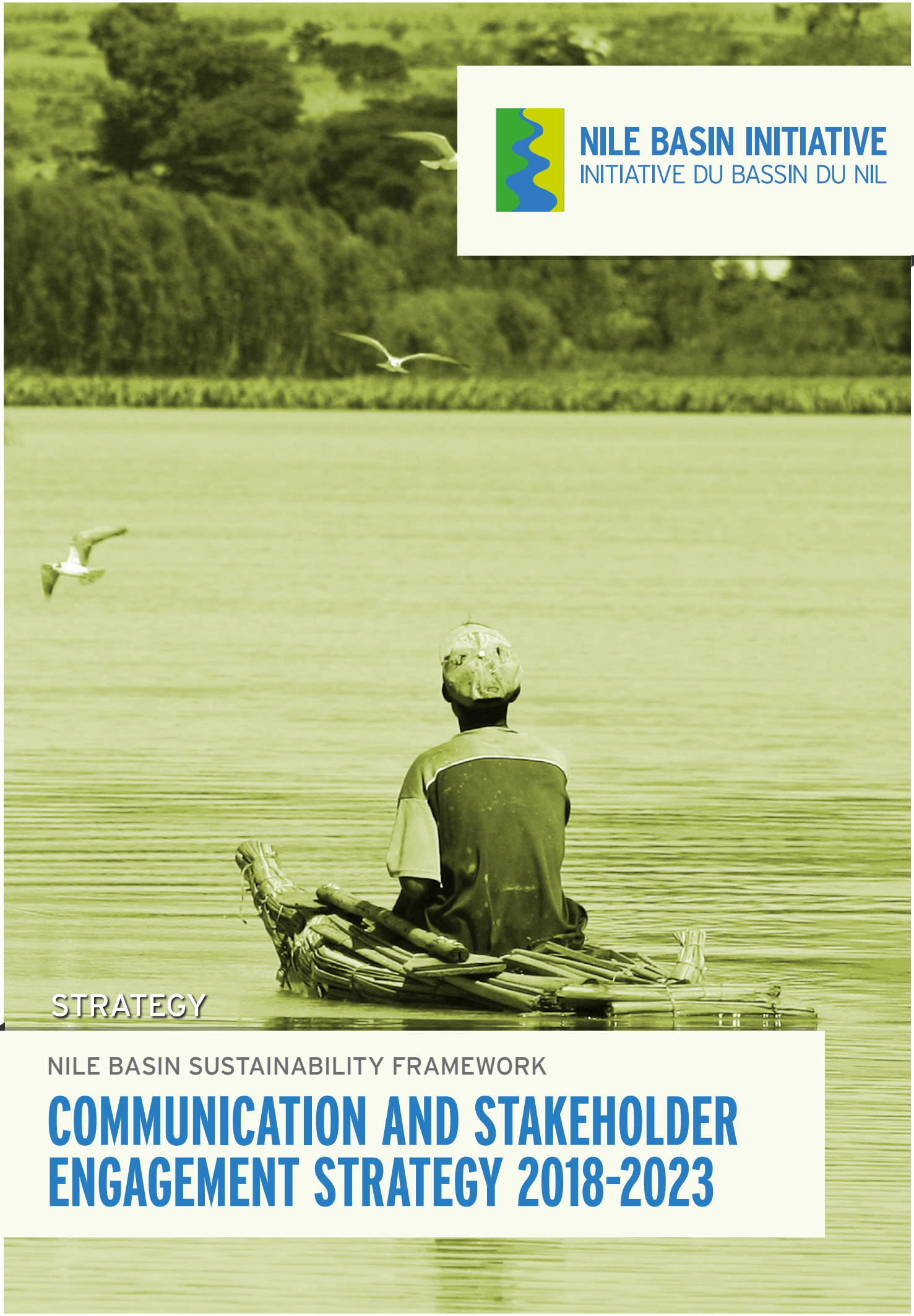


NILE BASIN INITIATIVE
INITIATIVE DU BASSIN DU NIL

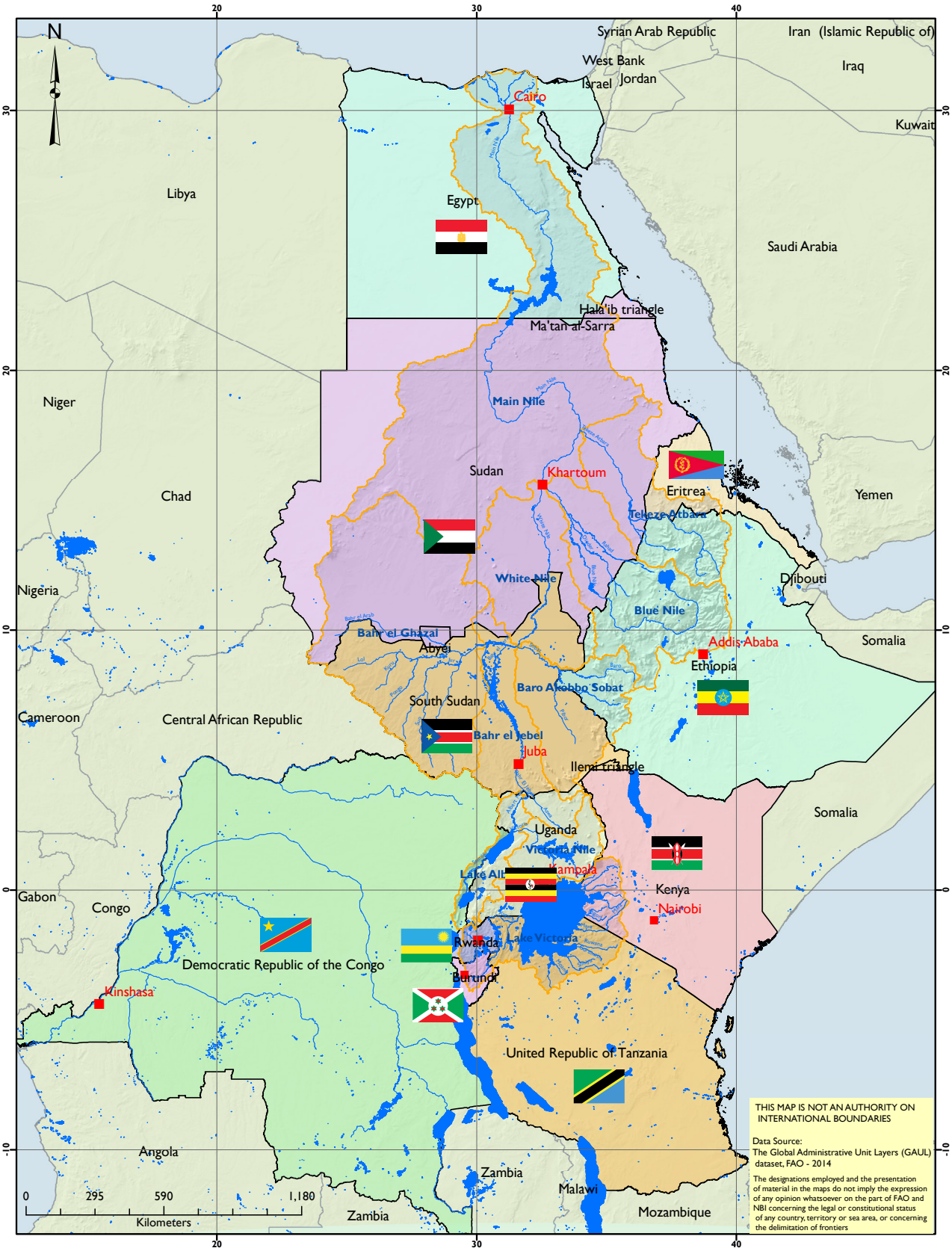
STRATEGY

NILE BASIN SUSTAINABILITY FRAMEWORK

COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY 2018-2023

Photo: iStock

NBI MEMBER STATES



* Eritrea participates as an observer

Table of Contents

ACRONYMS AND ABBREVIATIONS

ANBO	African Network of Basin Organisations
AU/PIDA	African Union / Programme for Infrastructure Development in Africa
COM	Council of Ministers
COMESA	Common Market for Eastern and Southern Africa
DSS	Decision Support System
EAC	East African Community
EAPP	East African Power Pool
EN	Eastern Nile
ENTRO	Eastern Nile Technical Regional Office
GWP	Global Water Partnership
Hydromet	Hydro metrological Survey of the Catchments of Lakes Victoria, Kyoga and Albert
IFIs	International Financial Institutions
IGAD	Intergovernmental Authority on Development
IPFs	International Project Financing
IUCEA	Inter-University Council for East Africa
LEAF	Lakes Edward and Albert Project on Fisheries and Catchment Management
LVBC	Lake Victoria Basin Commission
MS	Member States
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NEL	Nile Equatorial Lakes
NELSAP-CU	Nile Equatorial Lakes Subsidiary Action Programme Coordination Unit
Nile-Sec	Nile Basin Initiative Secretariat
PJTC	Permanent Joint Technical Committee
RBOs	River Basin Organisations
SAP	Subsidiary Action Programme
SOB	State of Basin Report
TAC	Technical Advisory Committee

1. Introduction and Context

The Nile Basin Initiative (NBI) is a regional intergovernmental partnership of ten Nile Basin countries, namely; Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania, and Uganda, that seeks to promote cooperative management and development of the shared Nile Basin water resources for win-win benefits and promote regional peace and security.

This overarching NBI Communication and Stakeholder Engagement Strategy 2018 – 2023 aims to support the successful implementation of NBI's 10-year Strategy in a coordinated and consistent manner. Well-structured stakeholder engagement will enable NBI to get the maximum buy-in and ownership from its stakeholders, as well as create a common understanding of the benefits and challenges of Nile cooperation and the risks of non-cooperation. Communication serves to support and enable this process – and is therefore understood as a means towards successful stakeholder engagement.

Given the complex and changing environment within which NBI operates as well as the changing parameters for communication and stakeholder engagement, this overarching Communication and Stakeholder Engagement Strategy will be jointly reviewed by the three NBI Centres – the Secretariat (Nile-SEC), the Eastern Nile Technical Regional Office (ENTRO) and the Nile Equatorial Lakes Subsidiary Action Programme Coordination Unit (NELSAP-CU) – annually.

Progress against the achievement of the objectives of this Strategy will be regularly reviewed and reported on in line with NBI's results based monitoring and evaluation framework.

2. Situation Analysis

The new NBI Communication and Stakeholder Engagement Strategy 2018-2023 builds on a predecessor document of 2012 – 2016. NBI's Communication and Stakeholder Engagement activities of this previous period were evaluated through a stakeholder survey conducted in October 2017, expert opinions and an internal SWOT analysis to determine which previous successes can be built on and which shortcomings should be addressed, as well as how best to deal with the current opportunities and challenges facing NBI.

Firstly, as a result of previous efforts, the understanding that "cooperation is a must, not a choice" – as continuously promoted by NBI – is now fully embraced by and frequently repeated by all Nile Basin States. Further, NBI has operationalised its core business on communication and stakeholder engagement, creating a constant flow of presswork, corporate communication products and events. Media relations were prioritised and online communication tools rejuvenated. Last but not least, a unified corporate design was created in order to communicate with a clear and professional public image.

With these successes in mind, shortcomings were identified in terms of making NBI's content relevant to the political cooperation process between Nile Basin States. More effort is therefore needed to communicate the specific benefits of Nile cooperation, and to increase the utilisation of NBI's technical achievements to provide constructive, basin-wide solution options as a basis for informed decision making.

NBI's agenda, as laid out in its 10-Year Strategy, and its relevance to the more broader development agenda in the basin provide an opportunity for communication and stakeholder engagement to carry these issues into the political cooperation process, particularly the Nile Basin Heads of States Summit series initiated in June 2017.

Finally, NBI continues to navigate a highly complex and fast-changing environment of regional actors as well as political and technical developments. The political and public debate in the Nile Basin today is marked by a number of misconceptions and false narratives which undermine progress in the political and technical cooperation tracks. NBI therefore requires a more intimate understanding of its key stakeholders' conceptions and priorities, and their preferred channels and tools of communication and engagement. NBI also requires more flexibility to respond to shifts in the political and public debate swiftly and effectively.

3. About this Strategy

NBI's Member States jointly work towards a Shared Vision Objective 'to achieve sustainable socio-economic development through equitable utilisation of, and benefit from, the common Nile Basin water resources'. In view of this Shared Vision Objective, the implementation of NBI's 10-year Strategy was formulated in 2017 to support its Member States in achieving six Strategic Goals in the fields of water security, energy security, food security, environmental sustainability, climate change adaptation and transboundary water governance. The overarching NBI Communication and Stakeholder Engagement Strategy 2018-2023 is derived from the NBI 10-Year Strategy.

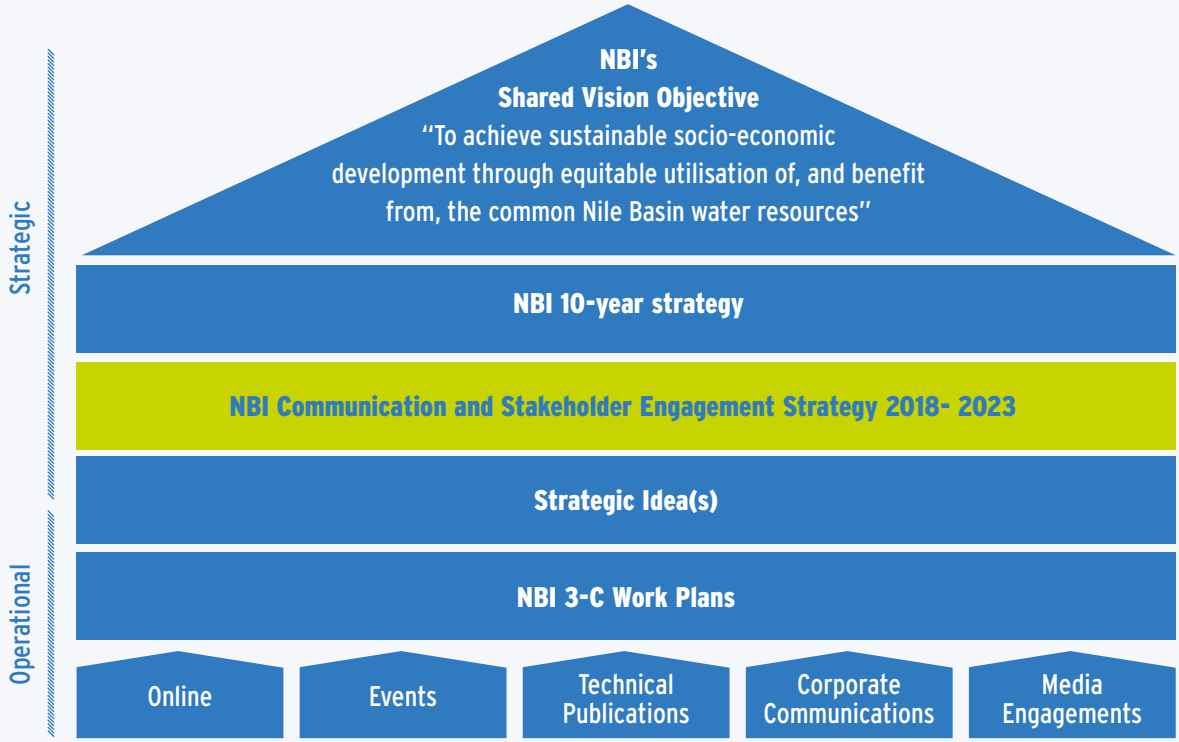


Figure 1. The House of NBI's Communication and Stakeholder Engagement Strategy

The Communication and Stakeholder Engagement Strategy is underpinned by a strategic idea (see Annex I) which seeks to guide the implementation through NBI's three centre-specific annual work plans, as well as Communication and Stakeholder Engagement Plans for selected projects and work streams. To guide this process, a Template for work stream-specific Communication and Stakeholder Engagement Plans is available in Annex II.

This Strategy will be reviewed annually in order to respond to constantly changing information needs and priorities in the basin.

4. Goals, Objectives and Strategic Approaches for NBI's Communication and Stakeholder Engagement

The overarching NBI Communication and Stakeholder Engagement Strategy 2018-2023 directly contributes towards the achievement of NBI's six Strategic Goals by fulfilling the cross-cutting strategic direction 6.5 which seeks to **"build consensus among the countries' public and stakeholders for cooperative basin development and management"**.

From this, NBI has derived the following two overarching objectives for Communication and Stakeholder Engagement to support this goal:

1. To create foundation for factual and constructive dialogue on Nile Basin issues; and
2. To get buy-in for NBI's activities in order to address challenges in the Nile Basin.

NBI understands these objectives to be inherently interlinked, as its activities create the knowledge basis for factual dialogue, and the solution options for constructive dialogue. Vice-versa, a factual and constructive dialogue can – in the face of the very real value NBI's work has to the challenges of the basin – only result in increased buy-in for NBI's work.

With this understanding, a sub-set of six strategic approaches – each with a set of specific action areas – is devised to contribute to both objectives in equal measure:

A. Better demonstrate NBI's relevance to the Nile Basin.

A1. Effectively communicate challenges and risks facing the Nile Basin.

The Nile Basin is facing a multitude of shared challenges, including high water variability, growing water demand and climate change. In order to adequately respond to these challenges, NBI transparently informs on these challenges and risks, to generate buy-in by the relevant stakeholders for joint action.

A2. Enhance communication of NBI-generated technical solution options for key basin challenges and risks.

NBI and its Member States generate technical solution options that form the foundations for effective basin-wide management and development of the shared Nile Basin water and related resources. NBI's communication and stakeholder engagement activities raise awareness of such solution options.

A3. Develop and implement activity/process/product-specific communication and stakeholder engagement plan, with the aim of agenda-setting.

In order to fully utilise NBI's knowledge and solution options for effective agenda-setting, a targeted and process-specific approach to communication and stakeholder engagement approach is employed.

B. Mainstream narratives that promote Nile cooperation.

B1. Analyse content of lead media to map predominant narratives and trends in the public discourse, and identify common misconceptions that undermine Nile cooperation.

The public and political discourse on Nile Basin affairs is often defined by commonly-held misconceptions, which can obstruct solution-oriented dialogue. By analysing trends in selected lead media, NBI identifies the most frequent of such narratives.

B2. Place corrective/constructive narratives in lead media outlets.

NBI develops corrective/constructive narratives that promote Nile cooperation and places them in lead media through its media engagement.

C. Enhance awareness of NBI's achievements and the benefits of cooperation.

C1. Enhance image of NBI by better communicating NBI's achievements to date.

NBI has made a substantial contribution to addressing the shared challenges faced in the Nile Basin. NBI highlights these achievements and need for further cooperation by more effectively communicating high-level results.

C2. Better communicate the benefits of cooperation for national development and people's livelihoods.

NBI demonstrates the benefits of cooperation by highlighting its contribution to national development plans and Sustainable Development Goals. Facts and figures as well as people's stories are always linked towards the basin development agenda.

D. Leverage regional events to advance the NBI agenda.

D1. Better utilise NBI-organised events to place key messages that will directly benefit implementation of NBI's agenda.

NBI clearly communicates key messages from its events (NBDF, Nile Day, thematic fora, workshops...) to participants, media and the general public.

D2. Co-host/co-organise events in collaboration with other regional organisations.

NBI links the relevance of its work and events to the wider regional integration process by partnering with relevant organisations.

D3. Better utilise communication opportunities provided by other organisations' events.

This includes relevant national-level water and related events, regional events (e.g. AU or IGAD hosted occasions) as well as global events (e.g. World Water Day).

E. Identify and engage important stakeholders proactively

E1. Improve record-keeping of NBI stakeholders through regularly updated, centre-specific stakeholder databases.

Each of NBI's centres maintains a regularly updated stakeholder database and is able to share stakeholder information with other centres upon request.

E2. Organise stakeholder specific/tailor-made engagement forums.

Thematic forums are organised to directly target specific stakeholder groups, based on their priorities and interests which are regularly analysed.

E3. Better utilise strategic partnerships to engage specific stakeholder groups.

Many of NBI's current and planned strategic partners have established close networks within specific stakeholder groups (e.g. the Nile Basin Discourse's network of Civil Society Organisations). Where feasible, NBI will collaborate with its strategic partners to more efficiently and effectively engage these groups.

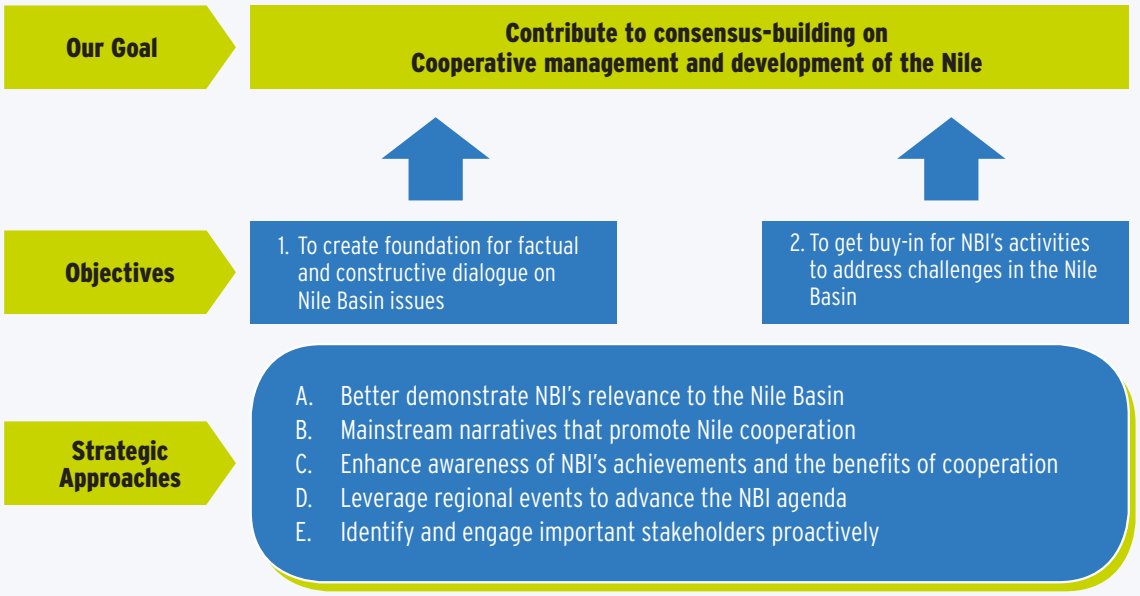


Figure 2. NBI's Goal, Objectives and Strategic Approaches to Communication and Stakeholder Engagement

5. Targeted Communication and Stakeholder Engagement

NBI defines a stakeholder as an individual or organisation who directly or indirectly influences or has the potential to influence the achievement of NBI's 10-Year Strategy, either at national and or basin-wide level. This includes those directly affected by or benefitting from NBI's projects, as their specific buy-in and support (for example, within Project Affected Communities) is essential to attaining more broader societal and political support or buy-in for NBI and its work.

Describing NBI's stakeholders and monitoring their relation to NBI matters will support the development of tailor-made communication and engagement measures as well as targeted key messages in order to gain political and public support for NBI's work specifically and Nile cooperation more broadly, and achieve the six Strategic Goals.

With this understanding, a multitude of stakeholder groups are involved in achieving NBI's six Strategic Goals. This includes NBI Governance Structures, as well as external Primary and Secondary stakeholders, as defined below. Outside the NBI Governance structures, Strategic Partners have been identified as the main implementing partners of NBI and, as such, the key target of NBI's external engagement efforts. NBI either has or plans to establish MoUs with these strategic partners.

The stakeholder groups mapped out in the model below have been analysed in a stakeholder matrix and influence/interest grid in order to better understand their communication and engagement needs from NBI in general. This model will help particularly the basin-wide communication and stakeholder engagement team to come up with tailored channels/tools to support the achievement of NBI's Communication and Stakeholder Engagement goal and objectives.

In addition, stakeholder analysis exercises will have to be carried out for the different activities/work streams by the specific centres (see template in Annex II) for a more targeted communication and stakeholder engagement. A first indication of relevance of stakeholders by NBI work streams is provided in Annex III, which will be continuously updated based on an on-going stakeholder

survey conducted by Nile-Sec to determine stakeholders' interests in specific topics NBI is working on.

Finally, the most relevant organisations and individuals representing these stakeholder groups will be captured in centre-specific stakeholder databases that are to be continually updated.

a. Target Groups of NBI

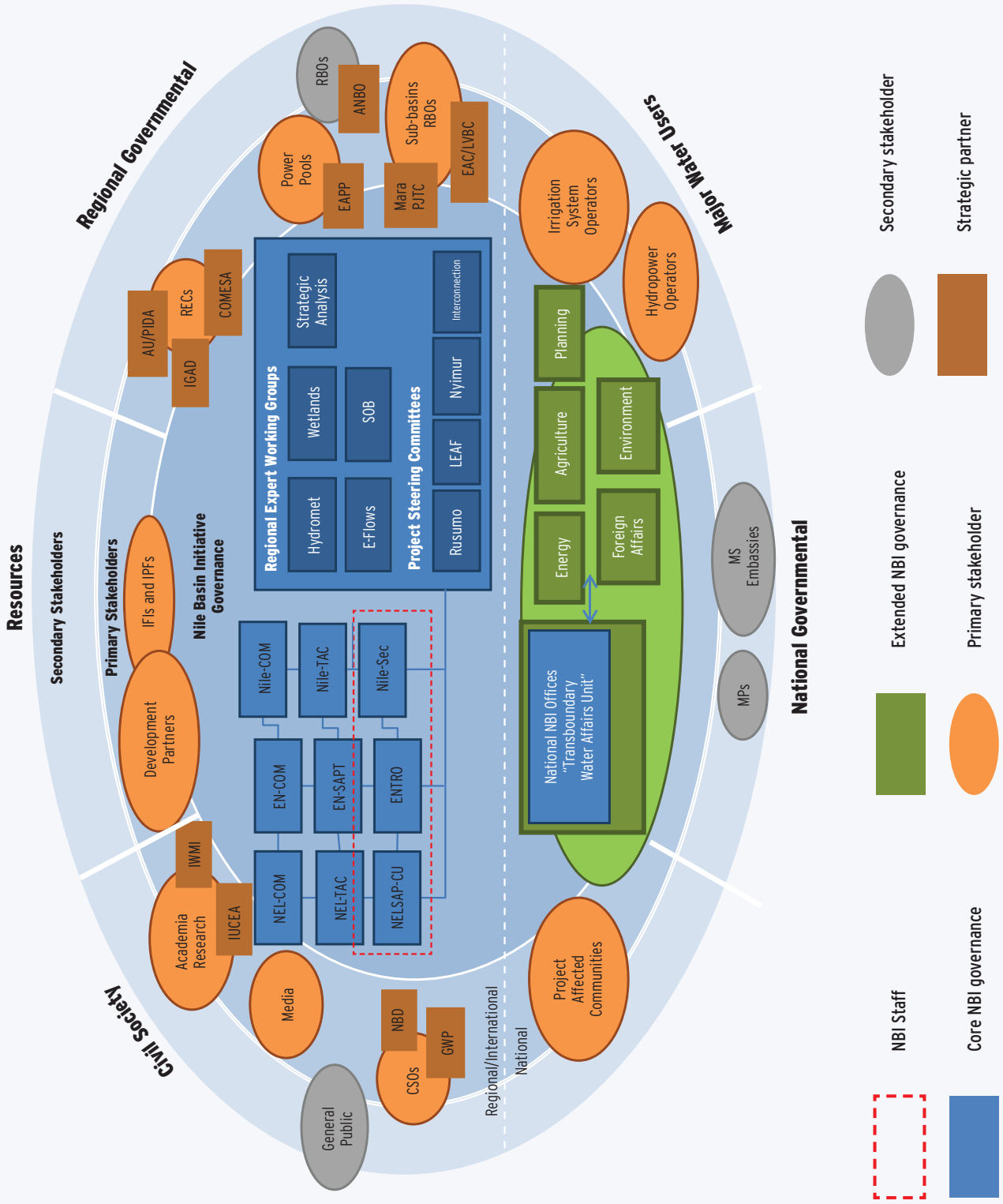


Figure 3. Model for mapping out stakeholders of NBI, to be adjusted for major activities/processes

NBI staff

Employees of NBI's three centres are the first contact for different stakeholders. They therefore need be able to provide accurate basic information about NBI.

Regular inter- and intra-Centre information exchange is hence essential and must reach all members of staff.

NBI's core governance group

NBI's core governance group is defined as the regional structures put in place to directly guide and supervise the work of NBI's three centres. These include the Council of Ministers, Technical Advisory Committees and National NBI Offices in National Water Ministries – overseeing NBI's work in general –, as well as Regional Expert Working Groups and Project Steering Committees, which supervise work on specific projects and activities. **This group has high interest and high to very high influence in the work of NBI.**

NBI's core governance as such forms the highest priority stakeholder group, which must be continuously engaged and consulted on NBI's work and developments in the basin as well as involved in key decision-making within the organisation.

Extended governance group in national ministries

These are officials from **National Ministries** whose activities touch on the management and use of the shared Nile Basin water resources, namely Energy, Agriculture, Fisheries, Environment, Foreign Affairs, and Planning. **This group has medium – high interest and high to very high influence in the work of the organisation.** The officials must therefore be engaged and consulted in order to meet their needs while at the same time try to increase their interest level in NBI.

Among other things, this group needs to be fully informed of the potential benefits implementation of the NBI 10-year strategy can bring to their field of work, in order to increase their interest in NBI. With increased interest, NBI may consider involving individuals in core governance structures, such as Regional Expert Working Groups and/or Project Steering Committees.

Primary stakeholders

Primary stakeholders are external groups on whose direct contribution the successful implementation of NBI's 10-year strategy relies. **Primary stakeholders are considered to have high interest and medium - high influence on the work of NBI.** They may finance NBI's agenda, provide technical input, set public agendas on Nile Basin issues, help generate buy-in for NBI's work, and/or be the co- or final implementers of NBI activities.

Primary stakeholders need to be continuously informed on NBI's work in general and engaged/consulted on those areas that directly relate to their work. NBI aims to increase the support of this group to its work, particularly through strategic partnerships.

Secondary Stakeholders

Secondary stakeholders have the potential to shape a constructive implementing environment for NBI's agenda and therefore require positive information on NBI and its work through the media and online channels, and can be engaged on a case-by-case basis.

While they are considered to have low–medium interest in the work of NBI, secondary stakeholders nevertheless hold medium–high influence and thus need to be kept informed via general channels and directly engaged on a case-by case basis. Selected groups and individuals (e.g. opinion leaders, relevant parliamentarian sub-committees) should be targeted with the aim of increasing their interest in NBI.

b. Basic Rules of Communication and Engagement

This brief analysis of target groups, and the tools to monitor their respective communication and engagement needs support the aim of forming tailor-made and well-targeted communication and engagement activities. In addition, a set of basic rules have been set up to define the general standards of communication and stakeholder engagement of NBI.

Basic Rules of Communication and Engagement	
NBI staff and governance structures	• Communicate results • Keep closely informed on Nile cooperation • Actively listen and engage • Regularly invite input • Be clear on NBI mandate • Maintain inclusivity
External stakeholders	• Communicate results • Inform and engage according to specific needs • Actively promote constructive narratives • Keep it simple – no jargon! • Communicate as one NBI (corporate design)

Figure 4. .Basic rules of communication and engagement

In times of an acute crisis, a member of the senior management team is assigned to communicate with high-ranking officials and the media. Quick and senior-level prioritisation of requests for information, as well as the development of press releases and talking points can assist with the need to communicate promptly, accurately and confidently. An important aspect is always to be prepared, closely monitor the media and maintain close engagement with core stakeholders in order for NBI to pre-empt or resolve potential crises.

6. NBI's Positioning and Key Messages

In order to build its brand, generate support and get buy-in, not only for NBI as an institution, but also basin-wide cooperation more broadly, NBI can benefit from highlighting what makes it unique in the Nile Basin – its "positioning". By doing so, its stakeholders will more likely to connect the institution's successes to the fact that it is a basin-wide platform – thus generating awareness of the need for basin-wide action.

With this purpose, **NBI's positioning** reads:

"NBI is the only basin-wide platform for cooperative management and development of the shared Nile Basin water and related resources."

In clarification of this positioning, NBI has more closely defined **what it is about...**

NBI is about promoting and demonstrating the feasibility of Nile Cooperation. It strives to sustainably and equitably manage and utilise the common water resources to spur their socio-economic development. Through its investment programmes, NBI works to demonstrate the tangible feasibility of Nile cooperation.

NBI is about providing transboundary solutions to national problems. The River Nile is a transboundary resource, creating interdependencies and linkages. Each NBI Member State should be able to and can find a solution to its national water resources problems from and through the collective, basin-wide action; all countries contribute to sustain the Nile.

NBI is about building a common future. NBI seeks to realise the vision of sustainable socio-economic development of all countries by coming together to harness the potential that the Nile offers to all, thereby contributing to the achievement of the Sustainable Development Goals (SDGs).

NBI is about sustaining the environment. One of the foremost tasks of the NBI, as the "water manager" of the Basin, is ensuring adequate environmental flow, to conserve and sustain the unique flora and fauna of the Nile Basin for posterity.

NBI is about building partnerships and providing space. NBI needs the support and participation of a diverse set of interested parties to realise the Member States' Shared Vision Objective it is mandated to pursue.

...and what NBI is not about.

NBI is not about substitution. Though NBI facilitates cooperative development i.e. joint water resources investment preparation, the uptake of these projects is largely the domain and responsibility of sovereign Member States of NBI.

In addition to its positioning, NBI has developed a set of **key messages** to communicate its Shared Vision Objective and the six Strategic Goals as defined in its 10-Year Strategy.

ONE RIVER
ONE PEOPLE
ONE VISION

We cooperate for a future in which our shared Nile can sustain its people, economies and environments across borders.

GOAL 1: WATER SECURITY

We make use of the shared waters of the Nile Basin to meet each other's demand.

What does that mean? **If countries develop as planned, we will need 1.5 Niles by 2050. Together, we will better monitor, manage and develop the Nile, use existing water sources more efficiently and explore new ones. This way, we will have enough water for us all.**

GOAL 2: ENERGY SECURITY

We harness our hydropower potential together to energise our economies.

What does that mean? **Demand for energy in the Nile Basin is expected to triple by 2035. Together, we will build the right dams in the right places, connect our power grids and trade the harnessed energy -so that we all benefit from the Nile to light up our cities and energise**

GOAL 3: FOOD SECURITY

We invest together for a food secure future.

What does that mean? **Most of the Nile water is used to produce food. Growing populations will** require even more. Together, we grow more crops with less water, make the most of rainfall and trade food across the basin -so that there is enough food on the table of everyone.

GOAL 4: ENVIRONMENTAL SUSTAINABILITY

We manage our environment together, for today and tomorrow.

What does that mean? Rivers, lakes and wetlands of the Nile Basin, which provide services on which millions of lives depend, are being destroyed at an alarming rate. Together, we ensure that these ecosystems are protected and receive the water they need.

GOAL 5: CLIMATE CHANGE ADAPTATION

We prepare together for climate change impacts.

What does that mean? Climate change will make flood and drought periods in the basin more frequent and prolonged. We help communities and governments to better prepare for flood and drought events-by improving information flow and the resilience of infrastructure.

GOAL 6: STRENGTHEN TRANSBOUNDARY WATER GOVERNANCE

We bring people together-to build a common ground for win-win benefits.

What does that mean? The Nile connects us all -we depend on it to sustain our lives, economies and environments. NBI provides the only basin-wide platform for countries to deliberate on how to cooperatively plan, manage and develop the Nile to benefit current and future generations.

Figure 5. NBI's Message House

7. Channels and Tools for Communication and Stakeholder Engagement

NBI utilises five key channels to disseminate and engage on content in contribution to the objectives of this strategy. These are:

(1) Online communications. A strong online presence (social media, websites, knowledge portals and e-learning platforms) makes NBI's information accessible to everyone.

(2) Events. NBI organises consultations, forums and trainings to foster an informed basin-wide dialogue, most notably through Nile Day and the Nile Basin Development Forum.

(3) Technical Communications. The direct provision of NBI-generated information and knowledge, targets largely (but not limited to) experts familiar with the respective topic.

(4) Corporate Communications. Corporate publications strengthen the NBI brand and generate buy-in and ownership by Member States by communicating NBI's achievements.

(5) Media engagement. The media has been singled out as a channel to amplify factual and constructive narratives on Nile cooperation. NBI therefore seeks to better respond to trends in the media landscape and enable factual and constructive reporting.

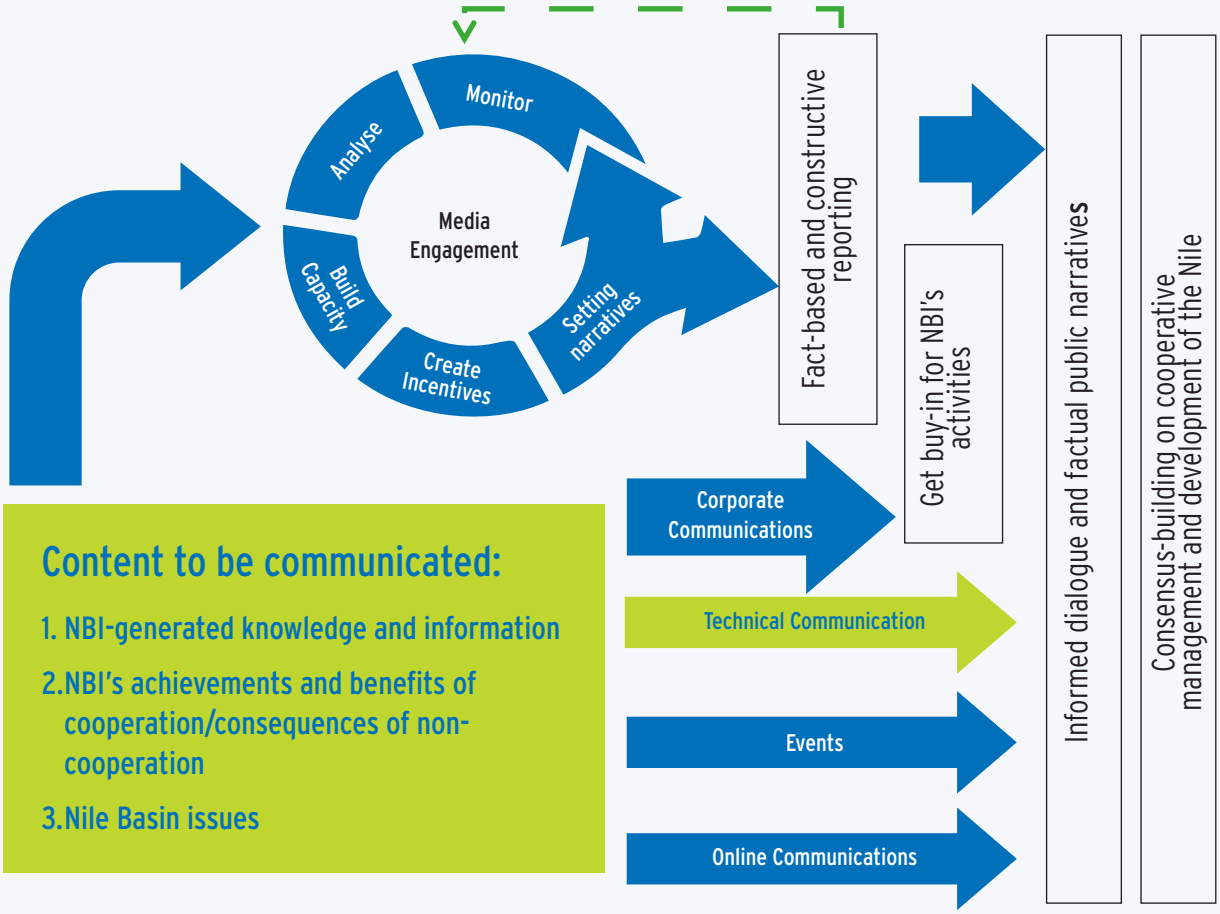


Figure 6. NBI's communication and engagement channels

A catalogue of recommended tools that are particularly relevant under each of these channels is available in Annex VI and may serve as a guide to the three centres' planning process in order to reach their objectives.

8. Implementation Mechanism

This Communication and Stakeholder Engagement Strategy provides an overarching framework, which shall guide NBI's three centres in planning and implementing their communication and stakeholder engagement activities in order to fulfil their core functions and achieve their Strategic Goals and, ultimately, the Shared Vision Objective of the NBI Member States.

This document must now be further operationalised in the three centres' annual work plans, but also more specifically throughout the planning stages for major activities, projects and outputs. Project managers shall engage their centre's respective members of the Communication and Stakeholder Engagement Thematic Team early in the planning stage in order to develop a communication and stakeholder engagement action plan (see Annex II) that defines the communication and stakeholder engagement objective(s), target audience, key messages, channels and tools, timeline, budget as well as roles and responsibilities.

This strategy also guides the implementation of NBI-related communication and stakeholder engagement activities at national level. These are overseen by the respective TAC-members, and implemented by an appointed Desk Officer and Communication Officer in close consultation with the NBI Communication and Stakeholder Engagement Thematic Team.

The overall responsibility for ensuring the successful and coherent implementation of this Strategy – both in the three Centres' annual work plans and output-specific activities – is the NBI Communication and Stakeholder Engagement Thematic Team, comprised of Nile-Sec's Communication and Stakeholder Engagement Specialist and Media Relations Expert, ENTRO's Head of Social Development and Communication Unit, and NELSAP-CU's Communication Assistant and Social Development Officer.

Progress against the achievement of the objectives and actions of this Strategy will be regularly reviewed and reported on in line with NBI's corporate performance reporting framework. To ensure that all actions are undertaken, individual centres will regularly review their own communication and stakeholder engagement objectives and priorities, update stakeholder lists and devise targeted action plans. Execution of each centre's action plan will be monitored by the respective Senior Management Teams and Technical Advisory Committees as part of corporate performance reporting arrangements.

Annex I: Strategic Idea 2018-2019

Additional to the overarching strategy, NBI's communication and stakeholder engagement activities will be adapted biennially based on a strategic idea that guides the operationalisation of the NBI Communication and Stakeholder Engagement Strategy. By developing a campaign around this strategic idea, NBI is able to translate its positioning and key messages into communication materials and engagement formats that support the successful implementation of the institution's agenda.

Transboundary dreams. Transboundary solutions.

Through its stakeholder engagement and communication, NBI brings together, show cases and builds on the huge variety of existing dreams (and visions) in the Nile Basin and highlights how the organisation is providing and fostering transboundary solutions. Dreams become reality. Some already have.

The Strategic Campaigning Idea 2018-2019

This strategic idea functions as a lever to highlight how the organisation is providing and fostering transboundary solutions by applying the basics described in the NBI Communication and Stakeholder Engagement Strategy. The narrative here is that dreams will become reality with the support of NBI's work – with some solutions already showing a positive impact in the Basin.

NBI's treasure lies in its knowledge, platforms and networks. These assets are the key building blocks for the NBI Communication and Stakeholder Engagement Strategy 2018-2023. But since NBI cannot reach and engage its stakeholders and target groups exclusively by transmitting studies, facts or statements, the campaign will employ storytelling as a mechanism to support the strategic idea. Specifically, it will:

- Generate stories from the existing sources;
- Make use of certain stakeholders e.g. opinion leaders to tell these stories; and
- Make stakeholders share the stories.

The strategic idea (*Transboundary dreams. Transboundary solutions.*) channelled via the approach of storytelling will be spelled out in all activities that are being outlined in the work plans of the communication and stakeholder engagement units and will connect with the relevant events and publications planned across work streams and centres.

Annex II: Template for Work Stream-specific Communication and Stakeholder Engagement Plans

Objective(s) of Output/Activity/Process:

This Communication and Stakeholder Engagement Plan aims to support the implementation of ..... Output/Activity/Process of NBI. It follows the approach of the Communication and Stakeholder Engagement Strategy 2018-2023.

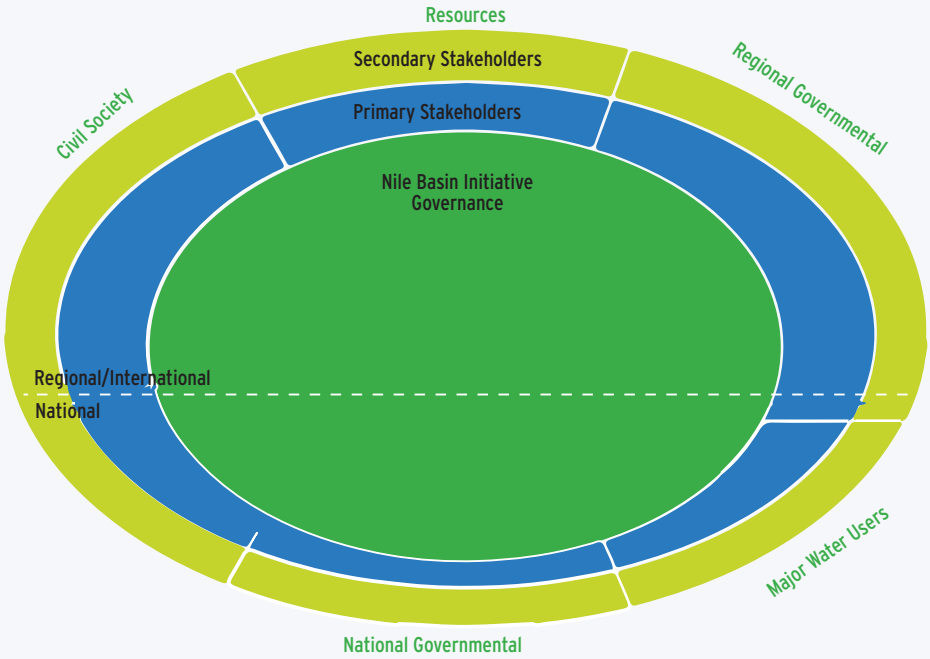
Communication and Stakeholder Engagement Objectives:

(What is it and why is it important)

Target Audience:

Sources: (a) Overarching NBI Stakeholder Map; (b) Overview of goal-specific stakeholder interests; (c) Interest vs. Influence Analysis Tool

Output: Process-Specific Stakeholder Map



Key Messages:

Source:

(a) NBI's Message House;

(b) Objectives of this Plan

Output: Process-Specific Key Messages

Channels and Tools:

Source: (a) NBI Communication and Stakeholder Engagement Toolbox

Output: List of Target-Specific Channels and Tools

Timeline

No	Action	Approximate date
1		
2		
3		
...		

Budget:

	Cost Item (Main Activities)	Cost Estimate (US $)
1		
2		
3		
...		

Roles and Responsibilities:

Annex III: Stakeholder Areas of Interest by NBI Work Stream

This table is based on a first, internal analysis conducted by NBI and will be increasingly refined as stakeholder surveys provide a more precise understanding of stakeholder interests through on-going stakeholder surveys.	Goal 1											Goal 2		Goal 3				Goal 4		Goal 5			Goal 6			
	Strategic WR Analysis	Water storage	Water productivity	Dam Cascade Operation	Groundwater	Hydromet	State of Basin report	Basin Planning	Basin-wide Investments	Water Quality	Policy Framework	Hydropower Generation	Interconnection and Power Trade	Irrigation efficiency	Watershed management	Basin approach in agriculture	Fisheries	Wetlands	Environmental Flows	Climate info service	Climate proofing	River flow forecasting	Water governance processes	Permanent institution plus legal frameworks	Water Diplomacy	National coordination
NBI Core Governance																										
COM	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
TAC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Regional Expert Working Groups:																										
Hydromet	X	X		X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X		X
Wetlands	X	X	X		X		X	X	X	X	X			X	X	X	X	X	X	X	X	X	X	X		X
Strategic Analysis	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
E-Flows	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X
SOB	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Project Steering Committees:																										
Rusumo	X	X	X	X		X	X	X	X	X	X	X	X		X				X	X	X	X	X	X	X	X
LEAF II	X	X	X	X	X	X	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X	X	X
Nyimur	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Interconnection	X	X	X	X			X	X	X			X	X													
Transboundary Water Affairs Units (Water Ministries)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Extended NBI Governance																										
Energy	X	X	X	X		X	X	X	X	X	X	X	X	X	X		X		X	X	X	X	X	X	X	X
Agriculture (incl. Fisheries)	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X	X
Environment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Foreign Affairs	X	X					X	X	X		X		X										X	X	X	X
Planning and Finance	X	X	X				X	X	X		X	X	X	X	X	X	X			X	X	X	X	X		X
Primary Stakeholders																										
DSS User Community	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X
Project Affected Communities												X	X		X		X			X						
NBD	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
GWP-EnA	X	X	X		X		X	X	X	X	X			X	X	X		X	X	X	X	X	X	X	X	X
IUCEA	X		X	X		X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
IWMI	X		X	X		X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Media (lead media and journalists)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Sub-basin RBOs	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
ANBO	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Development Partners	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
RECs	X	X	X	X		X	X	X	X		X	X	X	X		X	X			X	X	X	X	X	X	
Power Pools								X	X		X	X	X										X	X		
Irrigation System owners/Operators		X	X	X	X		X	X	X		X			X	X	X		X	X	X		X	X	X		X
Hydropower Operators		X	X	X		X	X	X	X		X	X	X						X	X	X	X	X	X		X
Secondary Stakeholders																										
General Public (incl. opinion leaders)	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Water Transport operators	X	X		X		X	X	X	X								X		X	X		X	X	X		X
Water utilities	X		X			X	X	X	X			X	X	X	X	X		X	X	X	X	X	X	X		X
Major water user industries	X	X	X		X	X	X	X	X	X	X	X	X	X			X		X	X	X	X	X	X		X
MS Embassies	X	X	X				X	X	X		X	X	X	X		X							X	X	X	X
MPs (Relevant sub-committees)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

Annex IV: Stakeholder Matrix

The stakeholder matrix is a tool for NBI to analyse its stakeholders' relevance to NBI (based on how much NBI can affect them, i.e. their interest, and how much influence they have over NBI), their priorities (what is important to them), their potential (how they could contribute to NBI), and their risk (how they could block NBI activities). A recommended set of tools have been identified to reach out to each stakeholder group on their respective priorities, in order to harness the potential and mitigate the risk each group holds.

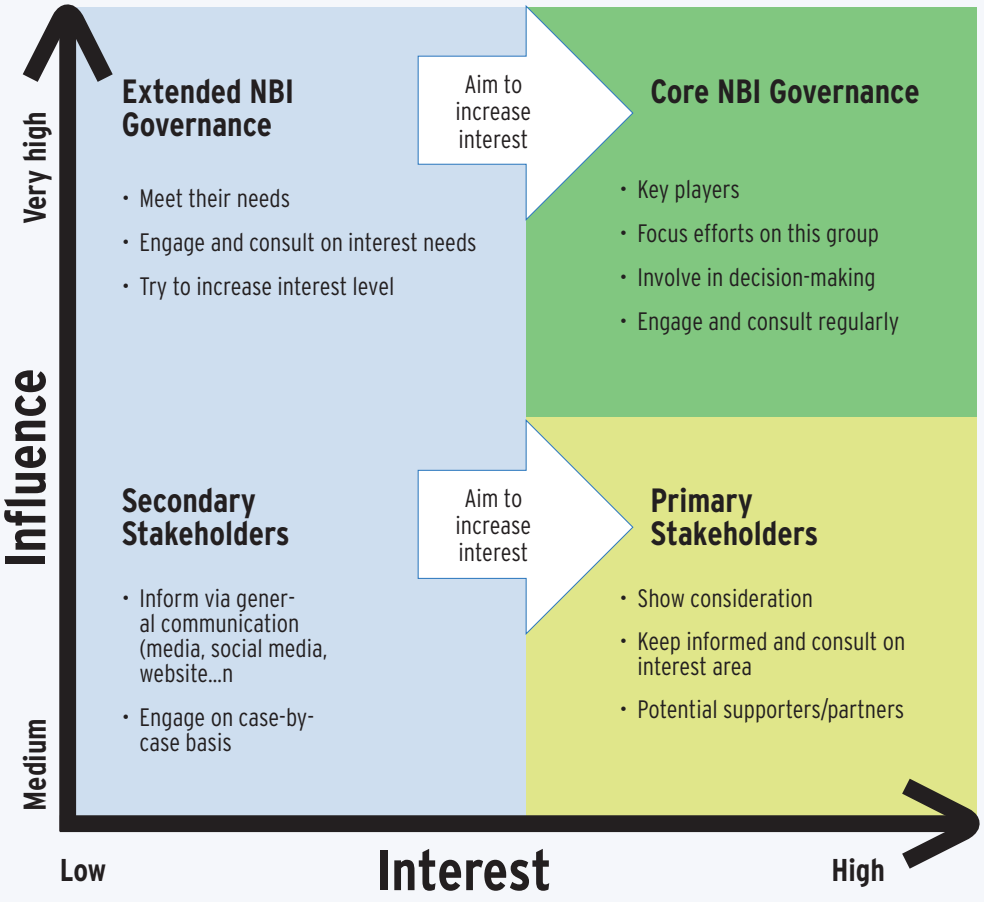
STAKEHOLDER CATEGORY	INTEREST (low to high)	INFLUENCE (medium to very high)	PRIORITY	POTENTIAL	RISK	ENGAGEMENT APPROACH (Channels and Tools)

A continuously updated stakeholder matrix is maintained by the Communication and Stakeholder Engagement Unit at Nile_SEC. To receive the latest version, please contact jbaitwa@nilebasin.org.

Annex V: Guide to Assessing Stakeholder Influence vs. Interest

The Influence/Interest grid can serve either as a simplification of, or addition to the Stakeholder Matrix (Annex IV) in effectively analysing stakeholders. Once a list of relevant stakeholders has been collected (see Annex III for reference), one can map out stakeholders according to their influence over a specific project or work stream, as well as their interest in it in the below grid.

This visualisation gives a quick overview of the most important stakeholders and first indications of the principles for engagement. It also guides teams to identify those individuals to involve in decision-making, as well as those working in other sectors, who hold the potential to influence, but may not yet have high enough interest to be engaged in the governance structures (including Expert Working Groups and Project Steering Committees) of a work stream.



Annex VI: NBI's Toolbox for Communication and Stakeholder Engagement

In order to effectively support the fulfilment of NBI's three core functions – Water Resources Planning and Management (WRM), Water Resources Development (WRD) and Facilitating Basin Cooperation (FBC) – NBI has compiled a catalogue of particularly effective tools to operationalise its Communications and Stakeholder Engagement.

Channel/ Tools	WRM	WRD	FBC	Target Group	Reference document
Channel 1: Online communications					
Social Media	●	●	●	General public, media	Social media guidelines
Website	●	●	●	General public, media, NBI Governance	CMS Handbook
Knowledge Portals	●	●	●	Academia/Research, NBI Governance	
E- Learning Platforms	●	●	●	NBI Governance, Academia/ Research, Partners	
Channel 2: Events					
Nile Day	●	●	●	NBI Governance, Media, Strategic Partners	Events checklist
Nile Basin Development Forum	●	●	●	NBI Governance, Media, Partners, Academia	NBDF Handbook
Thematic forums/ workshops	●	●	●	Various	Events checklist
Capacity-development/ trainings/ study tours	●	●	●	Various	Events checklist
Community consultations		●		Project affected communities	
Channel 3: Technical Communication					
Technical Publications (incl. Atlas/SOB/reports)	●	●		NBI Governance, Media, Partners, Research	CD manual, Templates
Policy Handbook	●	●	●	TAC	CD manual
Policy Briefs	●	●	●	NBI Governance, MPs	Policy Brief Templates
Technical Bulletins	●			NBI Governance, Media, Partners, Research	CD manual
Channel 4: Corporate Communications					
Corporate Report	●	●	●	NBI Governance, DPs, Strategic Partners	CD manual
Newsletter	●	●	●	NBI Governance, DPs, Strategic Partners	CD manual
Factsheets/ Flyers/ Brochures	●	●	●	Various	CD manual
Success stories	●	●	●	NBI Governance, DPs, Partners, Media, PACs	CD manual
Channel 5: Media engagement					
Press briefing	●	●	●	Media	Media engagement. concept
Editors' breakfast	●	●	●	Media (editors)	Media engagement. concept
Media Radar			●	TAC, NBI Staff, Strategic Partners	Media monitoring guidelines
Media content analysis			●	TAC and NBI Staff	Media engagement. concept
Media workshops/ field trips	●	●	●	Media	Media engagement. concept
Media Awards			●	Media, Strategic Partners	Media engagement. concept
Infographics	●	●	●	Media, General Public, NBI governance, Partners	Media engagement. concept
Press releases	●	●	●	Media	Media engagement. concept

As indicated, the following reference documents are available to support the application of the above tools. If you require access of any of them, please contact jbaitwa@nilebasin.org.

Online	Events	Public Relations	Media Engagement
• Social media guidelines • CMS Handbook	• Event checklists • NBDF handbook	• CD manual • Publications concept • Technical reports & Policy briefs templates	• Media engagement concept • Media monitoring guidelines

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NBI MEMBER STATES

Burundi, DR Congo, Egypt, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania, Uganda

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