



NILE BASIN DISCOURSE

REPORT

NBD – Nile Basin Countries’ Stakeholder Mapping
of CSOs Network Members and their Partners,
2015.



BURUNDI | D.R. CONGO | EGYPT | ETHIOPIA | KENYA | RWANDA | SOUTH SUDAN | SUDAN | TANZANIA | UGANDA

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Abbreviations and Acronyms

AGM	Annual General Meeting
AOYE	Arab Office for Youth and Environment
BNDF	Burundi National Discourse Forum
CIDA	Canadian International Development Agency
CBOs	Community-based Organizations
CCRDA	Consortium of Christian Relied and Development Association
CEPARD	Centre for Participatory Research and Development (CEPARD)
CEPF	Critical Environment Programme Fund
CFA	Cooperative Framework Agreement (for the Nile Basin countries)
CIWA	Cooperation in International Waters in Africa
CRM	Climate Risk Management
CS-CAFÉ	Citizens' Solidarity Campaign against Famine in Ethiopia
CSOs	Civil Society Organizations
CUWMEC	Civil Society Urban Waste Management Coalition
DFID	Department for International Development
DIN	Discourse Intelligence Network
DRCNDF	D.R. Congo National Discourse Forum
DRR	Disaster Risk Reduction
Eg-NDF	Egyptian National Discourse Forum
ENTRO	Eastern Nile Technical Regional Office
Eth-NDF	Ethiopian Nile Discourse Forum
FGDs	Focus Group Discussions
GERDP	Grand Ethiopian Renaissance Dam Project
GWP	Global Water Partnership
IRA	Institute of Resource Assessment
IUCN	International Union for Conservation of Nature
KNDF	Kenyan National Discourse Forum
LDFs	Local Discourse Forums
LEAF	Lakes Edward and Albert Fisheries
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NBRS	Nile Basin Riparian States
NCB	NGOs Coordination Board
NDFs	Nile Discourse Forums
NELSAP	Nile Equatorial Lakes Subsidiary Action Program
NGOs	Non-governmental Organizations
NIE	New Institutional Economics
NNCB	National NGOs Coordination Board
RAED	Arab Network for Environment and Development
RNDF	Rwanda Nile Discourse Forum
SCCN	Sudanese Climate Change Network
SNDF	Sudan National Discourse Forum
SSNDF	South Sudan National Discourse Forum
TNDF	Tanzania Nile Discourse Forum
UNDF	Uganda Nile Basin Discourse Forum
WWF	World Wildlife Fund

EXECUTIVE SUMMARY

Background, Objectives and Approach

The Nile Basin Discourse (NBD) commissioned the study on stakeholder mapping due to the increasing recognition of the importance of involving as many stakeholders as possible in development initiatives related to water in the Nile Basin region. Notwithstanding, most of the civil society organizations (CSOs) in the Basin remain unengaged and often powerful groups end up benefiting themselves instead of allowing engagement benefits to reach the lower level stakeholders and particularly women and vulnerable members of the society. Further, the NBD currently does not have an up-to-date database to demonstrate the level of engagement of civil societies or representation of different interest groups. Moreover, CSO members of NDFs have been experiencing bottlenecks that hinder their level of engagement and have diverse challenges (e.g., of financial sustainability) that could be addressed or resolved in order to remove impediments to participation in Nile water discourses towards cooperation on the Nile.

An important part of NBD's mandate is to support NDFs to build local capacity towards evidence-based engagement in Nile cooperation and dialogue on development initiatives. Since NBD supports inclusive and participatory stakeholder engagement processes in Nile cooperation and development initiatives as its core mandate, the results of this stakeholder mapping will contribute to enhancement of discharge of its duties and achievement of its mission and vision. The results will particularly be fed into the Discourse Intelligence Network (DIN) with NDFs' windows currently being prepared by NBD Secretariat as part of website revamping plan.

Thus the purpose of this report is to provide the current status and a broad picture of the NDFs and their membership, partners and stakeholders, and networks working on Nile cooperation and development activities and how they have evolved over the years. The report also documents the existing linkages and coordination with NBD and their member CSOs and NBD's partner NBI. It identifies gaps in the current Nile Basin stakeholder engagement processes. Further, it provides suggestions from stakeholders on how NBD can best coordinate stakeholders to deliver improvements in Nile cooperation and development initiatives, and develop partnerships and coalitions for sustainable stakeholder engagement.

The data analyzed in this report was collected from all the three Clusters of NDFs using methods such as direct observation; key informant interviews of NBD board members, NDF leaders and individual members; simple focus group discussions; and plenary discussions that also included local authorities. The main groups were actual NDF members, potential members and partners. It was ensured that all the stakeholders selected for interviews or discussions were engaged in a participatory process. Data collection was done by a regional consultant who worked closely with a team from the NBD Secretariat and was assisted by the National Technical Support Experts representing their respective Nile Basin country. The latter were very important in inputting data into the stakeholders' mapping templates, which is available online and at the NBD Secretariat in Entebbe.

Key results and recommended interventions

In providing the broad picture of the NDFs, the report documents mapping of all the members (both actual and potential) by their expertise (whether related to issues of Nile cooperation and development initiatives or not), geographical area (whether local, national or international), type of activity (whether related to existing NBI projects or not), gender of current leaders and many other relevant aspects. Ultimately, the report has identified several existing strengths and gaps in capacities and opportunities related to organizational development, membership structure, structural organization, linkages and coordination among themselves and with others, stakeholder engagement, funding, political support, governance and social inclusion. The results and interventions have been documented from the perspective of the three Clusters as well as NDFs.

1. Organizational development

The report has shown that NDFs in all the Clusters are at different stages of organizational development in terms of legalization of their registration, size of the leadership board, physical infrastructure (office), fund raising and establishment as pure civil society organizations. Important, is that all NDFs have structural set-up that go down to individuals and communities.

The legalization of registration of the NDFs in the region has been good though Ethiopia is yet to register. Also about 60% of the NDFs have not yet evolved into pure CSO organizations since they still have individual persons as members. Further, the sizes of the boards vary extremely, ranging from 5-15 members. Although different formal names were adopted by different NDFs, the word 'Forum' appears

in all of them, with the exception of South Sudan, suggesting that the objectives of NBD were recognized during the legalization process.

The establishment of an independent NDF office and achievement of gender inclusiveness in leadership are still key issues that should be addressed by NDFs and NBD. It was found that only 40% of the Nile Basin countries possess offices that exclusively conducted NDF businesses, the rest are housed by their member organizations. 40% of the countries have less than 30% women in the board which is contrary to the specific country constitutions and NBD guidelines.

It was found that most of the NDFs have not yet attained financial sustainability after the end of the DFID project in 2012. In particular, only 40% of the countries have been able to secure external funding 'in the name of the NDF' since 2012. The NDFs require capacity building in resource mobilization and partnerships. Some of the NDFs see community-based physical interventions as pivotal bottom-up effort towards adaptation to climate change and cooperation on the Nile.

From these results, several specific interventions, targeting specific NDFs and Clusters have been recommended. These include capacity building and collaborative effort in resource mobilization, harmonization of the size of national boards to reduce costs and increase efficiency, achieving independence of NDFs from other CSO organizations to enhance visibility and effectiveness, and establishment of NDFs as conglomerates of CSO organizations through delineation of three clear membership categories, i.e., CSO members (CSOs, NGOs, CBOs, youth groups, women groups, media associations, other professional bodies associations, etc.), associates (prominent individuals, experts, network associations, etc.) and partners (government agencies, local authorities, international organizations, bilateral organizations and development partners).

2. Organizational structures of NDFs and membership profiles

It was found that NDFs in all the Clusters have different organizational structures. Although the national board members felt that their respective structures favored NDFs' performance, it was found that modifications will be required and particularly after addressing the nature of membership that will be adopted in every country. Also it appears like NDFs are yet to have guidelines on how their members should be organized and structured. The key interventions required here are retention of one level of decision making, i.e., the national board; restructuring the Local Discourse Forums (LDFs) in order to

harmonize the approach; and harmonizing the roles of board members: either adopt theme based (RNDF or BNDF) or 'spatially' based (DRCNDF and, to some extent, KNDF) roles.

The geographical coverage of the members depended on the type of membership (whether individuals, CBOs or NGOs) and the activity being conducted (whether of local or national interest). Hence most of the CBOs focused on agriculture or fishing operated at the local level while NGOs working on environmental issues operated at the national level since natural resources stretch across landscapes. The other factors are related to national challenges such as insecurity, political instability and urbanization of members. The key issues to be addressed here include maintenance of a balanced proportion of NGOs and CBOs to ensure national visibility and relevance of NDFs, achievement of gender balance in CSOs leadership in order to avoid social exclusion and hence enhance outreach to diverse groups of people, enhancement of recruitment among CSO members involved in R&D in order to improve NDFs' linkages to relevant research in the Basin, and re-assessment and re-alignment to the role of international NGOs that are members of NBD.

3. Vertical and horizontal linkages of NDFs with other stakeholder organizations

Examination of vertical linkages and coordination with NBD and its linkage to the partner NBI showed that while NDFs have been involved, they are not fully satisfied with the current relationships. Similarly, the CSOs are f with NDFs' delivery of services to them as members. This is due to weak consultations and minimal inclusivity. On horizontal linkages, NDFs from different countries interact very little with one another and in most cases they have to be coordinated by NBD Secretariat in order to have joint activities. Thus different interventions will be required in order to strengthen these and other linkages. These include investment in mechanisms that ensure sustainable cooperation between NBD and NDFs and incorporation of joint fund-raising activities involving NBD with NDFs. Further, NBI in collaboration with NBD ought to improve communication between NDFs, its officials at country or sub-basin levels and re-examine its cooperation framework at the national level in order to be more effective in creating awareness of the stakeholders on its agendas, while at the same time recognizing the two organizations ought to recognize their different but complimentary mandates. On their part, NDFs should strengthen linkages with CSOs' members and improve outreach and provision of services in their respective constituencies, in order to create incentives for cooperation, including contribution of membership subscription fees. Further they ought to enhance joint communication strategies and knowledge

generation/sharing/transfer with other NDFs, and create mechanisms to conduct peer-capacity building and peer-monitoring activities.

4. Capacity in stakeholder engagement process

All the NDFs were found to have the need for capacity building in various aspects in order to enhance their stakeholder engagement process. These aspects include climate change risk and resilience, engagement coordination, communication and information flow, management of engagement processes, technical issues to support discourses, and the extent of engagement in Nile cooperation projects and activities. Various interventions will be required for ensuring these capacity needs are met. These include ensuring that there are stakeholder 'whips' in engagement process through establishment of coordination offices with full-time and salaried coordinators, creation of an information and communication or dialogue platform accessed by all the NDF members and NBD at any place and any time, and enhancing capacity on technical issues to facilitate discourses and stakeholder engagement. These technical issues include understanding of climate change, watershed management, conflict resolution, advocacy, diplomacy, and sustainable resource (water) management.

5. NDF's existing challenges and opportunities

It was found that most of the NDFs have funding challenges and have been dependent on NBD for their financial needs since they were formed. In fact only Burundi, Egypt, Rwanda, and Tanzania have the perception that they can operate without financial support from NBD. The other key challenge relates to human capacity in leadership and governance constraints. It was found that whereas most of the leaders have acquired very high levels of education, they still need constant retooling or capacity building in leadership, advocacy, and other skills. The leaders do not have enough incentives or motivation in their work. Further, most of the leaders are elderly and there are no mentorship programs for youths who would be trained to take up leadership positions in future. Similarly, women and the vulnerable are not fully incorporated in NDFs' leadership. Thus, there is need for NBD and NDFs to address these challenges given that there exists promising opportunities in all the countries for tackling them. In particular the NDFs ought to ensure self-sufficiency in meeting their financial needs and therefore remunerate leaders well. They should also make sure that NDF officials and CSO leaders have adequate capacity in all issues related to financial sustainability, enhance membership contributions/subscriptions as one of the sources of funds and also as a way of creating a 'sense of

belonging', and ensure constant 'retooling' of NDF and CSO leaders in order to cope up with challenges of modernization and globalization. Other interventions include development of medium term strategic plans with appropriate implementation plans and budgets, and elimination of serious governance constraints that impede the activities of NDFs. The latter include the challenge of holding elections at the right time and in a democratic manner. Moreover, the NDFs require financial support from development partners and NBD in order to implement programs that draw youth and vulnerable persons to their activities and eventually into leadership positions.

Implementation modes of capacity building activities

While some of the key capacity needs cut-across the Clusters and NDFs, others are NDF-specific. The report has highlighted some cross-cutting capacity needs that ought to be addressed, at the Cluster level, in the short term in order to enable NDFs achieve a critical mass in their operations and particularly in stakeholder engagement. These include capacity to fund-raise from external sources, capacity on effective communication strategies through NBD with NBI and other partners, need for 'retooling' of NDF and CSOs' leaders in order to cope up with challenges of modernization and globalization, capacity building on inclusiveness of women and vulnerable groups in leadership, capacity building on performance contracts and quality standards in stakeholder engagement, and enhancement of the role of media in the dissemination of NDFs' strategies and discourses in the region on development agendas of Integrated Water Resources Management.

However, NDF-specific capacity needs ought to be addressed at the NDF level. These include governance constraints in some of the countries namely South Sudan, Ethiopia, Uganda and Kenya; creation of independent offices in all the NDFs of Clusters 1 and 2, with the exception of Eg-NDF and TNDF; and ensuring gender inclusion in NDF leadership (at least 33%) in Eth-NDF, DRCNDF, BNDF and SSNDF.

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1. BACKGROUND

1.1 General introduction

This report provides the results of a stakeholder mapping of the Nile Discourse Forums (NDFs) and their member Civil Society Organizations (CSOs) and partners in 10 Nile Basin countries. The mapping was commissioned by the Nile Basin Discourse (NBD). The 10 Nile Basin countries are clustered into three groups as follows: Cluster 1 - South Sudan, Sudan, Ethiopia and Egypt, Cluster 2 - Uganda, Tanzania and Kenya, and Cluster 3 - Rwanda, Burundi and D.R. Congo. The stakeholder mapping was conducted using participatory approaches with the assistance of a Regional Consultant (RC) and National Technical Support Experts (NTSEs) and NBD Board Members in all the three country clusters.

The Nile Basin Discourse is a civil society organization established in 2003 with the support over time of development partners namely; CIDA, IUCN, DFID, and CIWA/World Bank. It was formed primarily to strengthen civil society participation in the Nile Basin developmental processes and programs. Currently NBD has strong presence in ten Nile Basin Riparian States (NBRS): Burundi, D.R. Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, Sudan, Tanzania and Uganda. It has a huge independent network of CSO/NGO and individual members throughout the Basin. The member organizations are local community based organizations (CBOs) and groups (women groups, self-help groups, youth groups, etc.), civil society organizations and networks, professional associations (environmental associations, lawyers' associations, teachers' unions, journalists' associations, etc.) and national and international non-governmental organizations (NGOs)¹ working on a range of issues relevant to Nile cooperation, including environmental conservation, gender equity, livelihoods, poverty reduction, and climate change. The CSOs are members of chapters at national level referred to as Nile Discourse Forums (NDFs) established in each of the eleven NBRS (including Eritrea, whose office is currently closed and inactive). The NDFs are, in turn, members of NBD, whose activities are coordinated by a regional Secretariat based in Entebbe, Uganda.

1.2 Review of relevant issues

1.2.1 Stakeholders' role in decision-making processes in water and related sectors

Stakeholder participation in decision-making processes in trans-boundary water governance and other environmental issues is increasingly being sought and embedded into national and international policies

¹ Hereafter and throughout this report the term civil society organizations (CSOs) is used to represent all these member organizations.

and programs. This is mainly because the complex and dynamic nature of environmental problems requires flexible and transparent decision-making that embraces a diversity of knowledge and values, necessitating participation of multi-stakeholders (Reed, 2008). Thus, through stakeholder mapping or analysis it is possible to understand the multiple uses of a resource such as Nile water and its multiple users, who have multiple interests, and therefore enhance capacity to resolve or manage conflicts (Kameri-Mbote, 2007).

In project planning typology, stakeholders are individuals or groups of individuals who are affected by or can affect a decision or simply, are individuals, groups and organisations that choose to take an active role in making decisions that affect their welfare (Rowe et al., 2004). They need to be considered in achieving project/program goals since their participation and support are crucial to project/program success. Thus understanding of who the key stakeholders are, their interests, and roles that can contribute to success of programs and projects is of paramount importance. Further, a stakeholder mapping or analysis exercise provides an idea about political and social forces that may have divergent viewpoints towards the contents of programs and the potential power struggles among groups and individuals. This information is necessary for identifying potential strategies for negotiating with opposing stakeholders without threatening their positions, influence and/or interests. Moreover, a stakeholder mapping enables practitioners or development agents to assess gender dimensions and levels of social inclusion of different society members in program implementation process. It is well documented in literature that discrimination by gender and vulnerability often diminishes the impact and effectiveness of programs and policies.

1.2.2 Usefulness of stakeholder participation in Nile Basin issues

In recent years national governments within the Nile Basin have embraced the use of relevant stakeholders as the vehicles of Nile cooperation and economic development. In particular the inhabitants of the Nile Basin play a critical role in any successful internationally negotiated management arrangement of the Nile water. They are particularly interested in promoting benefit sharing, equitable and reasonable utilization of the Nile waters, cooperative and participatory trans-boundary water governance. This is done not only through interstate negotiations but also include stakeholders that are beyond the national governments (secondary stakeholders).

National Discourse Forums (NDFs) and other primary national stakeholders with interests in sustainable utilization and conservation of Nile water often play an important role in delivering appropriate information to their political leaders and governments and thereby facilitate success of negotiation processes in trans-boundary water governance issues. They also work together to harness their benefits from development projects and to promote social integration in Nile Basin countries. In fact most of the stakeholders affiliated to NDFs have been playing an important role towards cooperation in the Nile River Basin.

1.3 Problem setting - rationale for stakeholder mapping in the Nile Basin

Although there is increasing recognition of the need to involve as many stakeholders as possible in issues concerning the Nile water in the Basin, most of the civil society organizations (CSOs) remain unengaged. This is mainly due to the fact that politicians and governments seem to face challenges in engaging civil societies due to political delicateness of the engagement process and the fear that powerful groups can end up benefiting themselves. Besides, governments wrongly perceive themselves as the only legitimate entities that can make decisions on the issues of the Nile. Thus registration of the relevant civil society groups as legal entities in some countries is very stringent and local representation remains low. The low involvement of the relevant stakeholders in Nile discourses is likely to lead to diminished expected gains by specific countries at the inter-state level.

Further, currently there is no up-to-date database to show the level of engagement of civil societies or representation of different interest groups. Although NBD has a rough estimate of the number of active civil society groups, the key areas of operations of these stakeholders are not specifically known. Equally important is the extent of engendering stakeholder participation and involvement of vulnerable individuals which have not yet been documented. It is therefore vital to map stakeholders and their institutions to establish an updated database for future use in the Basin.

The civil societies have also been experiencing challenges which hinder their level of engagement. While some of the challenges are well known (e.g., lack of funds), there exists a myriad of others that civil society groups and NBD are not aware of and these could be the main impediments to participation in Nile water discourses. Unearthing these challenges and identifying opportunities for stakeholders' investments could provide the basis for NBD and other organizations' support for civil society engagement in the Basin. Further, the stakeholder mapping will provide a better understanding of the

needs and capacities of the membership and also the wider stakeholder spectrum so as to devise informed and better stakeholder engagement and communication strategies that take into account the diversity of interests.

Since the Nile Basin countries have multi-faceted diversities and challenges, development interventions and investment strategies/plans related to Nile water are likely to vary. Most of the primary Nile Basin stakeholders are also known to operate in diverse ranges of social, political, cultural and historical contexts with different needs in terms of support, capacity development, networking and coordination. It is, therefore, critical that these needs are understood so as to provide the requisite support. Thus, conducting country-specific stakeholder mapping is essential.

There are numerous stakeholders involved in Nile cooperation and development initiatives at local, national, sub-basin and basin-wide levels. However, there are limited trans-boundary linkages between stakeholders working on Nile cooperation and development initiatives. While there are a few existing networks, much of the stakeholders' efforts are specialized and fragmented. NBD has already established that multi-stakeholder platforms, exchange visits, trainings, and many other capacity development initiatives can only be effective if supported by long-term systematic engagement. It is expected that increased stakeholder participation through NBD's systematic engagement is also likely to improve the effectiveness of Nile Basin Initiative (NBI) in the implementation of Nile cooperation projects.

The stakeholder mapping will cover actual as well as potential NDFs' member stakeholders in the region. It will provide an understanding of Nile Basin users' competing needs, coordination linkages, and expertise available in the region. This is likely to inform local level mechanisms and internationally devised principles of trans-boundary water use and conservation, and contribute to elimination of legal and policy conflicts between different countries. Moreover, this will enhance the role of NBD Secretariat in the Basin in relation to:

- Continuous update of a database of relevant stakeholders,
- Promotion of a broad-based, open dialogue on development initiatives in the Nile Basin,
- Facilitation of interaction and engagement between stakeholders,
- Acceleration of local and national discourses in the basin countries,

- Incorporation of views of secondary stakeholders in discourses conducted at national and international levels, and
- Designing of tailored and long-term capacity building programs for its members and partners

An important part of NBD Secretariat's mandate is to support national stakeholder offices to build local capacity towards evidence-based engagement in Nile cooperation and development initiatives. Since NBD supports inclusive and participatory stakeholder engagement processes in Nile cooperation and development initiatives as its core mandate, the results of this stakeholder mapping will contribute to enhancement of discharge of these duties and achievement of its mission and vision. The results will particularly be fed into the discourse intelligence network (DIN) currently being prepared by NBD Secretariat as part of website revamping plan.

1.4 Objectives of the assignment

The overall objective of the stakeholder mapping is to understand the organizations, networks, and interrelations between stakeholders focused on Nile cooperation and development initiatives, as well as the opportunities and challenges in supporting the NDFs to deliver the NBD mandate and vision.

The specific objectives

- 1) Build a broad picture of the stakeholders including civil society organizations and networks working on issues of/in Nile cooperation and development initiatives and how they are evolving.
- 2) Assess the extent of linkages and coordination, if any, between these entities.
- 3) Identify gaps in the current Nile Basin stakeholder engagement processes.
- 4) Gather ideas from the stakeholders on how NBD can best coordinate them (stakeholders) to deliver improvements in Nile cooperation and development initiatives, and develop partnerships and coalitions for developing and managing stakeholder engagement.
- 5) Map existing expertise by themes, geographical area and the type of activity.
- 6) Identify existing gaps and opportunities (funding, political support, capacities, etc.) and propose the best interventions to fill these gaps while taking advantage of the opportunities.

1.5 Scope of work

The stakeholder mapping focuses on NDFs and their member CSOs in ten Nile Basin countries, with the objective of producing a broad picture of the presence of CSOs, networks and other stakeholders in the basin by theme, geographical area, type of activity and scope of engagement. To an extent, the assignment also seeks to address interests and concerns pertaining to social and climate resilience in light of the specific objectives. This is because social and climate resilience in the Nile Basin calls for strengthened and broader engagement of civil society and other stakeholders in the Nile Basin development process, programs and projects.

Currently, NBD estimates that it has a huge network of civil society organizations as NDF members that seek to be actively engaged in Nile Basin cooperation and development decisions and activities. The study focuses on all CSOs participating in NDFs' activities as well as individuals and partner organizations with interest in Nile water and the natural environment. Moreover, there are many potential CSOs and individuals who can be reached out and enrolled with NDFs to engage in Nile Basin cooperation and activities. Thus, these potential stakeholders have also been included in the mapping.



2. METHODOLOGY

2.1 General approach

This section details how the objectives of the study were addressed through collection of various data. It is understood that the study relied on desk reviews as well as key informant interviews, focus group discussions (FGDs) and plenary discussions. Thus no household surveys were conducted and no quantitative data was collected. Further, the consultant worked closely with the team from the NBD Secretariat, National Technical Support Experts and the countries' NDFs when undertaking the mapping exercise and documenting the findings based on the agreed upon methodology and data collection templates.

With the diverse social, political, cultural and historical context in the study countries, the entry point of the consultant to the stakeholders was the NDFs and their focal area persons (National Technical Support Experts). The NDFs assisted in identifying the stakeholders to be interviewed by the consultant. They also provided guidelines on 'rules of behavior' or 'codes of conduct' that the consultant followed to achieve an effective stakeholder mapping. In particular the NDFs provided appropriate assistance in facilitating discussions, making language translations and writing workshop reports when conducting the mapping exercise. The consultant employed the principle of 'opinion suspension' throughout the mapping exercise to enable stakeholders brainstorm freely on the relevant country specific issues. The consultant also ensured there is adequate elicitation of important gender aspects while maintaining respect of socio-cultural values of stakeholders.

Using the innovative Institutional Analysis and Development (IAD) framework of the New Institutional Economics (NIE), stakeholders were analyzed according to their action domain (key areas of their activities) and interactions with others. It was analyzed whether the engagement of the stakeholders has been influencing the policy environment and governance issues in the Nile Basin over the years. Starting with the assessment of the number, distribution and key activities of the CSO and individual members of NDFs, the domain of their interventions and examination of spatial distribution as well as the depth of their activities was conducted. This was followed by the analysis of the engagement gaps, capacities, challenges and opportunities, and level of adoption of best practices in order to gauge how their influence and power can be enhanced.

The analysis of the depth of stakeholder activities was extended to capture the extent of local, national and regional (trans-boundary) linkages between entities. The mapping also analyzed relationships between the NDFs and their CSO members. Further, it was explored how NDFs relate with local political leaders, government agencies, beneficiaries, development partners as well as with their counterparts in neighbouring countries. Among other key issues, satisfaction levels of linkages with different stakeholders were investigated and opportunities for and constraints hindering desired relationships documented.

In each country, a brief on the general current situation of NDF was gathered and presented to stakeholders. This formed the basis for discussions during the plenary sessions. It also ensured that important and major challenges being experienced by the NDFs were not omitted and provided a forum for receiving stakeholder feedbacks on possible solutions.

2.2 Desk review and collection of secondary data

Besides carrying out key informant interviews and focus group discussions, a desk review of literature was continuously conducted on some of the issues that cannot be captured directly from the interviewees. The literature materials for this review were collected from internet, NBD Secretariat, NDF country offices and government ministries. Specific data gathered include, among others, NDF activities, types and functions of CSOs in different countries, policy frameworks of NDFs, the scale and level of CSO operations i.e., local, national regional or international, general views on participation of women, youth and vulnerable groups, CSO activities, general challenges or constraints of NDFs and CSOs, etc. Information gathered during these reviews also assisted in refining discussions and informing interpretations of the collected primary data.

2.3 Sampling procedure and collection of primary data

2.3.1 Sampling approach

As inference of the results of the mapping exercise is not required, a non-probability sampling design was applied to select respondents of the study in each country. The objectives of this design were to get respondents with a high diversity of opinions, adequate knowledge of or linkages with functions of NDFs and their member CSOs, and are easily accessibility. Thus a purposive sampling approach was adopted whereby mainly CSOs and individuals key (in terms of active participation, institutional memory, adequate knowledge, etc.) to NDFs were chosen as the respondents.

The NDF leaders were requested to invite all the relevant respondents to the key informant and FGD sessions. Efforts were made to ensure that all the different CSOs and individual NDF members found in each country were well represented in the workshops where FGDs were conducted. Further, private sector actors and government representatives from relevant ministries (mainly environment, water, agriculture, and energy sectors) were treated as respondents during the FGDs.

2.3.2 Data collection

Data collection was achieved through methods such as direct observation, key informant interviews of NDF leaders and individual members, simple focus group discussions in situations where groups was involved, and plenary discussions. The main groups were actual NDF members, potential members and partners. It was ensured that all the stakeholders selected for interviews or discussions were engaged in a participatory process. Moreover, through NDFs, efforts were made to ensure that all CSOs found in each country are informed of the objectives of the study. This provided them with an opportunity to communicate their views or state their interests in the study, even if they did not participate in the interviews and discussions.

Key informant interviews

With the assistance of the NBD Secretariat officials, NBD Board Members and NDF leaders, relevant key informants were identified in each country. These included board members of NDFs and some CSOs leaders, opinion makers of CSOs dealing with agriculture, water, environment and energy, government departments, private sector actors and development partners. Deliberate efforts were made to include balanced views of gender, youth and other groups. The focus of the key informant interviews was to gather qualitative data on activities and functions of NDFs, their functional organization structure, appropriate engagement models, challenges and opportunities of NDFs in service delivery to members, capacity gaps, support and coordination linkages with NBD and other NDFs, and other aspects linked to the tasks of the study.

The key informant interviews were done with individuals as well as with small groups (2-3 persons) using a checklist of issues. Only key informants who have directly been dealing with NDF were interviewed. The checklist of semi-structured questions/issues purposely prepared for these interviews was finalized

before data collection missions are conducted (Annex 1). A key aspect that complemented key informant interviews was participant observation. This was done by the consultant when visiting NDF offices and projects.

Focus group discussions

Focus group discussions (FGDs) elicited data mainly from actual (which are not in the national boards) and potential CSO members of NDFs, representatives of government departments, private sector actors and development partners. The data from non-members provided an ‘outsider’s’ perspective of the functioning of the NDFs. Focus group discussions were used, among other things, to evaluate willingness of individuals and potential NDF member CSOs to enlist with NDFs. Suggestions or proposals from government and development partners on how NDFs can improve their performance in Nile discourses, and supporting their members through provision of diverse services were also discussed. The data included a quick review of relevant private and public institutions that could also be involved in supplementary service provision to NDFs with special reference to donors and political institutions.

Careful selection of participants of FGDs was done with the help of NBD Secretariat and NDF leaders with the aim of having different categories of CSOs and opinions represented. The FGDs were conducted with small groups (7-10 persons) to facilitate fast elicitation of data. They were guided by a checklist of issues that were finalized before the field work was conducted (Annexes 2-4).

Plenary discussions

In each country, the stakeholders were taken through presentations of activities of Nile Basin Initiative in the region, understanding of the concept and practical implementation of Climate Risk Management (CRM) and Disaster Risk Reduction (DRR), NDF’s present situation, brainstorming exercises and plenary discussions to quickly generate a large number of ideas about their past experiences, current challenges, and future prospects. Presentations and discussions took place before and after key informant interviews and FGDs. The plenary sessions were used to determine stakeholders’ general interests and their contribution to economic development in the Nile region. This also enabled the facilitator to identify the different types of stakeholders — primary (those in the country and work with NDFs) and secondary (mainly development partners and may not necessarily be linked to the NDFs), actual and potential members of NDFs, local partners, etc. Further these sessions were used to capture issues related to social and climate resilience, stakeholders’ attitudes towards each other, challenges faced in

their Nile cooperation activities, possible solutions to diverse challenges, identification of existing networks among the stakeholders, and possible areas of collaboration between different stakeholders.



3. ORGANIZATIONAL DEVELOPMENT OF NDFs

A broad profile of the NDFs showed that they are at different stages of development in terms of legalization of their registration, size of national boards, gender inclusiveness in leadership, physical infrastructure (office), fund raising, and establishment as (pure) civil society organizations (Table 3.1), though there are no distinctions between clusters. Notably, some of the NDFs were already operating before registration, most of them having started their activities in 2003. Thus, the earliest registration took place in 2005 after NDFs received legalization guidelines from the NBD Secretariat. Nevertheless, evolution of NDFs into pure CSO organizations has been slow as about 60% of them still have individuals as members.

The legalization process for the NDFs in the Region has been good though it is not yet complete since one of the countries, i.e. Ethiopia, is yet to register. Also the sizes of the boards vary extremely, ranging from 5-15 members. The different formal names adopted suggest that countries' socio-political and administrative institutions greatly influenced the identifications of the NDFs. This is, however, a reflection of the mandate of NDFs in their respective countries and greatly favors their performance of in-country activities. In addition and with the exception of South Sudan, the word 'Forum' appears in all the formal names, suggesting that the objectives of NBD were recognized during the legalization process.

The establishment of basic physical infrastructures (such as an office) and gender inclusiveness in leadership, however, presents some key constraints to the full development of NDFs. It was found that only 40% of the Nile Basin countries possess offices that exclusively conducted NDF businesses, while 30% of the countries have NDF businesses being conducted under the umbrella of other civil society organizations and another 30% have no specific NDF offices. The last category represents those NDFs whose leaders operated from offices of their own CSOs and there was no single indication of NDF label or activities. On women inclusivity in national leadership positions, it was found that 40% of the countries have less than 30% women in the board which was contrary to the specific country constitutions and NBD guidelines.

It was found that most of the NDFs are cash-strained as they are not able to secure external funding and CSO member contributions are small to support planned activities. In particular only 40% of the

countries have been able to secure external funding ‘in the name of the NDF’ since the last NBD Secretariat funding in 2012.



Table 3.1: Summary of the organizational development of the National Discourse Forums

Cluster	Country	Official name of the NDF	Year of legal registration	Total number of national steering committee members	Percent of women in the Board	External funding owned directly by NDF since 2012	Purely a CSO organization?	Strength of CSO member cash contributions
1	Egypt	The National Forum of River Nile	2011	7	43%	—	—	Average
	Ethiopia	Processing Registration	—	5	20%	✓	—	Poor
	South Sudan	Nile Basin Discourse South Sudan	2011	5	20%	—	—	N/A
	Sudan	Sudan National Discourse Forum	2007	12	50%	—	—	Good
2	Kenya	Kenya Nile Discourse Forum	2005	11	36%	—	✓	Poor
	Tanzania	Tanzania Nile Discourse Forum	2006	9	44%	✓	✓	Good
	Uganda	Uganda Nile Discourse Forum	2007	9	33%	—	—	Poor
3	Burundi	Forum Burundais de la Societe Civile de Bassin de Nil	2006	15	27%	✓	✓	Good
	D.R. Congo	Forum Congolais de la Societe Civile du Bassin du Nil	2006	13	23%	—	—	Very good
	Rwanda	Nile Basin Discourse Forum in Rwanda	2006	8	50%	✓	✓	Poor

Source: Key informant interviews with NDFs' leaders of the 10 Nile Basin Riparian States, 2015 (*Spread sheets available at the NBD Secretariat*)

4. MEMBERSHIP STRUCTURE, EXPERTISE AND GEOGRAPHICAL COVERAGE

4.1: Membership and organizational structure of NDFs

Membership in the three Clusters and ten NDFs can broadly be classified into two categories: CSOs and individual members who have no organizational affiliations. It was found that 'pure' Local Discourse Forums (LDFs), which can be regarded as a form of de-concentration of NDFs, exist only in Sudan and contribute 99% of the individual members. These have been very instrumental in providing wider outreach to individual local community members in rural areas. The LDFs have also been implemented in Egypt but through a different approach whereby only a single CSO representative is needed to coordinate local CSOs. The Egyptian approach is also adopted in Ethiopia, though the NDF is not yet registered. D.R. Congo, Tanzania and Kenya have adopted the 'focal areas approach', with clear variations in each country. As Table 4.1 shows, actual members are few, though there is scope for recruiting more from the potential ones (Table 4.2).

Table 4.1: NDFs' current (actual) members, 2015

Cluster	Country	Actual CSO member Organizations	Actual individual members
1	Egypt	61	7
	Ethiopia	27	6
	South Sudan	–	7
	Sudan	6	12 + (166*)
<i>Subtotal</i>		94 (21%)	198 (99%)
2	Kenya	47	–
	Tanzania	47	–
	Uganda	79	1
<i>Subtotal</i>		173 (39%)	1 (0.5%)
3	Burundi	42	–
	D.R. Congo	96	1
	Rwanda	38	–
<i>Subtotal</i>		176 (40%)	1 (0.5%)
Total		443	200

* Numbers in parentheses represent the total number of individuals from six Local Discourse Forums (LDFs) of Sudan

Source: National Discourse Forums' Templates, National Technical Support Experts, 2015 (*Templates with details of members and their geographical coverage available at the NBD Secretariat, Entebbe – Uganda*)

As a matter of fact, most of the potential CSOs were actual members of the NDFs during the implementation of the DFID project of 2006 – 2012. It is most likely they ceased to participate in NDF activities due to lack of funds. The critical issue in all the Clusters is the differentiation of active from non-active actual members since, except in D.R. Congo, it is not mandatory to pay membership subscription fees for one to remain a member.

Cluster-wise, Cluster 1 has the lowest percentage of actual CSO members (21%). In fact it was noted that there is an inclination towards having individual members in this Cluster. For instance, in South Sudan all the actual members (including board members) are individuals. Also due to the large proportion of individuals in Sudan, this Cluster has 99% of all the individual members in the Basin.

Table 4.2: NDFs' potential members and partners, 2015

Cluster	Country	CSO potential members	Individual potential members	Partners		
				International CSOs	Media and other private companies	Government and development partners
1	Egypt	17	–	–	–	–
	Ethiopia	77	10	–	4	6
	South Sudan	93	14	–	–	–
	Sudan	83	2 LDFs	26	8	11
2	Kenya	76	–	13	–	27
	Tanzania	3	–	–	–	5
	Uganda	13	–	7	–	13
3	Burundi	28	–	6	–	5
	D.R. Congo	12	–	13	5	1
	Rwanda	8	–	3	–	9
Total		410		68	17	77

*Most of the potential CSOs participated in the stakeholder mapping exercise, 2015.

**Most of the current potential CSOs (except for South Sudan) were members of the NDFs during the implementation of NBD-DFID Project of 2006 - 2012.

Source: National Discourse Forums' Templates, National Technical Support Experts, 2015 (*Templates with details of members and their geographical coverage available at the NBD Secretariat, Entebbe – Uganda*)

CLUSTER 1: National Discourse Forums

4.1.1 Egypt NDF



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The National Discourse Forum in Egypt (Eg-NDF) started its activities in 2001 (when NBD operations started) and gained legal status as a CSO in Egypt after official registration in June 2011. It was registered as The National Forum of River Nile (Montada El Watani Lel-Nahr El- Nil). It has about 61 members who are linked to 17 Local Discourse Forums (LDFs). The Egyptian National Discourse Forum (Eg-NDF) is currently active in advocacy activities and environmental protection of River Nile through funds raised by the Arab Office for Youth and Environment (AOYE) and Arab Network for Environment and Development (RAED). These organizations also house the Eg-NDF office.





Photo 1: Focus group discussion among NDF members in Egypt

Eg-NDF has appointed 17 CSOs that work as Local Discourse Forum (LDF) offices in the Governorates. Just like at the national level, the LDFs have both CSO and individual membership (Figure 4.1). Thus the NDF is not a pure CSO organization. It was particularly noted that government agencies, universities, individuals and research institutes are regarded as key members of the NDF.

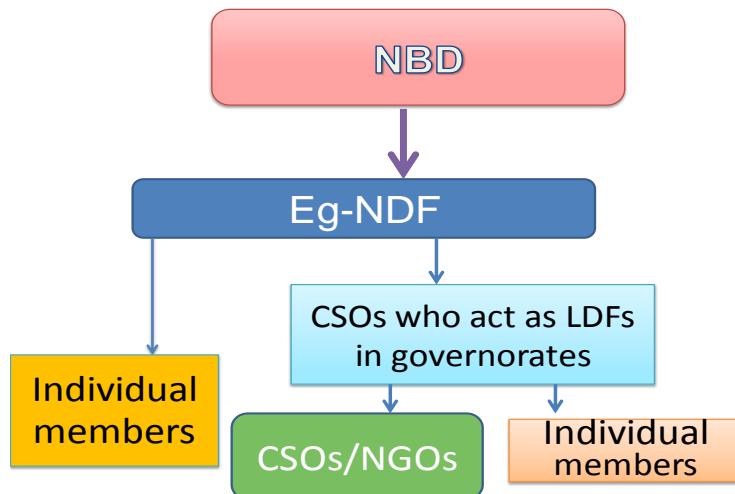


Figure 4.1: Functional organizational structure of Eg-NDF

Key issues:

- *Community-based climate change adaptation and cooperation on the Nile physical interventions:* there is need have community-based physical intervention projects towards climate change adaptation and cooperation on the Nile waters
- *Stakeholder and community consultations:* Strategic, social and environmental study tools undertaken by Governments are needed to take into account the stakeholders and communities consultations.
- *Membership:* NDF needs to initiate efforts to become a pure CSO organization. In particular the NDF has many government agencies who are members and yet these cannot be legally registered as CSOs. NDF needs to strengthen participation of LDFs in its activities
- *The NDF and its members:* There is need to distinguish NDF activities from those of its members, e.g. the Arab Office for Youth and Environment (AOYE) and Arab Network for Environment and Development (RAED)

*Complete spread sheets with all the issues (2015) are available at the NBD Secretariat, Entebbe-Uganda.

4.1.2 Ethiopia National Discourse Forum



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The Ethiopian Nile Discourse Forum (Eth-NDF) was founded in 2005 by about 27 CSOs/NGOs and 6 individuals. However, to-date, Eth-NDF is not yet registered as a legal entity. Nevertheless, since its establishment many more CSOs/NGOs and individuals have been eager to become members due to its active role in addressing Nile Basin issues in Ethiopia. Currently, its potential membership consists of 77 CSOs and 10 individuals. It was noted, even with its unregistered status, Eth-NDF has been able to secure external funding for its activities. However, most of the activities are being conducted with the help of Citizens' Solidarity for Campaign against Famine in Ethiopia (CS-CAFE) which handles the management of NDF funds.

As it is shown in Figure 4.2, CS-CAFE is instrumental in providing an 'operational base' for Eth-NDF. This enables the Eth-NDF to have a base for the management of its funds. Thus, the most urgent (and important) support required by Eth-NDF relates to registration in order to have a legal mandate to manage funds on its own and provide its members with a sense of belonging.

It is important to note that CS-CAFE does report to NBD. CS-CAFE is, in turn, linked to a national umbrella organization called Consortium of Christian Relief and Development Association (CCRDA). Nevertheless CCRDA does not have much influence on Eth-NDF and CS-CAFE operations as it is an umbrella membership organization with more than 500 independent CSOs which come together to share ideas and enhance their solidarity.

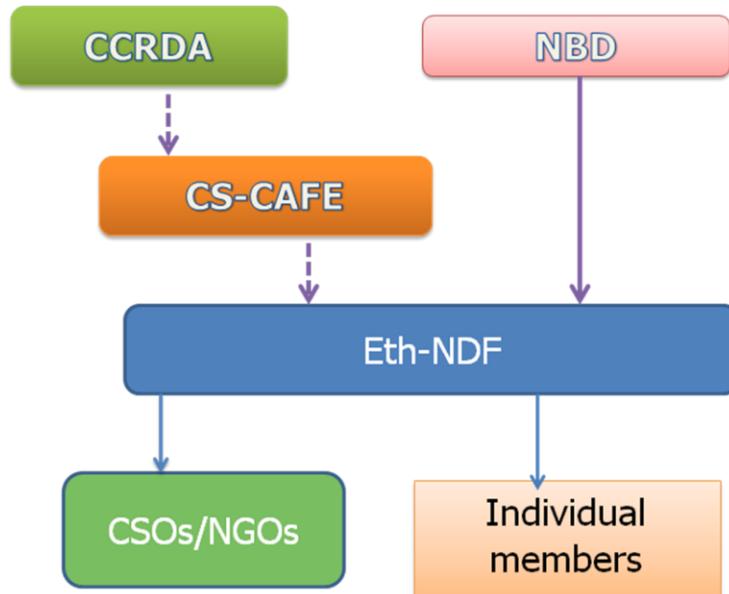


Figure 4.2: Functional organizational structure of Eth-NDF



Photo 2: Focus group discussion in Ethiopia

Key issues

- *Stakeholder and community consultations in the development agenda's in collaboration with partners:* Strategic, social and environmental study tools to take into account the stakeholders and communities consultations
- *Legalization:* The NDF needs to hasten the legalization process and thereafter recruit only CSOs into membership
- *The NDF and its members:* NDF needs to strengthen participation of LDFs in its activities; There is need to distinguish NDF activities from those of CS-CAFÉ; Criteria for membership ought to be established in order to increase the 'sense of belonging' for members
- *Youth and Vulnerable communities inclusivity:* There is need to incorporate youths in the NDF leadership

**Complete spread sheets with all the issues, 2015 available at the NBD Secretariat, Entebbe-Uganda.*

4.1.3 South Sudan NDF



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The South Sudan National Discourse Forum (SSNDF) was formed in 2013. It was registered as Nile Basin Discourse South Sudan (NBDSS) since the government did not like the word 'forum' which is commonly associated with political parties in South Sudan. It has seven (7) founder individual members and currently there are no CSO members. Five of the seven members are in the executive committee or board. All the current individual members come from three regions of the country: Equatoria, Bahr el Ghazal and Upper Nile. However, there are 93 CSOs and 14 individuals who are interested in becoming members. Currently, SSNDF has a simple functional organizational structure as shown in Figure 4.3. The current leadership desires the NDF to have a similar organizational structure as that of SNDF when potential CSOs and individual members register as actual members. With only seven individuals as actual members, SSNDF lacks the semblance of a civil society organization. It will, therefore, need financial and technical support to recruit members and achieve the expected image or structure.

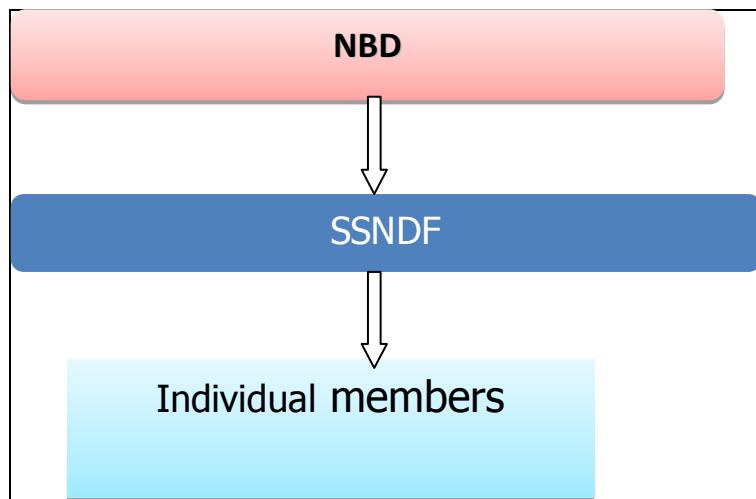


Figure 4.3: Functional organizational structure of SSNDF

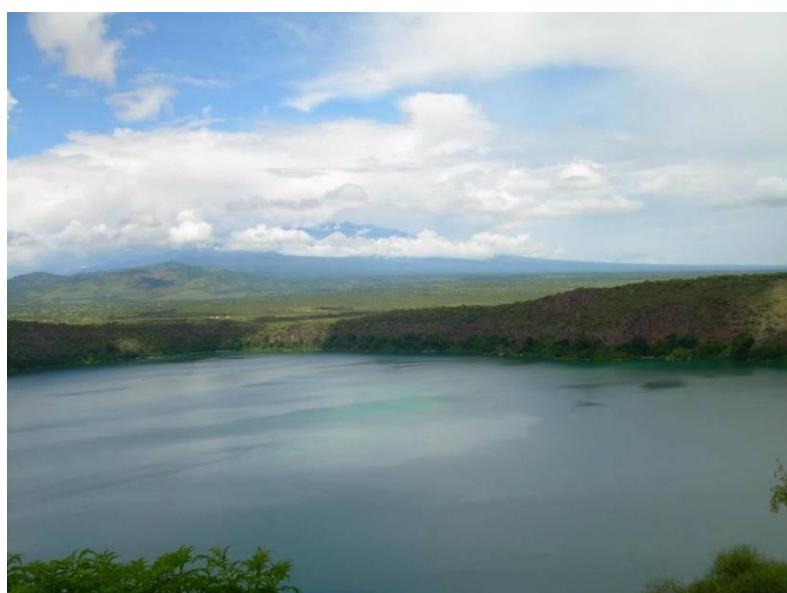


Photo 3: Plenary group session in South Sudan

Key issues

- *Capacity building in Resource Mobilization:* There is need for capacity building in recourse to raise funds in collaboration with development partners in order to sustain and extend NDF activities.
- *Political instability and insecurity:* The NDF is experiencing challenges in reaching CSOs and communities in certain areas of the country. This challenge requires a platform with government to enhance the enabling environment.
- *Stakeholder & community consultations on the development agendas in collaboration with partners:* There is need for public-CSOs collaboration to resolve conflicts between agro-pastoralists and crop farmers as they are mainly related to water governance issues in the country. Other areas include rural water governance and gender.
- *Capacity building in recruitment of members – review of membership criteria:* Membership criteria are vital as the NDF ought to recruit CSO members since the current membership comprise of individuals only. There is also need to enlighten CSOs of the importance of joining the NDF.
- *Capacity building in areas needed for NDF growth:* research and development, institutional development and engagement with CSOs

**Complete spread sheets with all the issues (2015) are available at the NBD Secretariat, Entebbe-Uganda.*



4.1.4 Sudan NDF



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The Sudan National Discourse Forum (SNDF) was established in 2007 as a civil society organization. The actual membership comprises six (6) Local Discourse Forums with about 166 individual members and six (6) civil society networks. However, there are about 83 CSOs operating in different states that have indicated willingness to become members. SNDF has also some individual members who do not belong to the LDFs or civil society organizations. Thus, its functional organizational structure can be presented as shown in Figure 4.4. The NDF office is 'housed' by the Sudanese Environment Conservation Society.

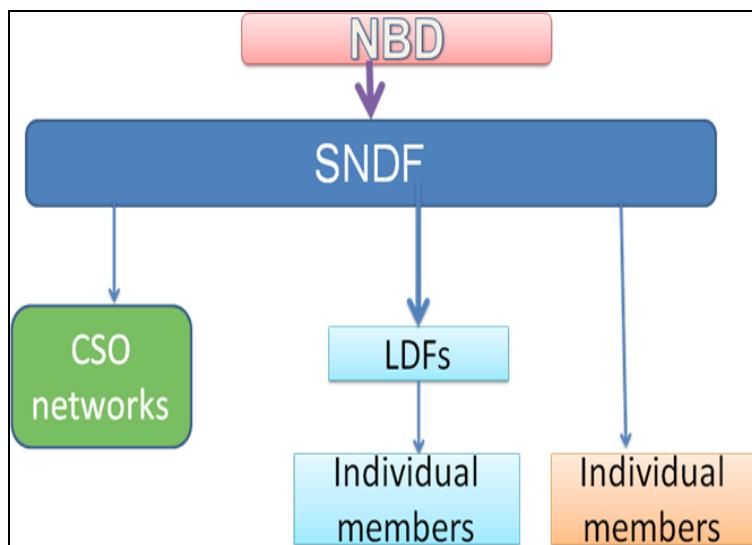


Figure 4.4: Functional organizational structure of SNDF

Key issues

- *Capacity building in reporting and communication:* There is need to improve capacity in reporting and communication systems in the LDFs of the NDF. Emphasis be placed on bottom-up and horizontal communication

- *Capacity building in resource mobilization and partnerships:* There is need to raise funds from external sources in order to establish own NDF office and employ permanent staff
- *The NDF and its members:* NDF needs to recruit individual CSO members as the current CSO membership comprise of networks mainly.

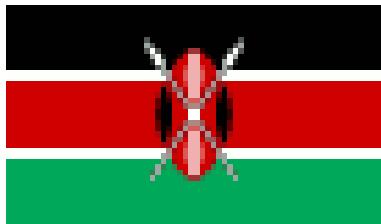
*Complete spread sheets with all the issues, 2015 available at the NBD Secretariat, Entebbe-Uganda.



Photo 4: Focus group discussions- Sudan Stakeholder Mapping, 2015

CLUATER 2 NDFs

4.1.5 Kenya NDF



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The National Discourse Forum in Kenya was officially registered in 2005 as Kenya Nile Discourse Forum (KNDF). However, it had started activities way back in 2003. It has 47 CSO members, among them 11 founding members. It is a pure CSO organization since it does not have any individual members. However, over 80% of its members are derived from the grass root CBOs. This implies that capacity building needs in KNDF are somehow different from those of other NDFs whose membership is predominately NGOs.

Since 2012, KNDF has not been so active due to lack of funds. It has not been able to secure external funding and members do not make cash contributions or pay subscription fees. It does not have an own office. Its assets are being taken care of by two CSO members. Just like other NGOs in Kenya, it is recognized by NGOs Coordination Board (NCB) as a CSO.

The 11 founder CSO members provide five representatives to the NDF board while the rest of the members provide six. The latter members are clustered into 6 focal areas (with 6 representatives to the board) which spread across the Kenyan part of Nile Basin (Figure 4.5). These have a focal area committee which governs the activities of the focal area CSOs (mainly CBOs). The chairman/coordinator of each committee then represents the focal area at the nation executive board level.

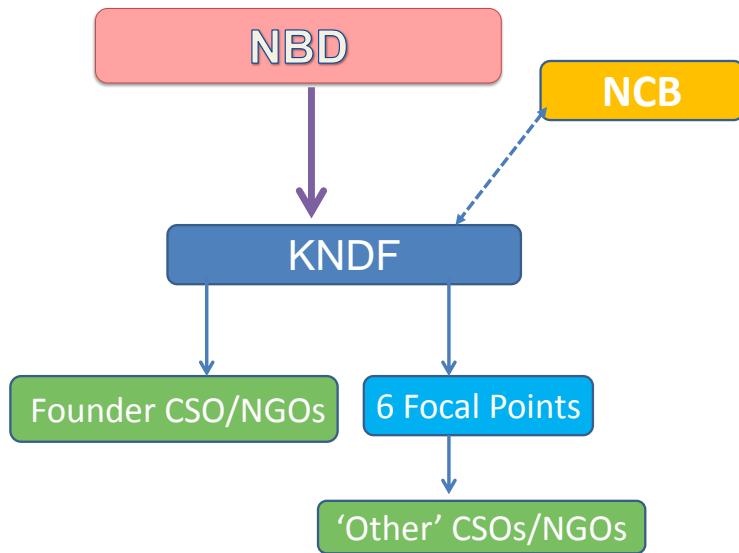


Figure 4.5: Functional organizational structure of KNDF



Photo 5: Focus group discussion- Kenya Stakeholder Mapping 2015

Key issues

- *Stakeholder and community consultations in the development agendas:* Strategic, social and environmental study tools are needed in order to take into account the stakeholders and communities consultations.
- *Leadership inclusivity:* The NDF needs to strengthen participation of focal area committees in national leadership activities
- *Bottom-up communication:* There is need for improvement of the reporting and communication systems to and from members.
- *Capacity building for recourse mobilization and partnerships :* Such that Capacity to raise external funds should be enhanced
- *NDF and its members:* NDF needs to establish an independent office for its activities and assets
**Complete spread sheets with all the issues (2015) are available at the NBD Secretariat, Entebbe-Uganda.*

4.1.6 Tanzania NDF



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The National Discourse Forum in Tanzania was launched in 2003 and by then it had more than 100 members. It was officially registered in 2006 as Tanzania Nile Discourse Forum (TNDF) by the National NGOs Coordination Board (NNCB). Currently, it has 47 CSO members; there are no individual members. Since the last funding by NBD in 2012, TNDF has been able to secure external funding twice (albeit small amounts) and, therefore, has remained active in performing activities related to sustainable livelihoods, environmental conservation and awareness raising/advocacy, HIV and AIDS, and climate change.



Photo 6: Focus group discussion in Tanzania

Currently, TNDF has its own office in Mwanza but has only two volunteer staff since it does not have enough funds to pay salaries. Before 2011, TNDF had been hosted by the Institute of Resource Assessment (IRA), University of Dar es Salaam, which by that time was also the country coordination institute of the Nile Basin CSO network. While the role played by IRA in the establishment of TNDF is very important and should forever be recognized, TNDF will need support to enhance capacity to stand on its own and, therefore, become a pure CSO organization. For instance, its brochures need to be reprinted to remove the impression that the NDF is still under IRA.

Since 2015, TNDF has been structured into six focal areas (they were four in 2006) which, however, do not have decision making authority (there are no focal area committees). In each of the six focal areas, a representative is picked from one CSO to link the local members with TNDF Secretariat (Figure 4.6). Such a representative is treated just like an employee of the TNDF and his/her role is to implement decisions of the national board as instructed. The six focal areas are: Kagera, Mara, Mwanza, Shinyanga, Simuyu and Ngeita. The latter two arose from the recent subdivision of Shinyanga and Mwanza.

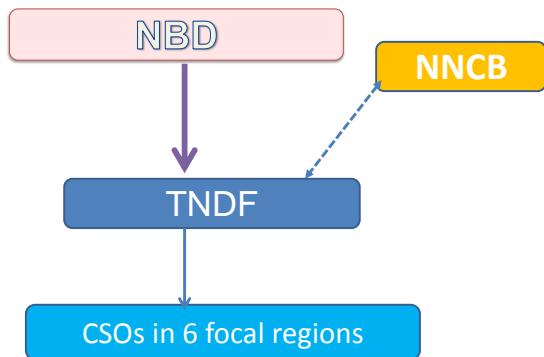


Figure 4.6: Functional organizational structure of TNDF

Key issues

- *Capacity building in resource mobilization and partnerships:* There is need to raise more funds from external sources in order to employ permanent staff in the office and avoid relying on volunteers
- *Bottom-up and horizontal communication, community to policy makers and along horizontal levels regionally:* There is need to improve communication among CSOs within focal areas, bottom-up community to policy makers; and to horizontal stakeholders at different levels. Thus, and upwards to the NDF and the NBD and partners.
- *Inclusivity of stakeholders/members:* There is need to enhance involvement of CSO members in the activities of NDFs and break the 'culture of laxity' among them
- The NDF and its members: The NDF ought to initiate efforts to become a CSO organization only and particularly become fully independent from Institute of Resource Assessment (IRA)

**Complete spread sheets with all the issues (2015) are available at the NBD Secretariat, Entebbe-Uganda.*

4.1.7 Uganda NDF



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The National Discourse Forum in Uganda started operations in 2003 and gained formal registration in 2007 as Uganda Nile Basin Discourse Forum (UNDF). Just like other NGOs in Uganda, UNDF is governed under the regulatory framework of the Uganda NGOs Board (UNB). It has 79 CSO members and 1 individual member. It has three key partners: Makerere University, Civil Society Urban Waste Management Coalition (CUWMEC) which is comprised of 43 CSOs/NGOs, and Catholic Archdiocese of Kampala which is the secretariat for the Centre for Participatory Research and Development (CEPARD). These three partners are also regarded as members of the NDF.

After the end of DFID funding in 2012, UNDF was able to raise own funds for its activities for only one year. It was, therefore, forced to close its office in 2013. To-date, it is 'housed' by the Civil Society Urban Waste Management Coalition (CUWMEC). In fact it was found that it is difficult to distinguish the activities of the NDF from those of CUWMEC, which is also a network of CSOs (Figure 4.7).





Photo 7: Focus group discussion – Uganda Stakeholder Mapping 2015

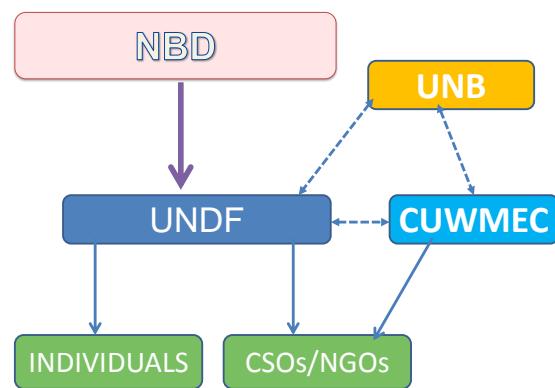


Figure 4.7: Functional organizational structure of UNDF

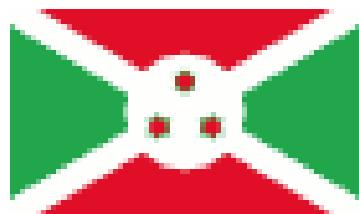
Key issues

- *Capacity building on resource mobilization and partnership:* There is need to raise funds from external sources in order to revive and sustain NDF activities on climate change resilience and cooperation on the Nile.
- *Capacity building in strategic planning:* There is need to enhance capacity for development of a strategic plan that will guide future NDF activities in the cooperation on the Nile.
- *Membership criteria:* NDF needs to initiate efforts to become a CSO organization only.
- *NDF and its members:* There is need to distinguish NDF activities from those of Civil Society Urban Waste Management Coalition (CUWMEC) and Centre for Participatory Research and Development (CEPARD).
- *NDF Visibility:* NDF needs own office, built specifically for it. It should also get engaged in strategic government development programmes. Further, it needs to strengthen linkages with NBI and NBD

*Complete spread sheets with all the issues (2015) available at the NBD Secretariat, Entebbe-Uganda.

CLUSTER 3 NDFs

4.1.8 Burundi NDF



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The Burundi National Discourse Forum (BNDF) started its activities in 2003 and was officially registered in 2006 as Burundi Nile Discourse Forum – Forum Burundais de la Societe Civile de Bassin de Nil (FCBN). Currently, it has 42 CSO members though they were 72 when it started in 2003. Thus, the question rises as to why membership is on a declining trend. Notably, it is one of the NDFs with a pure CSO membership.

Burundi NDF is structured in such a way that there is flow of information direct to the entire membership of CSOs in the 11 Provinces of the country (Figure 4.8). Besides having an executive national board of 5 members, there are three 5-member commissions that are also part of the national steering committee. These are 1) Programme and Studies Commission, 2) Fund Mobilization Commission, and 3) Advocacy and Communication Commission. A representative from each of the commissions sits in the national board. This arrangement has the advantage that all the steering committee members are actively engaged in the governance issues of the NDF.



Photo 8: Focus group discussions – Burundi Stakeholder Mapping 2015

In the office, the NDF has two salaried staff who implement NDF activities and coordinate interactions with member CSOs. Since the last funding by NBD Secretariat in 2012, the NDF has been able to secure external funding and, therefore, has remained active in areas such as lobbyism in the water and environment sectors, development of documentary films on conservation and conducting of field activities related to the Critical Environment Programme Fund (CEPF) project which is being implemented in collaboration with Birdlife International.

Key issues

- *Capacity building of CSO members on advocacy*, focusing on key contemporary issues such as environmental conservation, democratization and poverty reduction
- *Collaboration and consultations with ministries* in charge of environmental domains and OBPE (Office Burundais pour la Protection de l'Environment) should be enhanced for the NDF to achieve its goals.
- *Membership intake criteria and strategies*: The number of members has declined by 42% over the last decade due to stringent membership criteria. The NDF needs to reconsider its membership intake criteria as it could be too stringent for some prospective members.
- *Political instability and insecurity* in the country adversely affects the work of the NDF and its CSOs

*Complete spread sheets with all the issues (2015) is available at the NBD Secretariat, Entebbe-Uganda.

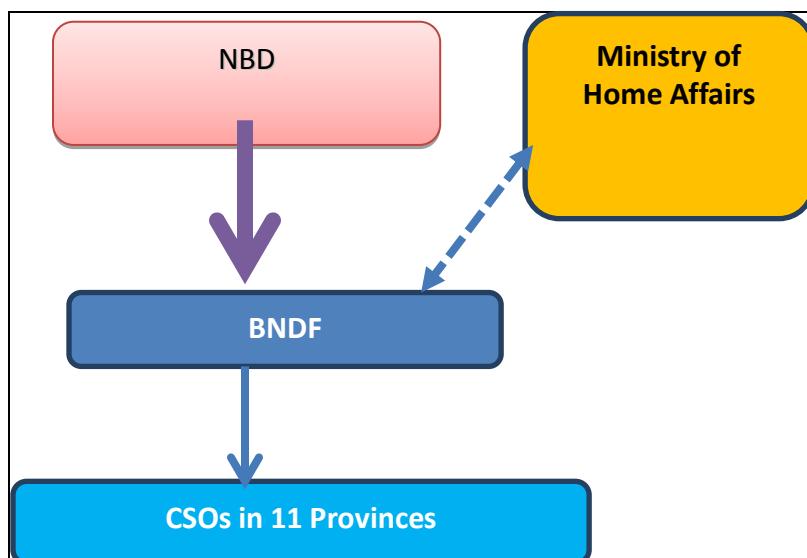


Figure 4.8: Functional organizational structure of BNDF

4.1.9 D.R. Congo NDF



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With 96 CSO members, the D.R. Congo NDF (DRCNDF) has the largest current CSO membership in the Nile Basin region. However, it is not a pure CSO organization since in addition it has Ruwenzori State University, a local radio station and three research institutions as key active members. DRCNDF started activities in April 2006 and was officially registered in December of the same year (2006) as Congolese Nile Discourse Forum – Forum Congolais de la Societe Civile du Bassin du Nil (FCBN-DRCNDF).





Photo 9: Plenary group session - D.R. Congo Stakeholder Mapping 2015

The D.R. Congo Nile Basin area stretches from Goma (North-Kivu) to Aru (Ituri) and includes six territories: Rutshuru, Lubero, Beni (North-Kivu), Djugu, Irumu and Mahagi (Ituri). The members of DRCNDF are clustered in three physical focal areas (Bunia, Butembo and Rutshuru) and each contributes representatives to the 13-member steering committee. These committee members supervise NDF activities in their focal areas (Figure 4.9). Thus the committee members have 'spatial-related' duties as opposed to 'theme' responsibilities as is common with other NDFs. Since the last DFID funding through NBD in 2012, DRCNDF has not been able to secure external funding. However, it has remained active through monthly member contributions and collaboration with World Wildlife Fund (WWF). Currently, the NDF has four volunteer staff in its office at Butembo.

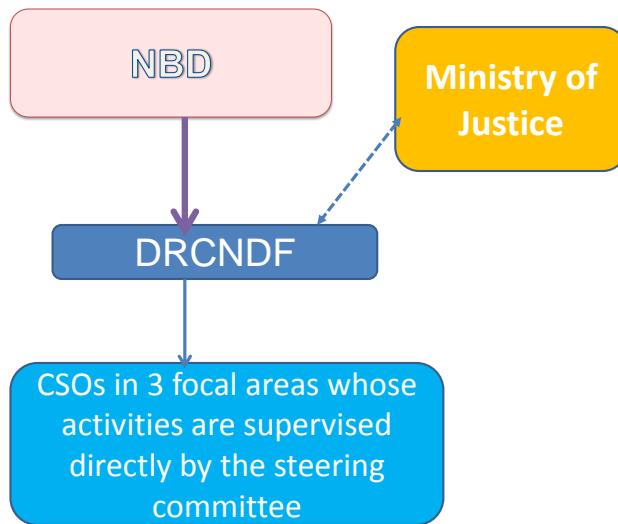


Figure 4.9: Functional organizational structure of DRCNDF

Key issues

- *Capacity building on resource mobilization*: There is need to raise external funds as relying on volunteer staff and membership subscription fees is not sustainable
- *Vulnerable communities inclusivity*: The NDF has been finding it difficult to incorporate the vulnerable communities such as the pygmy people in their activities and yet this community is very important in the conservation of the water catchment areas
- *Membership*: NDF needs to initiate efforts to become a pure CSO organization
- *Insecurity in the country* hinders free movement of NDF members and therefore limits the scope of their activities to certain geographical areas.

*Complete spread sheets with all the issues (2015) is available at the NBD Secretariat, Entebbe-Uganda.

4.1.10 Rwanda NDF



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The NDF in Rwanda was legally registered in 2006 as Nile Basin Discourse Forum. It has 38 CSO members and no individual members. Since 2012, Rwanda NDF (RNDF) has been able to secure external funding and therefore has remained very active in the areas of solar energy generation, climate change, water harvesting, clean drinking water, conflict resolution and agriculture. It is able to present its issues every month to Rwanda people through one of the national television stations.



Photo 6: Focus group discussions Rwanda Stakeholder Mapping 2015

RNDF has a strict membership criterion and probably this explains why it is among the smallest NDFs in the Basin in terms of the size of CSO membership. For instance a CSO aspiring to become a member has to demonstrate its achievements and provide innovative ways in which it will contribute to the welfare of the NDF.

RNDF, just like other CSOs in Rwanda, is under the regulation of Rwanda Governance Board (RGB). The NDF has a very simple structure that allows CSO members to have direct representation to the national executive committee (Figure 4.10). It has also an independent office in Kigali.

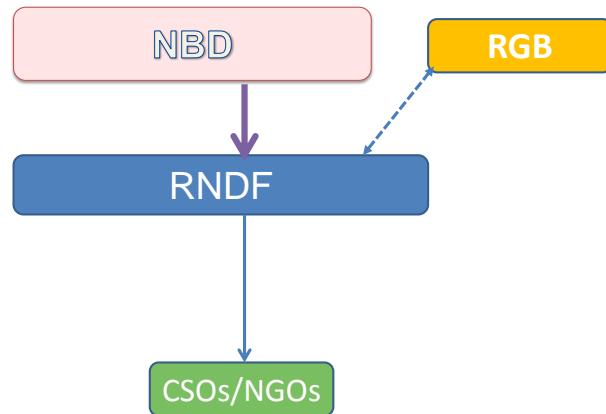


Figure 4.10: Functional organizational structure of RNDF

Key issues

- *Vulnerable communities inclusivity:* The NDF needs to strengthen participation of weak members in its activities
- *Stakeholder and community communication (language):* CSOs would like to have important NDF materials translated into the key local languages nationally and regionally.
- *NDF and its members – review of membership criteria:* NDF needs to increase its membership. This could be facilitated by a review of its membership criteria as the current ones are likely to be stringent for some prospective members

**Complete spread sheets with all the issues (2015) are available at the NBD Secretariat, Entebbe-Uganda.*

4.1.11 Summary of key issues hindering proper functioning of the NDFs

As Table 4.3 shows, the barriers to proper functioning of NDFs vary from one NDF to the other. As expected, these barriers are also different for different NDFs within a Cluster. Further, they are different across the Clusters. It however emerged that the need to raise NDF funds from external sources was mentioned by most of the NDFs and in all the Clusters.



Table 4.3: Summary of key issues to be addressed by NDFs; NBD and Partners

Cluster	NDF	Key issues
1	Eg-NDF	<ul style="list-style-type: none"> Community – based physical interventions towards climate change adaptation and cooperation on the Nile Stakeholder and community consultations on the development agendas in collaboration with partners Membership - need to have CSOs only The NDF and its members- distinction from other CSOs in Egypt
	Eth-NDF	<ul style="list-style-type: none"> Stakeholder and community consultations on the development agendas by partners Legalization of the NDF The NDF and its members - distinction from other CSOs in Ethiopia Youth and Vulnerable communities' inclusivity
	SSNDF	<ul style="list-style-type: none"> Capacity building in Resource Mobilization and partnership linkages Political instability and insecurity-enabling environment Stakeholder & community consultations on development agendas in collaboration with partners NDF and its members – review of membership criteria
	SNDF	<ul style="list-style-type: none"> Capacity building in reporting and communication. Capacity Building in Resource Mobilization and partnerships. The NDF and its members - need to recruit CSO members
2	KNDF	<ul style="list-style-type: none"> Stakeholder and community consultations in the development agendas towards Nile Cooperation Bottom-up reporting & communication need to be enhanced Capacity building for recourse mobilization and partnerships NDF and its members – Independent Office is needed
	TNDF	<ul style="list-style-type: none"> Capacity building in resource mobilization and partnerships Bottom-up and horizontal communication from the communities to the policy makers, and along horizontal levels regionally Inclusivity of stakeholders/members The NDF and its members-need to be a pure CSO organization
	UNDF	<ul style="list-style-type: none"> Capacity building on resource mobilization and partnership Capacity building in strategic planning Membership criteria- requires redefinition NDF and its members- need to be a pure CSO organization
3	BNDF	<ul style="list-style-type: none"> Capacity building of CSO members on advocacy Collaboration with Ministries through communication and consultations Membership intake criteria to be redefined
	DRCNDF	<ul style="list-style-type: none"> Capacity building on resource mobilization Vulnerable communities' inclusivity Membership to be changed to emphasize on recruiting CSOs only Insecurity in the country – lack of an enabling environment
	RNDF	<ul style="list-style-type: none"> Vulnerable communities' inclusivity Stakeholder and community communication - Language NDF and its members – review of membership criteria

Source: interviews with NDF board members and FGDs in the 10NBRS, 2015

4.2: Geographical coverage of NDFs

All the 10 NBRs, with the exemption of South Sudan, have their NDFs covering close to 100% of their Nile Basin areas. Cluster 3 was noted to have the best coverage probably because the NDFs here are also stronger in aspects such as governance and fundraising than those in the other clusters. For the NDFs, D.R. Congo, Sudan, Egypt, Ethiopia, Kenya and Tanzania have the best coverage due the model of having devolved outreach mechanisms in the focal areas and especially through the NBI's Subsidiary Action programs and projects of the NELSAP and ENTRO (*templates with details of member NDF member geographical coverage are available at the NBD Secretariat*). In particular Sudan's model of working with individuals as members of LDFs gives it a better mechanism to ensure 100% coverage, than all other countries, as all the LDF individual members come from Nile Basin areas. The local representation in Sudan is also very high since there are elected local leaders who present local Nile water issues to the NDF. However, this model deviates from the expectation that NDFs are purely civil society organizations. Thus, the Kenyan model of having a local focal area committee coordinating activities of local CSOs might be favored in terms of geographical outreach and coverage, coupled with decentralization or devolvement of decision making arrangements.

The geographical coverage in South Sudan is approximated at 60% since there are some regions that the current NDF members are experiencing a challenge to reach or conduct activities due to insecurity. Moreover, the NDF has mainly individual members as it is yet to recruit CSOs.

In Ethiopia, Sudan and Uganda it was observed that a good number of the current NDF CSO and individual members come from or lived in the cities where the NDF offices are located. For instance, in Ethiopia most of the current individual NDF members operate from the capital city, Addis Ababa, though they have operational projects in the regional and local areas. This aspect greatly limits geographical coverage, necessitating recruitment of new and sensitization of inactive members at regional and local areas.

The CSO members of NDFs were also categorized from the perspective of international, national and local organizations. As Table 4.4 shows most of these members (66%) operate at the local level (i.e., provinces, counties or districts). Whereas these members could provide a good representation of Nile discourses emanating from the grass root communities, they are not so much endowed with resources

(financial, human and political) as the national or international ones. Thus their needs for capacity building in resource mobilization and partnership linkages are enormous.

Table 4.4: CSO membership by geographical coverage

Cluster	Country	Category of membership	International	National	Local /Regional	Total
1	Egypt	Actual	0	12	49	61
		Potential	0	3	14	17
		Partners	0	0	0	0
	Ethiopia	Actual	4	14	9	27
		Potential	7	42	28	77
		Partners	6	0	1	7
	South Sudan	Actual	0	0	0	0
		Potential	0	0	93	93
		Partners	0	0	0	0
	Sudan	Actual	0	6	0	6
		Potential	0	2	81	83
		Partners	8	29	0	37
2	Kenya	Actual	2	1	44	47
		Potential	0	1	75	76
		Partners	0	12	26	38
	Tanzania	Actual	1	1	45	47
		Potential	1	0	2	3
		Partners	1	1	3	5
	Uganda	Actual	5	17	57	79
		Potential	0	4	12	16
		Partners	12	0	20	32
3	Burundi	Actual	0	42	0	42
		Potential	0	26	2	28
		Partners	2	8	1	11
	D.R. Congo	Actual	0	1	95	96
		Potential	3	9	0	12
		Partners	2	5	6	13
	Rwanda	Actual	0	33	5	38
		Potential	1	7	3	11
		Partners	3	9	0	12

**The 6 LDFs of Sudan are not included in this table of CSO members. These operate at the local level.

Source: NDFs' Template of the 10NBRS, NBD Secretariat, 2015

The geographical coverage of CSO NDF members may also have an implication on the sustainability of operations of NDFs when funding from NBD Secretariat ceases. 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. Burundi and Rwanda, have been able to secure external funding and keep independent offices and salaried staff. The aspect may also explain why LDCs became inactive with the end of the DFID project of 2006 – 2012, leading to reduced geographical coverage of the CSOs in the Nile region.

It was difficult to establish 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 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 could 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 to have vast experience and exposure, and are therefore able to add a strong voice to the work of NDFs and NBD, help NBD to 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 even when they are partners.

4.3: Membership expertise by themes/type of activity

As Table 4.5 shows, NDF members in all the Nile Basin countries can be clustered into five groups according to their core activities or areas of expertise: agriculture and food security, socio-economic development programs, environment and natural resources, capacity building, and research and development. It was found that socio-economic development programs and environment and natural resources are the key areas of NDFs' expertise as 47% and 30% of total membership members are involved in them, respectively.

It is important to note in Table 4.5 that agriculture and food security is not one of the major areas of inclination, since initial recruitment focused on water issues and the environmental conservation.

Considering the relatively high food insecurity levels in most of the NBRs, it would be vital in membership recruitment to put focus on this expertise, or build capacity of the members on agriculture and food security elements. It was also noted that CSO members with expertise in research and development are quite few. This implies that NDF linkages to relevant research in the Basin are weak. Nevertheless most of the NDFs work together with partners involved in research and development such as universities as was evidenced in D.R. Congo, Ethiopia, Egypt, Kenya, South Sudan, Sudan and Tanzania.

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). However, most of the potential members are involved in socio-economic development activities such as women and youth empowerment, health (mainly HIV) and education (Table 4.5). 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 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.

Table 4.5: Areas of expertise/type of activity for actual and potential CSO members of NDFs

Areas of expertise /activity	Cluster 1								Cluster 2						Cluster 3						
	Egypt		Ethiopia		South Sudan		Sudan		Kenya		Tanzania		Uganda		Rwanda		Burundi		D.R. C		
	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 actual CSO members are the individual members mainly at the Universities; *** 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)

4.4: Gender aspects of leaders of CSO members of NDFs

More than 75% of the CSOs and NGOs in all the Clusters are led by men when both actual and potential members are considered. There is no country which has achieved 50-50 gender balance in leadership; the closest being Kenya with 45% of the CSOs being led by female leaders.

The problem of gender imbalance is most critical in Burundi where women leaders can only be found in 5% and 7% of the actual and potential member CSOs, respectively. Other critical countries are Sudan, Ethiopia, Egypt and Tanzania where women leaders are less than 26% in both cases of actual and potential members (Table 4.6).

Of concern is the low percentage (below 18%) of women-led organizations among the actual member CSOs in Burundi (5%), Ethiopia (8%), Egypt (17%) and Sudan (17%). This signifies the need to involve more women-led CSOs in Nile Basin discourse issues. Some members suggested that NBD should set a bare minimum criterion related to involvement of women-led CSOs which should be met by all the NDFs.

In South Sudan, where leadership of potential CSOs by women is more than 30%, most of the organizations were dealing with women empowerment. As such, such organizations cannot be led by men. The question is whether all these women-led CSOs will eventually enroll as actual members of the SSNDF.

It was established that in Kenya, where 45% of the actual CSOs have women leaders, 80% of the organizations are grass root community based organizations (CBOs). These organizations are easy to create since they just require registration with local government bodies. They are also easy to lead and manage. Thus their leadership can easily be assumed by women who mainly operate near homesteads in rural areas due to other duties such as taking care of farms and small livestock, children and household chores. However, how effective they are in addressing objectives of the NDF is an issue that would require further investigation and critical examination.

Table 4.6: Gender aspects of leaders of CSO members of NDFs

Gender of the coordinator /leader	Cluster 1								Cluster 2						Cluster 3					
	Egypt		Ethiopia		South Sudan		Sudan		Kenya		Tanzania		Uganda		Burundi		D.R. C		Rwanda	
	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P	A	P
Male	48	*	22	63	**	60	5	62	26	57	37	3	65	11	38	26	67	10	24	6
Female																				
	10	*	2	14	**	33	1	21	21	19	10	0	15	2	2	2	29	2	14	2
Total	58	*	24	77	**	93	6	83	47	76	47	3	80	13	42	28	96	12	38	8
% of female	17	*	8	18	**	35	17	25	45	25	21	0	19	15	5	7	30	17	37	25

A= Actual members, P=Potential Member

* Egypt has no potential members

** South Sudan's actual CSO members are mainly individual members that are male dominated.

*** In Sudan, 7 out of 8 LDFs (87.5%) are led by male coordinators. This data has not been included in this table

Source: NDFs' Templates

5. LINKAGES AND COORDINATION

5.1 Linkages of NDFs with NBD and NBI

5.1.1 Linkages of NDFs with NBD

In all the Clusters, coordination with NBD Secretariat is good, with NDF receiving services such as financial support to conduct national activities, technical support on Nile discourses, capacity building of their members and assistance to network with other national and international stakeholders. However, as shown in Table 5.1, some of the NDFs are not fully satisfied that NBD has done enough mainly because most of them lack funds to implement their work plans, since the end of the DFID project of 2006 – 2012 which had funded their activities. Hence, capacity building in fund raising at the NDF level will be required in all the Clusters. NBD Secretariat is aware that funding is a main concern and one of its current objectives is to improve capacity of the NDFs to raise external funds and become self-reliant.



Table 5.1: NDFs' satisfaction with support services from NBD

Cluster	Country	Level of satisfaction with NBD delivery of support services	Reason for the level of satisfaction	Key issues that NBD should still address
1	Egypt	Satisfied	NBD has been doing the best it can	Sustainable funding be explored
	Ethiopia	Not fully satisfied	There is need to have more joint activities with NBD	Invest in mechanisms to ensure sustainable cooperation between NDFs and NBD
	South Sudan	Not fully satisfied	More reports and activities from NBD are needed	NBD to raise funds and distribute to NDFs
	Sudan	Satisfied	Stayed for many years without any external financial support. NBD has been providing financial help	Capacity building in fund raising
2	Kenya	Satisfied	NDF is still depended on NBD	Emphasize on bottom-up approach in the implementation of NBD activities at the country level
	Tanzania	Satisfied	NDF has been dependent on NBD for capacity building	Improve on the bottom-up approach to ensure sustainability of NDF operations
	Uganda	Not fully satisfied	NDF needs financial support from NBD but this has not yet been secured	Assist in development of a strategic plan, office operations and annual general meeting (AGM)
3	Burundi	Not fully satisfied	NBD should be more visible in NDF activities.	Improve on the bottom-up approach of implementation of activities
	D.R. Congo	Not fully satisfied	Plight of CSOs should be taken more seriously by NBD	Employment or internship of NDF members at NBD be considered.
	Rwanda	Not fully satisfied	NBD need to focus more on national level issues	Enough facilitation be provided to NDFs to enable them engage more with communities and governments in Nile basin

Source: NDF Focused Group Discussions, 2015

Another issue of concern is that the bottom – up linkage which is not all that strong. This was cited mainly by the NDFs that have been able to get own funds for their activities. The NDFs feel NBD ought to

be much in touch with what is happening on the ground and therefore reduce on the top-down approach which adversely affects sustainability of country activities and strengthen the bottom-up approach.

5.1.2 Linkages of NDFs with NBI

NDFs in all the Clusters appreciate the link with NBI and acknowledge inclusivity such as participation in conferences and workshops, funding of Nile cooperation projects and sharing of information in the Nile Basin region. This is mainly facilitated by the relevant focal persons or government offices that NBI uses in a country. However, these persons often operate very far away from the Nile basin areas. As such, NBI in most cases uses a top-down approach that faces challenges of reaching the target local communities. In some cases, e.g. in D.R. Congo, benefits from NBI go to communities that are not in the basin area.

Most of the NDFs are not satisfied with this mode of inclusivity from NBI, especially as refers to stakeholder and community consultations on the development agendas, mainly because they perceive that the current level of linkage is wanting (Table 5.2). This is particularly so in Cluster 3. In most cases, the linkages are indirect, since CSOs are just invited to participate in already planned activities.

NBI and NBD do not have communication and outreach programmes to regularly access to and consult with NDFs. So, linkages are mainly one-sided, governed by the interests of a top-down approach and not by the mutually agreed upon strategies and approaches. Nevertheless, NDFs enjoy good relationships with government officials who have direct linkages to NBI and especially through the NBD.

Table 5.2: NDFs' satisfaction with linkage to NBI

Cluster	Country	Level of satisfaction	Reason for the level of satisfaction	Key issues that NBI should still address
1	Egypt	Not fully satisfied	Low interest in NDF issues	Improve bottom-up communication between NDFs and NBI in the country
	Ethiopia	Not fully satisfied	Activities related to water issues obscured by other activities since the relevant Ministry has many other activities	More stakeholder and community consultations needed for hydro-power generation agendas
	South Sudan	Satisfied	NDF is still young to gauge what it misses from the linkage with NBI	None
	Sudan	Not fully satisfied	Inclusivity and consultations with grass-root communities lacking	More collaboration/ needed in joint planning of activities
2	Kenya	Satisfied	Participation in capacity building activities However, minimal consultations on NBI development agenda	Inadequate involvement of CSOs in NBI activities of development
	Tanzania	Not fully satisfied	Concentrates on activities at the country level, not at the basin. Has a top-down approach	Become accountable to public/communities in the basin area
	Uganda	Satisfied	NDF participates in workshops and training but not agreeable on all issues	Improve on collaboration and inclusivity in consultations with NDF through NBD on the development agendas.
3	Burundi	Not fully satisfied	Minimal consultations	NDF members and communities to be consulted on NBI's projects agendas
	D.R. Congo	Not fully satisfied	Focus is with Kinshasa and not the local communities in the Nile basin area	Consultation and communication with stakeholders / communities on the activities in the basin area.
	Rwanda	Not fully satisfied	NDF and members not involved in NBI projects agenda consultations	Cooperation framework at national level requires more communication

5.2 NDF linkages with CSO and individual members

5.2.1 The scope of linkages in different countries

Burundi was found to have one of the strongest linkages with CSO members probably due to its structure in the steering board and the capacity to secure external funding. The three commissions were found to be very instrumental in the engagement of CSOs and in involving them in various activities. It was observed that the NDF was even implementing one of its projects jointly with two CSO members. This was after successfully writing the proposal together with the two CSOs.

The structure of steering committee in D.R. Congo also favored a lot the creation of working linkages with CSOs. In particular, it was observed that the committee members, who are from different CSOs, were directly involved in the supervision of activities of CSOs in certain geographical areas and guide the respective CSOs in the implementation of NDF activities. This not only ensured proper supervision and accurate reporting but also enhanced devolvement of decision making structures within the NDF, without creating sub-committees on the ground. This is likely to be one of the reasons why this NDF has the strongest 'sense of belonging' which is evidenced by regular contributions of membership subscription fees.

In Rwanda, the CSO members are very satisfied with their linkage to the NDF and how they have been working together in advocacy and environmental conservation activities including joint proposal development. It was found that the NDF is one of the richest in the Basin in terms of securing external direct funding for the support of its activities. Thus, it is able to involve the CSOs in order to achieve its mandate and objectives.

The Eg-NDF has good linkages with its CSO members mainly due to the 'local discourse forum' approach at the governorates. It also relies on a strong membership of individual experts and partners who freely participate in NDF activities.

The situation in Sudan is somehow similar to that of Egypt. The SNDF has been able to provide a number of support services to its members. These include capacity building on climate change, awareness of pollution in the Nile, conservation of riparian areas, and sensitization on food security issues. The NDF is able to reach almost 100% of its membership mainly due to the favorable structure of having LDFs in

Nile basin rural areas. The linkages are stronger than those in Egypt since the LDFs in Sudan have individual members and well established LDF committees.

Since most of the NDFs do not have enough funds to conduct their activities, coordination with their members is very poor. For instance in South Sudan there are no linkages to members at all and activities are just confined to NDF board meetings. While this may be attributed to the fact that currently there are no CSOs in the NDF membership, the NDF officials in South Sudan participate in country activities of the Baro-Akobo–Sobat basin project of NBI-ENTRO and the Aswa – Nyimur basin activities of the NBI-NELSAP. Other than that, they do not seem to have country activities except what has been planned by the NBD Secretariat.

Also, due to lack of funds, Kenya has very few activities that were being conducted by the CSOs for the NDF or to pursue NDF's objectives. Though active in the Sio-Malaba-Malakisi and the Mara Basin NELSAP projects, the linkages are weak as they are only confined to Basin-wide activities such as World Water Day, World Environmental Day and Lake Victoria Day. Data from focus group discussions showed that there is inadequate communication between the NDF board and CSO members. Also members complained of governance challenges which are starting to emerge since there is minimal delegation of duties to the lower level committees.

Although Eth-NDF has secured external funding, it has no established and regular mechanisms for coordination with its members since it is still processing the registration. This challenge exacerbates the 'no sense of belonging' feeling among the member CSOs. It has not held its AGM since 2011. Notwithstanding, the NDF has been able to conduct some advocacy activities. One of the recommendations made by the NDF in order to address this problem (lack of sense of belonging) is to introduce membership subscription fees which could be paid annually. This has already been implemented in some of the NDFs.

The TNDF has an office and volunteer staff but its linkages with CSO members need improvement. This also applies to linkages with partners as some do not know of its existence and others do not understand how they can collaborate with it in Basin activities. The CSOs lack a clear understanding of TNDF activities as there is no proper communication between steering committee and members. The networking meetings for the CSOs and steering committee are also few. It is most likely that the NDF

lacks the capacity to ensure adequate linkages with its members mainly because of the meager funds it has been receiving.

The linkages to CSO members in Uganda are also not effective as members complain of lack of information on UNDF activities and especially after establishment of CUWMEC. According to members, the current secretariat is weak since it lacks financial resources. Thus, the current staff members are just conducting other activities other than those of the UNDF. The NDF is yet to hold its AGM (it was due in 2014) and there is no constant coordination and communication between the steering committee and members. Thus its contribution to discourses on environmental issues in Uganda has been declining, due to scarce funds.

5.2.2 NDFs' capacity building needs to enhance engagement, linkages and coordination with their members

In all the Clusters, NDFs identified certain capacity building needs that need be addressed in order to enable them coordinate better and improve their linkages with the members (Table 5.3). While some can be handled by NBD, there are number of them that require interventions from national governments and international or bilateral development partners and particularly in South Sudan.



Table 5.3: NDFs' capacity building needs to enhance engagement, linkages and coordination with their members

Cluster	Country	Capacity building needs	Possible sources of interventions
1	Egypt	Weak bottom-up linkage Weak communication systems/consultations in NBI development agendas	NBD NBD/NBI
	Ethiopia	Registration of Eth-NDF Criteria for/organization of membership to increase sense of belonging Scarce finances Lack of capacity to increase number of joint activities with NBD	NBD NBD NDF/NBD/External development partners NBD
	South Sudan	Conflicts between agro-pastoralists and crop farmers Lack of finances	National government NDF/NBD/External development partners
	Sudan	Lack of human capacity- no permanent employees of NDF Lack of finances Lack of appropriate reporting systems	External development partners NDF/NBD
2	Kenya	Lack of office and scarce finances Weak direct involvement of focal area committees Lack of proper reporting and communication systems	NDF/NBD NDF/NBD/External development partners NDF/NBD
	Tanzania	Lack of funds Diverse needs of members that are difficult to meet Members laxity –just depending on the committee Lack of appropriate communication skills and platforms/system	NDF NBD NDF/NBD/External development partners
	Uganda	Scarce funds Lack of appropriate communication systems Lack of office Lack of attributions of members activities to NDF Legitimacy of leaders	External development partners NDF/NBD NDF
3	Burundi	Political instability and insecurity Low NBD visibility in its activities Low capacity to harness enough benefits from NBI' development agenda	Government Bilateral partners NBD NBD/NBI
	D.R. Congo	Weak connections to funders/financial partners Low capacity to harness enough benefits from NBD Relationship with NBI is not inclusive Insecurity in some parts of the country	NBD NBD/NBI Government
	Rwanda	Weak support to weak members	NDF

5.3 NDF linkages with development partners and other external actors

NDFs' coordination with the national governments is cordial in all the countries. However, some Tanzanian government officials claimed they have never been involved in NDF activities, implying there is need to sensitize the public sector on the role of NDFs. In D.R Congo and South Sudan, the main problem hindering strengthening of this linkage is related to insecurity in some areas. As the D.R. Congo government has not yet signed the CFA, DRCNDF could utilize this opportunity to improve this linkage as it advocates for the ratification. In all the countries, there exist certain barriers to implementation of NDFs' activities. These arise mainly from differences of political affiliations of the state officials and the NDF board members, especially in Burundi, Kenya and South Sudan.

It was noted that in Egypt, Uganda, Ethiopia and Sudan the NDFs enjoy good linkages with some powerful CSO networks. While these networks are members of NDFs, the NDFs also claimed to be their members. Thus the principal-agent roles between NDFs and CSO networks are not clear when dealing with key Nile basin discourses.

A good number of the surveyed NDFs lack linkages with development partners and other external actors who can provide various forms of support to their activities. The countries with a serious lack of these linkages are South Sudan, Kenya and Uganda. The lack of these linkages could be one the main reasons why these countries are not able to raise external funds from development partners. Such actors are labeled as 'observers' by the NDFs since there are no direct contacts or engagements. Instead the NDFs have left it to the NBD to reach out to these actors on their behalf. As such these NDFs are dissatisfied with their linkage to these actors mainly because they lack capacity to connect with them. Further, they are not aware or sure of what can be done for them to benefit from such linkages. Thus capacity building on ways/models of ensuring linkages with development partners and other important non-governmental actors will be needed.

In all the countries there are no private sector actors working together with the NDFs. However, government corporations such as universities play an important role in enhancing human capacity of NDFs in areas such as climate change, pollution and food security. The media has also been participating in some of the NDF activities in Rwanda, Egypt, D.R. Congo, Ethiopia and Sudan. In particular, the role of media is very visible in Rwanda and Egypt. Here the media has regularly or routinely been communicating NDF issues to the general public. Thus the media has been useful in making the NDFs

become more visible to the public as well as disseminating their goals and objectives. In most of the countries, some key media houses were identified as actual as well as potential members of the NDFs. However, this raises the question whether they should remain or become members as they are registered as private companies while NDFs are required to be civil society organizations.

5.4 NDFs' linkages with NDFs from other countries

It was found that there is little horizontal coordination of NDFs from different countries except in cases where facilitation is done by NBD Secretariat. The only activity they have conducted together relates to knowledge generation, sharing and transfer. Thus, very few NDFs were coordinating themselves and had established linkages with one another as shown in Table 5.4. In Cluster 2 however NDFs have been involved in joint strategic communication through the Lake Victoria Environmental Management Programme (LVEMP) projects

It was noted that the NDFs are still young and lacked capacity to coordinate themselves in activities such as joint communication, peer capacity building and peer monitoring, which are vital in strengthening their ability to enhance sustainable utilization of Nile water and other environmental resources. Most of the NDFs were of the view that any successful joint fund raising, experiential learning and transfer of skills have to be coordinated by the NBD Secretariat.



Table 5.4: NDFs' involvement with NDFs from other countries in different activities

Cluster	Country	Joint communication strategies	Knowledge generation/sharing/transfer	Peer capacity building	Peer monitoring
1	Egypt	–	✓ (South Sudan, Ethiopia, Egypt, Sudan)	–	–
	Ethiopia	–	✓ (South Sudan, Ethiopia, Egypt, Sudan)	–	–
	South Sudan	–	✓ (South Sudan, Ethiopia, Egypt, Sudan)	–	–
	Sudan	–	✓ (South Sudan, Ethiopia, Egypt, Sudan)	–	–
2	Kenya	✓ (Tanzania, Uganda)	✓ (Kenya, Tanzania, Uganda)	–	–
	Tanzania	✓ (Uganda, Kenya)	✓ (Kenya, Tanzania, Uganda)	–	–
	Uganda	✓ (Tanzania, Kenya)	✓ (Kenya, Tanzania, Uganda)	–	–
3	Burundi	–	✓ (with Rwanda and Tanzania)	–	–
	D.R. Congo	–	✓ (DRC-Rwanda-Burundi)	–	–
	Rwanda	–	✓ (with Burundi, Tanzania and Uganda)	–	–

Source: interviews with national board members



6. GAPS IN STAKEHOLDER ENGAGEMENT PROCESSES AND POSSIBLE SOLUTIONS

6.1 NDF stakeholders' interests and concerns related to social and climate resilience

It was found that in all the Clusters members of NDFs have great interest in issues related to climate change adaptations and resilience. Climate change was mentioned as the underlying cause of conflicts between agro-pastoralists and crop farmers in South Sudan, food insecurity in Sudan and Ethiopia, diminishing fisheries and other resources in Clusters 2 and 3 (Uganda, Kenya, Rwanda, Tanzania, Burundi and D.R. Congo), and increasing vulnerability to drought in Kenya, Ethiopia, South Sudan, Sudan and Egypt.

It was, however, noted that NDF members do not have adequate capacity to come up with discourses related to these issues mainly because they do not have enough knowledge about them. Although the survey workshops involved plenary presentations and discussions on Climate Risk Management, many of the individuals were able to share country-specific issues related to climate change. They also felt that they still need more capacity building on this subject. Further, the local communities in all the NDFs need more awareness about Climate change Risk Management (CRM) and Disaster Risk Reduction (DRR) in their regions and an understanding of adaptation measures they can adopt in order to become more resilient. The major capacity gaps in climate change and resilience identified in each country are shown in Table 6.1.



Stakeholder Mapping of the ten Nile Basin Countries, 2015

NILE BASIN DISCOURSE

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

Table 6.1: NDFs' capacity needs in relation to climate change and resilience

Cluster	Country	Capacity gaps in climate change and resilience within CSOs/NGOs
1	Egypt	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to Egypt →Helping communities cope with climate change through physical interventions →Linking the Nile condition (water level, pollution, etc.) to Climate change
	Ethiopia	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to Ethiopia →Understanding barriers to CSOs in their efforts to deal with CRM and DRR →Understanding effects of climate change in specific areas in the country
	South Sudan	<ul style="list-style-type: none"> →Understanding impact of climate change on livelihoods, and particularly on the poor and vulnerable →Need for national policies and strategies to deal with climate change →Contribution to discourses on CRM and DRR issues relevant to South Sudan
	Sudan	<ul style="list-style-type: none"> →Understanding of climate change adaptation strategies →Influence of climate change and adaptation policy making processes →Contribution to discourses on CRM and DRR issues relevant to Sudan
2	Kenya	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to Kenya →Development of policies on climate change →Financial resources to cope with climate change
	Tanzania	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to Tanzania →Limited familiarity to climate science amongst CSOs →Weak state-non state collaboration in the field
	Uganda	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to Uganda →Fund raising related to climate change →Creation and harmonization of policies related to climate change
3	Burundi	<ul style="list-style-type: none"> →Understanding of underlying and proximate causes of climate change →Contribution to discourses on CRM and DRR issues relevant to Burundi →Securing funds to mitigate against climate change effects
	D.R. Congo	<ul style="list-style-type: none"> →Contribution to discourses on CRM and DRR issues relevant to D.R. Congo →Policies on climate change in the country →Development of climate change adaptation options and strategies
	Rwanda	<ul style="list-style-type: none"> →Low awareness on climate change threats, and adaptation and mitigation measures →CSOs contribution to discourses on CRM and DRR issues relevant to Rwanda →Effects of energy saving technologies on climate change in the country

6.2 Engagement coordination and information flow gaps

A major gap in the stakeholder engagement process identified by most of the NDFs is the lack of full-time coordinators in NDF offices who can keep abreast of Nile Basin issues and 'whip' stakeholders when collective action is needed. In fact, it is only Burundi and Rwanda that have full-time NDF coordinators. Most of the other countries have either volunteer coordinators (e.g., D.R. Congo and Tanzania) or coordinators who are also running other civil society organizations (e.g., Egypt, Ethiopia,

Sudan and Uganda). The rest (Kenya and South Sudan) do not have office staff and coordination is being done by national board members.

All the board members interviewed indicated that sometimes they are very busy with personal livelihoods (businesses, salaried employment, etc.) and do not find time for NDF activities. The argument is that in the short and medium term (3-5 years), NDFs will need NBD to support and nurture them so that they become 'pathfinders' and be equipped to engage stakeholders at all times. Specifically, they would need NBD to support them to have a salaried coordinator in an established office for about 5 years. The leaders envisage a situation whereby NDFs would later become the backbone of support to the NBD in terms of finances and propelling forward Nile discourses in each country and the region. Such a decentralized approach would create a greater sense of ownership among NDF members. While fulfilling such a vision could reinvigorate NDFs to make them sustainable in the long term, its implementation is very costly and could also be difficult in some countries such as Ethiopia where NDF is not yet registered and South Sudan where insecurity limits coverage of all Nile basin areas.

The other key gap is viewed in terms of information flow from NDB to NDF and vice versa. The respondents complained of 'too much of a one way communication', from NBD Secretariat to NDFs - without much feedback. While internet, emails and telephone channels are fast, the stakeholders felt they do not get chances to fully express themselves as these are normally used when there are urgent issues or for normal running of NBD-NDF business. There is, therefore, need to create an information or dialogue platform accessed by all the stakeholders and where routinely (e.g., weekly) the NDFs can highlight discourse issues in their countries and in the region. Some of the NDFs suggested possibility of owning FM radios, with sub-stations in NBD and NDF offices. This would allow the rural communities to participate in Nile discourses and enhance their direct linkage to NDFs and NBD.

6.3 Capacity gaps related to NDFs' stakeholder engagement process

The capacity gaps that need be addressed in order to realize effective stakeholder engagement by NDFs are almost similar in all the ten countries. They include the need for NDFs to become more visible in their countries, to set minimum standards for stakeholder engagement, for understanding of incentives for engagement, to get more know-how in facilitating engagement processes, for developing and implementing performance appraisals for coordination staff, and for monitoring and evaluation tools (with log-frames).

The issue of lack of funds also cuts across all the countries. Even the NDFs which have already secured external funding (Burundi, Rwanda, Tanzania, Ethiopia, Sudan and Egypt) felt that they do not have enough funds for their planned stakeholder engagement activities. It was suggested that NBD should work together with NDFs in identifying possible external donors in future.

Further, technical issues such as understanding of watershed management, conflict resolution, advocacy, climate change and sustainable resource (water) management featured as important training aspects that can strengthen NDFs in their stakeholder engagement processes. In all the countries it was felt that if NDF members are equipped with knowledge on how to engage stakeholders and other players in these technical issues, they could be more proactive in fund raising.

There is also a concern that the constant political instability in the region is likely to affect the activities of NDFs in some countries such as Burundi, D.R. Congo and South Sudan. As future instability is unpredictable, there is need to build stakeholder capacity on coping mechanisms as well as on key democratic issues in each country. This would not only help to unite NDF members during times of political crises but also ensure continuity of activities even during such periods.

6.4 NDF stakeholders' extent of engagement in Nile cooperation projects

It was tested whether the members (both actual and potential) are actively involved in any activity and discourses related to projects supported by Nile Basin Initiative's (NBI) Subsidiary Action Programs of ENTRO and NELSAP as well developments of key basins in the region such as: Aswa River basin in Uganda and South Sudan, and Baro-Akobo-Sobat in South Sudan and Ethiopia, and Lakes Edward and Albert Fisheries (LEAF) in Uganda and D.R. Congo. This was done to gauge their awareness of Nile water issues as well as to figure out projects or areas where they have been or could be engaged.

6.4.1 The extent of engagement in Nile discourses and cooperation projects

In Burundi, the NDF members are involved in the planning of NBI projects, implementation of small scale projects, project feasibility studies, and capacity building activities. The members have been participating in Nile Trans-boundary Environment Action Program, Akagera Project, Rusumo Falls Hydroelectric Project and Global Water Partnership (GWP) activities. However, members in their

participation face a number of challenges such as language barrier (reports are mostly in English), lack of finances and lack of adequate information and consultations on the projects.

The NDF members in D.R. Congo have been participating in the LEAF project, and re-afforestation activities organized by NBI. However, the approach of NBI has been faulted by members since some of the beneficiaries of the projects come from non-Basin areas. There has also been the favoring of oil exploration in the Basin while the NDF members have been against it is due to the perceived/expected environmental effects. Although the NDF initially participated in the LEAF project, to-date it has been sidelined and it is not involved in the consultations of the new phase. This is probably due to the NDF's desire to have a dam on River Semliki which carries much of the water of Lake Albert. To ensure continued participation on Nile cooperation projects, there is need to reduce marginalization of the Basin communities by the government (works closely with NBD/NBI) and empower the local people in decision making on issues related to natural resources in the Basin areas. Further, technical communication should be improved and local communities should be sensitized on the opportunities and challenges existing in the broader Nile Basin region.

The NDF members in Egypt do not seem to know any Nile cooperation projects in the country. It was also confirmed by the board members that NBI activities in the country are few, if at all they exist. However, NDF members are keen to have Nile water protected from pollution and measures for efficient use employed in all sectors of the economy. They are interested in community – based physical interventions on climate change adaptations and cooperation on the Nile.

In Ethiopia, it was found that some of the members were involved in discourse issues related to the Grand Ethiopian Renaissance Dam Project (GERDP) negotiations with Egypt. However, even though most of the NDF members have their activities located in the Nile basin, i.e., 74% of the actual members, they are not so conversant with Nile cooperation projects. Thus, they, and particularly for most of the potential members, have nothing to do with environment and water in the Nile basin areas (mainly northwestern part of the country). For instance some of the projects they are involved in deal with saving and credit activities for women and youth, value chain and marketing, capacity building in professional courses, and gender and social development. Therefore, capacity enhancement and communication is needed in terms of making stakeholders aware of the actual projects being supported by the Nile Basin Initiative and other organizations and how they are related to Nile water.

In Kenya, NDF members have been engaged in the Sio-Malaba-Malakisi River Project, Mara River Conservation Project and on issues concerning the New 220 kV line from Lessos to Bujagali Hydropower station in Uganda. However, less than 10% of the actual members are engaged in these Nile cooperation activities. The main constraints for member engagement include inadequate finances, poor coordination by the current leadership (minimal delegation of duties), and low levels consultations and communication.

In South Sudan, the stakeholders are not aware of any Nile cooperation projects though most of them are familiar with projects in the two river basins (Aswa River and Baro-Akobo-Sobat). In relation to the basins, they are concerned about issues like food security, environmental conservation, welfare of pastoralists, regulation of navigation, and enhancement of fisheries. The key capacity needs to be addressed include ability to advocate for laws and policies to regulate the use of the basins' resources and to prevent environmental pollution, conflict resolution mechanisms to reduce tensions among different stakeholders (users of the basins) and establishment of fishing rules and fish cottage industries. In addition, communication to and from community is of vital essence.

In Rwanda, NDF members are engaged in Akagera Project, Rusumo Falls Hydroelectric Project and Global Water Partnership (GWP) activities. Members are of the view that there is a disconnect between what NBI is doing and national stakeholders' interests, due to minimal consultations. Thus, their engagement is not optimal. They also felt they needed to be more engaged as they are not aware of all the activities of NBI in the country.

In Sudan, only a few (21%) of the CSO members of NDF (both actual and potentials) are currently involved in activities related to Nile cooperation projects. It was also found that they were just aware of one project, i.e., the Eastern Nile Watershed Management Project. Thus there is need to improve awareness of the relevant projects and how they are related to Nile water in the country.

The NDF in Tanzania is engaged in Rusumo Falls Hydroelectric Project, Simiyu River basin conservation, Burenga dam project and Mara River Basin activities. About 40% of the actual members are engaged in dialogues and advocacy issues involving these projects. However, on issues of compensation arising from Rusumo Falls Hydroelectric Project, the country is lagging behind Rwanda and Burundi. The NDF

members have been experiencing non-consistent communication from NBI and it seemed like there are disagreements on project implementation approaches and accountability at the grass root level, due to low levels of consultations.

In Uganda, NDF members are aware of the LEAF Project and many NBI projects and activities, e.g., Water hyacinth project (to increase the fish stock), Water Management Development Project (conservation of Kalangala Falls and Mabira ecosystem) and Water Management zones project but there has been inadequate communication and information flow that hinders their participation. Thus the influence of NDF on projects' implementation has been minimal. The NDF members and NBI do not agree on all aspects of project implementation and to-date there is no serious collaboration between the two.

6.4.2 Key issues or lessons learnt from stakeholder engagement processes

Considering the extent of NDF engagement and participation in Nile discourses and cooperation projects, several issues have been noted as pre-requisites to ensure results-oriented engagement processes. These include:

- In all the Clusters, vertical and horizontal communication (including consultations) are very important in enhancing sharing of information and co-learning which are some of the vital ingredients of success of cooperation initiatives.
- The various opportunities for engagement scoped out of this report (Section 6.4.1) need be utilized as they will allow NBI, and to some extent NBD, to implement a stakeholder engagement strategy that strategically includes all stakeholders in the basin community in cooperation processes, activities and networks.
- In all the Clusters, NDFs and their members need to be organized in a way that demonstrates clear linkages with NBI businesses, and visibility of their areas of operations and capacities to contribute to the NBI processes by providing not only feedback information from the grassroots but also sharing indigenous knowledge and lessons learnt in order to inform inclusive implementation of NBI programs and projects.
- The NDFs and their members should be viewed as partners in Nile cooperation and engaged responsibly in order to ensure constructive and results oriented engagement processes.

7. EXISTING CHALLENGES AND OPPORTUNITIES

7.1 Funding and political support

All the NDFs have low capacities to raise own funds. However, it must be noted that this capacity is related to the country's strategic relationship with Nile water. For instance, Ethiopia being the source of Blue Nile can raise funds more easily than the downstream countries. Also Uganda, with the whole country being in the Nile Basin and being the headquarters of the NBD and the NBI, has very favorable conditions for raising funds. As indicated in Table 7.1, most of the countries were getting their funding from NBD up to 2012 and to-date have challenges of getting alternative sources. Notably, Cluster 3 NDFs are more self-reliant in terms of fund raising than NDFs in the other two Clusters which tend to rely more on NBD to finance their activities.

It is important to view the percentages in Table 7.1 as a representation of perceptions on sources of funds rather than calculated proportions since the actual amounts (absolute figures) were not compared during data collection. Thus Ethiopia, Kenya, South Sudan, and Sudan perceive that their main source of funding ought to be NBD while Burundi, Egypt, Rwanda, and Tanzania think their source of funds is mainly external development partners. For D.R. Congo, the perception is that membership contributions is the main source of funds for NDF's activities. For Uganda, the perception is that there are minimal NDF activities since there are scarce funds.

Looking at the capacities required for fund raising and funds management, Table 7.1 shows that only Burundi, D.R. Congo, Sudan, Tanzania and Uganda have made efforts to have some of their board member trained for the last three years. This indicates that there is a huge need to have NDF officials and members trained on issues related to being self-sufficient in terms of acquiring financial resources. It was also found that NDFs in all the Clusters work very well with the politicians or political leaders. In some cases the political leaders participate in NDF activities. They also motivate the NDF members to keep on advocating for proper utilization and conservation of natural resources. The NDFs have, however, never used the political leaders to get funding from the local or national governments and other sources.

Table 7.1: NDFs' sources of funds and capacity gaps in fund-raising

Variables	Cluster 1				Cluster 2			Cluster 3		
	Egypt	Ethiopia	South Sudan	Sudan	Kenya	Tanzania	Uganda	Burundi	D.R. Congo	Rwanda
% funding from NBD after 2012	—	60	100	95	100	23	—	9	—	—
% funding in form of donors and grants	75	40	—	5	—	75	—	90	—	100
% annual member contributions	25	—	—	—	—	2	—	1	100	—
Number of NDF officials trained on financial management for last 3 years	—	—	—	1	—	—	—	15	—	—
Number of NDF officials trained on proposal writing for last 3 years	—	—	—	—	—	1	5	15	—	—
Number of NDF officials trained on entrepreneurial issues for last 3 years	—	—	—	3	—	—	—	—	15	—
Financial support (amount) from local/county/ regional/national governments for the last 3 years	—	—	—	—	—	—	—	—	—	—

Source: key informant interviews with NDF leaders, 2015

7.2 Human capacity and leadership expertise within NDFs

It was found that the NDF leaderships in all the Clusters are endowed with high human capacity, with most of the board members being in highly coveted professions such as law, economics, environment, agriculture and engineering. Most of the leaders are also well learned. For instance, the levels of education of the NDFs' chairpersons are well above high school (Table 7.2), most of them having acquired postgraduate degrees. Similarly, women members of NDFs' leadership have education level beyond high school and a number of them are either graduates or postgraduates.

However, the main challenge all the Clusters is that the board members are not constantly equipped with skills that may be required for leadership and advocacy activities (Table 7.2). This is particularly so in D.R. Congo and South Sudan where there is very little 'retooling' of leaders.

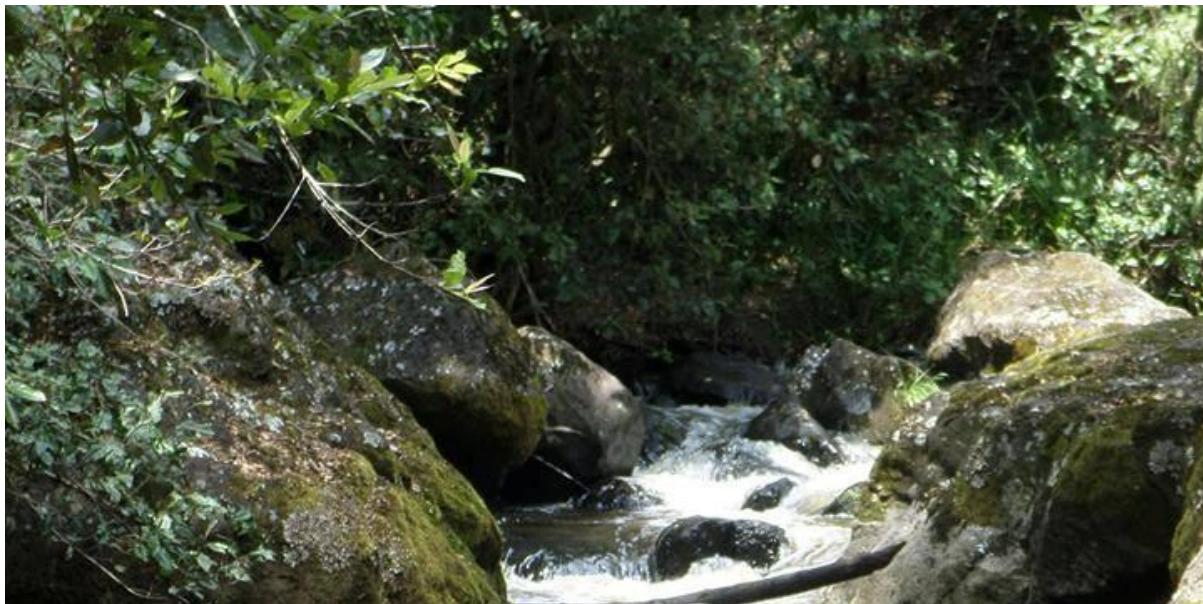


Table 7.2: NDFs' level of human capacity and other aspects

Variables on human capacity	Cluster 1				Cluster 2			Cluster 3		
	Egypt	Ethiopia	South Sudan	Sudan	Kenya	Tanzania	Uganda	Burundi	D.R. Congo	Rwanda
Level of education (yrs) of NDF chairperson	21	18	15	21	16	18	18	18	18	16
Average level of education (yrs) of women in NDF board	16	21	16	16	13	16	16	16	13	16
General expertise of leadership	Media Research Agronomy	Law Economics Environment	Agric. Environ. Veterinary	Eng. Agric. Environ.	Environment Agriculture Advocacy	Law Environ. Finance	Environ. Social work Transport	Law Finance Social work	Law Medicine Environ.	Economics Law Environ.
Number that attended leadership training course (last 3 yrs)	4	5	—	—	—	—	3	3	—	6
Number that attended advocacy training course (last 3 yrs)	20	5	—	10	10	1	—	3	—	2
Number that attended conflict resolution courses (last 3 yrs)	—	5	—	10	3	1	1	3	—	4
Number that attended diplomacy training course (last 3 yrs)	—	—	—	—	—	—	—	—	—	7

Source: Key informant interviews with NDF leaders, 2015

7.3 Incentives to NDF leaders

Since NDFs do not have enough funds, their leaders are poorly remunerated. In all the ten countries, they do not get sitting allowances during meetings and there are no non-monetary incentives from members. Nevertheless, the board members are supported with funds for travel, food and accommodation when conducting NDF activities. Thus is especially common in countries that have been able to secure external funding.

Except in Kenya, Uganda and South Sudan where NDF members are demanding more 'activism' from the leadership, leaders of NDFs in the region are very much involved in ensuring that their members are satisfied with country operations. However, it was found that it is very difficult to sanction members of national boards who may exhibit moral hazard behavior or be corrupt. This is because those in leadership seem like they have already sacrificed a lot as they have taken up very challenging roles and responsibilities. Further, it is also difficult to sanction leaders when there are scarce funds - the main cause of immoral behavior in organizations. Another reason for not sanctioning the leaders may be lack of General Assembly Meetings every year where the members can vote out those in power and replace them with new ones. Some national board members have stayed in office for long time, beyond their term mandates. This actually is also linked to the lack of funding.

7.4 Governance and social inclusion aspects

It was noted that all the NDFs have very well documented objectives which are well linked to their mandates and activities. These include advocacy, raising awareness of Nile water issues, environmental conservation and capacity building of members. However, even with the changing political and socio-economic conditions in the Nile Basin region, these objectives have remained unchanged. Thus, their strategies have remained unchanged a number of years. There is need to develop NDF strategic plans for timeframes of 5-6 years and also plan to review them mid-way and at the end. In particular NDFs in D.R. Congo, Ethiopia, Kenya, South Sudan and Uganda need to pursue self-sufficiency in terms of funding development of their strategic plans.

Cluster-wise, Cluster 3 has stronger attributes of governance than the other two Clusters. For instance, the NDFs in this cluster have been using balloting method of conducting elections. They have also been filing their election returns with NBD Secretariat. Except for reasons of insecurity in D.R. Congo, the NDFs have also been able to conduct timely elections. However, on gender inclusion Cluster 2 has the

best model. Here the NDFs have been able to achieve the socially acceptable 33% mark of inclusion of any gender in the national boards.

For some NDFs, it was difficult to establish whether the current leaders are legally required to be in the office. For instance, UNDF has not held elections since 2010 (Table 7.3). It has also not had an annual general meeting (AGM) since 2013. It is understandable that elections can be extended for some period as it happened in D.R. Congo (due to insecurity) but such an extension can work against the objectives of NDFs if it goes for many years without any good reasons.

There are also serious governance constraints in Ethiopia and South Sudan. The Eth-NDF is yet to be registered and, therefore, there would be no need for elections. Thus, the provisional board has been in office since 2010. In South Sudan, the NDF does not have many other 'actual' members other than those currently in the board. Since the committee is about 71% of the whole actual membership in NDF, elections may not add so much value to the current situation.

It is also important for NDFs to ensure that elections are done in a fully confidential way (balloting) and documentation is sent to or kept at NBD Secretariat. As Table 7.3 indicates, only Burundi D.R. Congo and Rwanda complied with the latter. Also in some countries elections do not involve secret ballots.



Table 7.3: Governance and social inclusion aspects of NDFs

GOVERNANCE/SOCIAL INCLUSION VARIABLES	Cluster 1				Cluster 2			Cluster 3		
	Egypt	Ethiopia	South Sudan	Sudan	Kenya	Tanzania	Uganda	Burundi	D.R. Congo	Rwanda
Number terms and years for leaders in office	Two terms of 2 years	Not yet registered	Two terms of 2 years	One term of 2 years	Two terms of 3 years	One term of 3 years	One term of 3 years	Two terms of 3 years	One term of 3 years	One term of 2 years
Year when last election was held	2013	2010	2013	2013	2012	2012	2010	2012	2011	2013
Whether elections are overdue	No	N/A	No	No	No	No	Yes	No	Yes	No
Method of voting during the last election	Nominations plus ballot	Acclamation	Consensus	Nominations plus ballot	Ballot	Ballot	Ballot	Ballot	Ballot	Ballot
Minutes of election sent to NBD Secretariat	–	–	–	–	–	–	–	✓	✓	✓
Number of members in the board	7	5	7	12	11	9	9	15	13	8
Proportion of women in current leadership	43%	20%	14%	42%	36%	44%	33%	27%	23%	50%
Position of women in leadership	Secretary general and member	Member	Treasurer	Vice chairperson and treasurer	Vice chairperson and treasurer	Vice chairperson member of GA	Treasurer	Vice-chairperson and deputies of commissions	Treasurer and gender	Vice chairpersons on treasurer, gender, Secretary general
Proportion of youth in current leadership	–	–	14%	17%	–	11%	22%	7%	–	25%
Proportion of vulnerable in current leadership	–	–	–	8%	–	11%	–	–	–	–

Presence of gender policy in NDF constitution	✓	Not registered	✓	—	✓	✓	✓	✓	✓	✓	✓
Presence of youth welfare programs to enhance participation in NDF activities	—	—	—	✓	—	—	Yes	✓	✓	✓	—
Presence of women welfare programs to enhance participation in NDF activities	—	—	—	✓	—	—	—	—	✓	—	—
Presence of vulnerable groups welfare programs to enhance participation in NDF activities	✓	—	—	✓	—	—	—	—	—	—	—

Source: Key informant interviews with NDF leaders, 2015

Social inclusion is yet to be complied with in most of the countries (Table 7.3). While Egypt, Kenya, Rwanda, Sudan, Tanzania and Uganda have met the critical threshold of having at least a third of any gender in leadership teams (as has been stated in most of the countries constitutions), youth and the vulnerable are still excluded from participation in NDF boards. In particular, South Sudan and Ethiopia will need to invest in mechanisms and programs to ensure women are involved in leadership. Further, most of the countries should implement programs that draw youth and the vulnerable to NDF activities. It was found that these two groups are not in the current leadership mainly because they are also not members of the NDFs. Thus, it would be important to introduce them to the general activities of the NDFs so that, later, they can be involved in leadership.



8. CONCLUSIONS AND INTERVENTION AREAS

This report has provided the current status and a broad picture of the NDFs and their membership, and stakeholders and networks working on Nile cooperation and development activities and how they have evolved over the years. It has also documented the existing linkages and coordination with NBD, NBI, other partners and their member CSOs and identified gaps in the current Nile Basin stakeholder engagement processes. Further, the report has provided suggestions from stakeholders on how NBD can best coordinate stakeholders to deliver improvements in Nile cooperation and development initiatives, and develop partnerships and coalitions for sustainable stakeholder engagement.

In providing the broad picture of the NDFs, the report mapped all the members (both actual and potential) by their expertise (whether related to issues of Nile cooperation and development initiatives or not), geographical area (whether local/regional, national or international), type of activity (whether related to existing NBI SAP projects or not), gender of current leaders and many other relevant aspects. Ultimately, the report has identified several challenges, existing gaps and opportunities related to organizational development, membership structure, structural organization, linkages and coordination among themselves and with others, stakeholder engagement, funding, political support/enabling environment, governance and social inclusion.

In this section, the report will identify interventions to fill these gaps while taking advantage of the opportunities. Specific results will be picked and necessary interventions recommended, while identifying actors who will be required to take actions in specific countries. It is important to note other actors, other than NBD, NDFs and the NBI as a partner, can also be in a position to deliver on interventions when reached through proposals or information is passed to them in form of reports and briefs. Thus their interventions are likely to be realized especially after being reached out by NBD, NDFs and the NBI as a partner.

8.1 NDFs' organizational development

The report has shown that NDFs in the ten countries are at different stages of organizational development in terms of legalization of their registration, size of the leadership board, physical

infrastructure (office), fund raising and establishment as pure civil society organizations. From the results the following specific interventions will be required (Table 8.1).

Table 8.1: Interventions related to organizational development of NDFs

TYPE OF INTERVENTION	NDF to take action	Role of NBD
Legal registration to be effected	Eth-NDF	Follow up and employ necessary incentives and sanctions
Adoption of word 'Forum' in legally registered names	SSNDF	Issue to be considered as substantive by NBD Board
Harmonize the size of national boards. Currently the range is 5-15 and is too wide. Suggested range is 9-11, to ensure cost-effectiveness and optimality of performance of activities	SSNDF, Eth-NDF, Eg-NDF and RNDF (increase size) SNDF, DRCNDF and BNDF (reduce size)	Re-examine the policy and ensure compliance in coming elections Consideration of specific country laws and regulations will be important during the harmonization process
Establishment of NDFs as pure conglomerates of CSO organizations	DRCNDF (isolate media and government agencies), Eg-NDF (isolate individuals, media, government agencies), Eth-NDF, SSNDF (look for CSOs and isolate individuals), SNDF (isolate individuals, government agencies and network associations), UNDF (isolate government agencies and network associations)	Establish clear membership criteria and categories for all NDFs, i.e., CSO members, associates (individuals, experts, network associations, etc.) and partners (government agencies, international organizations, bilateral organizations and development partners) Policy change: only CSO members will be involved in decision making. They are the only de jure owners of NDF
Independence of NDFs from other CSO organizations to enhance visibility and effectiveness	Eg-NDF, Eth-NDF, KNDF, SSNDF, SNDF and UNDF	Policy on NDF offices (related to availability of funds): ensure independence

8.2 Functional organizational structures of NDFs

It was found that all the ten NDFs have different organizational structures. Although the national board members felt that their respective structures favored NDFs' performance, it was found that modifications will be required and particularly after addressing the nature of membership that will be adopted in every country in future. Also it appears like NDFs do not have guidelines on how their members should be organized. An important question is whether NDFs should have another level of decision making as it was found in Sudan and Kenya. This and other key issues will require interventions as shown in Table 8.2.

Table 8.2: Interventions related to functional organizational structures of NDFs

TYPE OF INTERVENTION	NDF/actor to take action	Role of NBD
Maintain one level of decision making: national board	SNDF and KNDF	Guidelines from NBD
Restructuring of local discourse forums (LDFs) to harmonize the approach	Eg-NDF, SNDF, KNDF and TNDF	Guidelines from NBD NBD Board to substantially review the approach and provide guidelines
Remove 'hosting' or 'umbrella' CSO organizations	Eg-NDF, Eth-NDF and UNDF	Help NDFs to fundraise in order to be independent Provide policy guidelines
Roles of board members: should it be theme based (RNDF or BNDF) or 'spatially' based (DRCNDF) or the focal area approach (KNDF)	All NDFs	Issue to be recommended for discussion by the NBD Board and provided appropriate guidelines
The role of national CSO networks in the structure of NDFs	SNDF and UNDF	Policy issue: NBD to ensure they are relegated to associate members (see Table 8.1)
Less strict criteria for NDF membership for CSOs	BNDF and RNDF	NBD to develop recruitment guidelines (qualifications for membership) for all NDFs

8.3 NDFs' membership profile and operational characteristics

The geographical coverage of the members depends on the type of membership (whether individuals, CBOs or NGOs) and the activity being conducted (whether of local/regional or national interest). Hence most of the CBOs doing agriculture or fishing operated at the local level while NGOs working on environmental issues operated at the national level since natural resources stretch across landscapes. The other factors were related to national challenges such as insecurity, political instability and urbanization of members. In Table 8.3, different interventions related to these and other factors have been identified



Table 8.3: Interventions related to members profile and operational characteristics

TYPE OF INTERVENTION	NDF/actor to take action	Role of NBD
Maintenance of a balanced proportion of NGOs and CBOs to ensure national visibility and relevance	KNDF	Emphasis be placed on recruitment of NGOs to ensure the proportion of CBOs reduces from the current 80% to below 50%
Ensure gender balance in the leadership of CSOs to avoid social exclusion and enhance outreach to diverse groups of people	BNDF, Eg-NDF, Eth-NDF and SNDF	NBD to ensure more women-led CSOs are recruited into membership NBD Board to set a bare minimum criterion related to involvement of women-led CSO Capacity building among CSOs to ensure women participate in leadership
For future recruitment of CSO members among the potential ones, targeting diverse expertise within membership will be more rewarding, e.g., having CSOs dealing with environmental issues and others working on socio-economic development	Eth-NDF, KNDF, SSNDF and SNDF	Provide policy guidelines on targeting appropriate members Ensure those with a particular specific expertise are not more than 50% of the membership
Increase recruitment among CSO members involved in R&D in order to improve NDFs' linkages to relevant research in the Basin	All NDFs	Ensure future recruitment target CSOs dealing with R&D
Re-assessment and re-alignment of the role of international NGOs (without local boards) who are members of NBD. What is their influence on the mandate and objectives of NDFs?	Eg-NDF, Eth-NDF, KNDF, TNDF and UNDF	Policy guidelines on membership (see Table 8.1)
Minimizing the number of CSOs operating from the cities and increasing rural/regional based ones	Eth-NDF, and UNDF	Ensure future recruitment targets rural/regional based CSOs
Addressing implications of insecurity and political instability	DRCNDF, SSNDF and BUNDF	Capacity building on coping strategies Capacity building on democratization issues

8.4 NDFs' linkages and coordination with others

Examination of vertical linkages and coordination with NBD and NBI showed that while NDFs have been able to get some benefits, they are not fully satisfied with the current relationships. This is especially so with NBI due to lack of effective communication and consultations during implementation of its projects.

Similarly, in a number of countries the relationship between NDFs with member CSOs is not all that good. The CSOs are not satisfied with NDFs' delivery of services to them as members. On horizontal linkages, NDFs from different countries interact very little with one another and in most cases they have to be coordinated by NBD in order to have joint activities. As Tables 8.4 and 8.5 show, different interventions will be required in order to strengthen these and other linkages.

Table 8.4: Interventions related to NDFs' linkages and coordination with NBD and NBI

TYPE OF INTERVENTION	Actions by NBD (and NBI where specified)	NDFs to be targeted and their roles
NBD to satisfy NDFs with its support services	<p>NBD to balance its top-down and bottom-up approaches</p> <p>NBD to invest in mechanisms to ensure sustainable cooperation between itself and NDFs</p> <p>NBD to have continuous joint fund-raising activities with NDFs</p>	<p>All NDFs but critical ones are BNDF, DRCNDF, Eth-NDF, RNDF, SSNDF and UNDF.</p> <p>NDFs should remain positive that NBD will support them</p>
Strengthening the communication and consultation on NBI's activities	<p>NBD in collaboration with NBI to improve communication & consultations between NDF and its officials at country or sub-basin levels</p> <p>NBD in collaboration with NBI to improve on its communication and awareness on the cooperation framework at the national level in order to be more effective in fulfilling stakeholder interests</p>	<p>All NDFs but the critical ones are BNDF, DRCNDF, Eg-NDF, RNDF, SNDF and TNDF</p> <p>NDFs to be proactive in getting to know NBI's development agenda in their countries</p>

Table 8.5: Interventions related to NDFs' linkages and coordination with their members and other actors

TYPE OF INTERVENTION	NDFs to take action	Role of NBD and NDFs
Strengthen linkages with CSO members and improve outreach and provision of services	SSNDF, KNDF, Eth-NDF, TNDF and UNDF	Support NDFs in their fundraising initiatives Ensure there are effective communication platforms between NDFs and their CSO members Supervision of NDFs to strengthen their governance and accountability to members
Build capacity on enhancement of engagement, linkages and coordination of NDFs with their members	All NDFs	NBD to develop modules for capacity building according to the needs of each country. The different topics will include but not limited to fundraising, appropriate communication systems, office establishment and management, service delivery, legitimacy of leaders, etc.
Strengthen linkages with development partners and other external actors who can provide various forms of support to NDF activities	All NDFs but critical ones are SSNDF, KNDF and UNDF	NBD to look for more development partners on behalf of the NDFs NBD and NDFs conduct joint identification of development partners and their funding priority areas
Increase involvement of government agencies in NDF activities	All NDFs but critical ones are DRCNDF SSNDF, KNDF, BNDF and Eth-NDF	NBD to conduct capacity building on how best to work with government agencies NDFs and NBD to enhance communication with government agencies
Involve private sector actors in the activities of the NDFs (they could be partners or collaborators)	All NDFs	NDFs and NBD to enhance communication with private sector actors
Enhance the role of media in the dissemination of NDFs' ideologies, strategies and discourses	BNDF, SSNDF, KNDF, TNDF and UNDF	More media companies to be recruited as associate members of the NDFs More media associations and networks to be recruited as actual members of NDFs
Enhance joint communication strategies with other NDFs	All NDFs	Capacity building of NDFs on the need for joint communication and approaches NBD to facilitate if requested
Enhance joint knowledge generation/sharing/transfer	All NDFs	Capacity building of NDFs on the need for joint knowledge generation/transfer and approaches NBD to facilitate if requested
Conduct peer capacity building	All NDFs	Capacity building of NDFs on the need for peer capacity building and approaches NBD to facilitate if requested
Conduct peer monitoring	All NDFs	Capacity building of NDFs on the need for peer monitoring and approaches NBD to facilitate if requested

8.5 NDFs' need for capacity in stakeholder engagement process

All the NDFs were found to have the need for capacity building in various aspects in order to enhance their stakeholder engagement process. These aspects include climate change risk and resilience, engagement coordination, resource mobilization, communication and information flow, management of engagement processes, technical issues to support discourses, and extent of engagement in Nile cooperation projects and activities. Table 8.6 provides the various interventions required for ensuring these capacity needs are met.

Table 8.6: Interventions related to capacities in stakeholder engagement process

TYPE OF INTERVENTION	NDFs to take action	Role of NBD (in collaboration with NBI where specified)
Enhance awareness about climate change risk management (CRM) and Disaster Risk Reduction (DRR) and capacity to conduct discourses on the same	All NDFs	NBD to plan and facilitate capacity building process NBD to build capacity on specific climate change issues in specific countries
Ensure there are stakeholder 'whips' in engagement process through establishment of coordination offices with full-time and salaried coordinators	All NDFs except BNDF and RNDF	NBD to support NDFs through fundraising initiatives in order to have salaried coordinators NBD to adopt a decentralized approach in supporting the coordination offices
Create an information and communication or dialogue platform accessed by all the CSO members and NBD at any place and any time	All NDFs	Capacity building in information and communication management
Establish necessary standards and tools for stakeholder engagement processes. These include performance appraisals, monitoring and evaluation framework (with log-frames) and core values	All NDFs	Capacity building in establishing the standards and tools Regular monitoring of the standards to ensure compliance
Build capacity on technical issues to facilitate discourses and stakeholder engagement. These issues include understanding of watershed management, conflict resolution, advocacy, diplomacy, sustainable resource (water) management, democratization, etc.	All NDFs	NBD to facilitate capacity building activities Through training of trainers (ToT) NBD to create a bank of human resources for capacity building activities
Enhance NDFs' extent of engagement in Nile cooperation projects	ALL NDFs	NBD in collaboration with the NBI to improve communication to NDFs at the country level to ensure stakeholder awareness of all projects NBD to collaborate with NBI and the NDFs at the country level and agree on aspects of projects' implementation

8.6 General NDFs' existing challenges and opportunities

The report indicates that most of the NDFs have funding challenges and have been dependent on NBD Secretariat for their financial needs since they were formed. In fact only Burundi, Egypt, Rwanda, and Tanzania NDF leaders feel that they can operate without financial support from NBD. The other key challenge relates to human capacity in leadership. It was found that whereas most of the leaders have acquired very high levels of education, they still need constant retooling or capacity building in leadership, advocacy, and other skills. The leaders also lack morale because they do not have enough incentives or motivation in their work. Further, most of the leaders are elderly and there are no mentorship programs for youths who would be trained to take up leadership positions in future. Similarly, women and the vulnerable are not fully incorporated in NDFs' leadership. Thus, as Table 8.7 indicates there is need for NDFs to address these challenges given that there exists promising opportunities for tackling them.

Table 8.7: Interventions related to exiting challenges and opportunities

TYPE OF INTERVENTION	NDFs to take action	Opportunities for NDFs and NBD
Ensure self-sufficiency in meeting NDF financial needs and therefore remunerate leaders well	All NDFs	Proposal writing related to key natural resources and/or environmental issues in each country Joint fundraising efforts between NDFs and NBD
Ensure NDF officials and CSO leaders have adequate capacity on issues related to being self-reliant in terms of acquiring financial resources	All NDFs	Harmonious working environment between NDFs and NBD Capacity building on proposal writing by different development partners
Enhance membership contributions/subscriptions as one of the sources of funds and to create a sense of belonging and increase commitment of members to NDFs	All NDFs except DRCNDF	CSO members are willing to make contributions and most of them (except for KNDF) are NGOs supported by external donors
Ensure constant 'retooling' of NDF and CSO leaders in order to cope up with challenges of modernization and globalization	All NDFs	NBD can get relevant trainers for different skills
Develop medium term strategic plans with appropriate implementation plans and budgets	All NDFs	NBD can facilitate
Ensure timely holding of elections in a full democratic manner	All NDFs and particularly UNDF and DRCNDF	NBD can facilitate and oversee elections
Eliminate serious governance constraints that impede the activities of NDFs	Eth-NDF, SSNDF, KNDF and UNDF	Good support from members
Ensure gender inclusion in CSO leadership as well as in that of NDFs (at least 33%)	Eth-NDF, DRCNDF, BNDF and SSNDF	Many CSOs with qualified women leaders from where leaders can be pick
Implement programs to draw youth and vulnerable persons to NDF activities	All NDFs	Huge youthful population (65% of total population in the Basin is youth) that is willing to be involved Most of the NDFs work among many vulnerable communities

8.7 Key capacity building needs cross-cutting the Clusters and NDFs

As much as possible, the results of the report have been presented from the perspective of the Clusters (Cluster 1 - South Sudan, Sudan, Ethiopia and Egypt, Cluster 2- Uganda, Tanzania and Kenya, and Cluster 3- Rwanda, Burundi and D.R. Congo) as well as NDFs. The report has demonstrated that most of the results are specific to NDFs and may not be generalized at the Cluster level. However, as Table 8.8

shows, there are certain key capacity needs that cut-across the Clusters and NDFs, and need be addressed in the short term in order to enable NDFs achieve a critical mass in their operations and particularly stakeholder engagement. In the development of capacity building modules, nevertheless, NDF-specific needs have to be taken care of. For instance, governance constraints differ from one country to the other and therefore emphasis should be placed on addressing NDF-specific needs documented in Section 7.4 of this report.



Table 8.8: Key capacity building needs cross-cutting Clusters and NDFs

Capacity building needs of NDFs and member CSO	Common to clusters (specified)	Common to countries (specified)	Organization to provide/build capacity
Capacity to fundraise from external sources	All	All	NBD International Development partners
Lack of effective communication with NBI and other partners	All	All	NBD/NBI/Others
Creating a sense of belonging among CSO members	Clusters 1 and 2	All the countries of the two clusters except Egypt and Tanzania	NDFs Government agencies dealing with CSOs
Lack of own independent office	Clusters 1 and 2	All the countries of the two clusters except Egypt and Tanzania	NDFs NBD International Development partners
'Retooling' of NDF and CSO leaders in order to cope up with challenges of modernization and globalization	All	All	
Training to address governance constraints	Clusters 1 and 2	Target mainly South Sudan, Ethiopia, Uganda and Kenya	NBD
Capacity building on inclusiveness of women and vulnerable groups in leadership	All	All	NBD International Development partners
Capacity building on technical issues to facilitate discourses and stakeholder engagement	All	All	NBD
Capacity building on performance contracts and quality standards in stakeholder engagement	All	All	NBD
Capacity building of CSO members in order to cope up with challenges of climate change	All	All	NBD, Governments International Development partners
Role of media in the dissemination of NDFs' strategies and discourses	All	All	NBD

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Photo, NBD – Nile Basin Countries CSOs and Partners Stakeholder Mapping Report reviewed, September, 2015

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