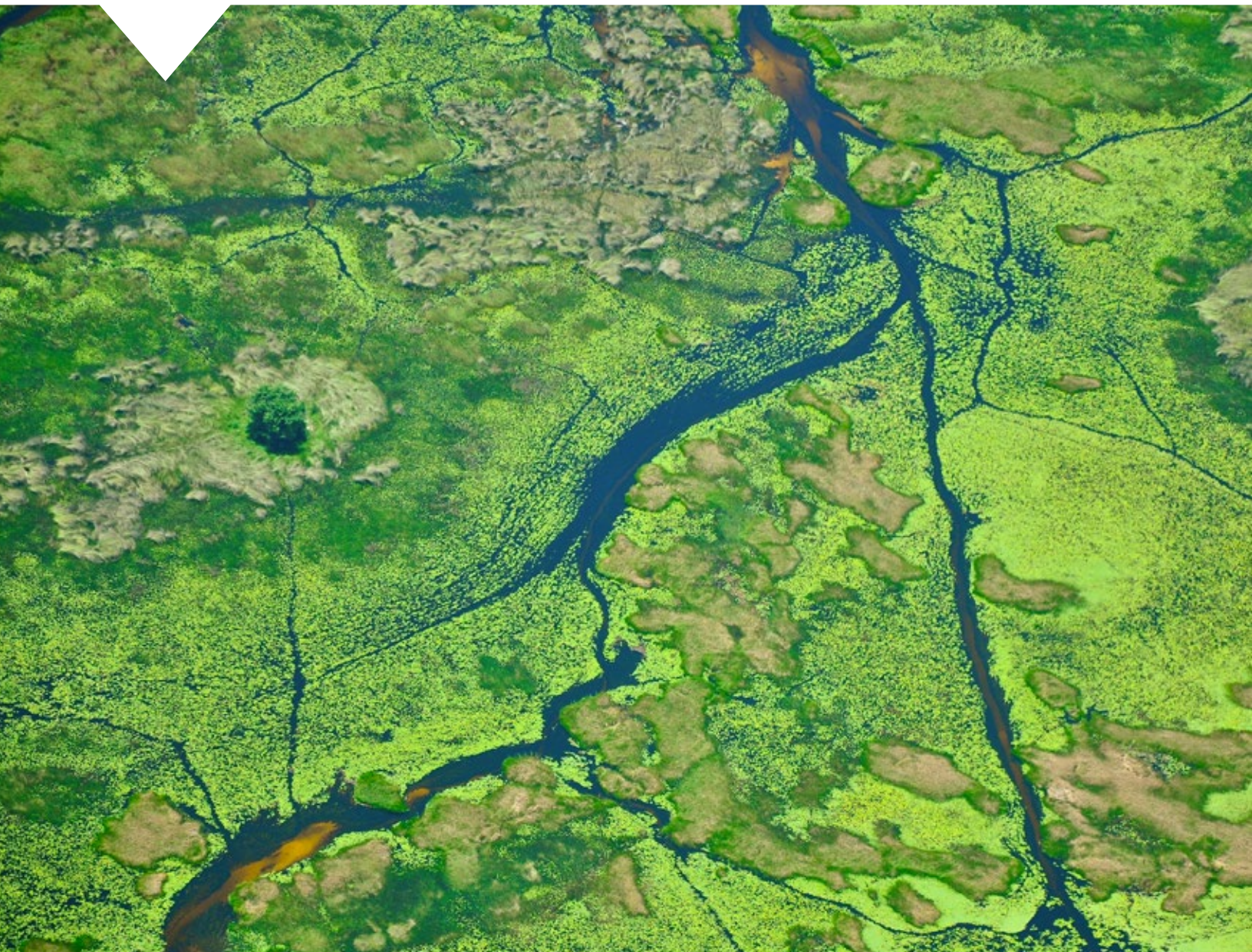


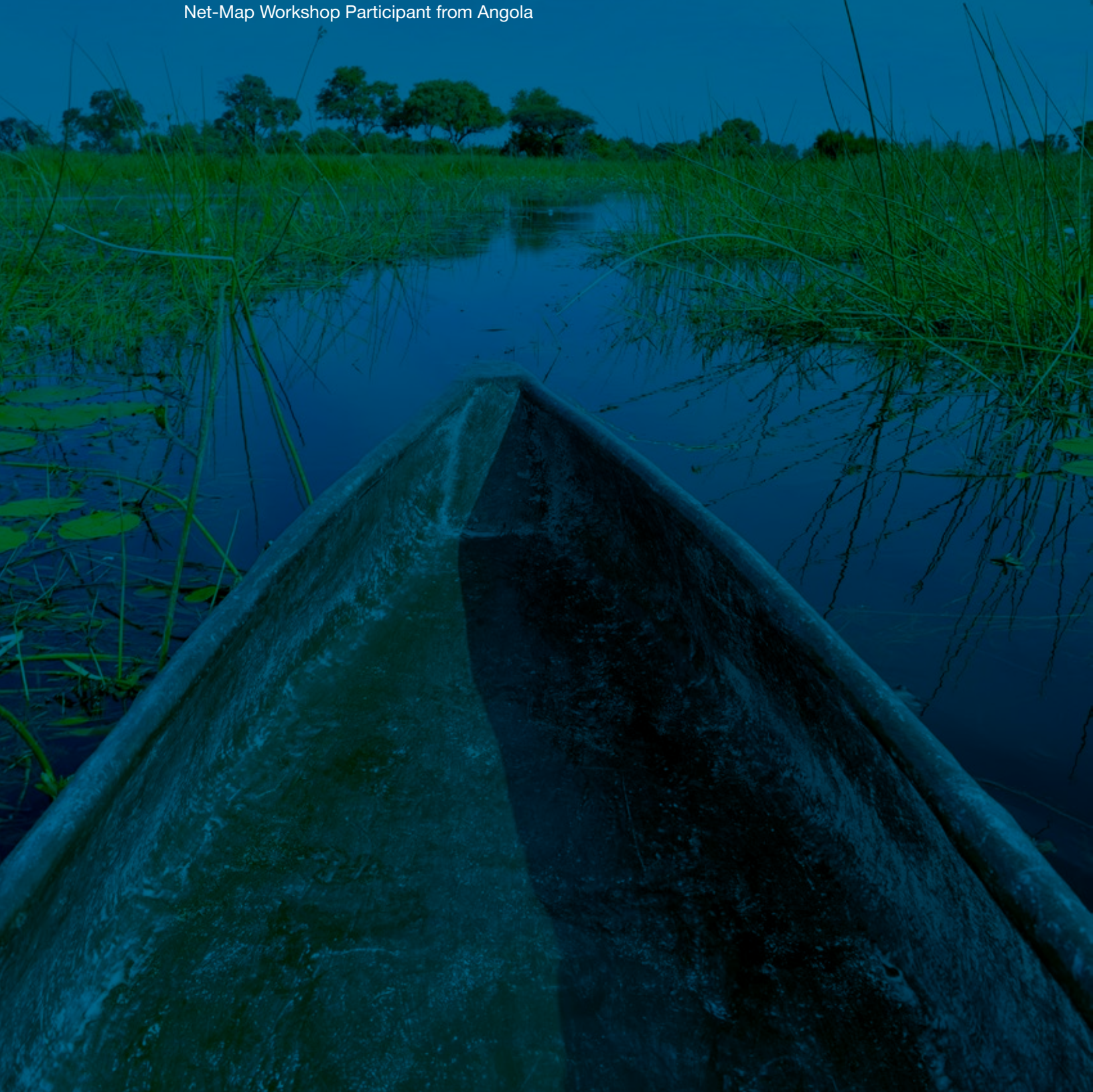
Navigating the Network:

STAKEHOLDER MAPPING IN SUPPORT OF INVESTMENT
PLANNING IN THE CUBANGO-OKAVANGO RIVER BASIN



“I finally understand why things that seem technically straightforward can be so slow to implement. It’s a complex web of relationships that shape water resources management.”

Net-Map Workshop Participant from Angola





REGION:

Cubango-Okavango
River Basin



COUNTRIES:

Angola, Botswana,
Namibia



FOCUS:

Informing development decision making, ensuring long-term sustainability, and promoting regionally-shared prosperity.

Context

The Cubango-Okavango River Basin (CORB) holds one of the world's most unique, near-pristine, free-flowing rivers and is central to sustainable economic development within the arid landscapes of southern Africa. The complex flood pulse cycle provides important services for local communities while supporting a rich and unique biodiversity that makes it a wetland of international importance and a World Heritage Site.

Recognizing this, Angola, Botswana, and Namibia established the Permanent Okavango River Basin Water Commission (OKACOM) in 1994 to promote coordinated and sustainable water resources management and address the legitimate social and economic needs of the basin. OKACOM's establishment followed reinstatement of bilateral cooperative mechanisms on water matters of mutual interest after Namibia's independence in 1990 and shifts in the geopolitics of the broader southern African region. This saw a renewed commitment to peace and prosperity aligned with the broader efforts of the Southern African Development Community (SADC) to facilitate greater integration and economic prosperity.

Accelerated environmental changes in the basin are largely driven by four interrelated factors—changing population dynamics, land use changes, persistent poverty, and climate change—leading to deterioration in water quality, changes in the flood pulse, and diminishing biota. Among these, the risks associated with persistent poverty present the single biggest threat to the long-term sustainability of the river basin. The near-pristine nature of the basin has largely been a product of the relatively low levels of economic development within the basin—the result of the complex geopolitical history and the fact that the basin populations are remote relative to the countries' capital cities and main centers of economic activity. This asymmetry is further reflected by income inequality in each of the member states as well as low social development indicators in the basin compared to national figures. However, the commitments to peace and prosperity among the three member states and increasing regional integration provide prospects for increasing and improving development.

The Stakeholder Mapping Exercise

Member states responded to the question: “who has influence on advancing within basin investments with regional impact?” by discussing who is involved, how they are linked, what their goals are, and what they influence.

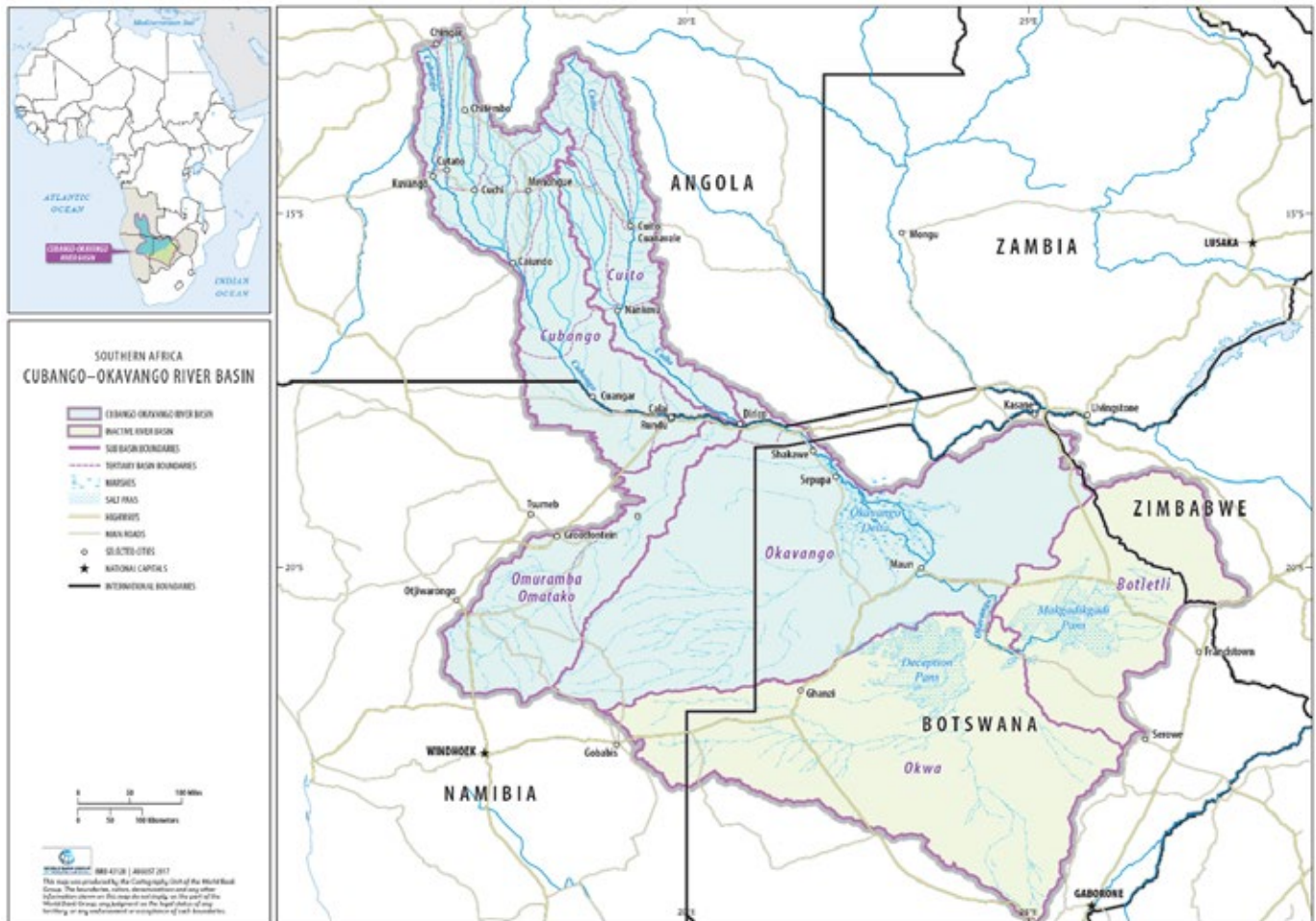
Client and Stakeholder Impact

At the conclusion of the exercise, participants had a new appreciation for the complexity of implementing basin investments, shifted their self-perceptions regarding their role and influence with respect to basin investments, and saw key investment challenges from a fresh perspective.

PROJECT APPROACH

A Multi-Sector Investment Opportunities Analysis (MSIOA) was carried out as part of a systematic strategy developed by OKACOM in collaboration with the World Bank to support the Shared Vision for the Basin. With financing from the multidonor trust fund for Cooperation in International Waters in Africa (CIWA), the MSIOA provides the tools to explore different development pathways through applied modelling of the hydrology, economics, and the environmental issues associated with a range of

FIGURE 1. CUBANGO-OKAVANGO RIVER BASIN



different development options. These models build on research conducted over the past 20 years under various cooperative endeavors, including the Transboundary Diagnostic Analysis and the Strategic Action Plan. National investments were assessed within a cooperative context informed by the Shared Vision for the Basin, including existing strategies, plans, and research. The MSIOA was an iterative process during which a range of stakeholders in each of the member states were consulted about potential opportunities and sector plans, along with the realization and distribution of derived benefits. In addition, the three member states and various partners held substantive discussions around strengthening OKACOM to realize the Shared Vision for the Basin.

The MSIOA identified basin development scenarios based on potential economic, social justice, environmental, and climate-resilient trajectories up to 2040. This process allowed the member states to identify the distribution of derived benefits associated with different investment options. These scenarios were used to outline a series of illustrative options for joint actions within a desired and shared development space.

These joint actions are aimed at consolidating the cooperative framework among the member states and addressing the underlying drivers of poverty that threaten the long-term sustainable development of the CORB. These inform the formulation of a Sustainable and Equitable Climate Resilient Investment Program, with three illustrative cooperative investment programs elaborated in Box 1. Implementation of these would require an estimated US\$900 million along with a review of the existing institutional arrangements and a parallel process for establishing a dedicated endowment fund. The Program would provide the necessary framework to address the complex development context of the basin by shifting away from short-term project financing toward longer-term sustainable program financing.

Substantial resources and sustained political commitment will be required to implement the recommendations and realize the Shared Vision for the Basin. Thus, the MSIOA was complemented through a series of parallel activities that were developed through consultative mechanisms and cooperation with a range of stakeholders within the basin, the

BOX 1. MSIOA ILLUSTRATIVE AREAS FOR JOINT ACTION

The Climate-Resilient Livelihoods Enhancement Program provides a relatively short-term intervention that can build on existing initiatives to provide quick returns in addressing the underlying drivers of poverty. These ‘no-regret’ measures can be used to demonstrate the proof of concept for longer-term sustained initiatives under a dedicated endowment fund and a proposal is being prepared for submission for further support and financing. Establishing a monitoring and evaluation system built around activities linked to the Sustainable Development Goals is recommended to re-enforce the development contributions.

The Enabling Basin-Wide Ecotourism Program provides an illustration of how OKACOM could facilitate the mobilization of private sector resources by creating an appropriate enabling environment. Guiding private sector investments in the tourism sector by extending the distribution of benefits would help consolidate the cooperative venture among the member states and create positive reinforcements for the sustainability of the system. Transaction advisory services specialized in tourism concessions could be implemented over the next two to three years in partnership with ongoing initiatives such as the Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA).

A Cooperative Infrastructure Development Program such as rescoping the Mucundi Dam, can address development needs in the basin within a sustainable framework and with the added advantage of consolidating the cooperative venture among the member states. A careful design informed by sound scientific information and appropriate institutional oversight mechanisms can ensure sustained benefits for the three member states without compromising the long-term sustainability of the system. Grant financing could be mobilized to support a transparent process around development of transboundary infrastructure.

member states, and a range of development partners. These activities included (a) an assessment of the benefits derived from transboundary water cooperation in the CORB and (b) a network map of stakeholders aimed at better understanding nontechnical drivers for cooperation.

RATIONAL AND OBJECTIVE FOR STAKEHOLDER MAPPING

The cooperative development and management of transboundary water resources can substantially increase long-term gains for all riparian states and provide sustainable benefits. However, noncooperative and competitive behavior driven by individual rationality can produce suboptimal development outcomes, resulting in a race to the bottom and tragedy of the commons. A structured understanding of the underlying dynamics and levels of influence among stakeholders is therefore important for designing successful interventions.

The ‘Net-Map’ tool was selected to explore the relationships, incentives, and influence of actors at multiple levels involved in the management and development of the basin’s shared water resources. This is an interview-based mapping tool that helps people understand, visualize, discuss, and improve situations in which many different actors influence outcomes. By creating influence network maps, individuals and groups can clarify their own view of a situation, foster discussion, and develop a strategic approach to their networking activities. The Net-Map tool is particularly well-suited as it allows for a systematic

diagnostic of links and perceptions among stakeholders that can be visualized and analyzed through mapping software, such as DataMuse. More specifically, Net-Map helps determine (a) what actors are involved in a given network; (b) how they are linked; (c) how influential they are, and (d) what their goals are.

The objective for mapping networks among government stakeholders in the CORB was to provide insights that could help strengthen coordination around regional investments that advance the cooperative agenda within the basin. The findings were intended to build a foundation for further investments and support OKACOM, along with the relevant public sector actors, in responding to the institutional realities in the basin. When the Net-Map exercise was conceived, OKACOM already had a baseline understanding of stakeholder relationships and dynamics in the basin through a long history of cooperative projects and activities. Thus, it was important to use the Net-Map tool to explore the impacts of these nontechnical drivers on investment decisions and prioritization in the basin.

STAKEHOLDER MAPPING: PROCESS AND METHODS

Introducing the Net-Map exercise into the MSIOA toolbox was a highly consultative approach predicated on building trust among the various public sector stakeholders. The design of the Net-Map exercise was discussed in detail among the member states through the Okavango River Basin Steering Committee (OBSC), the OKACOM Secretariat (OKASEC), and the World Bank to

BOX 2. FOCUS GROUPS AND STAKEHOLDERS PARTICIPATING IN NET-MAP EXERCISE

Angola Focus Group

Dir. Prov. Energia e Aguas - Hbo
 Dir. Prov. Agua D. R. Pesea KK
 Urbanismo e Ahbiente
 Gov. Prov. C. Cubango
 Gov. Prov. C. Cubango/GEP
 Dir. Prov. Energia e Aguas - KK
 Polo Okavango
 Instituto Nacional de Meteorologia e
 Geofísica
 Agence pour la promotion de
 l'investissement et l'exportation
 d'Angola
 Gabinete para a Administração da
 Bacia Hidrográfica do rio Cunene
 Instituto Nacional de Recursos Hídricos
 Ministério do Ambiente
 Rede Nacional de Transporte de
 Electricidade
 Ministério do Turismo
 Ministerio das Pescas
 Governo Provincial do Moxico
 Dir. Prov. De Energia e Agua do Moxico
 Ministerio da Agricultura
 Min. Energia/Agua GABHIC
 Direcção Nacional de Electrificação
 Rural e Local
 Ministério da Energia e Águas
 Associação de Conservação do
 Ambiente e Desenvolvimento
 Integrado Rural

Botswana Focus Group

Department of Water Affairs
 Department of Crop Production
 Ministry of Agriculture
 Kalahari Conversation Society
 NWIFI
 Ministry of Environment, Wildlife and
 Tourism
 ORI University of Botswana
 Water Utilities Corporation
 Botswana Institute for Technology
 Research & Innovation
 Department of Mines
 Ministry of Minerals, Energy and Water
 Resources
 Tawana Land Board
 Department of Environmental Affairs

OKACOM Basin Steering Committee

OKACOM Secretariat

Climate Resilient Infrastructure Development Facility

Economic Consulting Associates

Namibia Focus Group

Ministry of Environment & Tourism
 Ministry of Industrialization, Trade and
 SME Dev.
 Directorate of Forestry
 NAMWATER
 NAMPOWER
 Agro-Marketing and Trade Agency
 National Planning Commission
 Ministry of Industrialization, Trade and
 SME Dev.
 Shanmbyu Traditional Authority
 Ministry of Fisheries & Natural
 Resources
 Okavango Basin Management
 Committee
 Ministry of Agriculture, Water &
 Forestry
 Rundu Town Council
 Directorate of Water Resources
 Management
 Ministry of Agriculture, Water &
 Forestry
 Ministry of Fisheries & Natural
 Resources
 City of Windhoek
 AgriBusDev
 Agro-Marketing and Trade Agency
 National Planning Commission

clarify the objectives and agree on the best approach. The relative merits of using the Net-Map tool and different configurations of the approach to the stakeholder consultations were explicitly discussed. Key aspects addressed in the design included the composition of the focus groups that would draw the maps, the selection of questions to which the focus groups would respond, and the location of the focus group working sessions.

Group composition was particularly important as the configuration of the stakeholder groups could potentially influence the outcomes. It was also important to ensure that the process contributed to strengthening the existing foundations of trust among stakeholders. Considerations were given to the relative merits of having country- as opposed to basin-wide focus groups. Similarly, consideration was given to the implications of arranging the focus groups by sectors or organizations, among government, non-governmental, and private sector stakeholders,

for example, or at random. These design considerations had to be evaluated against the realities of logistics and resource availability. Ultimately, it was determined that having intersectoral focus groups at the country level, consisting primarily of public sector stakeholders, would be optimal considering the nature of the questions, political economy considerations, and the availability of resources. This facilitated more nuanced results by enabling public sector stakeholders to discuss and debate their perceptions in greater depth as opposed to engaging stakeholders at the sectoral level or across countries. A list of those participating organizations is provided in Box 2.

Net-Map focus groups organized around country stakeholders were held in Windhoek, Namibia; Luanda, Angola; and Gaborone, Botswana, as part of the national consultations for the MSIOA. The focus group discussions took place over two hours as part of a series of multiday workshops. In each country, workshop

BOX 3. KEY ACTORS HAVING IMPACT ON BASIN INVESTMENTS AS PERCEIVED BY STAKEHOLDER FOCUS GROUPS

Key Actors Mapped by Angola

BANCA
Central Government
Council of Ministers
SADC
AMCOW
Local Government
Parliament
UN Agencies

Key Actors Mapped by Botswana

MOPPA
World Bank Group
National Assembly

Key Actors Mapped by Namibia

Ministry of Finance
Office of the Prime Minister
Ministry of Agriculture, Water,
and Forestry
Okavango Basin Management
Committee
Rundu Council
Traditional Authorities

Key Actors Mapped by OKASEC

Angola Ministry of Agriculture
Angola Provincial Authorities
Botswana Hospitality and Tourism
Association
Kalahari Conservation Society

Botswana Local Authorities

Botswana MEWT
Botswana MFDP
DeBeers, Botswana
Namibian Regional Governments
Angola MPDT
Botswana Chamber of Mines
Botswana MEWR
Angola GABIHIC
Namibia Ministry of Agriculture, Water,
and Forestry
Namibia Ministry of Finance
OKACOM
OKASEC
SIDA
World Bank Group

participants were divided into subgroups (two in Namibia, three in Angola, two in Botswana); assignment between subgroups was made to ensure the representation of diverse organizations in each subgroup. In Angola, translators assisted with facilitation. Separate focus group discussions were carried out with the OKACOM Secretariat, the Climate Resilient Infrastructure Development Facility (CRIDF) financed by the U.K Department for International Development (DFID), who were supporting the Visioning process, and consultants involved in the MSIOA. These were done separately to solicit independent views and avoid any potential influence on the outcomes of the country focus groups. Network maps from each national workshop were collected. Data were captured through Excel matrices and visualized through an open source software (DataMuse).¹

Focus groups were asked “**who has influence on advancing within-basin investments with regional impact?**” and the following:

- Who is involved? (Government, private sector, civil society, regional, international, and ‘other’)
- How are they linked? (Funding, information, and persuading-lobbying-convincing flows between actors)
- What are their goals? (Assigned a positive, negative, or neutral goal to all actors)
- What is their influence? (Influence was assigned on a scale of 0 (no influence) to 8 (most influence))

MAPPING RESULTS: RELATIONSHIPS BETWEEN ACTORS

The Net-Map exercise identified over 200 unique actors with more than 1,700 links among them. Out of these links emerged key relationships between sectoral line ministries, the importance of linking to finance, and the power of partnerships among influential stakeholders. This reflects a key challenge facing transboundary water resource management globally—that is, how to navigate complex formal and informal systems to develop shared visions, strategies, and policies and how to ensure they are implemented and deliver concrete results. The density and complexity of the networks drawn provides a striking visualization of the level of coordination required within member states, between member states, and with other regional and international actors within the CORB (see Figure 2 for an example of mapping complexities). The key findings from the focus groups in each member state and OKACOM reveal useful insights into the underlying relationships, incentives, and influence of different actors in the basin.

Importance of linking to Finance Ministries. Maps from all the country focus groups revealed that the Ministries of Finance had dense networks and were considered influential in any basin investment decision process as well as being central to the sustainability of OKACOM. This was further underscored by OKACOM itself, highlighting the importance of links with the national finance ministries. All three countries have made financial commitments to support the core functions and related expense associated with OKACOM. However, annual contributions

¹ Despite translation, there were a number of challenges in capturing qualitative data from the focus group discussions due to language barriers, particularly in Angola (Portuguese) and Botswana (Setswana). This affected the interpretation of the results, such as why specific stakeholders were placed on the maps (or left off), why links were drawn (or not drawn), and the reasoning behind assignment of goals or influence is constrained.

are more uneven in practice given the fiscal constraints and competing demands within each member state. Nevertheless, the maps indicated that there were misperceptions among stakeholders about whether and how national government contributed financially to OKACOM. Further, OKACOM receives support from a number of different development partners in different forms. While some of the funding has more recently been provided to OKACOM and managed on-budget, the majority is provided off-budget and in kind through bilateral cooperation agreements. This difference has important implications in terms of the programming and alignment of funds, the activities that can be supported, and long-term sustainability. However, the maps reflect a misperception that OKACOM receives a larger amount of funding from a wider range of development partners than is actually the case (see Figure 2).

Links with sectoral line ministries. Analysis of the links drawn between actors indicates there are strong links between the line ministries responsible for water between the different member states. These links are weaker outside the water sector—even

within country. Focus groups also indicated that OKACOM interacted with a limited set of national actors, most of which are in the water sector. Further, some sector actors were recognized as being highly influential, implying that they may make effective allies for advancing investments in the basin. This also points to an opportunity to strengthen cross-sectoral links. For example, maps drawn in one of the member states reflected the importance of central government agencies and their power to lobby and persuade and indicated that the influence of the water line ministry was not perceived as strongly. The Ministries of Finance were highlighted as particularly influential in all instances, along with Planning Commissions and ministries.

The power of partnerships. The importance of the bilateral relationships in the multilateral context of the cooperative basin mechanisms and the perceived benefits from regional cooperation around water resources management were both highlighted among stakeholders. However, while the focus groups identified funding, information, and lobbying links between national, regional, and international stakeholders,

FIGURE 2. MAPS OF FUNDING LINKS DRAWN BY EACH FOCUS GROUP

Angola Focus Group



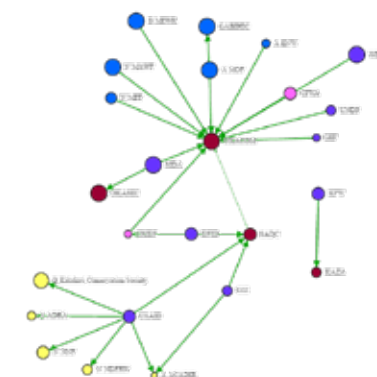
Botswana Focus Group



Namibia Focus Group



OKASEC Focus Group



Legends:

CATEGORIES

- International
- Other
- Government
- Civil Society
- Private Sector
- Regional

“[The Net-Map] looks more complicated than a Picasso painting”

Net-Map Workshop Participant from Angola

they did not identify or emphasize any bilateral links between the member states themselves. However, there is evidence to suggest that bilateral links and exchanges of information do exist in practice. Further, some focus groups indicated that several multilateral agencies were viewed as having a strong influence on the process of investments in the basin. These include United Nations agencies, such as the UN Food and Agriculture Organization, the World Bank Group, the Global Environment Facility, the Swedish International Development Cooperation Agency, the African Development Bank, and CRIDF. In terms of regional actors, AMCOW and SADC were perceived as strong regional actors and OKASEC itself was perceived as having the most influence on investments in the basin. This indicates that OKACOM may have space to engage more deeply with national-level actors regarding advancing basin investments.

Overall observations. Two interesting patterns emerge when all the network maps drawn by the focus groups are analyzed in aggregate. First, national focus groups did not draw links between themselves and other national agencies in the basin. Rather, the lines of communication and interaction went through OKASEC. Second, national focus groups assigned their respective Ministries of Finance and Ministries of Planning high levels of influence but indicated that they are not always included in key dialogues, particularly those relating to investments in the basin. Both patterns point to specific opportunities and constraints facing basin investments, that is, communication and coordination among national stakeholders and convening with influential parties to move desired investments forward.

OPPORTUNITIES AND CONSTRAINTS IDENTIFIED

The complex hydrodynamics of the CORB are underscored by the international transboundary elements and interactions among a large number of stakeholders—the network map provides a useful visual representation of these dynamics. Despite the sheer volume and complexity of relationship, the

public sector actors were largely viewed to have positive, neutral, or mixed attitudes about advancing basin investments with regional impacts. Nevertheless, key opportunities and constraints emerged from the Net-Map exercise and, interestingly, were often two sides of the same coin. Furthermore, it is likely that a different picture would emerge with a broader range of stakeholders and non-state actors.

Resource availability. Most stakeholders had an optimistic outlook and perceived OKACOM as having the financial and human resources to take on many more activities than it actually is able to, implying that OKACOM's influence exceeds its resources. Thus, OKACOM's influence and reputation present an opportunity to positively influence investments in the basin. However, they are constrained from taking more concrete action if the commensurate resources do not become available.

Strategic coordination. Coordination challenges within OKACOM are typically centered around issues of convening, convincing, and coordinating. For example, actor X is influential (opportunity) but does not coordinate with influential actor Y, meaning that initiatives get stuck (constraint). This dichotomy implies that OKACOM could benefit from more strategic coordination by strengthening its internal processes and prioritize building relationships between key internal actors (for example, member states' line ministries; see below).

Leveraging partnerships. Coordination challenges with external actors were also identified, wherein focus groups highlighted a need to convene and coordinate with influential parties more intensively in order to advance investments in the basin. The Net-Map focus groups identified several actors as having a positive influence on investments in the basin, as well as being highly influential and/or as having dense networks (see Box 3). This highlights a significant opportunity for enhancing outcomes through targeted engagements with these actors, aligning interests and agreeing on strategies to advance basin investments. However, a key constraint could be finding the appropriate resources and approaches to convening and coordinating that will enable these stakeholders' support to be leveraged moving forward.

Leveraging influence of key ministries. Nearly all focus groups pointed to the influence of the Ministries of Finance and the link between ministries responsible for water among the member states in advancing basin development and addressing the social and economic needs of the basin. The establishment of the Ministerial Council following the institutional functional analysis in 2012 has positively influenced the advancement of key strategic initiatives. There is an opportunity to extend this principle to include Ministries of Finance and potentially other sectoral ministries, which could create a broader platform for advancing development within the basin. Without regular

opportunities for engagement, the high level of influence and decision-making power of these ministries will likely remain a binding constraint for basin investments.

Communication among stakeholders. A composition of network maps from Angola, Namibia, and Botswana reflects a higher number of information flows between OKACOM and international and regional organizations. This implies that international and regional organizations play a role in brokering knowledge and in facilitating the exchange of information. These networks could be leveraged further to provide a more effective mechanism through enhancing the alignment of key messages and information. The maps also indicated that while there are strong links among some of the national agencies, there is space to improve information flow between OKACOM and other national actors.

OUTCOMES AND LESSONS LEARNED

Transboundary water resources exhibit the key characteristics associated with common pool resources, presenting a number of complex and complicated challenges. Having a systematic diagnostic of links and perceptions among stakeholders involved in the management and development of shared water resources can help understand the complex relationships, incentives, and influence of different actors. The analysis in the context of the CORB helps identify which actors are involved in a given network, determine how they are linked, how influential they are, and what their goals and interests either are or are perceived to be. There were five important outcomes from conducting the Net-Map exercise during the MSIOA project.

New appreciation for the complexity and need for tools to facilitate realization of the shared vision. Successful cooperation over more than two decades has created high expectations among a range of actors. The stakeholders visualized the complexity of relationships and perceptions that would need to be navigated to move basin investments forward and realize these expectations. Through the exercise, they were able to see the complexity as related to (a) how to move investments forward with confidence and buy-in from those involved; (b) how to move forward financing for investments; and (c) how to pursue investments efficiently by talking to the people about the right issues at the right time. Targeted tools to evaluate various options can help manage different stakeholder expectations and inform the decision-making process.

Seeing key challenges from a fresh perspective. Through the exercise, stakeholders were able to see the challenges of expanding basin investments through a transboundary lens. Their Net-Map drawings elucidated the specific complexities introduced in a transboundary context. Thus, it further underscored the role and legitimacy of transboundary organizations whose mandate is to address these issues in collaboration with all the stakeholders involved. Stakeholders were also able to reflect upon their self-perceptions—do the other stakeholders view them the same as they view themselves? The exercise allowed stakeholders to see the differences clearly. For example, the OKACOM Secretariat came into the exercise concerned that the member states perceived it as ‘overreaching’. However, stakeholders in member states indicated that even deeper engagement from OKACOM was welcome.

Avoiding bias. In designing the Net-Map exercise, it is important to recognize the influence of issues: context and bias. The extent to which a Net-Map exercise will be fruitful and insightful greatly depends on the context in which the stakeholders are embedded and their openness and willingness to engage. In the case of the MSIOA and OKACOM, the timing was opportune but limited only to public sector actors. The impact of the Net-Map exercise was driven by years of communication and trust building between the stakeholders involved. Further, acknowledging the role of bias, both on the part of the conveners and participants, and mitigating the same where possible is critical to the improving the outcomes of the exercise.

Planning and preparation. In the same vein, maximizing the impacts of the exercise requires forethought, planning, and preparation to structure it effectively. While it was important and impactful for the stakeholders to gain these insights through the Net-Map exercise, it was observed that leveraging this experience and these findings requires sustained effort. A framework or other operational mechanism is needed to embed the results into the activities of the stakeholders.

Monitoring changing dynamics. It is important to emphasize that the stakeholder maps are not a definitive analysis of political positions or power dynamics in the basin. Rather, they reflect perceptions that are likely to change with time, in response to interventions and broader geopolitical considerations, as well as depending on who sits at the table. Thus, the results offer a point of reflection on the way formal and informal systems operate and how these can inform future actions and approaches to implementation. It is also important to recognize that these relationships and degrees of influence may change over time with changing circumstances in the basin. They can therefore provide a useful baseline against which future networks can be evaluated in response to the changing context and influences within the basin.

ACKNOWLEDGMENTS

The network mapping of stakeholders in the CORB was carried out to better understand nontechnical drivers for cooperation as part of the MSIOA. This is part of a systematic strategy developed by OKACOM to assist the member states in realizing the Shared Vision for the Basin in achieving socially just, economically prosperous, and environmentally healthy development of the CORB.

This note was prepared by Kirstin Conti (Young Professional – Public Sector Specialist), Marcus Wishart (Lead Water Resource Specialist), Rachel Ort (Public Sector Specialist), and Cecil Nundwe (Water Resource Specialist). The MSIOA involved the OKACOM Secretariat, led by Dr. Ebenizário Chonguiça (Executive Secretary) alongside Mr. Sekgowa Motsumi (Programme Coordinator) and Ms. Shirley Selolwane (Finance and Administration Officer) under the guidance of the Okavango River Basin Steering Committee (OBSC) and the leadership of OKACOM. The World Bank team was led by Marcus Wishart (Lead Water Resources Specialist) and Ijeoma Emenanjo (Natural Resource Specialist) and included Cecil Nundwe (Water Resource Specialist), Jemima Hartley (Program Assistant), Davies Saruchera (Researcher), and Rachel Ort (Public Sector Specialist). Technical analyses and modelling were carried out by Economic Consulting Associates and JG Afrika. While the team is grateful for the inputs, contributions, and consultations from all of those involved, the findings, interpretations, and conclusions expressed in this note do not necessarily represent the views of these individuals or their organizations.

The team is grateful for the support from the multidonor trust fund for CIWA, Sweden, through their bilateral support to OKACOM, and DFID through the CRIDF.



ABOUT CIWA

CIWA, the Cooperation in International Waters in Africa program, is a multidonor trust fund representing a partnership between the World Bank and the governments of Denmark, the European Union, Norway, Sweden, the Netherlands, and the United Kingdom. CIWA supports the governments in Sub-Saharan Africa in unlocking the potential for sustainable and inclusive growth, climate resilience, and poverty reduction through cooperative transboundary water management and development. Since 2011, CIWA has supported improving the social, environmental, and economic sustainability of transboundary investments worth US\$8.9 billion across Sub-Saharan Africa.



Ministry of Foreign Affairs of the
Netherlands



Norad



UKaid
from the British people



WORLD BANK GROUP