Nile basin is a highly endowed basin with over 1000 species of flora and fauna. The basin has a highly diverse and variable climate, languages and cultures and immense natural resources.

1.2 Politics and Policies

In the period 2010-2015 the world saw an unprecedented political change emerge when it comes to how we see the importance of water, how we manage our waters and how that impacts on the populations depending on those rivers, lakes and ground water. Until then water was always the “political orphan”.

In several resolutions in 2010 and further, the General Assembly and the UN Human Rights Council acknowledged the human rights to water and sanitation^v. The Rio+20 conference in 2012



acknowledge this and at the adoption of Agenda 2030 in 2015, the human rights to water and sanitation are the only human rights mentioned specifically.

In 2014 the UN Convention on the Law of the Non-Navigational Uses of International Watercourses (UN Watercourses Convention/UNWC) entered into force and in 2015 the UNECE Water Convention became a global treaty (as well). Most recently the High Level Panel on Water and Peacevi called for all countries to become a party to these conventions. The High Level Panel on Watervii also made recommendations on trans-boundary cooperation.

Although no Nile Basin riparian has acceded to these conventions so far, especially the UNWC played a big informative role in formulating the CFA (see below). Some (3) riparian are debating accession currently.

The Sendai Framework for Disaster Risk Reduction 2015-2030 was adopted at the Third UN World Conference in Sendai, Japan, on March 18, 2015viii. In 2016 for the first time ever, the UN Security Council debated water-related issuesix. In 2010, 7 of the 10 Nile basin countries came to an agreement to open the cooperative framework agreement (CFA) for signature and as of March 2011, 6 countries signed the agreement. So far three countriesx have formally acceded to the CFA (2015).

The third International Conference on Financing for Development in Addis Ababa in July 2015 came up with same clear referencesxi and recommendation on financing for water. “We also encourage countries to consider setting nationally appropriate spending targets for quality investments in essential public services for all, including health, education, energy, water and sanitation, consistent with national sustainable development strategies”. “Investing in sustainable and resilient infrastructure, including transport, energy, water and sanitation for all, is a pre-requisite for achieving many of our goals”.

“In these efforts, we will encourage the participation of local communities in decisions affecting their communities, such as in improving drinking water and sanitation management”. “It is also critical to reinforce national efforts in capacity-building in developing countries in such areas as public finance and administration, social and gender responsive budgeting, mortgage finance, financial regulation and supervision, agriculture productivity, fisheries, debt management, climate



services, including planning and management for both adaptation and mitigation purposes, and water and sanitation-related activities and programs.”

The call for domestic fundraising, involving other stakeholders also in financing beyond traditional ODA is a wake-up call for CSOs/NGOs to liaise with other parties when it comes to funding.

2015 saw the adoption of the transformative agenda 2030 and the Sustainable Development Goals^{xii}. For the first time, the whole hydrological cycle is part of the agenda; water resources management, IWRM and trans-boundary cooperation are specifically mentioned (SDG6.5). In addition there are 8 other targets where water plays a big role and most of this universal agenda links to water^{xiii}. The agenda also puts emphasis on multi-stakeholder involvement, new insights on reporting and accountability and types of partnerships (SDG17).

The UN Water Synthesis Report (report for HLPF 2018 on SDG6)^{xiv} phrased their current conclusions as follows:

“Strong formal and informal institutions and human resources underpin good water governance. However, an acute lack of capacity is constraining water resources development and management in all its facets, across most developing countries, particularly in Sub-Saharan Africa ... Human resource shortages are reported in all key areas, including: agriculture and irrigated farming; water-related risks management; water and sanitation services; wastewater treatment, recycling and reuse technologies; ... This is not a new phenomenon and has been a leading concern and constraint on water-related development for many decades. Too little capacity has been developed. Several countries are now producing national capacity development strategies for the water sector. However, the big challenge is implementation. There are means of rapidly increasing vocational skills to meet specific shortages using short-term programs of two to four years. But it takes many years to strengthen institutional capacity with a cadre of experienced and effective professionals and technicians that can plan and enable progress towards SDG 6. The answer lies in long-term commitment and longer term investment and support for knowledge and capacity development.” (UN Water)

This is particularly relevant for the Nile Basin Discourse (NBD) since it connects water, trans-boundary cooperation, livelihoods, food security and nutrition etc. In addition NBD can play a role in building capacity and enhancing participation of civil society in the development of national plans



and Voluntary National Reports^{xv} for the SDGs, ensuring participation and attention to crucial elements for the countries and the basin as a whole. NBD can thus play a role in ensuring that besides all-encompassing national plans there is attention for e.g. trans-boundary basin and regional approaches in addition to national plans and do justice to the universal nature of the Agenda 2030. It can so alert to possible adverse effects that measures taken to reach some of the targets can have on other targets (inter alia targets on energy versus targets on water)! (See especially overview annex 1 of the Inter-linkages analysis report of UN Water report^{xvi})

Also in 2015, the environment ministers of OECD countries welcomed the OECD principles on water governance^{xvii}.

In 2017, the High Level Panel on Water and Peace published its report with recommendations.^{xviii} Although no Nile Basin country is a member, some of the recommendations are highly relevant.

“We strongly recommend to all states sharing trans-boundary water resources (rivers and lakes, as well as aquifers) to conclude trans-boundary water agreements. Where such agreements already exist we recommend their strengthening along the lines of the principles and norms of International Water Law. States ought to adhere to the principles of International Water Law and promote their full implementation. The Panel calls for wide accession by states to the 1997 UN Watercourses Convention and the 1992 UNECE Water Convention now open for accession to all UN Member States.

Furthermore, we recommend intensified work on supplemental instruments to the two UN Conventions, including “soft law instruments” such as guidelines and procedures facilitating trans-boundary water cooperation, especially with respect to the allocation of water, hydropower development, and irrigation. The UN General Assembly should encourage states to strengthen their international water cooperation and to avail themselves of the advantages provided by the conventions embodying International Water Law. The General Assembly should also consider ways to develop effective institutional and financial mechanisms to support trans-boundary water cooperation.

The role of civil society organizations in promoting trans-boundary water cooperation and in the monitoring and implementation of International Water Law should be promoted.”



African Ministers of Water and Sanitation (AMCOW) adopted the Durban Political Declaration for accelerating the implementation of the Sustainable Development Goals (SDGs) within the continent in March 2017^{xix}

Although the Paris climate agreement^{xx}, within the United Nations Framework Convention on Climate Change (UNFCCC), of 2015 is not mentioning water at all, it is highly relevant in terms of the work of NBD. CMA2 and CoP23 that took place in Bonn in November 2017 and seemed to be more open to discuss other issues than “just” CO2 emissions.

Frameworks in Africa that are very relevant and inspirational are inter alia:

The Africa Agenda 2063^{xxi}. The seven African Aspirations were derived through a consultative process with the African Citizenry. These are:

- (i) a prosperous Africa, based on inclusive growth and sustainable development
- (ii) an integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa’s renaissance
- (iii) an Africa of good governance, democracy, respect for human rights, justice and the rule of law
- (iv) a peaceful and secure Africa
- (v) Africa with a strong cultural identity, common heritage, values and ethics
- (vi) an Africa whose development is people driven, relying on the potential offered by people, especially its women and youth and caring for children
- (vii) An Africa as a strong, united, resilient and influential global player and partner

And the Africa Water Vision 2025^{xxii}: envisions an Africa where there is an equitable and sustainable use and management of water resources for poverty alleviation, socio-economic development, regional cooperation and the environment where:

- (i) there is sustainable access to safe and adequate water supply and sanitation to meet the basic needs of all;
- (ii) there is sufficient water for food and energy security;
- (iii) water for sustaining ecosystems and biodiversity is adequate in quantity and quality;



- (iv) institutions that deal with water resources have been reformed to create an enabling environment for effective and integrated management of water in national and trans-boundary water basins, including management at the lowest appropriate level;
- (v) water basins serve as a basis for regional cooperation and development, and are treated as natural assets for all within such basins;
- (vi) there is an adequate number of motivated and highly skilled water professionals;
- (vii) there is an effective and financially sustainable system for data collection, assessment and dissemination for national and trans-boundary water basins;
- (viii) there are effective and sustainable strategies for addressing natural and man-made water-resources problems, including climate variability and change;
- (ix) water is financed and priced to promote equity, efficiency, and sustainability;
- (x) there is political will, public awareness and commitment among all for sustainable water-resources management, including the mainstreaming of gender issues and youth concerns and the use of participatory approaches.

1.3 Challenges^{xxiii}

The richness of the Nile River has benefitted the Nile people; however they face considerable challenges.

Many of the critical water towers e.g. the Ethiopian Montane, Mau, Mount Elgon and Rwenzori forests, are degraded and in dire need for rehabilitation. There is rapid sedimentation that has negatively impacted on the effectiveness and lifespan of existing dams. The impact of extraction industry /mining in terms of (water) pollution and – use is a growing concern especially among the communities nearby.

There are 42 Wetlands /registered Ramsar sites^{xxiv} in the Nile basin countries (of which 18 are in the basin covering more than 36.000 Km²) that need to be preserved and protected. 42% of the basin is arid and hyper arid areas which causes a strain on the water resources. Land cover change by sub-basins indicates the decline of forest areas and increase of cultivated land in almost all the sub-basins.

In the Human Development Index (HDI 2016^{xxv}) seven (7) of the Nile basin countries rank among the bottom 25. All Nile basin countries are in Low Human Development category with the exception of Egypt which is in Medium Human Development category. The GDP of nearly all basin countries



is increasing, indicating expanding economies. Countries that showed relatively high GDP growth rates are Ethiopia, with average of 7.7 percent per annum for the period 2005 – 2011, and Tanzania, with average of 5.2 per cent for the same period. Five other countries recorded average GDP growth rate of about 3.5 per cent per annum.

Significant challenges in Africa as a whole:

- 41% of the population living below the poverty line, or in extreme poverty;
- high rates of unemployment, particularly among youth, and even more so for young women; and
- lack of resilience of African economies.

Crop production and livestock husbandry account for about half of household income in the Nile basin partner states. Most of the Nile partner states are overwhelmingly rural, and the agriculture sector employs a large proportion of total labour force. As example, the agriculture sector employment accounts for 70 to 90% of total employment in Burundi, Ethiopia, Rwanda, Tanzania, and Uganda. Likewise, agriculture sector depends for around 80 to 90% on female labour force in those countries, plus D.R. Congo. Also, with the exception of Ethiopia and Kenya, the agriculture sector accounts for higher proportion of female employment than male employment, which implies that women are heavily dependent on the agriculture sector for their economic security¹. The poorest members of society are those who are most dependent on agriculture for their own food security, livelihoods and income.

Agriculture itself has challenges on productivity, crop choices to adhere to climate induced changes, inefficient water use when considering “Nutrition per drop”; 50% of under nutrition is associated with infections caused by poor WASH. Effective collaboration between WASH and nutrition actors and more action is urgently needed if the World Health Assembly (WHA) global nutrition targets and SDGs are to be met^{xxvi}.

The 2016 population of 257 million people – compared to 160 million in 2012 - within the basin and 424 million people within and outside the basin is expected to increase with more than 2,2 % per year (thus expected to be 648 million in 2030). Multiple factors contribute to this^{xxvii}. Common to all countries is a high proportion of young population, that age group that is 20 years or under. This

¹ It should be noted however, that the majority of the female labor is unpaid work; it does account for compensation in-kind (housing, food, etc).



could be explained by a change in the dynamics of the demography of the basin, particularly a significant drop in infant mortality rates in all countries accompanied by high fertility rates, though the latter has started to decline.

The proportion of urban population is expected to rise in all Nile basin countries. Despite relatively high annual growth rates (of between 4% and 5%) for urban populations in the basin, the dominance of rural populations is expected to persist until 2030 in nearly all Nile countries. By 2050, the percentage of urban population is expected to reach above 50 percent of the total population in four of the 11 Nile basin riparian states^{xxviii}. In seven countries the urban population makes up more than 40 percent of the total population. In contrast, the rural population is expected to rapidly shrink in all countries.

With increasing urban population, urbanization rate will increase. This, in turn, will result in increased demands for better water supply, sanitation, electricity, communication and other services. Urbanization is expected to increase the pressure on natural resources and the environment as expansion of cities occurs generally at expense of destruction of forests; there is the risk of increasing pollution of water resources including ground water.

The basin is becoming increasingly food deficient and the domestic production of cereals for all the riparian states falls short of domestic demand. Rain-fed agriculture is practiced on 87 per cent of total cultivated area which depicts a high dependence on rain-fed irrigation. 5 million hectares in the Nile basin are under irrigation.

A doubling of the population in 40 years – in seven out of 10 riparian countries – may well be beyond the ability of some countries to deal with individually. This signals the importance of strengthening regional integration as a way of promoting general economic development.

The region has high vulnerability: from internally displaced persons, climate change and natural disasters, pandemics, and forced displacement (Africa hosts 1/3 of the world's displaced people). Displacement and migration are an existing and growing issue.

This is of course especially an issue for the countries neighbouring countries at civil war or unrest. But also, the number of people moving elsewhere because of climate induced changes, (too much,



too little, too polluted water), are growing^{xxix}. Besides the human tragedy behind it, it also means more pressure on water resources, basic services etc. in the receiving countries.

Trans-boundary water conflicts have been on the global agenda for a long time. There is widespread agreement that resolution strategies need to be based on the following four key principles, derived from International Law:

- (i) Equitable and reasonable utilization,
- (ii) Not causing significant harm to others;
- (iii) Cooperation and
- (iv) Priority of use, qualified by the adoption of the human rights to water and sanitation.

Yet, translating these principles into workable and clear operating guidelines and agreements for sharing waters across national borders remains a huge challenge. Often, domestic concerns take priority over international ones, as discussions about how to best share waters between countries immediately touch upon and interfere with a country's chosen development trajectory, such as the kind of economic or agricultural activities it hopes to invest in or stimulate. Also, the motivation to collaborate and share water tends to mostly come from downstream countries – those who stand to lose most when no agreement is reached.

Governing trans-boundary waters not just links geo-politics with questions of food, water, and energy security, but also requires cautiously balancing economic growth with the health of rivers and lakes and ground water sources. Rapidly expanding consumption rates and income levels are intensifying pressures on the resource – exacerbating competition between diverse claimants.

Dealing with these challenges and questions requires trust and a willingness to collaborate between parties at different levels. Reliable and publicly available or shared information about current and future trends in water demand, availability and use by upstream or downstream neighbours is an important ingredient of processes of negotiation and collaboration: it forms one important basis for arriving at agreements, or for devising institutional or technological arrangements for sharing waters across boundaries.

The higher willingness to engage and involve multiple, diverse groups of stakeholders, including civil society is still an area to be developed further to make it effective in practice. Current national



legislation and points of view are not always motivational and helpful in that respect and requires active engagement of NDFs and Secretariat to connect with national and other levels of government to find ways of engagement that are appropriate and beneficial.

Another point of attention and even concern is that citizens-at-large to a large extent are still not aware and knowledgeable about the connections between water (management) and their daily lives. The impact of climate change through water, issues on food safety and security connected to water scarcity, the wish for access to basic services like health and hygiene and electricity and the role water plays in that. Here still a lot of awareness-raising and educational activities need to be designed and implemented by the NDFs with assistance of the secretariat and ensuring the trans-boundary element is taken into account.

The NBD is well placed to assist with the process at different levels of awareness raising, connecting and collaboration.

2. The Nile Basin Discourse

2.1. Background

In 2003, the Nile Basin Discourse (NBD) was formed with the core mandate of fostering cooperation on the Nile so as to increase the range and magnitude of direct benefits to riparian states, and serve as a catalyst for greater regional integration, both economic and political, with potential benefits far exceeding those derived from the river itself.

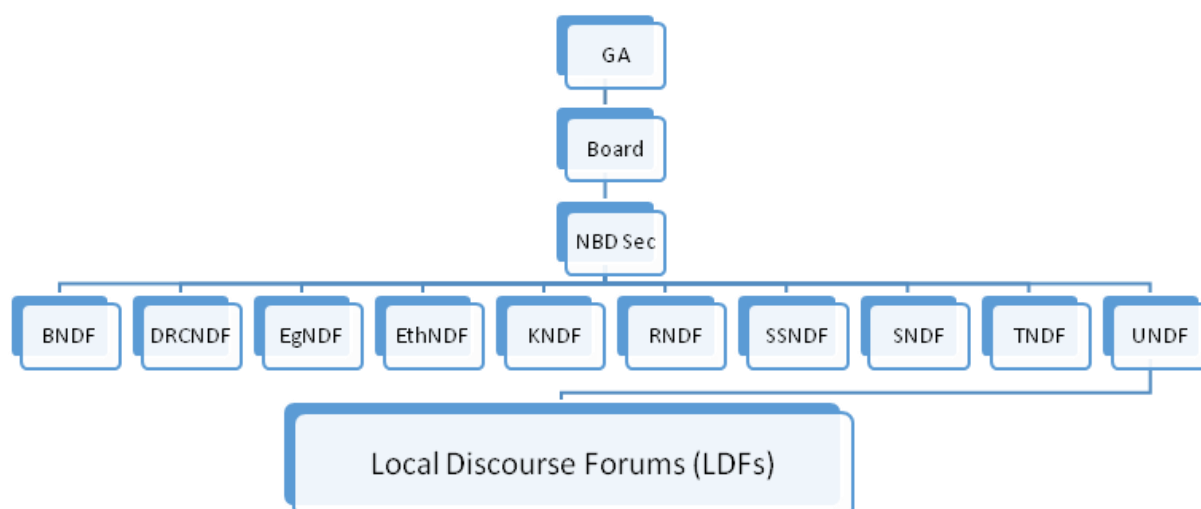
The Nile Basin Discourse (NBD) is a civil society network that was established through a consultative process that started in 2000 and was officially launched in December 2003. The NBD was established primarily to strengthen the voice of civil society in development projects, programs and policies of the Nile basin and to ensure that development agendas responded to the development needs of local communities by establishing benefit-sharing processes that will contribute significantly to more equitable and sustainable outcomes for poor people in the basin. NBD enables the civil society organizations working on Nile basin cooperation and development issues to add value to the inter-governmental programs and processes. NBD is a network of networks of (national) civil society organizations with its Secretariat base in Entebbe, Uganda. NBD works with national partners, its membership understand national issues, and provide NBD with the skills and support to help it set up and manage practical and sustainable programs that meet the real needs of the communities.



The NBD plays three critical roles for the network which entail a bottom-up communications pipeline for raising the voices of citizens and civil society up to the governmental and regional levels; a top-down pipeline for educating and informing citizens and civil society on Nile issues and development projects; and, a horizontal pipeline between citizens and civil society organizations both within and across national and administrative borders for knowledge and capacity sharing and where possible, cooperation on joined management of trans-boundary waters of lakes, rivers, aquifers. To enhance the critical roles for the network, NBD has initiated the horizontal citizen engagement in discussions during of a Nile Basin Discourse Summit in 2017.

NBD has a layered governance structure: NBD General Assembly-
NBD Board -NBD Regional Secretariat –National Discourse Forums – Local Discourse Forums that ensure high possibility for involvement at different levels. See Figure 1

Figure 1: Organogram of NBD Network



The NBD achievements to-date have been greatly supported by the existing MoUs, that are periodically renewed. Currently, the 2018-2020 MoU has been signed between NBI and NBD. In the MOU, the two institutions pledged to exchange information, collaborate in the development, implementation, monitoring and evaluation of development programmes, programs and activities.

2.2. Membership

In 2015 NBD undertook a stakeholder mapping exercise to inform on NBD's activities, membership, thematic and geographic set-up of CSOs per cluster of the Nile Basin Riparian States. (NBD Stakeholder Mapping Report, Nile Basin Countries (2015)^{xxx}. The conclusions and recommendations of the report are extremely useful and important for the new strategy. Member organizations are local and national CSOs/NGOs working on a range of issues relevant to Nile cooperation and development, including environmental conservation, agriculture, integrated water resources management, energy, gender equity, livelihoods, poverty reduction, and others.

The CSOs/NGOs are members of chapters at national level referred to as National Discourse Forums (NDFs) established in each of the Nile riparian states, of which ten are active namely Burundi, D.R. Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania and Uganda. In turn, the NDFs contribute to the formation of the (elected) NBD board that guides the regional Secretariat based in Entebbe, Uganda.

A membership² of approx. 640 CSOs and NGOs across the basin is a very strong base. However, there are significant differences between the countries and expertise / focus - thus a point of attention to be addressed. It seems that the approaches and (legal) status of national platforms play a big role here. Currently, not all National Discourse Forums have Local / National Discourse Forums (Egypt NDF, Sudan NDF and Ethiopian NDF are the front-runners). See Table 1, overview membership (2016)^{xxxi}

² See www.nilebasindiscourse.org for lists of current members (2015)



Table1 : Areas of expertise/type of activity for actual and potential CSO members of NDFs (2015)^{xxxii}

Areas of expertise /activity	Cluster 1								Cluster 2						Cluster 3					
	Egy- NDF		Ethio- NDF		SS- NDF		S-NDF		K-NDF		T-NDF		U- NDF		R-NDF		B-NDF		D.R. C- NDF	
	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P
Agriculture and food security	1	*	4	5	**	8	***	9	2	12	4		4	2	1	2	3	4	37	3
Socio-economic programs: gender, youth, education, health, etc.	33	*	3	58	**	52	***	58	19	37	21	2	20	5	19	3	10	9	37	3
Capacity building	5	*				26			2		5		16	2	2		1	1	6	1
Environment/natural resources: water, climate change, etc.	19	*	16	11	**	3	6	12	24	27	14	1	35	3	16	3	26	14	12	5
Research and dissemination			1					1			3		5	1			2		4	
Total	58	*	24	77	**	93	6	83	47	76	47	3	80	13	38	8	42	28	96	12
% in social programs	57	*	13	75	**	56	100	70	40	49	45	67	25	38	50	38	24	32	39	25

A= Actual members, P=Potential Member; * Egypt does not have potential CSO members; **

South Sudan has mainly potential CSO members; *** all the CSO networks in Sudan are mainly in environment though they also deal with socio-economic and health issues.

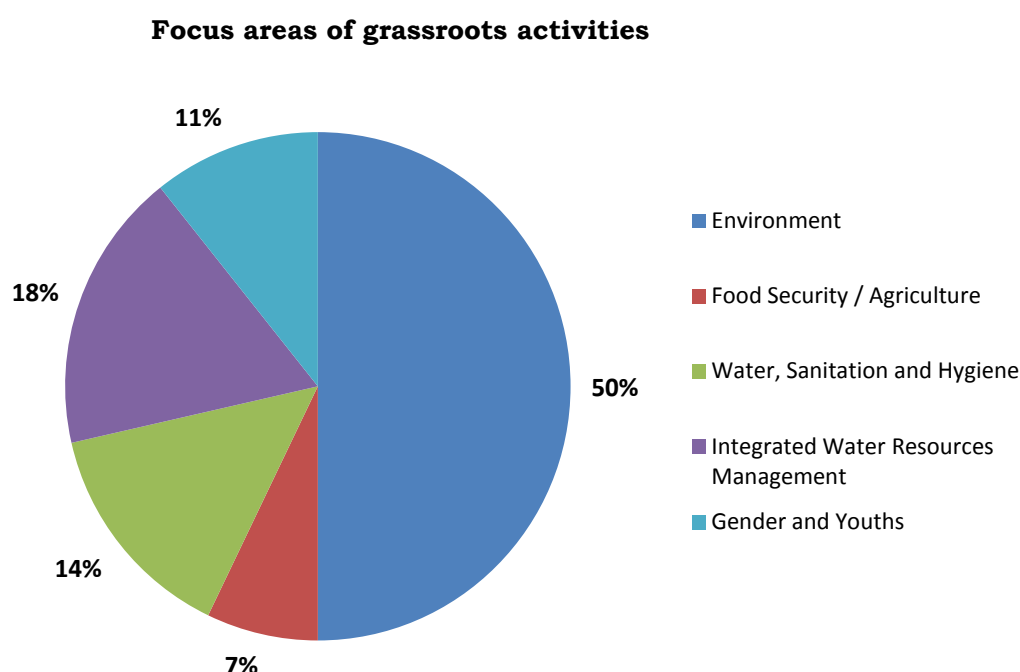
Source: NDFs' Templates of the 10 NBRs, 2015. (Access more details of these templates from the NBD Secretariat in Entebbe – Uganda)

The geographical coverage of CSO NDF members may also have an implication on the sustainability of operations of NDFs. In this case, the national CSOs are more resilient than the local ones. This might be emanating from the fact that the national CSOs are more endowed with capacity to create national and international networks, better human capital among members, and

social recognition at the country level. This aspect may explain why NDFs with most of their CSOs operating at the national level, e.g. D. R. Congo, Burundi and Rwanda, have been able to secure external funding and keep independent offices and salaried staff.

When looking at the main expertise and involvement, there are also substantial differences. When developing an additional membership base, it would be prudent – looking at current concerns and needed activities - to consider active acquisition of CSO/ NGOs membership that can bring in more of expertise on agriculture and nutrition and sustainable energy (incl. hydropower development).

Figure 2: Major Focus Areas of NDF Grassroots Activities



It was a challenge establishing the role of international CSOs (with international governing boards or committees) who are members of NDFs as most of them are stronger in all aspects than the NDFs. Most of them are also themselves networks across the Nile basin region, and use NDFs to pursue their objectives. Thus their contribution towards the mandate of NDFs and NBD needs re-assessment and re-alignment. They might fit better as partners rather than members, as it is the case in Burundi, D.R. Congo and Rwanda.

According to NBD Secretariat, however, the contribution of international CSOs towards the mandate of NDFs and NBD is enormous. The international CSOs are regarded as having vast

experience and exposure, and are therefore able to add a strong voice to the work of NDFs and NBD, support the NBD in widen its networking), and connect NBD and NDFs to external development partners. It was however observed that the international CSOs are able to perform these functions both in a role as member or as partner.

It was found that most of the actual (current) members of the NDFs are involved in activities in the environmental sector (environment, climate change, water and conservation of natural resources), agriculture, etc. However, most of the potential members are involved in socio-economic development activities such as women and youth empowerment, health (mainly HIV) and education (Table1). This is particularly so in Cluster 1. From the perspective of the NDFs, this is common in Ethiopia, Kenya, South Sudan and Sudan where socio-economic development expertise is represented by 75%, 49%, 56% and 70% of the potential members, respectively. Thus if these members are to be recruited and start participating in NDFs' activities, they are likely to be an added value for the NDF boards and NBD Secretariat in terms of looking at water and beyond. They might however require capacity building to make them understand water and environmental issues. Further, since their core areas of expertise touch on core issues of gender (women especially) and youth, they are likely to contribute to discourses related to vulnerable communities. Thus their net impact on Nile cooperation and development issues is likely to enhance the present situation.

Words of the Wise

"If you want to go fast, go alone;
if you want to go far, go
together" (*African proverb*)

The current membership criteria seem appropriate.

It however also implies that strengthening of some of the national platforms to play their role is imminent^{xxxiii} and making use of the expertise of some of the CSOs in connected issues that are important for the strategy needs to be enhanced.

2.3. Partners and Networks

As part of its vision and strategy, NBD Network is well aware that "they cannot go alone". NBD therefore has both advocacy and implementation partners and is a member of several (global and regional) networks.

The current main partner of NBD is Nile Basin Initiative (NBI), a partner it has been collaborating with through 3, 4, of 5 year timed MoUs. The existing MoU runs for the period 2018-2020. The



cooperation is also anchored in the statutes of NBD. Of course the DFID, the World Bank / CIWA are valuable partners and donors. The current agreement of World Bank/CIWA runs until 2019. NBD and the Eastern Nile Technical Regional Office (ENTRO) have an MoU that is valid until 31 July 2019. Other implementation partners are NELCU^{xxxiv}, GWP-EA^{xxxv} and IGAD. NBD works closely with the secretariat of IGAD^{xxxvi}.

NBD currently participates as observer³ or active presenter in the public meetings of NileTAC and NileCOM ((including NOC and Rocs) and Nile Council of Ministers meetings.

NBD is a member of the Butterfly Effect NGO coalition^{xxxvii} and a member of the Social Impacts, etc. Chamber of the Hydropower Sustainability Assessment Protocol^{xxxviii}. NBD joined the #ClimateIsWater Campaign^{xxxix}.

There are a few conclusions about and messages from these stakeholders that should be taken into account or require action for the new strategy:

- (i) Have more diversity in terms of funding; not depending (only) on one or two sponsors/ donors (ODA).
- (ii) Anticipate to future developments and relationships in the basin –envision future scenarios; so not be “ depending” on NBI cooperation and current structures alone.
- (iii) Ensure support (both in terms of policy and financing) from national governments and agencies (talk to them more).
- (iv) Show the strength of the network more (e.g. visibly by having CSOs signing up to NBD statements on the website - timely).
- (v) Connect to global NGOs and CSOs to get the advocacy messages across; respond to appeals and consultations (do not be “ shy” : you are more informed and capable then most).
- (vi) Keep the “brand” and communicate it more widely.
- (vii) Make in-kind / voluntary contributions e.g. of national platforms more visible as “ co-funding”.
- (viii) Make projects cross-boundary and show CSO cooperation; give the example by local across river / lake, trans-boundary projects.

³ In this context this means that NBD Board and/ or secretariat or the NDF (NOC and ROC) are invited to the meetings, are invited to speak, clarify emerging issues and positions, and are invited to comment on relevant documents beforehand or during the meeting.



- (ix) Promote and advise on use of global standards and standards (e.g. hydropower Sustainability Assessment Protocol; Global Water Stewardship (AWS) standard; OECD water governance principles^{xi}; Bellagio-Principles on value of water^{xi}).
- (x) Be informed inform and inform: comment on plans based on alternative solutions (e.g. on nature-based solutions for infrastructure, hydropower, industrial agriculture etc.).
- (xi) Make better use of the trust between and power of CSOs (their cooperation is sometimes better than that of governments).
- (xii) Use NBD Network constituency to connect all.

2.4. Internal Drivers and SWOT (See Annex1).

During the workshop with the full Board in early 2017, considering the existing M&E outcomes and with input also of external informants, NBD looked at current Strength, Weaknesses, Opportunities and Threats, see Annex1. Out of the SWOT, the key issues to be addressed therefore are indicated below.

Key issues to be addressed.

- (i) SDGs and other global and regional agendas have to be reflected in the vision and mission.
- (ii) Trans-boundary cooperation between CSO/ CBOs needs enhancement.
- (iii) Update the fund-raising strategy (2016) (how and who; and making use of national ideas and connections/ share – not just “ traditional donors”)
- (iv) Existing activities on climate change and food safety have to be followed-up and up-scaled (paying attention to nutrition issues and possible trans-boundary cooperation both in production and market)
- (v) New awareness raising and capacity development programs are needed to enhance CSO/ CBO involvement (mobilize and acknowledge)
- (vi) New ideas have to be developed / operationalised regarding youth involvement and gender issues/ women’s involvement.
- (vii) Ways have to be developed to collect and analyze and use citizens data / science^{xiii} and (traditional) knowledge.
- (viii) Discourse intelligence network needs to be enhanced and more accessible.

It is clear that not all issues can be addressed by NBD, both in terms of capacity or complexity. Therefore NBD has to be clear on what “it takes on, or not”

2.5. Strategic Orientation (theory of change)

NBD's strategic orientation is pegged on its vision and mission.

Mission

To ensure a Nile-basin wide civil society progressively develops and plays a key role in proactive and critical influencing of policies and practices and capable of collaborating with (all levels of) government and intergovernmental structures and processes while adhering to transformative inclusion and participation and ensuring sustainability.

The vision has been slightly adapted to strengthen the essential role of inclusiveness.

Vision

A Nile basin in which there is sustainable social and economic development for all people of the Nile basin, free of conflict, leading to achievement of justice and human rights, poverty reduction, protection of the environment including especially our water and good governance based on cooperation between riparian states and involving all stakeholders



OUR VALUES

NBD is constantly adapting and exploring new ways to enhance its network movement that meets the needs of an ever-changing world. NBD's new strategy defines the unique contribution NBD makes in attaining sustainable development and highlights the direction NBD is taking as an organization to best achieve its vision and goals.

Ethics

NBD is a network of independent and diverse organizations. It is the diversity of experience and perspective that represents the strengths of the network, which is built on the democratic principles of equality, transparency, accountability and integrity and protection of values

Value Water in all its dimensions – in its economic, social, environmental and cultural importance

Participatory^{xliii} and Inclusive

NBD's members are committed to a regional network of collaborative initiatives to generate synergetic development and mutual learning and support. In so doing, NBD member organizations seek to influence formulation of public policies and plans favourable to advancement at national, local and (sub-) basin level of human rights, equality, peaceful co-existence and cooperation, poverty reduction and the coordination of efforts among development communities serving the Nile basin. NBD works closely with (international) partners with shared values and aims.

Social Justice and Equality

NBD works to promote sustainable development that entails empowering disadvantaged segments of society to gain increased access to resources through policies that grant equal opportunity and fairness to all. NBD aligns to the principles of agenda 2030: People, planet, prosperity, peace, partnership^{xliv}

Mutual Respect and Accommodation

By its nature, the Nile basin includes a diversity of views, values and cultures demanding mutual understanding, tolerance, cooperation and conflict mitigation. It goes beyond national and administrative boundaries. To this end, the NBD aims to optimize common interests and understanding to exploit advantages of unity with diversity leading to benefit-sharing.

Excellence

Fulfil NBD mission by providing relevant and timely products and superior client service that reflects its commitment to collaboration and the higher standards of quality – however depending on resources available.

Incremental changes and Innovation

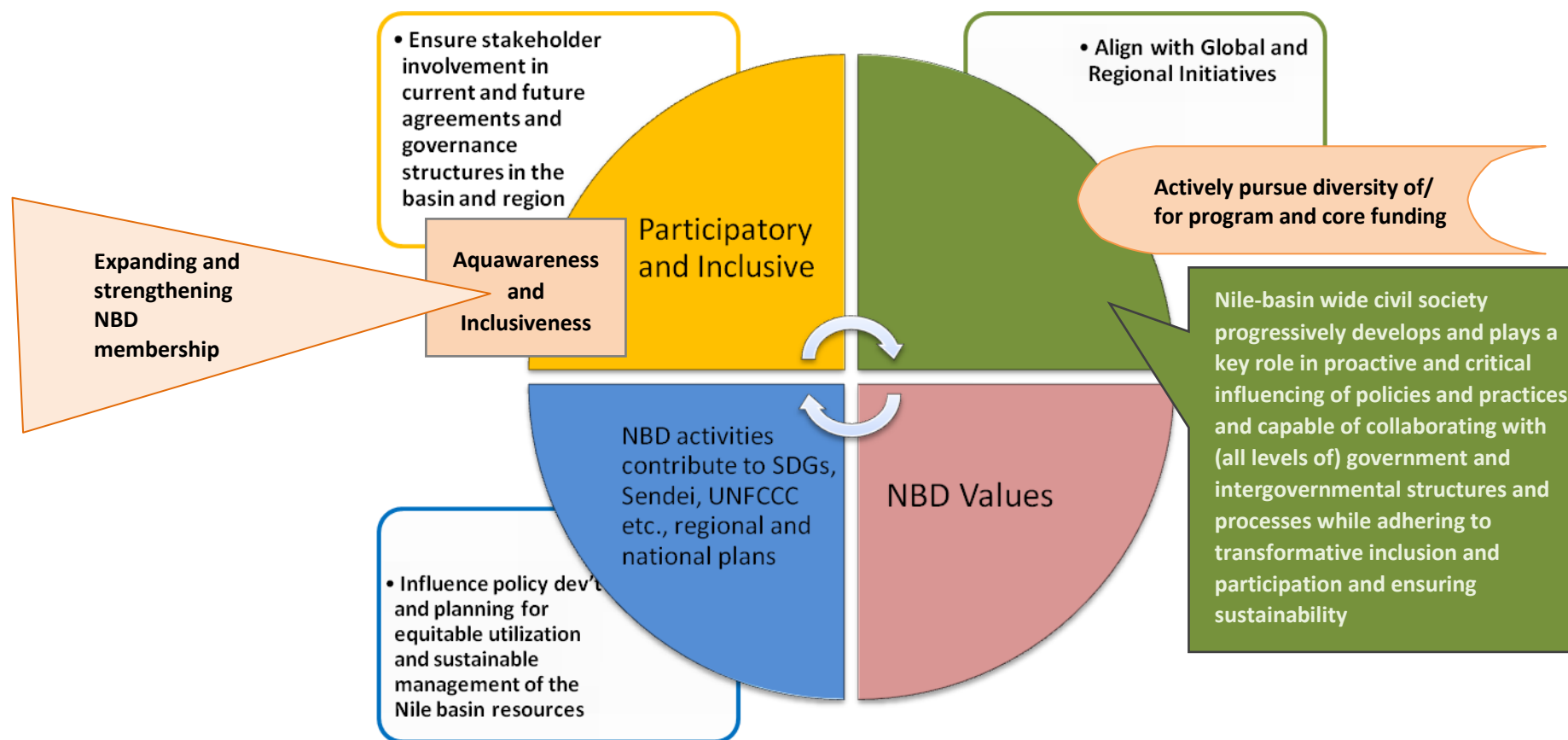
Constantly seek new ways to accomplish NBD work and to generate extraordinary results. NBD is dedicated to delivering creative and forward looking solutions and advancing the use of modern technologies.

3. NBD Strategic Interlink: Inclusive aquawareness and empowerment

The added value of NBD is to look at and improve plans revolving around bettering livelihoods from an inclusive, connecting, national and cross-boundary perspective and implementation options. See Figure 3.



3. Figure3: NBD Strategic Interlink: Inclusive aquawareness and empowerment



Support initiatives for sustainable integrated (trans boundary) river basin management / IWRM at all levels for livelihood improvement, development and cooperation in the basin; acknowledge and incorporate local initiatives that are incremental.

- (i) Develop organizational capacity for a functional, efficient, effective and dynamic NBD; Ensure and further develop sustainable funding strategies.
On fund raising,
 - (a) Independent/collaborative fund raising with NDFs using their own, current capacities better
 - (b) Expertise in knowing what is available “on the ground” and enhances reporting on in-kind/ voluntary contributions. C) Adjust the current build-up of reserves to ensure on-going basic organizational structure.

Monitoring will be mainly done on the basis of the annual work plans that are to contain further developed qualitative and quantitative indicators (indications of such below)

3.1. Strategic direction1: **Align with global and regional initiatives.**

Because of the universality of the SDGs, it is crucial to explain how NBD responds to different targets. A major task of NBD is to make governments/ policy makers etc. aware of impacts that can be beneficial for one target, while being negative on another. Therefore, the organization is to align with the global and regional initiatives, and where possible and relevant national - SDG agenda (and related initiatives) especially on climate change, sustainable energy and water and food security and safety. See Box1.



Box1: Strategic Direction1 Actions

- Promote actively the ratification of the CFA, UNWC and/ or UNECE WC conventions in their country and basin-wide.
- Check all plans and projects and policy documents against the connection to the SDGs and other global and regional policies.
- Get involved through the Local Platforms and NBD in general in national plan “committees” and agendas on the SDGs and Paris Agreement. Together with national platforms map current connections and existing or upcoming voluntary national reports to HLPF
- Develop factsheets/ messages for advocacy that can be used at global, basin and national level by members.
- Explain the importance and impact of these policies to CSO/NGOs through blogs, webinars and national capacity building events. Have / assist them to refer to these global targets in their activity design.
- Connect to Africa Union and AMCOW and UNEA to ensure input of NBD at large.

Monitoring and indicators:

Make arrangements / discuss with national statistical offices and (regional) organizations as mentioned above to contribute to data collection, monitoring and analysis of the official indicators for the SDGs (see annex) and contribute to developing a model for citizens data/ science collection and incorporation. It may be of interest to connect to government and the inter-governmental organizations such as NBI, IGAD, NEPAD and LVBC, the UNU-Flores proposal and World Water Data Initiative^{xiv} for this. A final choice of relevant indicators related to relevant goals and targets will be developed in 2019 (after further decision-making of UN Statistical committee).



3.2. Strategic Direction 2: Ensure stakeholder involvement in current and future agreements and governance structures in the basin and region

Box2: Strategic Direction2 Actions:

- The current constitution and partnerships will be analyzed to see if changes are necessary to address future developments/ not impede new cooperation and stakeholder mechanisms.
- A white paper will be developed to discuss future multi-stakeholder mechanisms (e.g. for the CFA if and when it comes into force) and discuss this with stakeholders across the basin for example during the next Nile Basin Discourse Summit.
- Connect more to current stakeholder mechanisms such as from the UNEA, AMCOW and AU and HLPF to ensure the voice of the Nile is heard. For that NBD secretariat would need to actively pursue accreditation with these (UN) organizations.
- Contact Universities in the region to become a partner in and give input for their research projects, both from their perspective as from research needs of NBD as a whole and/ or members. Looking at e.g. citizen's data collection, additional validation instruments etc.

Monitoring / indicators:

(mainly qualitative)

- a report with analysis and recommendations of current and “wished for” partnerships is ready for decision-making at the Board meeting of 2019
- A paper on future scenarios for multi stakeholder involvement developed through stakeholder and member discussions by 2019
- Overview of accreditations acquired
- Network with at least one regional development agency, such as GIZ , LVBC, NEPAD , etc
- Network / MoU with at least one university per Nile basin country established and a work plan developed by 2020



3.3. Strategic Direction 3: Influence policy development and planning for equitable utilization and sustainable, incremental management of the Nile basin resources – adhering to nexus approaches on food, nutrition and energy that are climate resilient.

See Box 3.

Box3: Strategic Direction3 Actions:

- Develop a communication strategy for different levels and groups to raise awareness on water-related issues, and available methodologies and tools like on water stewardship standard and Hydropower sustainability assessment protocol, water-gender toolkit (WWAP).
- Promote nature-based solutions and water adaptation strategies for climate change and disaster management
- Have discussions with inter-governmental organizations e.g. NBI , IGAD, LVBC, NEPAD, to ensure their strategy remains sustainable and inclusive.
- Scale-up the NBD climate change adaptation program
- Assist with and enhance the (local) trans-boundary nature of projects by governments, SAPs and development agencies such as GIZ, etc.

Monitoring/ indicators:

- Communication strategy 2016 updated (2019) and published (website)
- Work plan for awareness raising developed and planned (2019-2022); decision-taken by Exec. Board and finance secured
- Minutes of meetings with inter-governmental organizations on the topic of multi-stakeholder governance
- Manual developed and at least one workshop per country conducted on local cross-boundary project cooperation



3.4. Strategic Direction 4: **AquAwareness and inclusiveness**

The strategy is aimed at information, communication, exchange, awareness raising for all to become water-wise citizens. This is the core of NBD: raising awareness, reach out, cooperate and mobilize and show the cross-cutting nature of water for most of the SDGs. This needs to happen at two-levels: nationally and basin-wide/trans-boundary. Local aqua-awareness is first and foremost within the mandate of the national platforms; however the NBD secretariat will support this by further developing tools for the purpose, especially at trans-boundary level. See Box4.

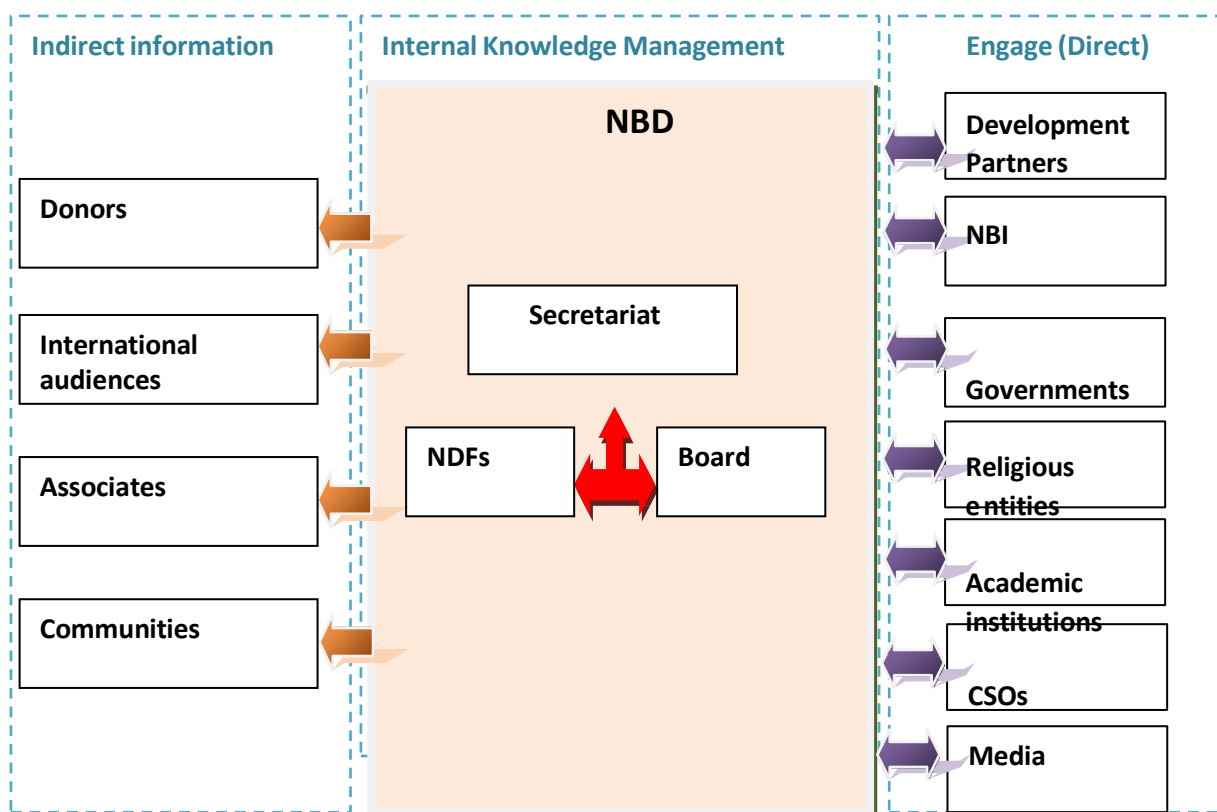
Box4: Strategic Direction 4 Actions:

- Develop and publish guidance on how policies concerning gender / women's participation and youth involvement can be operationalized.
- A crucial part would be to develop a “media house” to better inform and engage the media in general to raise awareness and get the main messages across.
- And of course further implement the updated communication strategy 2016.
- Develop and test a “town-hall” format that brings together different stakeholders at local level (CSO)/ NGO, local authorities, companies active in the community, farmers, women groups, youth groups, indigenous people etc. to discuss water-related issues.
- Reach out to Universities and knowledge institutes to ensure more evidence-based research on water and equity and equality.
- Develop poster-type factsheets that address water and its inter-linkages and NBD's messages to be used for outreach inter alia on water<> energy and hydropower; water and food; adaptation measures to climate change.

Monitoring/ indicators:

- Number of “town hall” meetings conducted by the Secretariat/or national and local members.
- Number of media publications and referenced documents.
- Number of projects where women, gender and youth issues are explicitly mentioned/ addressed.
- Number of factsheets written and published (and downloaded or used at meetings)
- Minutes of meetings and MoUs established with universities

Figure4: Communication and knowledge management



3.5. Strategic Direction 5: Expanding and strengthening NBD membership base

The overall objective of this strategic direction is to ensure broader and diverse participation and broader expertise on water cross-cutting issues and ensure exchange and trans-boundary aspects. See Box 5.

Box 5: Strategic Direction 5 Actions:

- Education and training on emerging issues such as the SDGs
- Develop and implement - on the basis of the potential membership mapping done in 2015/2016 - a communication/ outreach plan that can be implemented by the National For a (and local members).
- Develop ways to increase the number of CSO/ NGOs that are involved and working on agriculture, hydropower etc.
- Increase membership and coverage: Strengthening the membership by showing the inter-linkages between water and the other SDGs, inter alia by educating and training CSO/ NGO on concepts and tools like water stewardship, sustainable hydropower, water governance and water integrity, adaptation and mitigation of climate change impacts, etc.
- Interlinking National and Trans-boundary: Enhance activities of national chapters and local members to be more trans-boundary (basin or sub-basin) by providing technical support, facilitate twinning, use NBD convening power when discussing project designs etc.
- When funded through NBD Secretariat, trans-boundary/cross boundary activities are the norm; criteria for that will be developed.
- Negotiate with especially national chapters how their applications for funding can also support Nile-basin wide activities
- Connecting and Including Women and Youth: Connect with existing women's and youth networks and farmers' organisations active in the basin countries and make more use of their knowledge and connections. A mapping of those will be done to guide NBD affiliates.

Monitoring/ indicators:

- Updated overview membership with characteristics
- Analysis projects on trans-boundary cooperation and type of activity
- See above on workshops and capacity development



- References and accessible information on website available for download or printed and disseminated

3.6. Strategic Direction 6: **Actively pursue diversity of/ for program and core funding**

The overall objective of the Financial Sustainability – NBD Strategy (2016) is to ensure that NBD as an organization has net income with liquidity and solvency. That NBD has the ability to secure and manage sufficient resources to enable it to fulfil its mission effectively and consistently over time without excessive dependence on any single funding source.

Allocation of funds covering the organization's minimum functionality entailing administrative activities, fixed costs like staffing (both at the Secretariat and the NDFs' focal points), and operational costs (i.e. office rental, salaries, utilities, communication-related costs, travel-related costs etc.) has primarily come from the project funding received. It was already recognized in 2016, that the funding strategy for NBD should move to more programmatic funding and broaden the base to other organisations.

NBD intends to cover the costs of its activities through four basic sources:

- i. Contributions from foundations, business and individuals;
- ii. Member contributions, earned income, other self-generated income and investment earning;
- iii. Nile Basin government grants and contracts; and
- iv. Foreign aid from official development assistance agencies as well as from private external groups such as churches, non-profit organizations and global corporations

NBD will respond to the challenge for greater financial stability following the choices made in 2016, in three ways:

- (i) diversify its income sources to minimize dependence on any single source;
- (ii) build working cash reserves and establish lines of credit and other mechanisms to provide financial cushioning when changes occur outside the controls of NBD;
- (iii) build endowments, capital funds and other forms of permanent assets that give a safety net as well as collateral for borrowing – when necessary – where such assets are invested to produce net income, this income can be held for emergencies and fluctuations in financial resources.

Fundraising is a costly and time consuming activity in itself. Reporting on it is as well. It does mean that more time of the secretariat (meaning less support for national/regional projects unless additional staff can be acquired and funded) or outside assistance are necessary. Since what you “show” is important to interest potential donors. See Box 6.

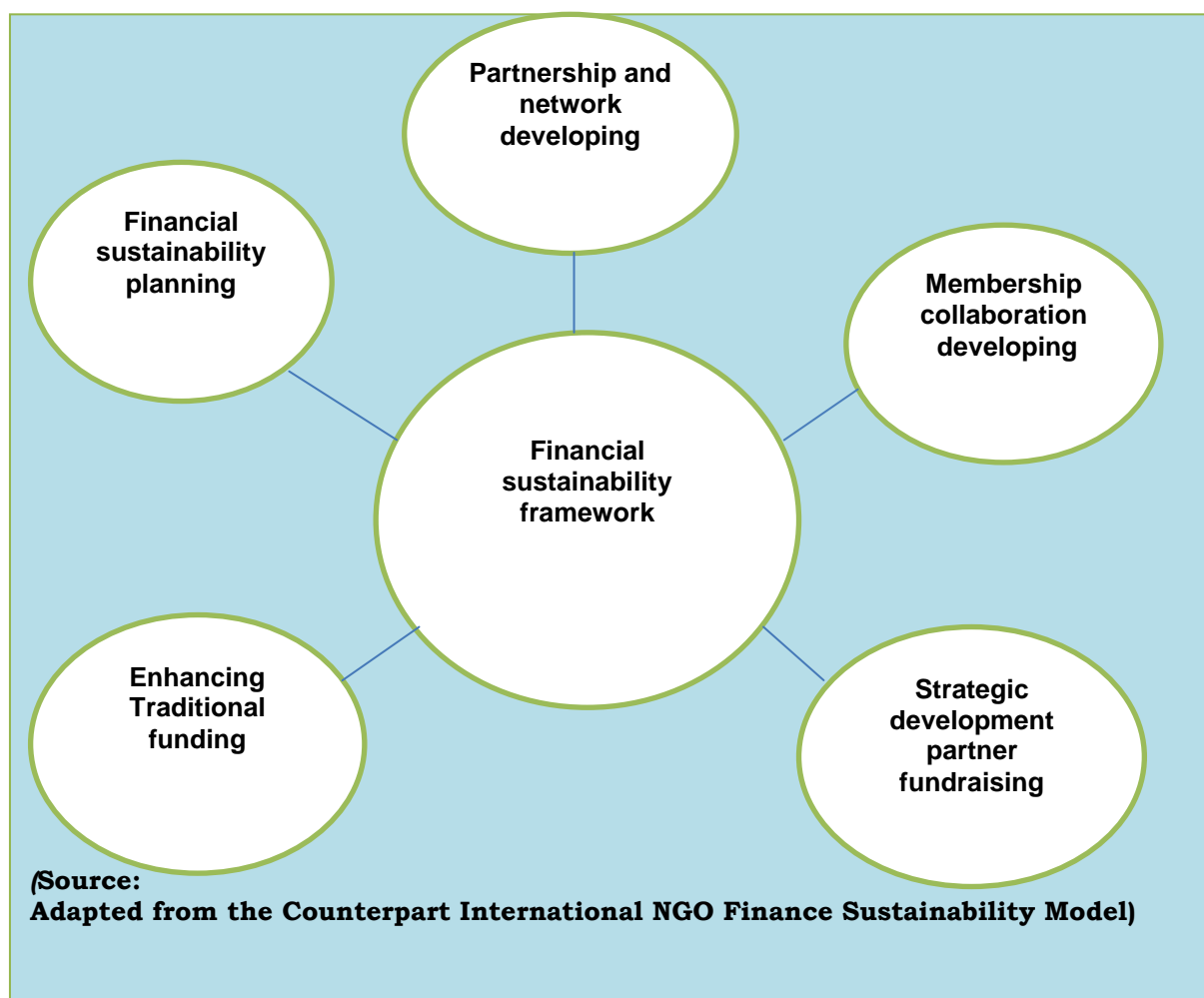
Box6: Strategic Direction 6 Actions:

- Implement the adopted financial strategy 2016.
- Most potential ODA/ government donors are well known to NBD; however discussions with these donors e.g. during international / regional events where NBD is represented is a necessity to connect to (other) funding programs e.g. climate change funding, water stewardship programs, food and water scarcity initiatives (and development partners such as CIDA, SIDA, GiZ, but also inter alia FAO and IFAD). The strategic approach of donors is different (region, national, issue) so the proposals have to be made-to-measure.
- In addition, it is the intent to develop a package for NBD as a whole, the NBD secretariat acting as experts to support national platforms (not as a fundraising machine), incorporating national priorities of the members and together with the National Platforms to connect with the relevant ministries and other national sponsors in the riparian countries to see how they are willing and able to support NBD financially. Connecting to national plan SDG coordinators is crucial.
- Connect (more) with initiatives like the Alliance for Water Stewardship^{xlvi} to connect with companies working on responsible water management and thus also build a relationship that can lead to future (financial) support especially regarding stakeholder involvement.
- Develop a package of (paid) services that NBD can provide. Many sponsors and donors are looking out for a reliable partner that can assist with project /program grassroots outreach, management and administrative tasks.
- In addition, contact Universities in the region to become a partner in their research projects. Research projects tend to have funding for CSO/ NGO involvement and contributions. They are looking at e.g. citizens data collection, additional validation instruments etc.
- A discussion with the current main donor Cooperation in International Waters in Africa (CIWA)/ World Bank on how to use the leverage of their support better and



get access to other potential donors apart from ODA is envisioned. Alternatively, to discuss with them if NBD can hire a fundraising expert (or outsource) to speed up the process.

Figure 5: Financial Sustainability Framework



Monitoring/ indicators:

- Explicit mention of in-kind/ volunteer and other contributions of national chapters in the annual accounts
- Number of proposals submitted together with universities/ knowledge institutes
- Contracts with fundraising experts

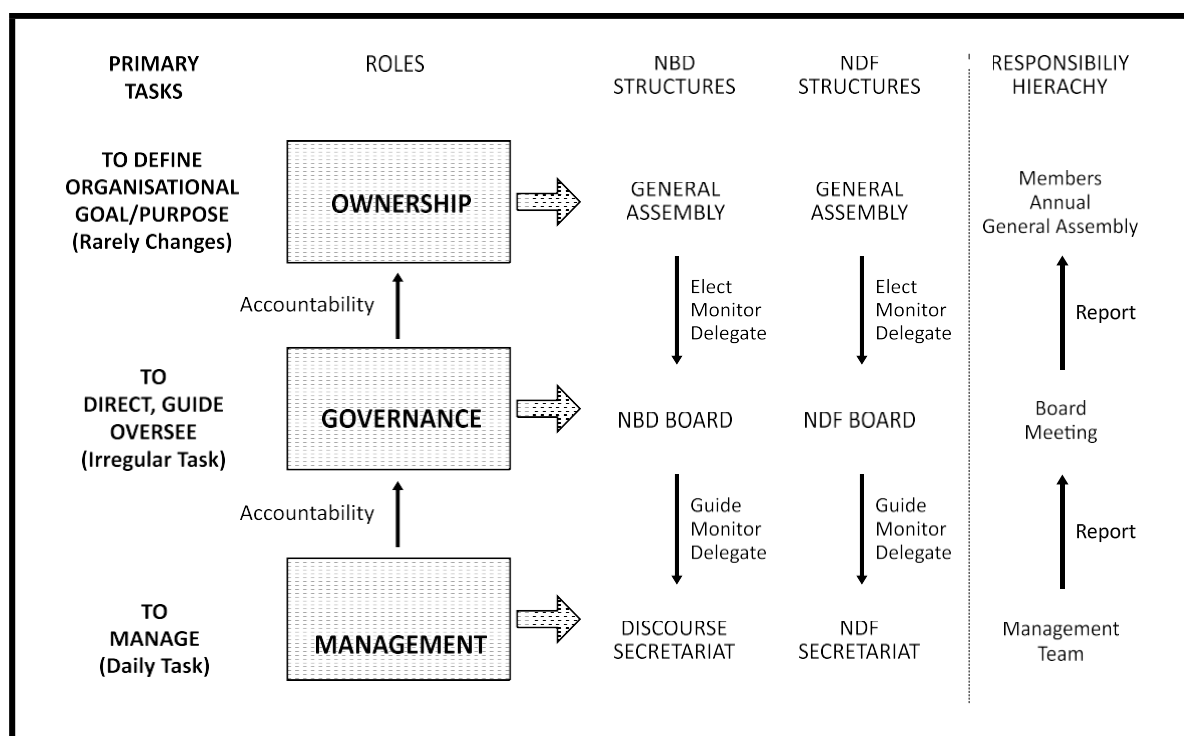
4. DELIVERING AND IMPLEMENTING

4.1. Organization and Governance

Figure 9 guides the implementation of the Strategy 2018-2022 and remains the core structure to ensure ownership, good governance and effective management. NBD will strengthen organizational and governance structures to deliver the 2018-2022 Strategy. NBD will streamline and simplify governance systems to clarify and improve overall legitimacy and accountability. NBD will align the governance system more closely with its aspiration to be an effective regional CSO network, that also adhere to the Sustainable Development Goals (SDGs) and the regional policies. NBD's organizational and governance evolution will recognize the rights, roles and responsibilities of the different elements that make up the network and take into account the inherent duality of the network: the horizontal nature of the NBD network—the committed actors and processes for social change around the world that have been founded locally and have their own organisational processes, and the vertical nature of NBD, a regional organization that must satisfy regional and international connection structures (with the Chair and Board appointed by the General Assembly) and basic financial requirements, hence requiring the authority of the Nile basin civil society organisations and satisfying the international financial partners (donors). (See Figure 6)



Figure 6: Delivering and implementing the Strategy

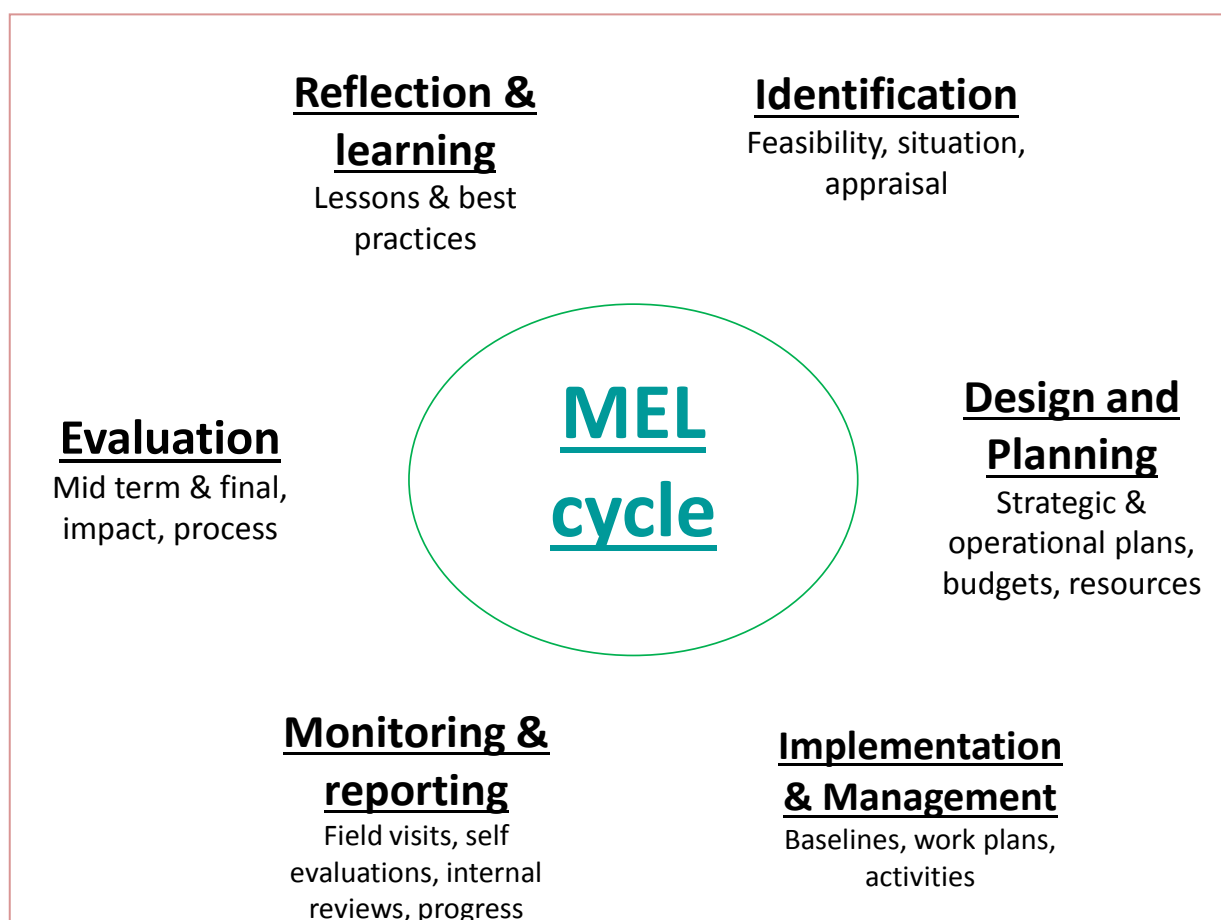


The secretariat structure would not change. It is highly recommended however to add capacity on fund raising strategies and gender strategy implementation.

4.2. Monitoring

NBD has a well-developed on-line monitoring and evaluation system (2016). Implementation is on-going. With the adoption of the new strategy the chosen indicators for the current project have to be evaluated and if needed adjusted to the new strategy especially at management level. (see in previous chapter). The new indicators will be part again of the main cycle as described in Figure 7.

Figure 7: MEL Cycle Adopted from the NBD Governance Manual.



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- Figure 3:** Communication and knowledge management
- Figure 4:** Financial Sustainability Framework
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- Figure 6:** MEL Cycle Adopted from the NBD Governance Manual.

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- Box 2:** Strategic Direction 2 Actions

Box 3: Strategic Direction 3 Actions

Box 4: Strategic Direction 4 Actions

Box 5: Strategic Direction 5 Actions

Box 6: Strategic Direction 6 Actions

Tables

Table1: Areas of expertise/type of activity for actual and potential CSO members of NDFs (2015)^{xlvii}

References and End Notes

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See end notes on page 49.

ANNEXES

Annex1: SWOT

Strength

- Clear vision, one message across the basin, enhancing trans-boundary communication and cooperation.
 - A well-known brand and thus visibility
 - large membership across the basin / legitimacy
- Cooperation with NBI, World Bank and IGAD etc.
facilitation of cross-country meetings



- early “ responder” to discuss climate change impacts
Campaigns like “ clean-up”
- Exchange visits
- modern communication especially horizontally /trans-boundary between CSOs in different countries
- and M&E strategies and procedures

Weaknesses (or concerns)

- messages nationally not always aligned
- not enough visibility/ acknowledgement of existing CSO initiatives per country
- projects are mainly national, not enough basin-oriented fostering cooperation
- not enough use of / follow-up exchange visits/ twinning
- gender and youth strategies not well known and/ or not well implemented
- Knowledge transfer could be enhanced/ stronger
- fundraising in general too much centralized/ depending on secretariat; too high dependency on ODA/ one donor
- Funding still too much project-based/ ad hoc; concerns about fund allocation possibilities to national platforms
- not enough engagement on water integrity
- food security and safety not addressed enough
- high difference in effectiveness and activities national platforms/ legitimacy issues in some countries
- Language barriers

Opportunities

- water and water-related issues high(er) on the political agenda
Linking to SDGs
- linking to Paris agreement/ climate=water issues/ up scaling
new funds related to the above
- Growing willingness to discuss trans-boundary issues (see e.g. SDG 6.5)
- Fresh water conventions into force
- CFA ratifications/accessions



- emerging ideas and programs “ more nutrition per drop” (UN platform, FAO Global Framework on water scarcity); wetlands; ground water
- Growing well-connected networks that NBD can participate in/ has access to

Threats

- climate change (too much, too little, too polluted water; deforestation; extraction/ mining; unsustainable hydropower plans)
- not enough awareness and/ or understanding CSOs/ CBOs of (longer term) threats
- very different approaches and appreciation of non-state actor input by governments/ restrictive legislation
- lack of involvement of non-state actors in national plans, SDGS
- funding for institutional capacity, advocacy and capacity building is difficult to obtain; high dependency on ODA
- inflation
- Lack of appropriate, affordable, accessible technologies (decentralized or nor?)
- CFA ratification – multi-stakeholder mechanism missing so far
- Instability (political, internal and external conflicts).

Annex 2: Types of civil society organizations (CSOs)

Civil society organizations are those non-state actors that fit within three main categories:

- (i) member-based organizations (MBOs);
- (ii) non-governmental organizations (NGOs);
- (iii) social movements (SMs) or Community based organisations (CBO)
- (iv) Community.
- (v) Stakeholders

“Civil Society” as a term cannot replace the Major groups as defined in Agenda 21 (RIO 1992) and RIO+20 (MGoS)

There are also those who consistently replace ‘Major Groups’ with ‘civil society’; The Rio Outcome Document, decided by a UN Summit, has renewed the existence of the Major Groups (MG) concept. The nine major groups are:

Women, Youth and indigenous peoples – based on WHO they are; they are part of civil society; farmers, workers and trade unions, business, local authorities and science and technology- based



on WHAT they do; only the Farmers can fall under the phrase : “civil society”

NGO's: based on their thematic interest and organisational status (mainly consisting of paid professionals);

(i) Member-based organizations (MBOs)

Member-based organizations are locally-based organizations made up of stakeholders (e.g. small farmers, women, youth, fishers or forest dwellers) who want to work towards a variety of common goals, such as managing common resources, lobbying their government (local and/ or nationally) on certain issues, or helping to satisfy local needs by providing goods or services. Their primary objective as an organization is to improve their livelihoods and those of their members. MBOs work to be self-sustainable, requiring members to contribute in some way, e.g. through paying an annual fee or providing services.

MBOs are democratic in structure, and are subject to local laws and regulations. This provides internal accountability to their members and enhances the legitimacy of these organizations. MBO leaders are elected democratically by their Members and often come from the most vulnerable communities. MBO activities are aimed at impacting policies or providing public (not private) goods or service where there may be a gap in services provided by the State or the private sector. These can range from training their members to advocacy and lobbying.

(ii) Non-governmental organizations (NGOs) (as defined in agenda 21)

NGOs and public benefit organisations (PBO - Kenya) are thematic, usually expertise-based organisations that facilitate advocacy, empowerment and expertise and knowledge-sharing in a specific area, disperse or use funding to create enabling environments and they may have a mandate to act on behalf of CSOs. They have a legal status and mainly consist of paid professionals.

NGOs are formally constituted, legally registered, free from commercial interests, non-profit organizations that provide services, information and expertise, sensitize public opinion, and conduct advocacy activities. NGOs contribute to policy discussions, normative work and field initiatives (e.g. collaborating in assessments, exchanging technical support and knowledge. Governments and international organisations have capitalized on their capacities when implementing field programmes.

In a lot of cases “NGO” is however used to talk about all non-governmental organisations in general. The term non-state actor might be more appropriate in that case.

(iii) Social movements (SMs) or CBOs (like NBD)

This category includes platforms, committees, mechanisms, federations and networks of advocacy-based and policy-oriented organizations, which promote claims or rights of specific constituencies (e.g. fishers, and fish workers, SME farmers, pastoralists and herders, forest dwellers, urban poor, indigenous peoples, women, youth).

They share similar goals, promote awareness and attempt to influence policy-makers in development, social and/or political issues. While their legal status and characteristics may vary, their common trait is to work to strengthen the capacities of the organizations under their coordination-umbrella to advocate for the common interests, concerns, views and goals of their constituencies and/ or communities. Member-based organizations are different from social movements in that they respond directly to their members. Social movements coordinate different organizations, which may include MBOs as well as NGOs.

(iv) Community:

Community = consistency

Community = living in the same defined geographical area

Community= of interest; people feeling they belong to the same “interest” group e.g. farmers.

A community can be represented by local authorities (Geographical are), but also by a MBO/ CBO organisation etc. The community does not exist; there is high diversity within communities and this diversity has to be addressed as well (Youth, Women, local authority etc.). In general most of the time community would imply that people have a “say” and there is a form of consultation and membership (formally or informally) defined.

(v) Stakeholders: this is another type of differentiation again.

The stakeholder does not exist. Stakeholders include any organizations, groups or individuals that have some interest or ‘stake’ in the activities.

There are a few main categories:

- Those who impact on you (e.g. regulators, protest groups, news media)
- Those on whom you have (or are perceived to have) an impact (e.g. Nearby water users,



neighbours, natural environment)

- Those who have a common interest
- Neutral. Those, with no specific link but with whom it is beneficial to maintain a positive impression and relationship

It is connected to the issue at hand: does a group feel they have a “stake”/ interest in this issue. E.g. some women e.g. being business women, may feel they are a stakeholder, others may not for this particular issue. They act as a stakeholder / interest group in that case. Stakeholders can be represented by one of the major groups or organisations as mentioned above.

The stakeholder ultimately decides her-/ himself whether they are a stakeholder or not.

Annex 3: current list members (2016)

(See www.nilebasindiscourse.org)

Annex 4: Stakeholders and level of engagement

Stakeholder definition	
Definition	
Key actor	Key actors are stakeholders who are able to use their skills , knowledge or position of power to significantly influence a project and are actively involved (or should be)
Veto player	Key stakeholders who are able to veto decisions of the project implementation
Primary actor	Primary actors are those actors who are directly affected by the project, either as designated beneficiaries, or because they stand to gain – or lose – power and privilege, or because they are negatively affected by the project in some other way, for instance if they have to be resettled
Secondary actor	Secondary actors are stakeholders whose involvement in the project is only indirect or temporary, as is the case for instance with intermediary service organisations
Actual ability to influence the concerns of the group	
	very low, low, medium, strong
The Way involvement and communication is organized	

steering committee	is this stakeholder a member of a steering/ project committee responsible for the decision-making in the project?
advisory group	formal/ informal? Appointed, self elected, open?
public participant	public meetings (participant)? Frequency? Discussions or "transmitting" information?
reports	stakeholders receive reports? Regularly/ frequency? Full disclosure, confidential?
conflict/ fighting	Conflicts are seen as win or lose, them or us. Differences are stressed and own goals are seen as superior to all others; Personal problems do not exist. If it "helps" even false information is disseminated. An absolute and unconditional preference for own solution is conveyed at every opportunity. threats, confusion and surprise tactics are used frequently. Contacts are in general through third parties (e.g. The press)- statements. Permanent power struggle by enhancing own organization; enhance independency, isolate the other group (concur and divide). Irritations reconfirm existing negative images and perceived ideas. No need and call on neutral by-standers and experts; only allies/ collaborators are excepted.
enforcing	Depending on the position/ "power" of the stakeholder concerned: mixture of "conflict" and negotiation" approach
negotiating	Conflicts are seen as different but interdependent interests; Own interests are "exaggerated" but possible overlap is acknowledged; Personal issues are presented very cautiously or concealed.; Information given is one-sided. Positive information of / for the own side/ organisation is stressed. One preferred solution is clearly communicated but "concessions" space is indicated. Sporadically and "dosed" threats, confusion, and surprise are sometimes used. Taking advantage of mistakes of others is unusual. Tendency to limit contact between parties to a selected limited group of spokespersons. Testing the "power" balance now and again to influence the process to own advantage. Personal irritations are being "hidden" and sometimes expressed via humour. Neutral outsiders are only invited to assist when things are completely stuck



cooperation	<p>Conflicts and risks are seen as a shared concern; Own aims are described as accurate as possible; Everybody's weak points can be mentioned and discussed openly; Information provided is straightforward; Conveying only one (remaining) solution as acceptable is postponed as long as possible; Threaten, create confusion, take advantage of mistakes by the others etc. is seen as “unfair”; Active participation by as many stakeholders as possible. Diversity of participants and opinions is valued positively. Attempt to “play down” (formal) power relations and attempt to let that not play a role.</p> <p>Personal irritations are voiced to clear the atmosphere and prevent constraints for future cooperation. Outside assistance and expertise is called in easily to assist with decision-making.</p>
	1. Sharing information (informative level), information
	2. Seeking advice (consultative level), consultation
	3. Pursuing common objectives (collaborative level whereby strategies and inputs are aligned), collaboration
	4. Systematically combining decision-making, resources and actions (integrative level), participation

Annex 5: Indicators SDGs

<https://unstats.un.org/sdgs/report/2018/overview/>

SDG Goal 6. Indicator 6a and 6b are particularly relevant for NBD.

These indicators are part of the official agreements around the Agenda 2030/ SDGs; Data collection and reporting is first and far-most a responsibility of national statistical offices; crucial here is establishing a mechanism to educate and incorporate data from non-state actors. Establishing a coordinated approach, a process to create a pipeline both to the partners in the program/ project of data needed from other resources and reporting back; agreement of definitions of data, data collection and exchange of data and methodologies for analysis is therefore an all-important element of the steps/ activities envisioned above. These data and information thus not necessarily have been collected and processed by the partners in the action, but can be obtained from other sources. Indicators directly relevant for this program:

6. By 2030, achieve universal and equitable access to safe and affordable drinking water for all



6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally 6.3.1 Proportion of wastewater safely treated 6.3.2 Proportion of bodies of water with good ambient water quality 6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity

6.4.1 Change in water-use efficiency over time 6.4.2 Level of water stress: freshwater withdrawal as a proportion of available freshwater resources

6.5 By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate 6.5.1 Degree of integrated water resources management implementation (0–100) 6.5.2 Proportion of trans-boundary basin area with an operational arrangement for water cooperation

6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes 6.6.1 Change in the extent of water-related ecosystems over time 6.a By 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

6.a.1 **Amount of water- and sanitation-related official development** assistance that is part of a government-coordinated spending plan

6.b **Support and strengthen the participation of local** communities in improving water and sanitation management 6.b.1 Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management.

17.7: To be added after the indicators have been approved by the IAEG

17.18 To be added after the indicators have been approved by the IAEG



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Partners

Implementing Partners

National Discourse Forum - Burundi
National Discourse Forum – D.R. Congo
National Discourse Forum – Egypt
National Discourse Forum – Ethiopia
National Discourse Forum – Kenya
National Discourse Forum – Rwanda
National Discourse Forum – South Sudan
National Discourse Forum - Sudan
National Discourse Forum – Tanzania
National Discourse Forum - Uganda

Collaborating Partners

Nile Basin Initiative
Eastern Nile Technical Regional Office
Nile Equatorial Lakes Coordination Unit
Inter-Governmental Authority on Development
Global Water Partnership – Eastern Africa

Development Partners

CIWA/World Bank
Coca Cola Foundation/IHE-Delft

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