



## Communication and Outreach NBD Strategy (2016)



Burundi



D.R.  
Congo



Egypt



Eritrea



Ethiopia



Kenya



Rwanda



South  
Sudan



Sudan



Tanzania



Uganda

## ACRONYMS

CBOs	Community Based Organizations
CIWA	Cooperation on International Waters of Africa
CSOs	Civil Society Organizations
COS	Communication and Outreach Strategy
DFID	Department for International Development – GOV.UK
DIN	Discourse Intelligence Network
GA	General Assembly
LDFs	Local Discourse Forums
M&E	Monitoring and Evaluation
NB	Nile Basin
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NBRs	Nile Basin Riparian States
NGOs	Non- Governmental Organizations
NDFs	National Discourse Forums
RM	Regional Manager
SWOT	Strength, Weaknesses, Opportunities, Threats

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## Foreword

The Communication and Outreach – NBD Strategy (2016), is a finalized version of an earlier draft by the Nile Basin Discourse (NBD) in 2012, with support from the Department for International Development (DFID) – GoV.UK funding. The NBD then in 2012 had undertaken several staff and partner consultations in defining its communication strategy, to ensure that the NBD Secretariat and the NDF Units communicate on emerging issues and advocate with development partners and governments at both initiated and invited platforms as appropriate. The strategy was intended for supporting both the vertical and horizontal communication lines. However, at the material time, there was minimal focus on the grassroots community outreach element in the strategy.

The finalization, which brings together the two elements of communication and outreach, has been undertaken with support from the Cooperation in International Waters in Africa (CIWA) funding managed by World Bank, under the Project: “Engaging civil society for social and climate resilience in the Nile Basin” of 2013 to 2019.

This finalized document is put down as a working and reference guide for users, especially the units at the Nile Basin Discourse (NBD) Secretariat, the National Discourse Forums (NDFs), the Local Discourse Forums (LDFs) and partners, e.g. the development partners, the governments, the Media, etc. Therefore, programmes and programme support teams are expected to make reference to this document and apply the strategic directions proposed for enhancing programme/project quality, and also for ensuring systematic and uniformity in communication and outreach. The document also lays down the possible elements of the plans for the strategic directions of communication and outreach. Operationalization of the strategy is to be a focal point for the units. The implementation plans are to be developed to address the challenges limiting appropriate application of the communication and outreach – NBD strategy 2016, within the NDFs and NBD Secretariat based on the suggested actions in the strategy.



Contributions and efforts by all NBD and NDFs are greatly acknowledged, and most of all the financial support from CIWA. Without their concerted efforts the Communication and Outreach – NBD Strategy (2016) would not be in place. Its implementation is to also greatly depend upon commitment of all to make it a reality on the ground.

The strategy maps out NBD’s communication and outreach priorities towards achieving the overall organisational objectives. It is designed with a close link to the Monitoring and Evaluation – NBD Strategy (2016). Furthermore, the strategy is built on views and experiences that have guided NBD through its growth since 2003; with the aim of effectively enhancing its communication, reach out to grassroots communities’ needs and enhance NBD’s activity plans around communications. Consequently, the document strives to be a holistic strategy that generates effective communication and outreach activities for impact.

The strategy ought to be seen as a working document that is referred to and continuously amended and updated accordingly. Communication and outreach plans shall be designed to enhance the operationalization.



## SECTION1. Introduction

The Nile Basin Discourse (NBD) is a regional network of networks of civil society organizations (CSOs) established to facilitate and support civil society involvement and participation in the planning and implementing of cooperation and developments in the Nile Basin Region. The primary focus is on advocacy and dialogue for the sustainable social, environmental and economic development for all people of the Nile Basin.

The NBD structure is based on the membership of 11 National Discourse Forums (NDFs) that also have membership at national level in structures of Local Discourse Forums (LDFs) and individual NGOs. The aim of the communication and outreach – NBD strategy is to ensure that all NBD’s networks are involved in communication and the community is outreached. It is to enhance efforts of the entire network in providing knowledge and strengthening the voice of CSOs within the Nile Basin region. Most of all, it is to enhance the achievement of NBD’s vision and mission which are stipulated in Box1.

**Box1.**  
**NBD Vision**

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

**NBD Mission**

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



There is a need to raise awareness in the stakeholder engagement on the Nile cooperation and development programmes and processes, since the purpose of NBD's programme is to promote and add value to Nile cooperation and development processes that are to ultimately reduce poverty in the region. To have impact, NBD uses three inter-related communication pipelines as indicated in Boxes 2, 3 and 4, that are to form the bed-rocks of the communication and outreach strategy.

**Box2**  
**The Bottom-up communication pipeline**

Is the integration of civil society and community level voices into the design, implementation, and monitoring of Nile Basin cooperation and development activities and policy discussions. NBD provides a valuable vertical linkage between local level practice and the national/regional discussions on policies and investments related to water resources management and development, such that development plans are informed by realities on the ground. By channeling community-based voices to the country and regional level dialogue and investment decisions, the network can contribute towards ensuring that Nile cooperation and development benefits are shared in an equitable manner.

**Box3**  
**The Top-down communication pipeline**

Is the awareness raising on the benefits of Nile cooperation and promotion of informal dialogue on the challenges to cooperation in the basin. By raising awareness at local level of the benefits of regional cooperation and development, the NBD facilitates regional dialogue and support for Nile cooperation and development. The network also provides an alternative, informal space where all constituencies can safely express their views on the challenges and benefits of cooperation in the Nile basin, which governmental organizations and other development partners may not be able to undertake.



**Box4**

**The Horizontal communication pipeline**

Is the knowledge sharing and capacity building of civil society to contribute to discussions on Nile cooperation, social, economic and environmental development and climate resilience in the Nile basin. The NBD's network is widespread, close to the grassroots and claims over 600 CSOs (according to the stakeholder mapping (2015), most of which are involved in local service delivery projects related to different aspects of sustainable development (environmental management/conservation, livelihoods, agriculture, trade, gender equity, poverty reduction, etc). By better communication and consultations to leverage the existing expertise across the network through trainings, peer-to-peer learning, social media, etc., CSO members can strengthen their capacity to serve their communities and contribute to Nile cooperation, development and disaster risk management and adaptive capacity.

Currently, NBD is implementing one project titled *“Engaging Civil Society for Social and Climate Resilience in the Nile Basin (P132448)”* which runs from 2013 to 2016. This project is financed by the Cooperation for International Waters in Africa (CIWA) fund administered by the World Bank. The overall goal for the project is to strengthen the capacity of the NBD to engage civil society members and relevant stakeholders in Nile Basin cooperation and development programs, processes and dialogue. The aim is to promote change in the behavior of stakeholders and policymakers and to foster legal and policy reforms that would result in more informed public participation by individual communities in Nile cooperation developments throughout the Nile basin. One of the activities of the project is the enhancement of communication and outreach in the Nile Basin Riparian States (NBRS), whereby the starting point is the finalization of the NBD communication and outreach strategy.

The General Assembly (GA) of the NBD under representation of the regional Board is set to advise, and where it is necessary, to change or to orient the implementation of the communication and outreach strategy. The regional Secretariat, on the other hand, is to manage its implementation, according to the constitution. To this effect, the NBD Secretariat



has the task of decentralizing the implementation of the strategy to the national and local discourse levels.

In many ways, the NDFs are heterogeneous, reflecting the different social, political, cultural and institutional contexts shaping civil society in their respective countries. This is a challenge for the NBD, but also strength as it reflects a very broad constituency of civil society across the Nile basin, making communication and outreach critical elements.

Strong governance of the different NBD organ structures and processes is accorded the highest priority. The basic principle is one of bottom-up governance, based on membership of the different NDFs at national level. Three members from each NDF forms part of the regional GA, from which emanates the elected regional NBD Board which is its highest decision making body. Focusing on vulnerability due to gender and especially for women, NBD has clustered the NBRs into three, out of which Board co-opted women representatives can communicate and reach out on trans-boundary issues of their respective clusters. According to the NBD constitution, the Board functions under the GA and is composed of one member from each NDF chosen by that country, and has liberty to co-opt up to five none voting members as need may arise based on particular skills that might be required. The co-opted members are intended to challenge and influence the Board deliberations in advisory capacity. The Regional Manager (RM) sits with the Board as an ex-officio. Further detail on the roles and functions of these organs is provided in the NBD Constitution and governance manual. The structure of the NBD organs from national to regional level are pre-requisites and form the corner-stones in the drafting of the communication and outreach strategy.



## **SECTION 2. Purpose of NBD's communication and outreach strategy**

The communication and outreach strategy has been designed to support through communication and outreach, the achievement of two NBD's programme objectives which look at (i) increasing the benefits and enhancing the cost sharing of Nile cooperation and development; and (ii) better informed Nile basin policy, planning, design and implementation of programmes. The pivotal purpose of the communication and outreach strategy is to create stakeholders' awareness and promote positive behaviour in Nile Basin, whereby NBD is connecting voices to governments, communities and service providers.

Communication and outreach objectives and their respective strategic directions have been outlined to focus on activities towards achieving the overall NBD programme objectives. The strategy is therefore set to provide broad guidelines for consultations, and communication through the three pipelines, as well as outreach to communities.

### **(i) SWOT ANALYSIS**

The 2012 early drafting of the strategy, looked into the strength, weaknesses, opportunities and threats and sought to address after discussions held in Dar-es-Salaam (2007). At the Dar-es-Salaam meeting, participants suggested potential solutions for overcoming challenges in order to maximize benefits that effective communication could bring. Communication and outreach therefore are recognized as crucial cross-cutting components within the NBD' Discourse Intelligence Network (DIN) and form pillar4 that is cross-cutting and focusses on dialogue. Opportunities for utilizing communication and outreach to further goals are acknowledged. Therefore a further look at the SWOT is undertaken (Box5 and solutions in



Box6) that benefits from the emerging issues out of the Nile Basin countries' stakeholder mapping (2015).

**Box5  
Strength**

- Presence of a large number of CSOs which can take lead to influence the policies, projects and programs through communication and outreach.
- Existence of CSOs networks at country level and closer to the grassroots
- Existing frameworks on Nile cooperation
- Existing policies and regulations about the social, economic and environmental development and the Nile.
- Existing expertise in the River Nile management at country level.

**Weaknesses**

- Language barriers especially closer to the grassroots in the nations and at the trans-boundary level.
- Limited resources and challenges of mobilization.
- Inconsistent in data and information to be communicated.
- Challenges of data sharing in the Nile region.
- Challenges of technical expertise, especially at the local level, coupled with the dynamic digital environment.
- Challenges of capacity within NBD members to access and to formulate appropriate communication and outreach messages.

**Opportunities**

- Potential peer-to-peer learning and trans-boundary information sharing.
- Increasing NBDs relevance close to the governments, service providers and grassroots.
- Effective use of resources and indigenous knowledge available.
- Support fundraising especially for the national and local networks towards trans-boundary outreach.
- Build capacity of members to access the communication and outreach messages
- Increasing visibility, credibility and accountability.

**Threats**

- Nature of political environment in member countries.
- Funds mobilization
- Language barriers and
- Multicultural environment



**Box6**  
**Solutions**

- Tap into partner resources through cost-sharing modalities.
- Strategic directions about planning and implementing the communication and outreach.
- Developing resources internally.
- Capitalizing on internal knowledge at the regional, national and local to enhance communication and outreach.
- Use multipliers to spread messages.
- Develop key messages for broad appeal.
- Engage with media.
- Allocate resources and prioritize communications and outreach in the program plans.

Generally, NBD recognizes opportunities, challenges and solutions that are involved in communication and outreach. Despite their existence, efforts shall be made to achieve NBD communication and outreach effectiveness. To overcome challenges, some of the solutions focus on NBD making efforts in developing resources. These solutions fit quite neatly into NBD's objectives, as they combine knowledge management internally, effective communication and outreach externally and building capacity both internally and externally. NBD's strategic directions are to enhance the efforts, depending on its internal structures and strong human resources that can ensure the implementation.

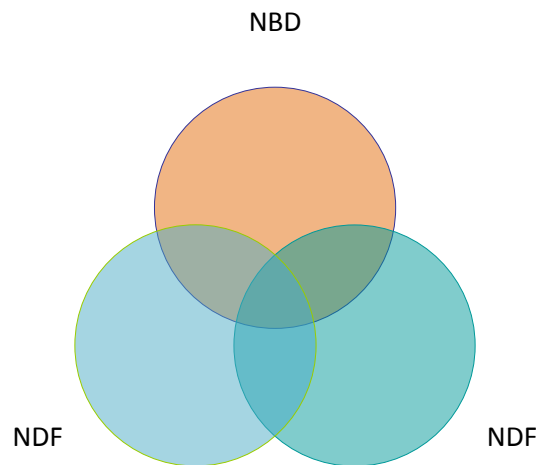
In addition, NBD members recognise the benefits of working collaboratively internally, as well as, partnering with other organisations. This is one of the potential achievements NBD has and continue to broaden its partnership with other regional development partners. As the partnership grows, communication and outreach needs grow accordingly.



Overall, there are three pre-requisites to achieving communication and outreaching objectives:

**Regionalisation of the NBD:** A need for coherence at the regional-level resonates through NBD depending on the strong triangular relationship of NBD–NDF, and NDF– NDF as indicated in Figure1.

**Figure1**



**Visibility of NBD:** This is pegged on having a single, recognisable and visible brand in communication and outreach, to unify and strengthen the NBD.

**Tackling language barriers:** Diversity in language has been identified as significant challenge to the NBD’s communication and outreach efforts, therefore simple and clear messages for easy translation ought to underpin internal and external communication outputs

## SECTION 3. Objectives, principles and groupings guiding the COS strategic directions

### 3.1 The Objectives

The communication and outreach strategy has been guided by the general objectives of NBD that are basic to the organization, bearing in mind that activities are to cross-cut the organization's programs. In addition, the strategy has been guided by principles to give the strategic directions. Therefore, through the communication and outreach strategy directions' implementation efforts, NBD's efforts on consultations and communication are enhanced.

In addition to objectives, the strategy goes further to map out key audiences, relationships, roles and responsibilities, and verifiable outputs that feed into the Monitoring and Evaluation–NBD Strategy (2016). The two objectives guiding the strategic directions are summarised in **Box7** and **Figure2**, while the guiding principles are summarised in **Box8**.

#### **Box7. Objectives**

##### **Build on external knowledge management**

In order to support NBD's external processes, there is need for better communication processes internally, whereby part of the activities would feed into external engagements, while others would feed into effective internal resource allocation.

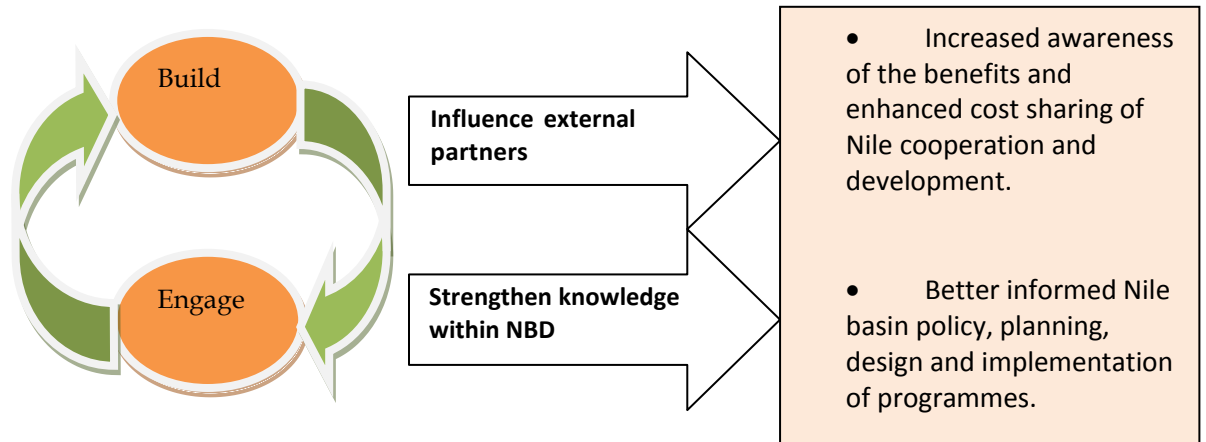
##### **Engage with regional partners/ stakeholders and key audiences**

This objective considers how data/information is received, synthesized, packaged into messages and disseminated. In addition, it combines provision of information, advocating for change and promoting dialogue between partners, stakeholders and key audiences.



Figure2 visualises how the objectives interact as mechanisms that feed into efforts to achieve NBD's overarching objectives towards communication and outreach.

**Figure2**



## 3.2 The guiding principles

The communication and outreach strategic directions are guided by key principles that are stipulated in Box8

### Box 8

#### Guiding Principles

**Communication and outreach done by all, for all and always (at regular basis) .**

Communication and outreach ought to be constant activities of all organs of the NBD and partners. Information gathered ought to be utilised towards enhancing knowledge and dialogue and advocacy, both internally and externally

**Effective Communication and Outreach.**

Through better planning and strategic directions of targeted communication and outreach activities, effective and efficient engagement, and influence are to be realized.

**Communications and outreach support efforts to achieve sustainability.**

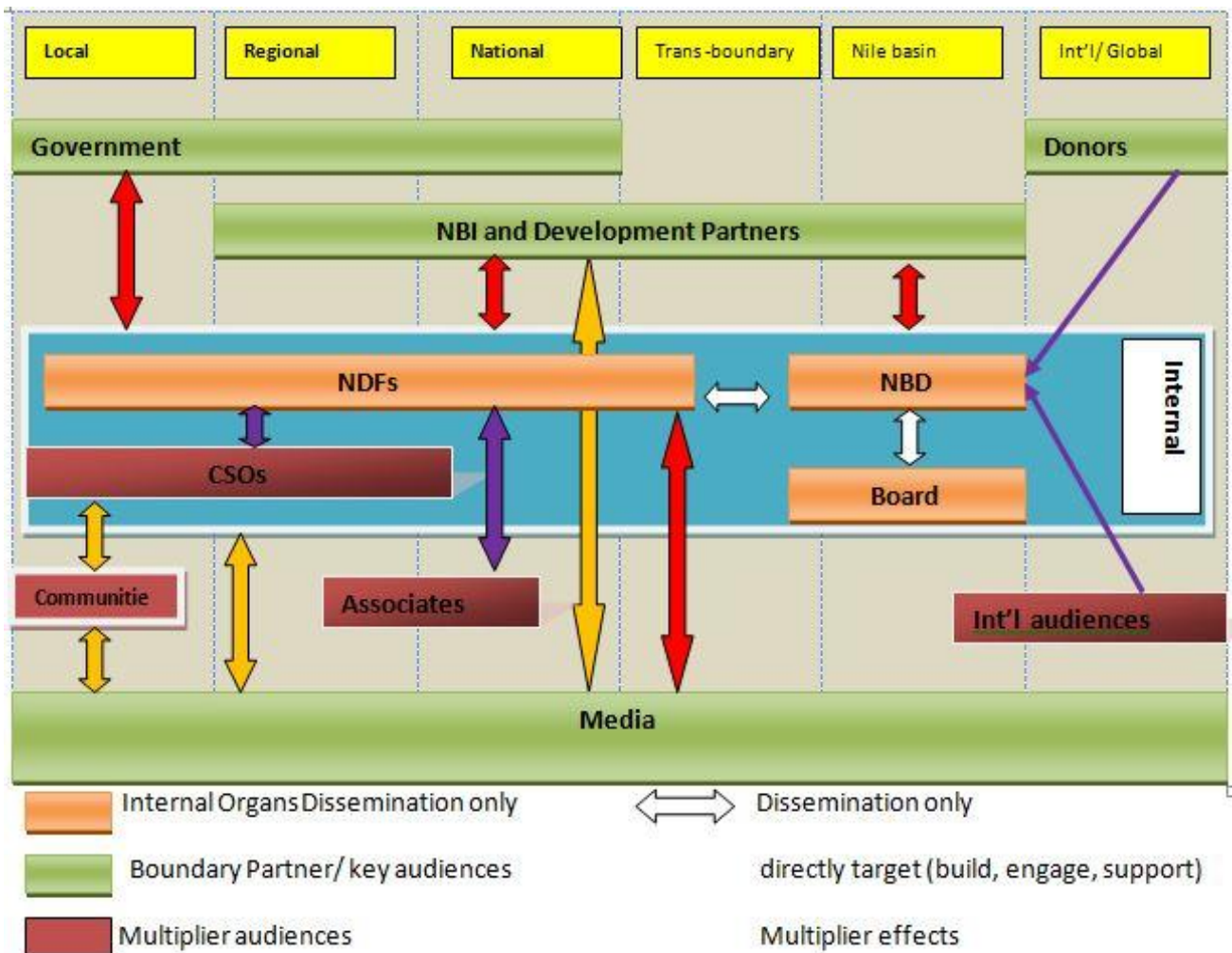
Through the support efforts of communications and outreach, the identity of the NBD is highlighted, with improved efforts in NBD activities and sustainability.



### 3.3 Possible groupings at different levels of communication and outreach

Communication in the NBD network is complex, crossing international borders and interacting with a range of other regional partners/stakeholders, and facing the challenge of information and data. Therefore, targeting specific audiences and aiming at using multiplier effects to further communicate messages would be a better use of the limited resources available. Figure3 and 4, indicate the layout of the relationships for communications and outreach between different groups, across different levels and in different strategic directions.

Figure3



According to figure 2, the different groupings at different levels for communication and outreach are as follows:

**(i) The internal organs**

- The NBD Board
- The NBD Secretariat
- The NDFs
- The CSOs

**(ii) The trans-boundary and key audiences entail**

- The governments
- The development partners especially the NBI and others
- The Nile media
- The donors

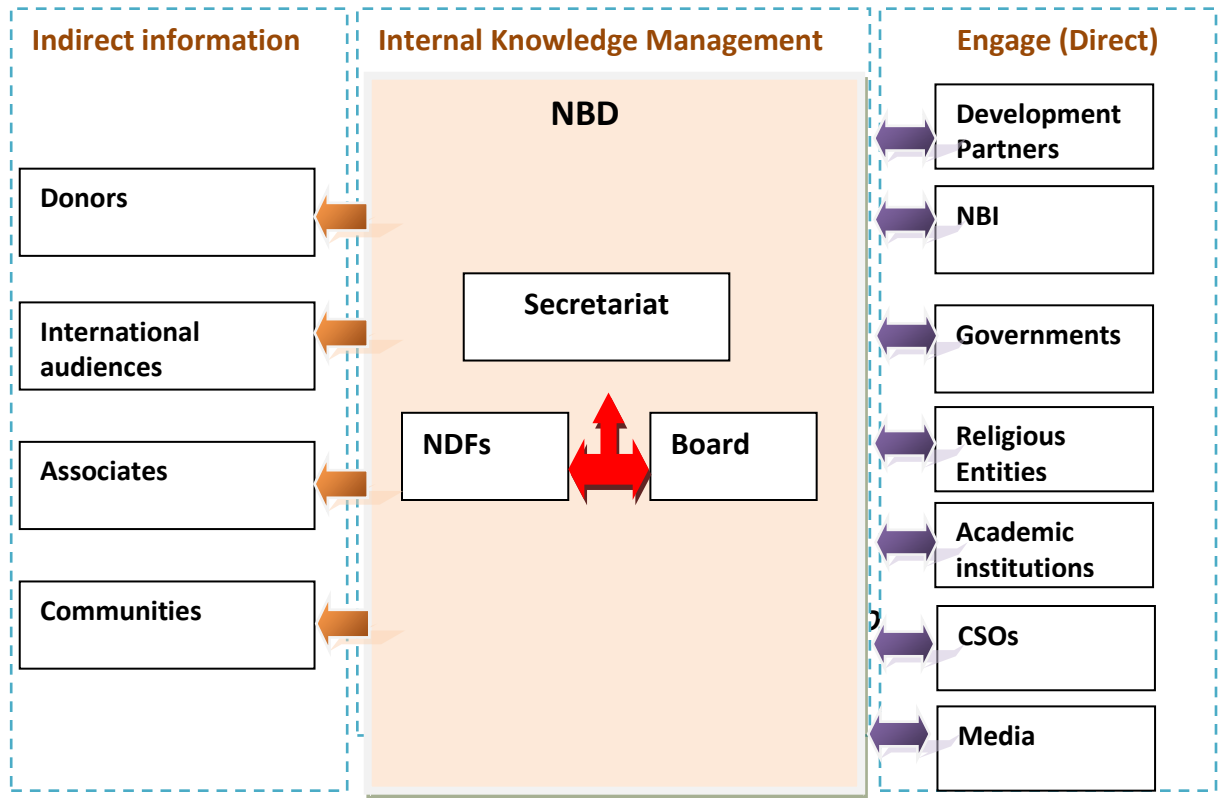
**(iii) The multiplier audiences**

- The CSOs
- Communities
- Associates
- International audiences



To understand how the strategy translates to communications activities, figure4 identifies how the communication and outreach activities are grouped in strategic directions.

Figure4



## SECTION 4. Strategic directions of the COS

The communication and outreach objectives can be broken down in practical approaches or strategic directions, that also guided by the principles and the groupings.

### **Strategic Direction 1: Build on knowledge management within the NBD internally.**

Generally, internal communications within the NBD ought to happen between the Secretariat, the Board and the NDFs. The formalization of activities in the internal cycle is the base for implementation of the communication and outreach activities and processes, and for effective use of available resources of human, financial and physical capital. There are two sub-categories for building knowledge internally:

**Sub-category 1: Strengthening interactions within NBD:** This is central to elevating the voices of civil society at all levels. To implement, the planned communication efforts need to focus on increased interaction among NDFs and also between NDFs, the NBD and the Board.

**Sub-category 2: Encouraging knowledge gathering:** Through their members NDFs ought to aim at being the focal points or nodes of communication and outreach, as they interface between their members and NBD. The NDFs gather constituency and country-relevant information and data, which could then be analysed and synthesised at regional level and used to provide key messages for advocacy and outreach. Storing and transferring knowledge at both NBD regional and NDF levels is fundamental to supporting the communication and outreach, enhanced through (i) Continuous learning that fosters a knowledge sharing culture and NBD's continuous growth and evolution. In addition, experience sharing is particularly useful in developing better practices for the organisation. (ii) Building internal capacity in communication and outreach provides training and tips on communication and outreach for NDF Units, and ought to be a catalyst for building-upon a communication



and outreach culture. In addition, online tips and guides ought to be a step towards building internal capacity.

In order to achieve a communicating and outreaching climate within NBD that fosters collaboration, respect and efficiency across NBD, specific activities are set to be implemented including those stipulated in Box9.

**Box 9**  
**Activities to foster NBD's Internal collaborative communication and outreach.**

- Capacity to utilize an intranet on the NBD Web-site as a document repository and for alerting NBD staff to ongoing activities (for example, internal processes, procedures, policies, articles of interest, upcoming or past activities and events),
- Sending out bi-monthly updates summarising latest activities of members of the NBD,
- Hosting regular internal meetings and workshops around learning and sharing of experiences,
- Undertaking background research to build on the knowledge and evidence base for appropriate messaging of the NBD,
- Writing activity reports to share with team members of other communication and outreach units.

## **Strategic Direction2: Engage with regional partners and key audiences externally.**

The success of NBD's communication and outreach is pegged on how effectively it can inform and influence its regional development partners and stakeholders, since the regional partners may refer to individuals, groups, or organisations with whom the programme interacts directly and with whom the programme can anticipate opportunities for influence. The ability to influence for positive change, particularly with several conflicting messages, relies on effective communication and outreach to key target audience. Disseminating key messages that are relevant to targeted audiences shall be strategic as well as, responsive. There are three sub-categories in the strategic direction2.

**Sub-category1: Disseminating to an external audience:** NBD as an organization has wide-ranging and complex audience, that process information differently. Therefore, having appropriate outputs, that are timely, available and accessible by audiences is key, though requires resources. Targeting boundary partners with the right outputs (i.e. right tone, message, format etc) and methods are core elements of being strategic about communication and outreach.

**Sub-category2: Hosting and engaging with forums to promote dialogue:** Considering the fact that both the vision and mission focus on advocacy and promoting dialogue and cooperation, the NBD is well placed to initiate discourse space and platforms, with well thought out messages, for stakeholders to network, discourse and develop cooperatively. In addition, by building partnership links, NBD can amplify efforts by linking up and strengthening existing networks and forums through communication and outreach.

**Sub-category3: Developing strong identity and reputation:** By strengthening its identity and reputation as an organization linking voices, NBD is likely to have the enhancement of legitimacy and sustainability. The NBD and NDFs ought to be seen as a unified sum of parts, moving from individual identities to a recognised collective unit in their messaging. One mode of implementation is to brand the



NBD and NDFs communication and outreach messages so that any materials and outputs are associated with the collective niche. National identities are equally as important as the regional identity. Therefore, the national and regional differences shall be tailored to context, but not compete with the collective identity of the niche, in effectively engaging with external audiences to essentially and successfully advocate for change and promote dialogue. Specific activities of the strategic direction ought to include the stipulations in Box10.

**Box 10**  
**Activities to foster**  
**NBD's external**  
**collaborative**  
**communication and**  
**outreach**

- Reworking and repackaging existing materials for new audiences, particularly easily translatable material,
- Production of print and web-based outputs targeted at a wide range of audiences,
- Engagement with and use of NBD communication and outreach materials by national and regional media,
- Collaboration with existing national and regional networks
- Regular feedback from stakeholders (e.g. surveys from workshops attendants), In order to scope-out the impact of the strategy and continually improving effectiveness. There shall be a focus on tracking communications and outreach activities and monitoring their impact.

## SECTION 5. NBD communication and outreach methods for key audience

NBD's efforts shall be the fitting of two elements namely the identification of key audiences and the elaboration on how to achieve the objectives. This is to ensure that the communication and outreach are channelled to proper target and in line with the stipulated objectives. Table1 is preliminary and shows how communication and outreach are set to be channelled, considering the objectives, audience, activities and expected outputs. The items in the table shall be linked to the indicators, roles and responsibilities, and corresponding to the Monitoring and Evaluation-NBD Strategy (2016).

**Table1. Indicating the objectives, audience, activities and type of output**

Objective	Audience	Activities	Type of output
<b>Strategic Direction1</b>	NBD/ NDF/ Board	Using intranet Sending bi-monthly updates	<b>Reporting:</b> activity summaries, back to office reports, briefs, meeting notes, communiqué etc
<b>Build on knowledge management within NBD</b>		Hosting workshops and other meetings for internal learning and exchange visits	<b>Official documents:</b> strategies, policies, procedures, templates  <b>Outputs:</b> presentations, reports, workshop summaries, regular updates
<b>Strategic Direction2</b>	<b>Direct:</b> Development Partners, Governments NGOs/CSOs	Meetings Workshops Public debates Radio/TV shows Website Forums	<b>Publications:</b> Policy/study briefs, research reports, event summaries
<b>Engage with regional partners and key audiences</b>	Donors Media Faith based organizations Academic institutions  <b>Indirect:</b> communities associates international organizations	Films Seminars conferences	<b>Online:</b> Blogs, event updates, News updates, documents  <b>Interactive:</b> Audio-visuals, road shows, online forums



## SECTION 6. Managing and implementing communication and outreach

### 6.1. Managing and implementing communication and outreach

Implementing the communications and outreach ought to be a concerted effort of all organs of the NBD. To be noted, is that internal communication, in particular, ties in strongly with the monitoring and evaluation strategy, and ought to be part of a daily routine. The proposed communication and outreach strategy draws the ownership across all organs of NBD. The responsibilities for its management and implementation shall be with the NBD Secretariat and the NDF Coordinators, in particular, the communication and media Units. In situations where technical support might not be available in-house, then external sourcing shall take place, with a capacity building aspect where possible to ensure that internal capacity is enhanced.

The management and implementation of the strategy tie-in with the NBD log-frame and link to the indicators that relate or are linked directly, therefore its plan ought to relate to the plan for the M&E strategy. Activity plans are to be designed periodically to match with components of the strategy depending on the ongoing projects under NBD's program. They will also be built to link to the monitoring and evaluation milestones and indicators.

**Table 2** is a matrix indicating activities with key responsibilities, supporting roles and anticipated activity cycles. The matrix is a generic outline, with further details to be laid out in activity plans for both regional and national-levels. Therefore, the matrix is indicative of what ought to be considered in terms of audiences, targets, planning and roles necessary for various activities recommended to make the communication efficient and successful.



Table2 is a matrix indicating activities with key responsibilities, supporting roles and anticipated activity cycles.

Activity channels		Target audience								Done By							Frequency		
		NBD	NBI	Government	Media	CSOs	Donors	In t'l audience	Other dev.	Communities	ICT & Social	Media & Com.	R FAO	M&E	RPA	NDF C		NBD	Technical exp.
Internal	Intranet	D									K	S			S	S		Ongoing	
	Fortnightly updates	D									K		S		S			2 weeks	
	Internal meetings	D									S			K	K	K		Monthly	
	Online resources	D									K	K	K			S	S	Ongoing	
	Online platform	D									K	K	s	s	s		s		
	Activity reports	D									K	S		K	K	K	K		6 months
	Exchange visits	D										S		K	K	S	K		6 months
External	External meetings		D	D	D	D			D			K	S	K	K	K	K	3 months	
	Workshops		D	D		D					S	S	S	K	K	K	K	6 months	
	Quarterly Newsletters			D	D	D	I	I	I		S	K	S		S	S	S	3 months	
	Public debates			D	D	D						K	S	S	K	S	K	TBD <sup>1</sup>	
	Radio/TV shows				D	D				I		K	K		S	S	S	TBD	
	Website		D	D	D	D	I	I	I	I	S	K	S			S		Ongoing	
	Films				D	D		I	I	I		K	S		K	S	K	2 years	
	Policy briefs		D	D				I	I			S	K	S	S		S	K	6 months
	Press releases				D							K				S	S		TBD
	Promotional Materials ( posters fliers)		D	D	I	D			I	I		K	K		S		S	S	TBD
News & features		I	I	D	I				I	S	K				K	K		TBD	

**D (Direct)**

**I (indirect)**

**K (Key Person) S (Supported by)**

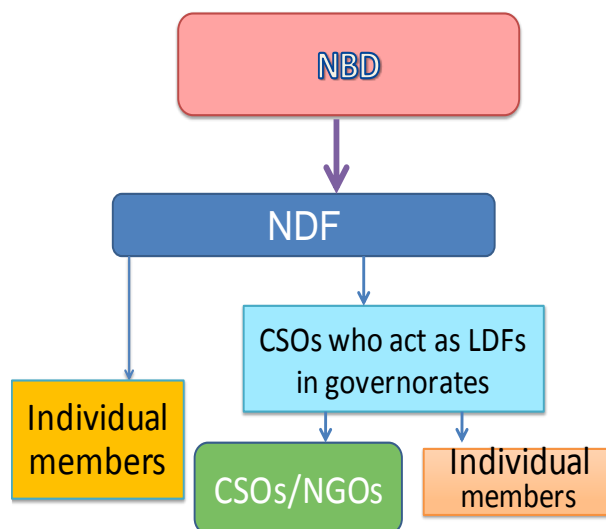
<sup>1</sup> TBD: to be determined



## 6.2. A Deep-dive into managing and implementing community outreach

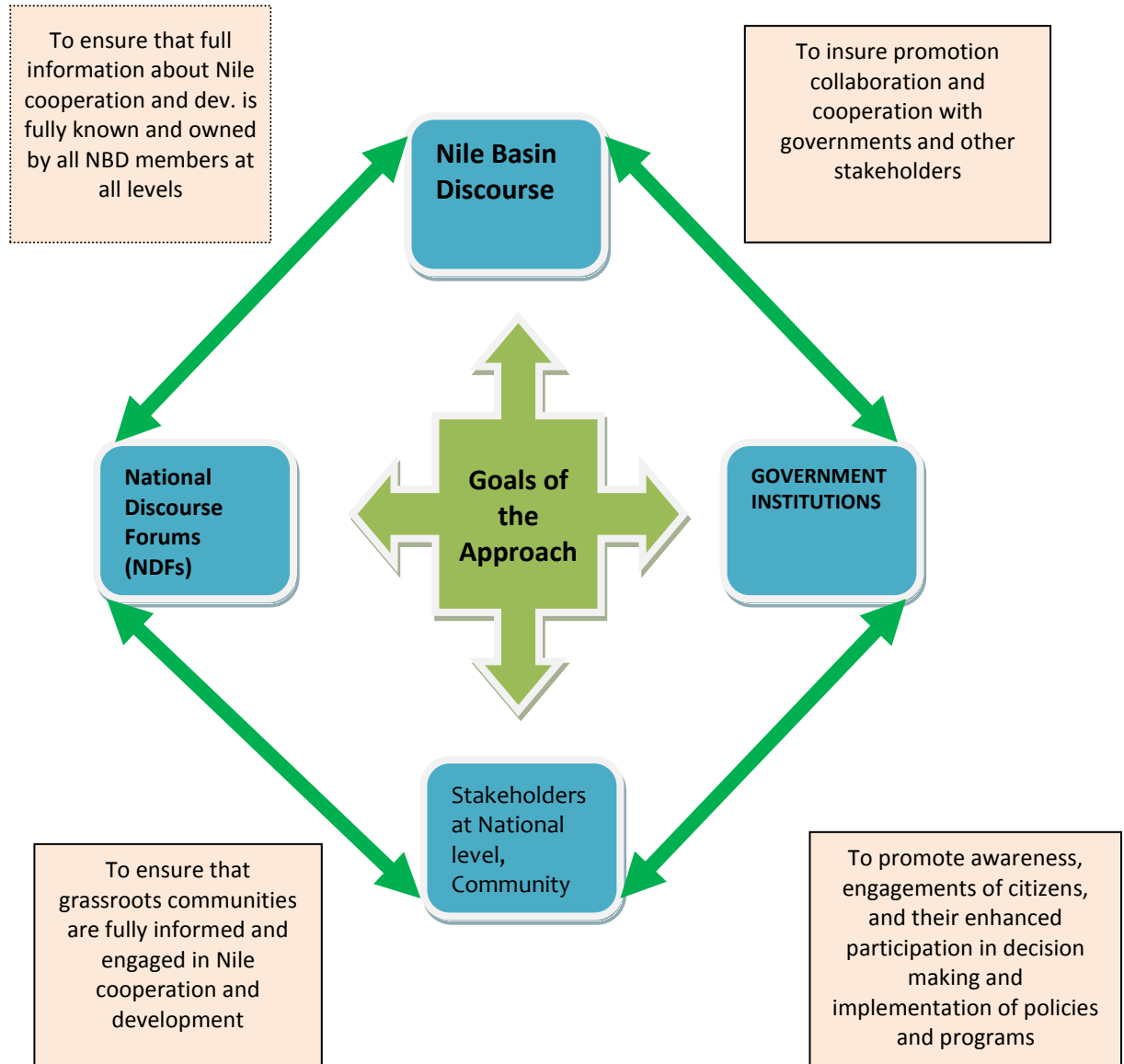
Outreach is an activity of an organization that provides services or advice to people in the community especially those that cannot or are unlikely to come to a service provider or reach government or development partners' offices. The NBD structure is such that there is linkage with the community through the Local Discourse Forums (LDFs) and CSO members on the ground as scoped out in Figure5 of the Nile basin countries' stakeholder mapping (2015). The community concerns are NBD's concerns, since it is a network of networks of the civil society that play the role of a discourse link between development partners, governments, and service providers in the region.

Figure5



The outreach activities are a sub-set of the communication and outreach strategy. The purpose of the community outreach activities is to link directly with community and other grassroots based organizations without diverting from the focus of NBD's mission and vision on Nile cooperation and development. In addition, this is to enhance NBD's image in discourse deepening as indicated in Figure6.

Figure6.



**Table3. Proposed community outreach methods**

<b>Name of stakeholder</b>	<b>Objective</b>	<b>Method</b>	<b>Ways of evaluation</b>
<b>Grass root Communities</b>	To ensure communities are aware of programs and projects of development partners / stakeholders and are fully involved.	Small group sharing meetings and debates, Community & authority interface meetings,	Group based reports, briefs Number of interface meeting ( community and leaders )
<b>Media</b>	To ensure messages are included extensively in local media coverage at key project milestones.	Media kits including FAQs, fact sheets, newsletters, press releases, editorials, documentaries, Field visits, media breakfast, etc	Short media monitoring (analysis , frequency of NBD's key area of focus coverage, etc)
<b>Academic institutions</b>	Including research in fostering communication and information sharing and knowledge transfer, Dissemination of policies and high level decisions made in the interest of the community	Seminars, forums, debate and discourse messaging with focus on established theme.	Number of topics related to NBD mission and vision presented or incorporated in researches. Number of researches conducted in the NB region
<b>Religious and faith based groups / opinion leaders/local authorities</b>	Involving religious, opinion leaders, local authorities in community mobilization and information dissemination and create social transformations to succeeding generations that share similar religious beliefs.	Seminars, workshops, campaigns messages	Number of religious /opinion leaders /local authorities that have increased partnership in NBD activities at community.
<b>National NGOs</b>	To insure local NGOs are aware and the level of ownership of their engagement in NBD activities is increased	Training clusters on thematic issues, forums, field exchanges messaging context, etc	Integration and prioritization of key thematic area activities in their respective plans
<b>Private sector</b>	ensuring they are involved in outreach activities to enhance community's living conditions.	Trainings, distribution of fact sheets, conferences, etc	Action taken in planning, Integration of key components in their respective action plans
<b>Vulnerable groups (Women, youth and people challenged)</b>	Ensuring their participative role in the implementation of NBD's outreach activities and that their voices are heard and taken into consideration at all levels.	Focussed trainings, inclusion in committees, small focussed groups discussions, communicating and consulting, etc	Rate of vulnerable group engagement in Nile issues, reports of special clusters ( youth & women) engaging in NBD's interventions at all levels

The frequency of community outreach is to depend on communication and outreach plans that are to be set up according to the projects under implementation. Under the guidance and support of NBD secretariat through the communication and media department, NDFs are to play a key role in reaching out to communities as they are close to the latter on a daily basis.

### 6.3. Managing community outreach plans

The communication and outreach strategy is a program-based document. Hence, depending on projects that are running, a communication and outreach plan will be developed to have the community and other targeted audience aware of that project. To be effective in outreach, a plan shall be developed considering the following:

**Situation Statement:** This defines or states the project / issue and context that NBD is seeking to build awareness and support for outreach.

**Definition of goals:** focusing on NBD's planned engagement with the community or other targeted audience.

**Identification of target audience(s)/stakeholders:** This is to answer the question; the outreach is for which audience? To identify this audience, NBD is to collaborate with

- a. Decision makers, local authorities & opinion leaders; these include academicians, religious leaders, etc
- b. Information consumers: People in the focal area or category of outreach, and for whom the message is to be tailored.

**Shaping a clear message:** After identifying the targeted audience. A clear message would be set up. It has to clearly state NBD's position and define why NBD aims to outreach the audience.

**Planning and identification of incentives for Engaging targeted audience:** The community outreach requires levels of engagement based on the category of the



targeted audience (community / organization). There might be levels of incentives to enhance the interest in being engaged in the NBD outreach activity.

**Identification of outreach methods:** NBD shall identify methods it intends to use to reach out to the targeted audience. The identified methods are to be linked to the targeted goals.

**Identification of the spokesperson and other tasks:** Since NBD is not a stand-alone entity; the drive of involving other organizations/stakeholders is highly needed to succeed in its outreach. To engage and share tasks, a spokesperson or spokes organization is to be selected depending on the area and organization that is involved in the outreach. The spokesperson is to work closely with NBD. This person or team would be capable of speaking on the issue, passing the message and engaging multiple audiences with confidence.

**Development of the timeline:** The timeline is the implementation schedule of the community outreach. It is to be linked to the M&E activities, and to result into a baseline for the evaluation of the outreach activities.

**Assessment of progress:** A timely measure to assess the progress of the outreach activity, that shall utilize different approaches such as periodical assessment meetings, media coverage etc.



## **SECTION 7. Monitoring, evaluation and review of the communication and outreach strategy**

The monitoring and evaluation of the implementation of communication and outreach strategy is to be twinned with the M&E strategy. To avoid any isolation from each other, the measurement of success will be converted into two types of data, both qualitative and quantitative, that involve both desk-top and web-based M&E.

The success of the strategy is to depend on its effective implementation and the appropriate monitoring and the evaluation of activities. Therefore, the monitoring & evaluation and review are to focus on communication and outreach plans' objectives that form the strategic directions. In addition, enhance the success in assessing the timely delivery and relevance of information that is to allow NBD track progress towards outcomes and make adjustments to implementation arrangements where and when necessary. Depending on communication and outreach plans, regular review shall be done as a factor that is part of the planning and implementation process. It is to enhance the assessment of the progress of implementation of milestones in both communication and outreach.



## SECTION 8. Media engagement

Media engagement is crucial to achieving the communication and outreach – NBD strategy. Therefore, collaborating with media in items including the three listed herein, amplifies NBD's image and messages.

**Item1: News:** entails presenting news in a mode tailored to the media context.

**Item2: Features:** often entails either 'human interest' stories (i.e. A story centred on personal experiences that readers can relate to) or analytical features which are either opinion pieces or a review of a current situation or success stories.

**Item3: Events listings/diary:** entails the informing of media of events that they can cover through invited platforms.

The success of the collaborative effort shall depend on building strong relationships with the media, based on timely communication, keeping records of correspondences, database of pictures and footage that may be shared with media in case of necessity, and enhancing the culture of regular appreciation while giving feedback.

NBD shall now and then organize media breakfast sessions so as to build rapport and get closer to different media outlets. In addition, NBD shall be in a position to know the happenings in the community build efforts with media in advocating for relevant issues regarding the Nile Basin where necessary and sharpen the image of NBD in the communities.



# Conclusions

The Communication and Outreach – NBD Strategy (2016) is a tool kit in the operation of NBD and its Network of Networks, which has been drafted over time following consultations of relevant stakeholders and with financial support from the DFID-GOV.UK and CIWA/World Bank.

The drafting of the strategy undertakes a SWOT analysis of NBD's strength, weaknesses, opportunities and threats. In addition, it looks at the guiding objectives, principles and groupings to come out with the strategic directions. There are efforts of a deep-dive look into the outreach element to amplify NBD's focus in the grassroots communities' livelihoods and inclusivity in cooperation on the Nile water resources management and benefits. Not only does the tool kit enhances team building but also enhances NBD's image and visibility. NBD shall be able to position itself strategically to endear itself to its stakeholders and the wider community, by strengthening the existing partnerships and building more partnerships towards supporting its programmer's sustainability. NBD is playing a critical role in advocacy and discourse on Nile cooperation. It is also playing a pivotal role in communication and consultation on the development investments of the subsidiary action programs of the NBRS. In this case, its efforts are the outreach to grassroots communities that are vulnerable due to water insecurity, food insecurity, gender-biased, and conflicts, and providing a linking of voices to governments, development partners and service providers.

The strength of NBD in communication and outreach is pegged on the fact that it is a large network of networks that cover the whole Nile Basin region reaching the grassroots, making it possible for NBD to undertake communication and outreach at trans-boundary and grassroots levels through the three pipelines of top-down, bottom-up and horizontal..



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## Our Contacts

The Secretariat

NILE BASIN DISCOURSE

PLOT32, Nsamizi rd

Tel: +256414322432 | Fax:+256 414 323 930

P.O. Box 185 Entebbe - Uganda

E-mail: [nbd@nilebasindiscourse.org](mailto:nbd@nilebasindiscourse.org)

Twitter: @nilebasin

Facebook: <http://facebook.com/NileBasinDiscourse>

Website: [www.nilebasindiscourse.org](http://www.nilebasindiscourse.org)

## Implementing Partners

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Sudan NDF	Khartoum, Sudan
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## Development Partner

CIWA/World Bank

## Collaborating Partners

NBI Secretariat	Entebbe, Uganda
NBI-NELCU	Kigali, Rwanda
ENTRO	Addis Ababa, Ethiopia
GWP -EA	Entebbe, Uganda
IGAD	Djibouti - Djibouti

## Regional Secretariat Staff

Hellen NATU – Regional Manager

Herbert WAIRUGALA – Regional Finance & Admin Officer

Ayenew TESSERA – Regional Monitoring & Evaluation Officer

Fidele NIYIGABA – Regional Communication & Media Officer

Jennifer KURUBEIJA – Regional Program Administrator

Mathias NYANZI –Regional ICT & SM