



Share and Shared: empowered and inclusive action across the Nile Basin River

*Where water is the boss, there must the land obey.
(African Proverb)*

THE NILE BASIN DISCOURSE STRATEGY 2023 - 2027

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Acronyms

CIWA	Corporation in International Waters in Africa (World Bank)
CFA	Cooperative Framework Agreement (Nile Basin)
ENTRO	Eastern Nile Technical Regional Office
HLPF	High Level Political Forum UN
HLPW	High Level Panel on Water
HLWP	Global High-Level Panel on Water and Peace
IWRM	Integrated Water Resource Management
LADP	Local Area Development Program
LDF	Local Discourse Forum
NAP	National Adaptation Plans
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NDC	Nationally Determined Contributions (UNFCCC)
NDF	National Discourse Forum
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
OECD	Organization for Economic Co-operation and Development
SDGs	Sustainable Development Goals
SWOT	strengths, weaknesses, opportunities, and threats analysis
UNECE	United Nations Economic Commission for Europe
UNDP	United Nations Development Programme
UNEA	UN Environment Assembly ⁱ
UNECE WC	UN economic commission for Europe water convention
UNEP	United Nations Environment Programme
UNESCO-IHE	UN Educational Scientific and Cultural Organization- International Hydrological program
UNFCCC	United Nations Framework Convention on Climate Change
UNWC	UN Watercourses Convention
WASH	Water, Sanitation and Hygiene (SDG 6.1 and 6.2 mainly)
WfWP	Women for Water Partnership
WWF	World Wildlife Fund
WWQA	World Water Quality Alliance



Acknowledgement

The Nile Basin Discourse (NBD) Network expresses its appreciation to the Cooperation in International Waters Africa (CIWA) - World Bank for the on-going financial support.

The Process

The current NBD Strategy of 2018 – 2022 titled: “*Inclusive Aquawareness and Empowerment*” is coming to an end. In 2021, Nile Basin Discourse (NBD) members started a process to discuss the relevant issues for the next strategy. A main feature was the meeting in Nairobi, December 2021 to contemplate and formulate the new strategy for 2023-2027 “Share and Shared: empowered and inclusive action across the Nile Basin / river”. The process was led by the NBD with assistance of an outside consultant. In addition, other external consultants had undertaken the mapping exercise for funding opportunities and the research on a possible future consultancy mechanism.

In general, this strategy is a continuation of the earlier strategies with some adjustments answering to the adjusted SWOT. This document is also based on the SWOT Analyses undertaken in 2021. At which Corona/ COVID-19 had a big impact on the grassroots trans-boundary activities of which NBD has its niche.

The underlying fact is that: *Civil society, in this case NBD is not just a voice that looks after accountability of government, but an actor in its own right, a development partner that has been supporting and ensuring the sustainability of good development projects, programs and policies.*

The NBD’s enormous human resources, local knowledge and informed constructive engagement in development processes can keep assisting and steering the riparian states and future and current mechanisms of Inter-governmental Organizations such as: The Nile Basin Initiative (NBI), the Inter-Governmental Authority on Development (IGAD), the Lake Victoria Basin Commission (LVBC), etc. - towards more socially inclusive and stakeholder-driven development processes. A lot of the local contributions in awareness and capacity enhancement, advocacy, platforms for dialogues need to receive more acknowledgements.

The NBD achievements to-date have been greatly supported by the existing MoUs with the NBI, that are periodically renewed and compliment their activities. Currently, the 2021-2025 MoU has been signed between NBI (inclusive of its centers) and NBD. In the MoU, the two and connected institutions pledged to exchange information, collaborate in the development, implementation, monitoring and evaluation of development programmes and activities in the areas of water and climate change.



The Nile Basin Discourse (NBD)

1. Background:

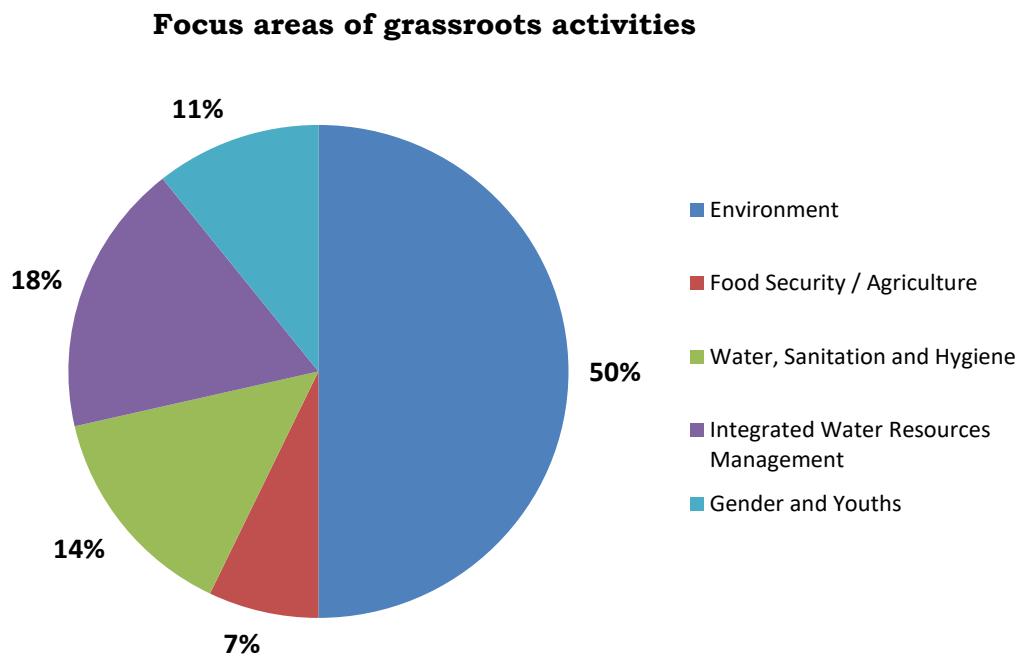
NBD is a membership-based organisation covering the 10 Nile Basin states. Member organizations are over 600 local and national CSOs/NGOs working on a range of issues relevant to Nile cooperation and development, including climate change resilience, environmental conservation, agriculture, integrated water resources management, energy, gender equity, livelihoods, and poverty reduction. 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 NDFs in 10 countries 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. To strengthen engendering of the NBD Board, the 10 Nile states are clustered into three and each cluster is represented by a woman on the Board. Whereby Cluster1: (Egypt, Ethiopia, South Sudan and Sudan); Cluster 2: (Kenya, Tanzania, Uganda); and Cluster3: (Burundi, D.R. Congo and Rwanda).

The NBD Secretariat role includes coordination of activities in capacity building & trans-boundary awareness raising, as well as capturing, influencing and communicating impacts. The Secretariat achieves the coordination and implementation roles through the 10 NDFs, the 33 Country Representative delegates, the Board members and also through the assistance of the expert pools consisting of 10 National Technical Support Experts (NTSEs), 10 Climate Resilience Management Experts (CRMEs) and 10 National Resources Mobilization Experts (NRMEs).

NBD obtains value in the ability to collect independent voices of grassroots people along the Nile and connecting them with Governments & intergovernmental organizations thus enriching trans-boundary programs, projects & policies. The NBD works to enhance cooperation among States through engagement with civil society, academia and research institutions, Gender empowerment, and climate resilience in the Nile basin. NBD aims to empower the communities for more informed decisions, and be more aware and climate resilient. It also supports basin governments fast-track their development footprints along the SDGs and other global, continental and regional initiatives.



Figure1: Major Focus Areas of NBD member CSOs/NGOs NDF-Grassroots Activities



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)ⁱⁱ). The conclusions and recommendations of the report are still extremely useful and important for the new strategy.

2. 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 the Nile Basin Initiative (NBI), a partner it has been collaborating with through timed MoUs. The existing MoU runs for the period 2021-2025. The NBD Network also partners with GWPEA, IGAD, CIWA/WB, PACJA, and many others.

NBD is a member of the Butterfly Effect NGO coalitionⁱⁱⁱ and a member of the Social Chamber of the Hydropower Sustainability Assessment Protocol^{iv}. NBD joined the #ClimateIsWater Campaign^v and is a member of women for water partnership. Partnership with UN Water is pending depending on their new decisions on partners criteria. NBD is considering membership of World Water Quality Alliance and especially the Stakeholder engagement platform.



There are a few conclusions about and messages from these stakeholders that should be considered or require action in this strategy:

- Have more diversity in terms of funding; don't depend on one or two sponsors/ donors (ODA).
- Anticipate future developments and relationships in the basin, envision future scenarios; so not be “depending” on few implementation partners in cooperation and current structures.
- Ensure support (both in terms of policy and financing) from national governments and agencies (increase linkage).
- Show the strength of the network more (e.g. by visibly have CSOs signing up to NBD statements on the website - timely).
- Connect to global NGOs and CSOs to get the advocacy messages across; respond to appeals and consultations (on NBD's niche).
- Keep the “brand” and communicate it more widely with greater outreach.
- Make in-kind / voluntary contributions e.g. of national platforms more visible as “co-funding”.
- Make projects cross-boundary and show CSO cooperation; give the example by implementing local across river / lake, transboundary projects.
- Promote and advise on use of global norms and standards (e.g. hydropower Sustainability Assessment standard; Global Water Stewardship (AWS) standard; OECD water governance principles^{vi}; Bellagio-Principles on value of water^{vii}).
- Be informed and brave: inform, comment on plans based on alternative solutions (e.g. on nature-based solutions for infrastructure, hydropower, industrial agriculture etc.).
- Make better use of the trust between and power of CSOs (their cooperation is sometimes better than that of governments).
- Use the constituency to connect all.

Words of the wise

“If I have seen further, it is by standing on the shoulders of giants”
(Isaac Newton)

3. Endogenous Drivers and SWOT:

During the workshop with the full Board in early 2017 and discussions in 2021, considering the existing Monitoring & Evaluation outcomes and with input also of external informants, NBD looked again at its current Strength, Weaknesses, Opportunities and Threats. Out of the SWOT, the key issues to be addressed therefore are indicated below.

Key issues to be addressed both in principle and adhering to the vision and mission:

- SDGs and other global and regional agendas have to be reflected in work plan level
- Link with / give input for national plans (NAPs and NDCs)
- Trans-boundary cooperation between CSO/CBOs together with climate resilience needs further enhancement.



- Implement the fund-raising strategy incl. new sources of funding including more national mobilization and possibly a paid consultancy mechanism.
- Existing activities on climate change and food safety have to be followed-up and up-scaled (paying attention to nutrition issues and possible transboundary cooperation both in production and market); more resilience needs to be built.
- New awareness raising and capacity development programs both for CSO/ NGOs and officials are needed to enhance CSO/ CBO involvement (mobilize and acknowledge); more attention needs to be paid to the follow-up and use of capacity development activities implemented.
- New ideas have to be developed / operationalized regarding youth involvement and gender issues/ women’s involvement.
- Ways have to be developed to collect and analyze and use citizens’ data / science^{viii} and (traditional) knowledge.

4. Exogenous Variables:

4.1. Context: The previous periods saw a number of new issues and orientations emerging from the global agendas adopted. These include:

- The Sustainable Development Goal (SDG) 6 was adopted as a dedicated goal under Agenda 2030 with 8 main targets covering the whole hydrological cycle; as a result, trans-boundary water management and waste water treatment is much more on the political agenda
- In addition, there are 8 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 form the driving element of the implementation of the Sustainable Development Goals (SDGs) and the Paris Agreement; this was clear again during the CoP26 in Glasgow and the dedicated day on water.
- More recognition of/and emphasis on multi stakeholder approaches especially involving women and youth (see also SDG 17); in practice implementation has many constraints and is lagging behind.
- Water diplomacy not just for/done by diplomats.
- There is more Interest in/need for citizen’s data and information^{ix}.

It is clear that not all issues can be addressed by the NBD, both in terms of capacity or complexity. It is also clear that the COVID pandemic has made it more difficult to liaise with different groups on the ground especially in locations of no (easy) access to internet and ICT in general. Therefore, NBD has to be clear on what “it takes on, or not”. NBD has to think innovatively on how to deliver on the trans-boundary platforms where it has a niche.

4.2. The Hydro-Politics and Policies: In the period 2010-2021 the world saw an unprecedented political change emerged 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”. For the first time there was a real segment during the CoP26 in Glasgow on the connection and importance of water. For the first time since 1977 there will be a full-fledged UN conference on water in 2023.

In 2016 for the first time ever, the UN Security Council debated water-related issues^x. In 2018 they did so again under the presidency of the Netherlands (<https://www.wri.org/insights/un-security-council-examines-connection-between-water-risk-and-political-conflict>).

In March 2018, the High-Level Panel on Water (HLPW) released its outcome document ‘Making Every Drop Count’ and recommended that we all understand, value and manage water better. The HLPW defined 5 principles to value water better and triggered the Valuing Water Initiative (VWI) to put these into practice. The NBD adheres to and uses these valuing water principles.

<p>The 5 Valuing Water Principles:^{xi}</p>	<p>Principles</p>
	<p>Recognize and embrace water’s multiple values to different groups and interests in all decisions affecting water;</p>
	<p>Reconcile values and build trust – conduct all processes to reconcile values in ways that are equitable, transparent and inclusive;</p>
	<p>Protect the sources, including watersheds, rivers, aquifers, associated ecosystems, and used water flows for current and future generations;</p>
	<p>Educate to empower – promote education and awareness among all stakeholders about the intrinsic value of water and its essential role in all aspects of life;</p>
	<p>Invest and innovate – ensure adequate investment in institutions, infrastructure, information and innovation to realize the many benefits derived from water and reduce risks.</p>

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, Integrated Water Resources Management (IWRM) and trans-boundary cooperation are specifically mentioned (SDG6.5). In addition, there are 8 other targets (not SDG6) 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). Of course, there is high concern that because of COVID-19 we are not going to be able to reach these goals on top of problems already identified.

Although the Paris climate agreement^{xiv}, 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



the water dialogues on the 1 July 2021 (<https://www.unwater.org/water-dialogues-for-results-bonn-2021/>) gave new focus and impetus for this.

In 2017, the High-Level Panel on Water and Peace published its report with recommendations.^{xv} Although no Nile Basin country was 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. 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 role of civil society organizations in promoting trans-boundary water cooperation and in the monitoring and implementation of International Water Law should be promoted.”

In 2020 the UN Water members and partners released the global acceleration framework, which got wide support (<file:///C:/Users/Windows/Documents/UN2015-2030/SDGs/Global-Acceleration-Framework-Brief.pdf>)

An increased focus on concrete country support as part of the UN reform will enable a scaled-up impact on country level. Through a reinvigorated Resident Coordinators system and a new generation of UN Country Teams, UN-Water will provide access to expertise, technical assistance and advocacy support. A clear commitment from Principals of UN Agencies, Funds and Programmes will enable UN entities to work better together. This represents a unique shift in how the UN system and its partners deliver collectively. A multi-stakeholder, high-level, annual stock-taking moment, complemented by the SDG 6 Action Space, will enable stakeholders to keep up momentum on SDG 6, as well as share lessons and best practices.

This is particularly relevant for the Nile Basin Discourse (NBD) since it connects water, trans-boundary cooperation, livelihoods, food security and nutrition, climate change adaptation, 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^{xvi} 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 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)

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The next great global events will be the International water conference in Dushanbe in June 2022 and the UN Water Conference in 2023 in New York (including the “mid-term review of the water decade”).

5. **Challenges^{xvii}**: The richness of the Nile River has benefitted the Nile people; however they face considerable challenges. COVID 19, growing water scarcity, planned new hydropower development ideas and growing climate change impacts are some of the big challenges.

The NBD has been implementing the trans-boundary dialogues on the trans-boundary Baro-Akobo-Sobat (BAS); Rusumo Hydropower, the Sio-Malaba-Malakisi (SMM), the Lakes Edward Albert Fisheries (LEAF), and the Mara Sub-basins projects. These are trans-boundary Subsidiary Action Projects of the NBI’s ENTRO and NELSAP, whereby dialogues were implemented in collaboration with ENTRO and NELSAP, the Governments of the water resources sharing riparian states, participating institutions, and the beneficiaries of the shared projects. Since physical mobilization of cross-border participants to a combined platform from the sub-basin countries was a challenge under the prevailing COVID-19 situation, NBD took into consideration the stakeholders’ safety, and innovatively come up with a 2-stage framework of dialogue. The project has given important lessons on trans-boundary cooperation and a new area of expertise regarding hydropower development, irrigated potential for food security and the livelihood of communities on a shared water resource. For the future using tools of the AWS standard and the Hydropower Sustainability standard^{xviii} might be helpful especially in the preparation stage.

Many of the critical water towers e.g. the Ethiopian Montane, Mau, Mount Elgon and Rwenzori forests, are being 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.

6. Strategic Orientation (Theory of change):

~~**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) governments and intergovernmental structures and processes; while adhering to transformative inclusion and participation and ensuring sustainability.~~
To ensure that a fully informed and basin-wide civil society develops and plays a key role in achieving the vision through pro active and critical influencing of projects

NBD’s strategic orientation is pegged on its vision and mission. Recent discussions confirmed that there is no need to change the mission and vision of NBD.



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, water good governance based on cooperation between riparian states and involving all stakeholders, ensuring meaningful participation of stakeholders, especially of women and youth.~~

A Nile Basin in which there is sustainable, social and economic development for all peoples of the Nile Basin, free of conflict, leading to achievement of justice, human rights, good governance and in poverty eradication and protection of the environment

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 (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: NBD supports the valuing water principles in all its dimensions-economic, social, environmental, and cultural importance.

Participatory^{xix} 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 favorable 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 partners with shared values and aims. The focus therefore of this strategy is **"Share and Shared: empowered and inclusive action across the Nile Basin river"**.

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^{xx}



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 and should not be hindered by 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 of a transboundary nature.

Excellence: The Secretariat to assist in fulfilling NBD mission by providing relevant and timely products and superior client service that reflects its commitment to collaboration and the higher standards of quality.

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.

7. NBD STRATEGIC FOCUS

Share and Shared, empowered and inclusive action across the Nile Basin River: 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. NBD will focus on re-adjusting to provide continuity in the COVID-19 Pandemic Era. We will also focus on the consolidation of gains of the NBD along the broader strategic discussions where it listens, provides voice and platforms for discourse on the Climate change resilience, engendering water and dialogues on transboundary shared waters of the Nile continue.

7.1. Strategic Objectives

Strategic Objective1: *Alignment, Inclusivity, and Cooperation at global & continental levels.* The Strategy 2023-2027 is based on the universal SDGs, Paris Agreement, and the Africa Agenda 2063, and therefore responds to the different targets of the agendas

Strategic Objective2: *Increased Linkage and alignment of Stakeholders' actions with Governments and Inter-governmental Structures for influencing Basin-wide development and implementation of Projects, Programs, and policies.*

Strategic Objective 3: *Influencing trans-boundary Dialogues and Actions for the sharing of the Nile Water resources.*

NBD is to ensure and drive for trans-boundary stakeholder meaningful involvement at the appropriate level and type of involvement in current and future trans-boundary shared waters, programs and project agreements and governance structures in the (sub-) basin.

Strategic Objective 4: *Enhancing AquaAwareness and Capacity for equitable utilization and sustainable incremental management of the Nile basin resources*

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The strategic objective is aimed at information, communication, exchange, awareness raising and capacity building for all to become water-wise citizens. This needs to happen at different levels (locally, nationally and basin-wide). Local aquaAwareness is first and foremost within the mandate of the national platforms. The NBD will support by further developing tools for that purpose.

Strategic Objective 5: *Expanding and strengthening a diverse NBD membership base.*

A membership¹ of over 600 CSOs and NGOs across the basin is already 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. At 2015 Stakeholder mapping, it was found that not all NDFs had in-country regional LDFs, such as Egypt-NDF, Sudan-NDF.

Strategic Objective 6: *Pursuing Diversity of / for Institutional and Financial Sustainability*

The overall objective of the Financial Sustainability 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 fulfill its mission effectively and consistently over time without excessive dependence on any single funding source.

8. Monitoring of the Strategy

Monitoring will be mainly done on the basis of the annual work plans. They will also contain further developed qualitative and quantitative indicators (see below).

Strategic Actions

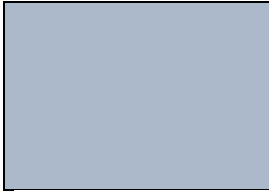
Strategic Objective1 Actions: *Alignment, Inclusivity and Cooperation*

The Strategy 2023-2027 is based on the universal SDGs, Paris Agreement and the Africa Agenda 2063, and therefore responds to the different targets of the agendas

Strategic Objective 1	Strategic Actions
Enhanced, Alignment, Inclusivity and cooperation.	Promoting actively the ratification by the Nile riparian states of the Cooperative Framework Agreement (CFA), and United Nation Water Conventions (UNWC) in their countries and basin-wide.
	Developing a white paper to discuss future multi-stakeholder mechanisms and re-positioning NBD (e.g. for the CFA if and when it comes into force and when NBI transforms into the Nile River Basin Commission).
	Ensuring collaboration and connections with senior officials in the national ministries.
	Participating in national local platforms, national plan “committees”

¹ See annex 4 list of current members
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and agendas on the SDGs, Paris Agreement and Africa Agenda 2063.
Developing an advocacy strategy, factsheets/ messages for advocacy that can be used at global, basin and national level by members.
Connecting (seek accreditation) to Africa Union, AMCOW, HLPF, World Water Quality alliance (UNEP), UN water, UNEA.



Monitoring indicators: The monitoring indicators will be further defined in the work plans. Record progress of agreed indicators, followed by data collection, synthesis, and reporting on the outputs and impacts, especially:

- White paper developed to discuss future multi-stakeholder mechanisms
- Advocacy strategy developed; factsheets/ messages for advocacy for global, basin and national level by members written and published.
- Report on outputs and impact of partnerships and joined activities

Strategic Objective2 Actions: *Increased Linkage and alignment of Stakeholders’ actions with Governments and Inter-governmental Structures for influencing Basin-wide development and implementation of Projects, Programs, and policies.*

Strategic Objective2	Strategic Actions
<p><i>Increased Linkage and alignment of Stakeholders’ actions with Governments and Inter-governmental Structures for influencing Basin-wide development and implementation of Projects, Programs, and policies.</i></p>	<p>Empowering stakeholders to influence the enabling environment and change of perceptions that influence basin wide projects and programs. Undertaking a stakeholder mapping and analysis for every project and program.</p>
	<p>Connecting to women and youth networks, involving them in planning and implementation of policies, programmes, and projects.</p>
	<p>Ensuring clarity and addressing the gaps in information to stakeholders, beneficiaries, governments, inter-governmental organizations and implementers.</p>
	<p>Creating awareness to make governments, policy makers and implementers aware of impacts that can be beneficial for one target, but be negative on another.</p>
	<p>Reviewing the NBD Monitoring Strategy/framework to ensure the disaggregated data on women and youth involved e.g. are collected enough (indicators can be taken from the WWAP toolkit and assisted by Women for Water Partnership (WfWP)</p>
	<p>Developing and implementing the NBD Gender Mainstreaming Strategy (GMS), learning from existing GMS of NBI and AMCOW.</p>
	<p>Developing and implementing the NBD Youth Mainstreaming Strategy (YMS), learning from existing YMS of NBI-ENTRO and GWP.</p>
	<p>Linking to Vocational Training Schools) motivating them to enlist more women in their courses aiming at working in the water sector. Linking up to Universities in the region as partner and giving input for their research projects, from their perspective, and from research needs of NBD. In addition, involving and contributing to citizen's data collection for validation and as evidence.</p>



Monitoring / indicators: (mainly qualitative) (to be further defined in the work plans).

- Report with analysis and recommendations of current and “wished for” partnership is ready for decision-making.
- A paper on future scenarios for multi stakeholder involvement has been developed through stakeholder and member discussions
- Network / MoU with at least one university per Nile Basin country established and a work plan developed.
- Disaggregated indicators and connecting data available
- Number of meetings and projects where women, gender and youth issues are explicitly mentioned/ addressed and the impact thereafter reported.

Strategic Objective 3 Actions: *Influencing trans-boundary Dialogues and Actions for the sharing of the Nile Water resources.*

NBD is to ensure and drive for trans-boundary stakeholder meaningful involvement at the appropriate level and type of involvement in current and future trans-boundary shared waters, programs and project agreements and governance structures in the (sub-) basin.

Strategic Objective3	Strategic Actions
Influencing trans-boundary Dialogues and Actions for the sharing of the Nile water resources.	Developing a Communication Strategy for different levels and groups to raise awareness on shared trans-boundary water-related and project-related issues such as conflict, and available methodologies and tools – such as water stewardship standard and Hydropower sustainability assessment protocol, water-gender toolkit (WWAP).
	Promoting nature-based solutions based on Bio-diversity and water adaptation strategies related to climate change impact reduction, conflict reduction and disaster management.
	Scaling-up the NBD climate change resilience/adaptation program to trans-boundary shared sub-basins.
	Developing and implementing the Manual on trans-boundary project cooperation Enhancing the (local) transboundary nature of programs, projects.
	Developing and implementing the Work Plan for trans-boundary Awareness Raising (2023-2027).

Monitoring/ indicators (further defined in the work plans)

- Communication strategy 2016 updated and published (website)
- Work plan for awareness raising developed (2023-2027) and implemented. (decision-taken by the Board and finance secured).
- Minutes of meetings with Governance and Inter-governmental Organization on the topic of trans-boundary shared waters and projects multi-stakeholder governance
- Manual developed and implemented on local cross-boundary project cooperation.

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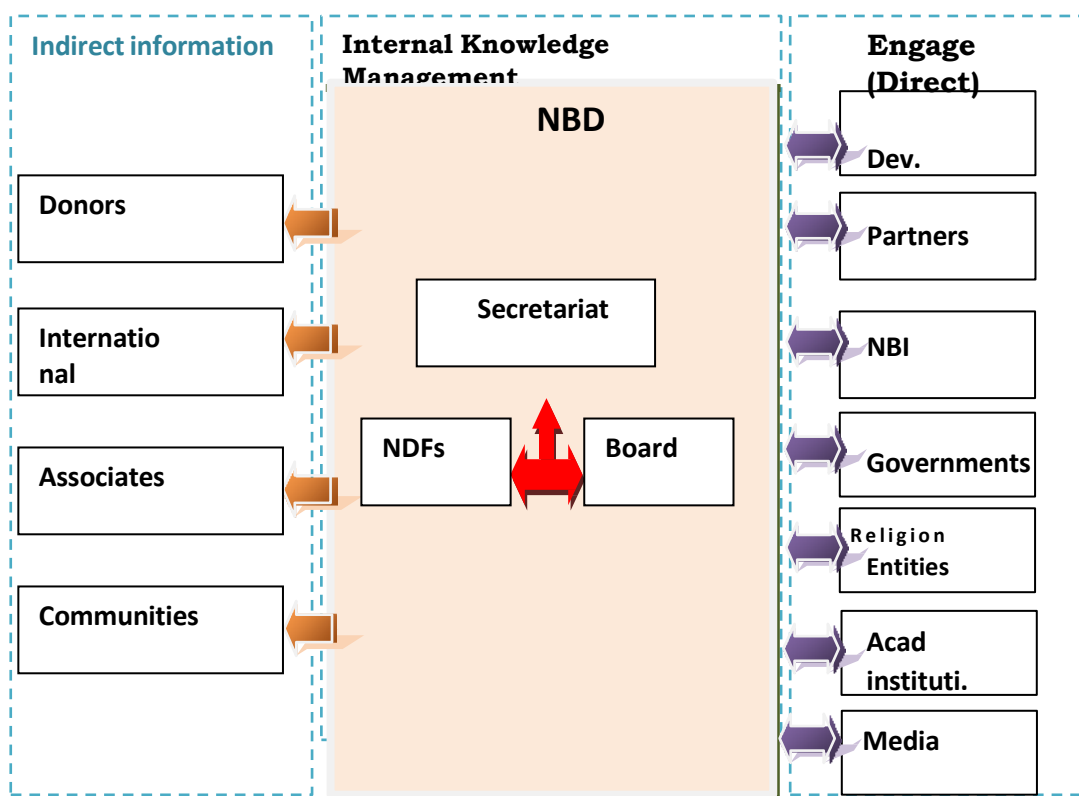
Strategic Objective 4: *Enhancing AquaAwareness and Capacity for equitable utilization and sustainable incremental management of the Nile basin resources*

The strategic objective is aimed at information, communication, exchange, awareness raising for all to become water-wise citizens. This needs to happen at different levels: locally, nationally and basin-wide. Local aquaAwareness is first and foremost within the mandate of the national platforms. The NBD will support by further developing tools for that purpose.

Strategic Objective4	Strategic Actions
<p><i>Enhancing AquaAwareness and Capacity for equitable utilization and sustainable incremental management of the Nile basin resources</i></p>	<p>Developing a “media house” framework to better inform and engage the media in general to raise awareness and get the main messages across.</p>
	<p><u>Collaborate with the Media houses for creating media contents (News, stories, films, TV shows, etc.) to raise awareness and put the main messages across.</u></p>
	<p>Developing and publishing guidance on how policies concerning Aquawareness, engendered participation and youth involvement can be operationalized.</p>
	<p>Developing and testing a “town-hall” format that brings together different stakeholders at local level CSOs/ NGOs, local authorities, companies active in the community incl. women and youth groups, farmers, religious leaders, to discuss water-related issues.</p>
	<p>Linking planners, researchers, and end-users/citizens to create a science – policy interface. Through the Nile Basin Discourse Summit.</p>
	<p>Writing and publishing Fact Sheets for aquawareness</p>



Figure 2: Communication and knowledge management Framework



Monitoring/ indicators

- Number of “town hall” meetings conducted.
- Number of media publications and referenced documents.
- Number of meetings and projects where gender and youth issues are explicitly mentioned/ addressed and with follow-up impact
- Number of factsheets written and published (and downloaded or used at meetings).
- Minutes of meetings and MoUs established with universities

Strategic Objective5 Actions: *Expanding and strengthening a diverse NBD membership base.*

A membership² of over 600 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

² See annex 4 list of current members
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play a big role here. At 2015 Stakeholder mapping, it was found that not all NDFs had in-country regional LDFs, such as Egypt-NDF, Sudan-NDF.

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 transboundary aspects. This because broader and more balanced membership will create more visibility and support to the advocacy efforts and people being heard in their countries and across the basin; and having more “feet on the ground” will enhance the multiplying and upscaling (successful) of local initiatives on different topics.

Strategic Objective5	Strategic Actions
Expanding and strengthening a diverse NBD membership base.	Mapping all the 600+ CSOs/ NGOs. In addition, mapping of groups of farmers youth, women, and men.
	Developing and implementing an outreach plan that can be implemented by the Regional and National Fora (and local members).
	Strengthening the membership by showing the inter-linkages between water and the other SDGs, and Africa agenda 2063, inter alia by educating and training CSO/ NGO on concepts and tools like water stewardship, sustainable hydropower, and water governance.
	Enhancing activities of NDFs and local members to be more transboundary (basin or sub-basin) by providing technical support facilitate twinning.
	Developing and implementing an NBD Public Relations Strategy
	Developing and implementing an NBD Capacity Building Strategy

Monitoring/ Indicators (further refined in the work plans)

- Updated overview membership with characteristics and groupings.
- Analyzed projects on transboundary cooperation and types of activity.
- A Capacity Building Strategy developed.
- References and accessible information on website available for download or printed and disseminated.

Strategic Objective6 Actions: *Pursuing Diversity of / for Institutional and Financial Sustainability*

The overall objective of the Financial Sustainability 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 fulfill 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 overhead of project funding received. It was already recognized earlier, 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 basic sources, to mention a few:

- Contributions from foundations, businesses and individuals;
- Member contributions for their respective NDFs, earned income, other self-generated income and investment earning;
- Create a consultancy firm to better use expert resources and create additional income for the network;
- Nile Basin government grants and contracts;
- Foreign aid from (DA) official development assistance (agencies) and programs funded by other water or environment related ministries, directly or through their embassies, as well as from private external groups such as churches, non-profit organizations and global corporations.

NBD is to show the in-kind contributions of members in e.g. providing local materials / resources but especially hours and/ or capitalize them with a fixed amount. This will show the investment those members make themselves and their commitment and also show the monetary cost not incurred because of it.

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

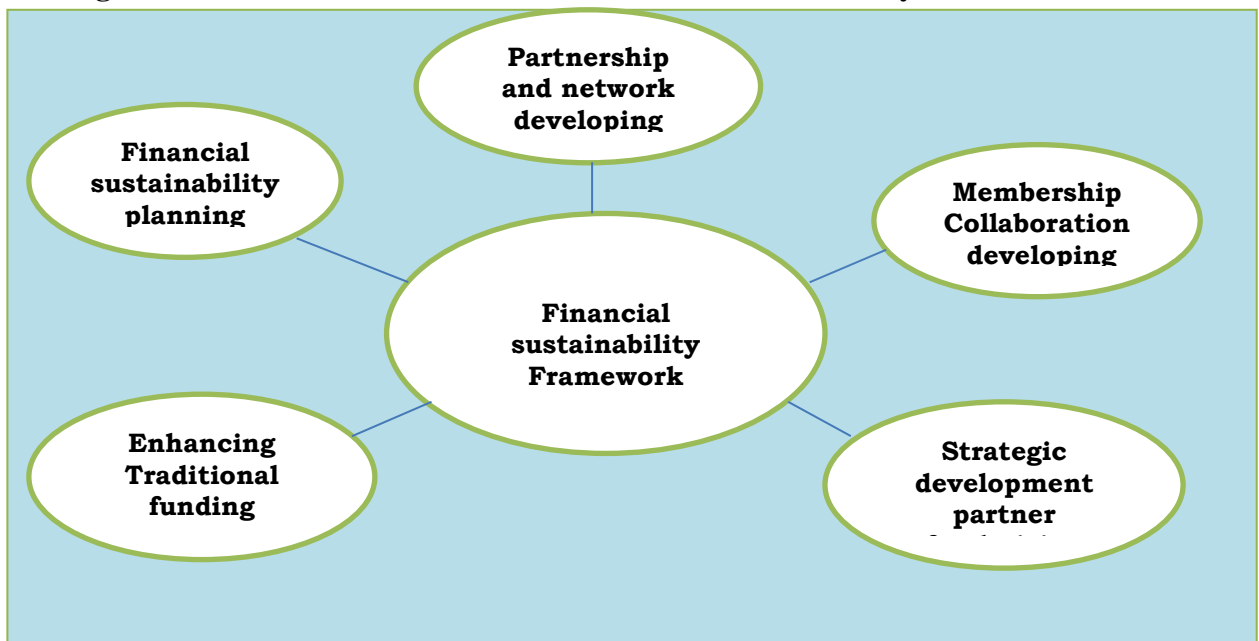
- (i) Diversifying its income sources to minimize dependence on any single source;
- (ii) Building working cash reserves and establishing lines of credit and other mechanisms to provide financial cushioning when changes occur outside the controls of NBD; and
- (iii) Building endowments, capital funds 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 is necessary. Since what you “show” is important to interest potential donors.



Strategic Objective6	Strategic Actions
Pursuing Diversity of / for Institutional and Financial Sustainability	Implementing the financial strategy.
	Connecting and discussing with funding programs / initiatives during international / regional events on e.g. climate change funding, water stewardship programs, food and water scarcity initiatives by development partners.
	Connecting with the embassies of potential donor countries and with the national governments.
	Connecting with initiatives such as Alliance for Water Stewardship^{xxi} to connect with companies working on responsible water management and thus also building relationships that can lead to future (financial) support especially regarding stakeholder involvement.
	Developing the package of (paid) services that NBD can provide. Especially in project management and administrative tasks.
	Establishing a Regional Consultancy Firm: - one consultancy firm for the NBD/the whole basin (no decentralization per country). It would be a separate entity but under supervision of the board (NBD as its only “owner”) and coordinated by the Secretariat. Its main aim is to widely use NBD expertise to generate additional income for NBD as a whole (and at the same time thereby strengthen the advocacy / lobby work of NBD as a whole)
	Negotiating with NDFs how their applications for funding can also support Nile-basin wide activities.

Figure 3: Financial Sustainability Framework



Monitoring/ indicators (to be further refined etc. in the work plans)

- Explicit mention of in-kind/ volunteer and other contributions of national chapters and expert groups in the annual accounts
- Proposals submitted to donors and their focus and results
- Number of proposals submitted together with universities/ knowledge institutes
- Workshops held
- Income generated by the consultancy firm (if and when established)

9. Implementation of the Strategy

Organization and Governance: The below structure will continue to guide implementation of the Strategy 2023 - 2027 and remains the core structure to ensure ownership, good governance and effective management.

NBD will further strengthen organizational and governance structures to deliver the 2023 - 2027 Strategy. The secretariat structure would not change. It is highly recommended however to add capacity on fund raising and strategy implementation. The development of the consultancy firm also needs expert capacity and that may lead to a different governance structure (if and when so decided).

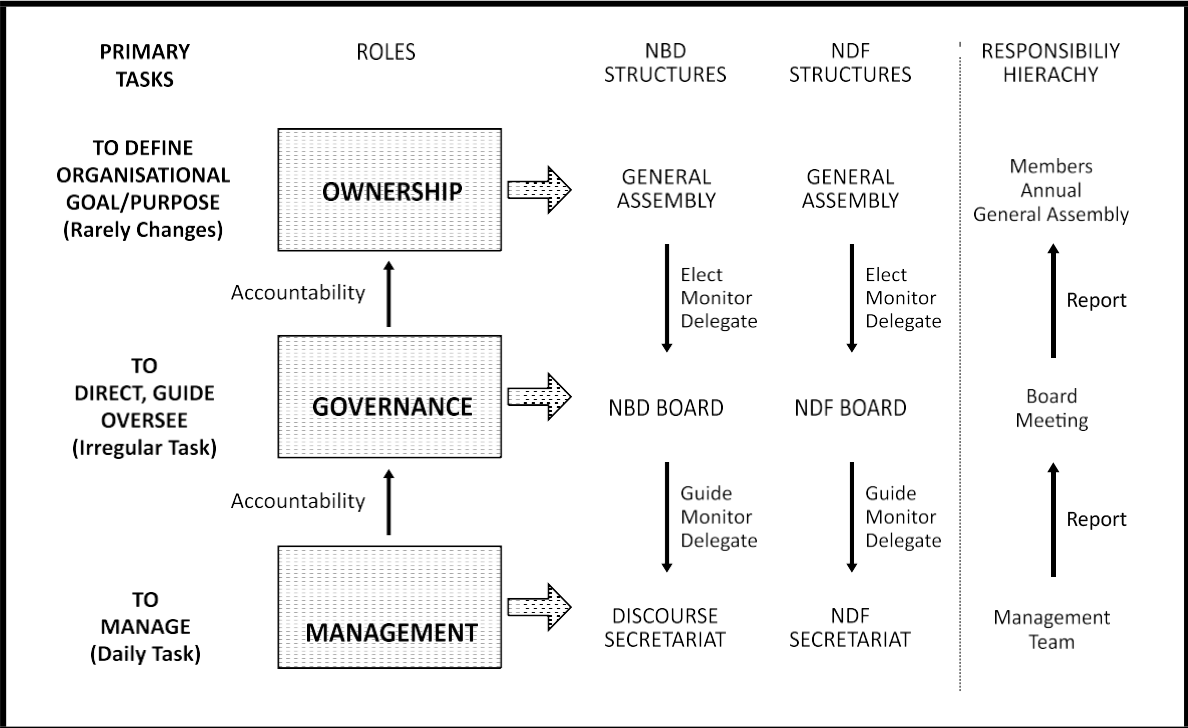
A new element is creating more voluntary expert groups – aligned with the strategic directions - across the membership (not geographically bound but gender-balanced) via an open call with ToRs to assist the Secretariat with their knowledge. These expert groups will not be paid but cost incurred will be reimbursed where possible. Note: their voluntary contributions will be made visible in the annual reports and publications. These expert groups can also be the first step in mapping expertise and involving members in the new consultancy firm to be established.

One expert stream could be to assist with introducing existing or to be adapted gender mainstreaming and youth strategies, liaise with NBI and AMCOW to update the strategies as well and introduce gender-sensitive budgeting (see also under finance).

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 organizations and satisfying the international financial partners (donors). (See Figure on Implementation)



Figure 4: Delivering and implementing the Strategy



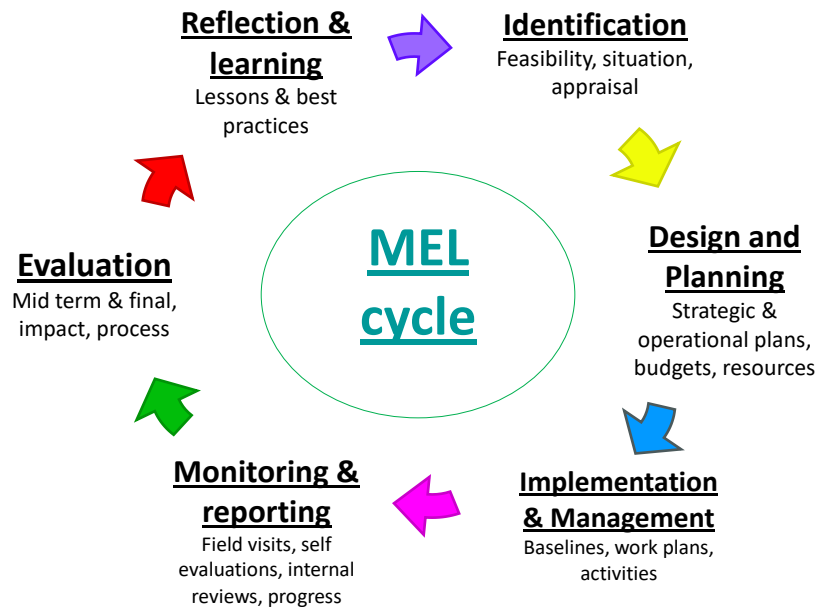
Monitoring

NBD has a well-developed on-line monitoring and evaluation system. 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. In addition, some effort has to go into how to use / incorporate Civil Society data/ science into the monitoring framework.

A provision has to be made to award communities for the cost of collecting and transmitting the data. NBD started a project on Citizens Science and data collection. This is highly valuable for: (i) generating much more data at local scale; (ii) creating trust in data used for proposing solution in Early warning system, planning projects and programs, formulating policies; and (iii) creating more local involvement and making use of local resources, This work stream will continue; it is not a strategic goal as such but a supporting methodology for all.



Figure 5: cycle of M&E (The new indicators will become part again of the main cycle as described below.)



References and Notes

- i (<http://web.unep.org/environmentassembly/>)
- ii <https://www.nilebasindiscourse.org/news-blog/news-and-press/242-emerging-issues-in-nile-basin-stakeholder-mapping-2015.html>
- iii <http://www.butterflyeffectcoalition.com/en>
- iv <http://www.hydrosustainability.org/>
- v <http://www.climateiswater.org/>
- vi <http://www.oecd.org/cfe/regional-policy/OECD-Principles-on-Water-Governance.pdf>
- vii https://sustainabledevelopment.un.org/content/documents/15591Bellagio_principles_on_valuing_water_final_version_in_word.pdf
- viii <http://www.citizenscience.org/>
- ix <https://www.un.org/development/desa/undesavoice/get-involved/2017/12#37034>
- x https://www.un.int/angola/statements_speeches/security-council-open-debate-water-peace-and-security
- xi <https://www.government.nl/topics/water-management/valuing-water-initiative>
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- xiii <http://www.unwater.org/publications/water-sanitation-interlinkages-across-2030-agenda-sustainable-development/>
- xiv http://unfccc.int/paris_agreement/items/9485.php
- xv <https://www.genevawaterhub.org/panel-water-peace>
- xvi <https://sustainabledevelopment.un.org/inputs/>
- xvii <http://nileis.nilebasin.org/content/nile-basin-water-resources-atlas>
- xviii <https://www.hydrosustainability.org/standard-overview>
- xix See annex... for levels and types of stakeholder involvement.
levels:
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); full participation
- xx <https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>
- xxi <http://a4ws.org/>

