THE NILE BASIN INITIATIVE SECRETARIAT STRATEGIC PLAN 2012 - 2016
THE NILE BASIN AND NBI CENTRES
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LIST OF ABBREVIATIONS AND ACRONYMS

CFA     Cooperative Framework Agreement
COM     Council Of Ministers
DSS     Decision Support System
EN      Eastern Nile
ENCOM   Eastern Nile Council of Ministers
ENPM    Eastern Nile Planning Model
ENSPAP  Eastern Nile Subsidiary Action Program
ENSAPT  Eastern Nile Subsidiary Action Program Team
ENTRO   Eastern Nile Technical Regional Office
IDS     Institutional Design Study
ISP     Institutional Strengthening Project
IWRM    Integrated Water Resources Management
KM      Knowledge Management
MOU     Memorandum of Understanding
MTR     Mid Term Review
NEL     Nile Equatorial Lakes
NRBC    Nile River Basin Commission
NBD     Nile Basin Discourse
NBDIF   Nile Basin Development Forum
NBI     Nile Basin Initiative
NBTF    Nile Basin Trust Fund
NBSF    Nile Basin Sustainability Framework
NEL-COM Nile Equatorial Lakes Council of Ministers
NEL-TAC Nile Equatorial Lakes Technical Advisory Committee
NELSAP  Nile Equatorial Lakes Subsidiary Action Programme
NELSAP-CU NELSAP Coordination Unit
NELTAC  Nile Equatorial Lakes Technical Advisory Committee
NFP     National Focal Point
Nile-SEC Nile Secretariat
Nile-TAC Nile Technical Advisory Committee
Nile-COM Nile Council of Ministers
PSD     Project Strategic Direction
RBO     River Basin Organization
SAP     Subsidiary Action Program
STS     Short-term Strategy
SVP     Shared Vision Program
SWOT    Strengths, Weaknesses, Opportunities, Threats
ICR     Internal Cost Recovery
STRATEGIC PLANNING FOR THE NILE BASIN INITIATIVE
PART 1: STRATEGIC PLANNING FOR THE NILE BASIN INITIATIVE

NBI SHARED VISION: TO ACHIEVE SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT THROUGH EQUITABLE UTILIZATION OF, AND BENEFIT FROM, THE COMMON NILE BASIN WATER RESOURCES.

What is the Nile Basin Initiative?

The Nile Basin Initiative (NBI) is a regional partnership for spurring growth and addressing the critical challenges of the Nile River Basin. Countries of the Nile namely Burundi, DR Congo, Egypt, Eritrea, Ethiopia, Kenya, Rwanda, South Sudan, The Sudan, Tanzania and Uganda jointly established the NBI in 1999 to harness the potential gains of cooperative management and development of the Nile Basin. The partnership continues to be led by the riparian states of the Nile. It is built around a shared belief that countries can achieve better outcomes for all the peoples of the Basin through cooperation rather than competition. At the heart of this challenge is the imperative to eradicate poverty. The partnership has been built around a shared vision for the betterment of the Nile River Basin.

NBI Governance includes the Nile Council of Ministers of Water Affairs of the NBI countries (Nile-COM) as the overall decision making body; the Nile Technical Advisory Committee (Nile-TAC) which provides the technical guidance to NBI and advises the Nile Council of Ministers. Professional day to day management includes the Nile Basin Initiative Secretariat (Nile-SEC) which is located in Entebbe, Uganda, and two subsidiary programs regional coordinating offices located in Addis Ababa, Ethiopia (ENTRO) and in Kigali, Rwanda (NELSAP-CU).

As defined by Nile-COM in 2002, Nile-SEC has two primary roles: a) Supporting Nile Basin Cooperation through providing Secretariat services to Nile-TAC and Nile-COM in the execution of their functions within NBI, and through fostering the enabling environment for cooperation through communications, networking, basin-wide forums and the like; and, b) Supporting and coordinating other basin-wide activities flowing from the Shared Vision Program, principally through fostering basin-wide integrated water resources management (IWRM).

By the time the Shared Vision Program was concluding, it became evident that the expected transformation of the NBI into the permanent River Basin Commission would not take place in a short period, as the CFA process would take time before it is enforced. Accordingly, Nile-TAC commissioned the preparation of the NBI Overarching Strategic Plan and the Nile-SEC specific Strategic Plan, guided by the former, linked to the 1999 Strategic Action Program and through a participatory process.

Challenges of the Nile River Basin

The Nile River is the World’s longest river, travelling more than 6700 Kilometres from the farthest source of its headwaters of the Kagera Basin in Rwanda and Burundi through Lake Victoria to its delta in Egypt on the Mediterranean Sea. It is a great regional resource and global asset of generational heritage. The Nile Basin covers about 3.25 million square kilometres, which represents about ten percent of Africa’s land mass area. The river plays a central role in human settlement and in the development of a rich diversity of cultures and livelihoods. The basin includes world class environmental assets such as the Sudd in South Sudan.

At the dawn of the Millennium, the population was estimated to be 160 million within the basin (2011, 230m), and 300 million in the basin countries. The population is expected to double by 2025, exerting more pressure on the basin finite water resources.

Countries of the Nile basin are faced with a multitude of challenges despite the endowment of the Nile Basin water resources. Poverty is rampant and food insecurity is common due to rainfall variability both within seasons and over longer periods. There is, as yet, inadequate infrastructure to store water and to regulate stream flow for productive uses. Water related shocks like floods and droughts, compounded by the climate change, pose a challenge to the basin. The region is faced with unsustainable environmental conditions, low access to water and sanitation services and electric power. The region also has a history of tensions and instability both between states and internal to states.

The 1999 NBI Strategic Action Program

At the commencement of the Initiative, the Council of Ministers were concerned to ensure that tangible benefits of the new cooperation between the Basin states appeared as early as possible. To do this, the first NBI Strategic Action Program, which was launched in February, 1999 had two parts:

- A Shared Vision Program (SVP) comprising a series of inter-related projects spread across the Basin aimed at building coopera-
A Subsidiary Action Program (SAP) aimed at early concrete investments ‘on the ground’. This operates in two distinct sub-regions – the Eastern Nile region and the Nile Equatorial Lakes region – though connected by the common thread of the Nile River.

To ensure NBI has the capabilities to move into the future, NBI has been engaged in an Institutional Strengthening Project (ISP) since 2008, designed to grow the abilities of NBI and to make NBI ready for the ultimate transition to the intended Nile River Basin Commission (NRBC) under the CFA. As with the SVP, the ISP is due to end in December 2012.

A Family of Strategic Plans

Until now, and during the period while the three Nile Centres (Nile-SEC, ENTRO and NEL SAP CU) have been going through their early establishment and capability strengthening, the Centres have independently created their Centre-specific strategic plans. With this early establishment period largely completed, and with the SVP nearly completed, the time has come to approach strategic planning in an integrated and holistic way.

NBI has therefore created a synergistic set of plans within the Strategic Action Program 1999, for which this document comprises the Nile-SEC Strategic Plan 2012-2016. It has been formulated to flow directly from the overarching Nile Basin Initiative Strategic Plan. For the two SAP Centres, their strategic plans clearly belong within the NBI family of plans, but some freedom and flexibility has been exercised so as to tailor their strategic plans to the particular strategic needs of their sub-regions which are quite disparate in relation to geography, environment, cultures, politics and specific water resource and water-related issues and challenges. However, because Nile-SEC is the executing agency for the Initiative, its Strategic Plan is much more closely aligned to the parent Plan.

A key feature of the NBI Overarching Strategic Plan is the extent to which NBI has now elaborated its core functions and clarified the clear division of roles and responsibilities across the three NBI Centres. This has been accompanied by a marked change from a standalone project-based approach to a more coherent and holistic program-based approach. This change has been most marked in Nile-SEC which until now has simply had the roles of NBI Secretariat and project manager for SVP.

The figure 1 demonstrates the family of strategic plans. NBI has chosen the planning horizon, 2012-2016, to cover the possible period ahead of a CFA entering into force. As this period is not able to be predicted precisely, the overarching NBI Strategic Plan has been formulated so as to have the flexibility to be reviewed rapidly as needed to align with the actual progress of the CFA.

Rationale for this Plan

Since its inception in February 1999, the NBI has made progress that can fairly be stated as not being matched by many river basins around the world. The level of cooperation has visibly improved from initial wariness to a strong and mutual sense that basin-wide cooperation is valuable and that it produces tangible, beneficial results. However, NBI is now at crossroads, as the Shared Vision Program draws to a close and the Institutional Strengthening Project has a little over a year to run. At the same time, the CFA has not come to fruition as rapidly as might have been hoped for and will take time before it ultimately comes into force.

With the present funding base from Development Partners due to end, NBI must now set a constructive strategic path ahead for NBI in the next few years that ensures, firstly,
that the benefits of cooperation continue to accrue across the Basin, with an NBI remaining ready for the CFA, and, secondly, with an NBI that continues to attract support from Development Partners.

In this situation, it is particularly critical for Nile-SEC to carefully formulate the best strategic path ahead as the impending end of both the Shared Vision Program and the Institutional Strengthening Program marks a major change for the Secretariat. This changed context in which Nile-SEC is now operating is further elaborated in Part 2 – Situation Analysis.

It is important to note however that Nile-SEC’s strategic path ahead, whilst informed by its own specific situation analysis, is primarily guided by a set of Short-term Strategic Directions laid down by NBI in its NBI Overarching Strategic Plan 2012-2016. To summarise, although a fresh Nile-SEC Strategic Plan is now needed to guide its priorities in the short-term, the 1999 Strategic Action Program Guidelines continue to define the operating parameters for Nile-SEC.

**Strategic Planning Process**

For the basin-wide, Overarching Strategic Plan, NBI has adopted a clear and logical path in developing. Working from first principles, the planning for the short-term (i.e. for 2012-2016) has been carried out by the Nile-TAC Committee through a logical series of steps. In brief, these were processes of review, followed by a re-setting of medium-term priorities, culminating in formulation of a broad, overarching strategy for achieving these priorities.

Similarly, the Secretariat has followed an essentially parallel process, guided firstly by the mandate of the 1999 Strategic Action Program and the new situation, by the short-term strategic directions set for it by the NBI Overarching Strategic Plan 2012-2016, the Institutional Design Study, elaborated core functions and NBI results chain. Key among the tenets of the preparation process have been inclusivity, candidness in discussions, being interactive and reflective of the future aspirations of NBI.

Because this Nile-SEC Strategic Plan 2012-2016 is one of the three implementing vehicles for the overarching NBI Plan, it goes beyond the direction-setting of the Overarching Strategic Plan and elaborates matters such as program activities within the planning period, funding mechanisms for these activities, and implementation details such as organisational arrangements within the Secretariat and performance evaluation.
The strategic framework for Nile-SEC is derived via the NBI Overarching Strategic Action Plan which in turn is governed by the 1999 Strategic Action Plan Policy Guidelines, elaborated by subsequent directions of Nile-COM. The key elements of this framework are firstly the Objectives of the Strategic Action Plan which also define the mission of NBI; secondly the focus of the Overarching Strategic Plan as is defined in detail by its Short-term Priorities and Specific Objectives 2012-2016; and finally the Short-term Strategic Directions set for Nile-SEC by the Overarching Plan. This framework is illustrated below.

Within the broad mandate of the 1999 Strategic Action Plan, the specific driving elements for strategic planning for the Secretariat are given in the NBI Overarching Strategic Plan. This overarching plan envisions 2012-2016 as a period of Consolidation and Delivering, flowing from earlier establishment and strengthening phases as shown graphically in Figure 3.

The NBI focus for 2012-2016 is therefore centred on delivering the highest priority outcomes or ‘products’ required by the member countries to the extent possible within the existing mandates of the transitional NBI.

### NBI Overarching Short-term Priorities and Specific Objectives

The NBI Situational Analysis has revealed that NBI is producing intended and desirable products, but remains capable of improvement. The overarching NBI focus then for 2012-2016 is to increase productivity, especially in water development, but across the board to seek to be more efficient and effective.

The NBI strategy for achieving this is to place an emphasis on performance enhancement and increasing the impact of the NBI Centres, and in a streamlining of the Secretariat to focus on basin cooperation and water resource management. This focus is designed to ensure that NBI achieves the greatest possible success in progress towards the Nile Shared Vision.

For the Overarching Plan, three elements of NBI focus have been identified for this period of ‘Consolidation and Delivering’. These are, in plain language:

- Deliver more, with emphasis on targeting poverty.
- Improve the way the NBI Centres do this delivery.
- Oil the wheels of basin cooperation to improve the enabling environment.

To facilitate this strategic focus, and driven by the NBI’s own situation analysis, a set of Specific (Strategic) Objectives have been identified, each capable of being monitored and proactively managed.
Strategic Directions for Nile-SEC as set by the NBI Overarching Plan (2012-2016)

A crucial part of the strategic planning process across NBI has been to elaborate the core functions from the broad guidelines of the 1999 Strategic Action Program to clarify and better define them.

From the components of the Institutional Strengthening Project, from considerations arising from the Institutional Design Study, and from a desire for focus and clarity, the NBI has identified and adopted a set of Core Functions. These are broad functions, although specific in their application, and potentially encompass most of river basin management. NBI has therefore developed a simple program structure which adds value by separating core functions into logical groups. Although only some elements of the possible range of activities within any of these functions can be achieved at any particular time, the generic nature of these functions and the linked programs should serve NBI well into the future. In addition, they reflect modern IWRM practice.

The Core Programs encompass all of the core functions of the NBI as discussed and elaborated by its governance bodies during 2011. These are accompanied by core support functions, or ‘corporate services’. These corporate services do not form a specific program but are instead a set of essential management overheads with costs to be spread across the Core Programs.

The three Core Programs of NBI and the lead responsibilities are:

a) Basin Cooperation Program
   Lead Centre: NBI Secretariat
   Program Objective: To facilitate, support and nurture cooperation amongst the Nile Basin countries so as to promote timely and efficient joint actions required for securing benefit from the common Nile Basin water resources.

b) Water Resource Management Program
   Lead Centre: NBI Secretariat
   Program Objective: To assess, manage and safeguard the water resource base that supports the peoples of the Nile Basin through applying the principles of knowledge-based IWRM to water development planning and assessment.

Program Description: The NBI actively provides and operates a unique platform for inter-country dialogue and negotiation by Nile Basin Ministers of Water Affairs and senior officials on issues of sustainable water resources management and development. NBI also facilitates regional liaison among water-related interests and renders it more effective through the provision of strategic information.

c) Water Resource Development Program
   Lead Centre: Subsidiary Action Centres (NELSAP and ENSAP)
   Program Objective: To identify, prepare and facilitate investment in trans-boundary water development projects and programs whilst avoiding negative impacts on the health of the Nile Basin’s resources through applying the principles of IWRM.

Program Description: The NBI assists its member countries to achieve joint water development projects and management programs through supporting the identification of development opportunities, the preparation of projects and facilitation of investment which then enables member countries to implement the projects.

As noted earlier, a key driving force for formulating this new Strategic Plan has been the impending end to the Shared Vision Program (SVP). Nile-SEC has been responsible for the coordination of the projects within SVP, and also hosted two of the projects. Nile-SEC is now in a transition phase related to the second of its two primary functions, namely: Supporting and coordinating other basin-wide activities flowing from the Shared Vision Program, principally through fostering basin-wide integrated water resources management (IWRM).

To illustrate what this means for Nile-SEC, the transition into this ‘Consolidation and Delivering’ phase of the NBI Strategic Action Plan as it affects both NBI Regional Offices and Nile-SEC is shown figure 4.

Short-term Strategic Directions for the NBI Secretariat:

As already indicated, the NBI focus for 2012-2016 is to increase productivity, especially in water development, but across the board to seek to be more efficient and effective.

Thus, to contribute to the NBI Specific (Strategic) Objectives for 2012-2016, the NBI Secretariat is required to:
Focus on institutional sustainability
- Maintain a continuing focus on institutional strengthening, including successfully completing the Institutional Strengthening Project
- Give the highest priority to setting a path towards financial sustainability for all of NBI by driving and completing an NBI Financial Sustainability Plan
- Build a strong focus on enhancing the Secretariat’s own financial sustainability through keeping Nile-SEC ‘lean and mean’, well-managed and producing only priority deliverables.

Focus on its lead role in two core programs:
- Basin Cooperation Program: The 2012-2016 focus includes supporting, nurturing and fostering basin-wide cooperation so as to enhance and consolidate the ability of NBI to achieve the Objectives of the Nile River Basin Strategic Action Plan. This includes improved and proactive support to NBI governance.

- Change the culture of the Secretariat to that of a business unit which is driven by its clients’ needs and which has the strategic skills to secure funding for client services.

- Water Resources Management Program: The 2012-2016 focus is on building and operationalising an accessible, interactive knowledge base and system that will facilitate optimal water resource management and development through provision of comprehensive information and scenario analysis

Focus on support of national ministries and line agencies and on SAPs in their tasks of facilitating water resources development through both ongoing capacity building and through consultative development of trans-boundary guidelines within the Nile Basin Sustainability Framework.
THE 2012-2016 NILE-SEC VISION, MISSION, CORE VALUES AND GOAL
The first response by Nile-SEC to the overarching plan has been to review and restate its own vision, mission and values in order to guide its priorities, deliverables and work programs. The Strategic Plan then revisits and refines the broad objectives and the key strategic directions of the Secretariat in order to optimise its purpose, value for money, and its contribution to the Nile Vision, with a strong focus on the short to medium term.

Vision

“A centre of excellence for river basin management services”

Mission

“A professionally and sustainably managed secretariat serving the NBI countries to achieve the Shared Vision”

Core Values

Nile-SEC Core Values

<table>
<thead>
<tr>
<th>Teamwork</th>
<th>Integrity</th>
</tr>
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<tbody>
<tr>
<td>Respect for diversity</td>
<td>Professionalism</td>
</tr>
</tbody>
</table>

Short-term Strategies and Specific Objectives

Short term Strategies

In the light of the above Broad Goal that arises from the 2012-2016 NBI Overarching Strategic Plan, the Nile-SEC operating context and situation analysis, and taking into account all other relevant matters, Nile-SEC has formulated four broad Short-term Strategies (STSs) devised so as to enhance the Secretariat’s value through the current Institutional Strengthening Program and forward into the succeeding four years. The four STSs do not cover the entirety of Nile-SEC’s now elaborated listing of core functions within each Core Program, but are centred on the strategic priorities judged to apply through the planning period. They are thus designed to provide the means by which the management team of Nile-SEC plans and prioritises the Deliverables under each Core Program.

STS 1 – Concentrate on nurturing cooperation and on improving performance as the platform for whole-of-Basin dialogue, including pro-active secretariat services for TAC and COM.

Rationale – As the SWOT analysis reveals, NBI is the only Basin-wide institution for inter-government co-operation relating to Nile Basin water resources management and development. It is clearly in the interests of the citizens of the Basin that this cooperation be nurtured and that it occurs in the most effective way. This will be achieved through providing pro-active support to the governing bodies of NBI in terms of supplying strategic information, secretariat services, and follow-up services of the highest possible quality. This will also entail instilling confidence and cooperation by actively demonstrating to member countries the tangible and intangible benefits that are known to flow from cooperation across the Nile Basin.

STS 2 – Aim at becoming the prime centre of excellence as a Basin-wide knowledge base, including world-class capabilities for intelligent knowledge analysis

Rationale – Together with providing a pro-active platform for Basin-wide dialogue, the Nile-SEC can in pursuit of the Nile Vision be the source of Basin knowledge in water resources management and development. With a complex basin and complex issues, Nile-SEC can make a major contribution to reducing the complexity of debate by replacing rhetoric with reliable facts, thus minimising the room for uninformed debate. This Basin knowledge will be most valuable when it is delivered not just as datasets, but as interpreted data coupled with an ability to quantitatively examine through computer simulation a range of potential development interventions – an interactive, intelligent knowledge base, and a world-class scenario evaluation service. This will therefore be attained through; establishing and maintaining a regional knowledge base, including geographic, hydro graphic, hydrological, climatic, environmental, social, and economic data, including GIS/RS data, etc, establishing and maintaining analytic tools, database systems for WRM and knowledge management, facilitating data and information sharing and exchange among NBI offices and member countries

STS 3 – Support NBI Regional Offices, national ministries and line agencies in their tasks of facilitating and implementing water resources development through ongoing capacity build-
ing and consultative development of trans-boundary guidelines relevant to Nile Basin cooperation.

Rationale – SWOT and other analysis associated with ISP reveals that capacity of national line agencies in particular remains limited in some cases. This is a hindrance to cross-boundary cooperative efforts, and it remains a key goal to have the countries achieve more equalised capacities across a range of water resources functions. In addition, such cross-boundary cooperation on the future will face difficulties if national policies do not contain reasonably compatible trans-boundary provisions. Also, if joint developments in one area of the Basin deal with matters such as trans-boundary social and environmental impacts in widely differing fashions, this creates a potential source of dispute rather than of constructive cooperation. This will be achieved through; a more proactive NBI Secretariat; promoting wider use of the unique platform for inter-country dialogue provided by NBI; actively encouraging the current sub-Basin cooperative discourse and actions to extend across whole-of-Basin matters; establishing judicious links with appropriate regional institutions; and strategic engagement of relevant parts of civil society among others.

**STS 4** - Stay focussed on enhancing financial sustainability and keeping Nile-SEC ‘lean and mean’, well-managed, and producing only priority deliverables.

Rationale – Development partners have strongly indicated that whilst they remain supportive of NBI, the initial benevolent approach which was aimed at getting NBI off the ground is now giving way to NBI needing to do its own resource mobilisation in a competitive environment. In addition, political uncertainties are expected to continue to constrain member countries in their financial contributions. And, finally, countries and their line agencies still have some way to go in being convinced of the value of NBI, and particularly of Nile-SEC, to the Basin. Establishing and marketing Nile-SEC as a ‘value for money’ institution and in packaging programs and projects so as to secure funding post-December, 2012 is the top priority for Nile-SEC management.

Applying the above four Nile-SEC Short-term Strategies to Nile-SEC’s core functions under each NBI Core Program, a work program and associated financing plan has been prepared. This will be achieved through, review and establishment of a functional structure that is geared towards promoting efficiency in delivery of services, formulation of a financial sustainability plan which will include assessing financial needs, generation of proposals for cost cutting, soliciting for alternative funding sources, and developing fundraising packages, undertaking of capacity building through carrying out a training needs assessment, and developing and implementing a training plan among others.

**Short-term Priorities, Specific Objectives and Actions**

In line with the NBI overarching strategy, one of the focus areas for NBI for 2012-2016 is to streamline the Nile Secretariat to focus on basin cooperation and water resource management. This focus is designed to ensure that NBI achieves the greatest possible success in progress towards the Nile Shared Vision. Driven from the situation analysis of the Nile Secretariat, the following short-term priorities and Specific Objectives are identified in the table on the next page.
### Short-term Priorities, Specific Objectives and Actions

<table>
<thead>
<tr>
<th>Short-term Priorities</th>
<th>Specific Objectives 2012–16</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continue to foster and strengthen Basin cooperation and dialogue</td>
<td>1. To raise the level and degree of cooperation between the riparian countries</td>
<td>Through: • a more proactive NBI Secretariat; • promoting wider use of the unique platform for inter-country dialogue provided by NBI; • actively encouraging the current sub-Basin cooperative discourse and actions to extend across whole-of-Basin matters; • establishing judicious links with appropriate regional institutions; and, • strategic engagement of relevant parts of civil society.</td>
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<tr>
<td>• Explore external liaison and cooperation with appropriate regional institutions</td>
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<tr>
<td>Foster and strengthen National Focal Points for better dialogue and more involvement of line ministries.</td>
<td>2. To reinforce the effectiveness of National Focal Points (NFPs)</td>
<td>Through: • promoting and making known their importance to NBI communications and operations; • training and strengthening aimed at levelling NFP capacities across the Basin; • establishing a twice-yearly NFP Forum; and, • formulating and applying guidelines for efficient conduct of NBI business by constructive engagement and use of the NFPs.</td>
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<tr>
<td>Continue to build the knowledge base, especially of Nile Basin hydrology in order to underpin an information–rich dialogue on water development.</td>
<td>3. NBI integrated knowledge management system established and operational.</td>
<td>• Put in place intelligent access portals and interactive capabilities which meet the needs of NBI Regional Offices, member countries, decision–makers, and the Basin community.</td>
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<tr>
<td>Demonstrate the successes and value that NBI brings in identification of basin–wide opportunities, in catalysing joint investments, and in facilitating information exchange.</td>
<td>4. To achieve an enhanced member country commitment.</td>
<td>Through: • demonstrating the tangible benefits accruing across the Nile Basin countries, and, • communicating the added value of joint projects together with the mutual benefits flowing from cooperative actions in water resource management.</td>
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<tr>
<td>• Complete establishment of the water resources management unit</td>
<td>5. To establish and operationalise the architecture of a single NBI integrated knowledge management system</td>
<td>• Swiftly concentrate its efforts on actively raising the level, intensity and effectiveness of Nile Basin cooperation and inter–country dialogue, on providing and applying knowledge–based integrated water resources management to underpin this dialogue and, • Enable and encourage water planning that achieves optimal use and win–win gains.</td>
</tr>
<tr>
<td>• Accelerate an enhanced organisational effectiveness so as to better underpin NBI cooperation and proactive knowledge–based IWRM</td>
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<tr>
<td>Give high priority to securing financial sustainability</td>
<td>6. Formulate and implement a financial sustainability plan covering both income generation for NBI core functions and resource mobilisation for investments</td>
<td>• Cover both income generation for Nile–Sec core functions and operations. • immediate start on recovery of indirect costs.</td>
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</table>
WORK PROGRAM AND DELIVERABLES: JULY 2012-JUNE 2017
In order to implement the priorities and strategic objectives identified in the strategic plans, projects have been identified and consolidated under a programmatic structure that is aligned with the three key function areas, as tabulated below.

### A summary of Nile-SEC’s elaborated work program and deliverables with budget (US $ million)

<table>
<thead>
<tr>
<th>Program</th>
<th>Sub–program</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>Sub–total</th>
<th>Manage't fee</th>
<th>Total</th>
</tr>
</thead>
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<tr>
<td>1. Secretariat</td>
<td></td>
<td>0.6</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>2.6</td>
<td></td>
<td>–</td>
<td>2.60</td>
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<tr>
<td>2. Platform for Cooperation</td>
<td></td>
<td>1.2</td>
<td>1.2</td>
<td>1.29</td>
<td>0.8</td>
<td>0.5</td>
<td>4.99</td>
<td>0.50</td>
<td>5.49</td>
</tr>
<tr>
<td>3. Cooperation in the Power Sector:</td>
<td>Establishment of Technology Centre of Excellence ($5.53 M);</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NBI making effort to secure funding through various sources outside NBTF</td>
<td>[11.54]</td>
<td></td>
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<tr>
<td>ii) Basin–wide Power Dev. Strategy ($6.01 M)</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Basin Monitoring</td>
<td></td>
<td>1.45</td>
<td>2.7</td>
<td>2.7</td>
<td>8.1</td>
<td>6.3</td>
<td>21.25</td>
<td>2.13</td>
<td>23.38</td>
</tr>
<tr>
<td>5. Knowledge Base</td>
<td></td>
<td>1.06</td>
<td>1.58</td>
<td>0.7</td>
<td>0.95</td>
<td>0.78</td>
<td>5.07</td>
<td>0.51</td>
<td>5.58</td>
</tr>
<tr>
<td>6. Analysis</td>
<td></td>
<td>1.35</td>
<td>1.8</td>
<td>2.7</td>
<td>2.25</td>
<td>1</td>
<td>9.1</td>
<td>0.91</td>
<td>10.01</td>
</tr>
<tr>
<td>7. Water Policy Support</td>
<td></td>
<td>0.35</td>
<td>0.65</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>0.30</td>
<td>3.30</td>
<td></td>
</tr>
<tr>
<td>8. Technical capacity for trans–boundary ecosystem management</td>
<td></td>
<td>0.7</td>
<td>1.3</td>
<td>2.25</td>
<td>1.75</td>
<td>6</td>
<td>0.60</td>
<td>6.60</td>
<td></td>
</tr>
<tr>
<td>9. Awareness for sustainable use of trans–boundary environmental resources</td>
<td></td>
<td>0.6</td>
<td>0.9</td>
<td>1.1</td>
<td>1</td>
<td>0.9</td>
<td>4.5</td>
<td>0.45</td>
<td>4.95</td>
</tr>
<tr>
<td>Sub–total</td>
<td></td>
<td>7.31</td>
<td>10.63</td>
<td>12.24</td>
<td>16.35</td>
<td>9.98</td>
<td>56.51</td>
<td>5.39</td>
<td>59.30</td>
</tr>
<tr>
<td>10% (less Secretariat sub–program)</td>
<td></td>
<td>0.67</td>
<td>1.01</td>
<td>1.17</td>
<td>1.59</td>
<td>0.95</td>
<td>5.39</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>7.38</td>
<td>11.14</td>
<td>12.91</td>
<td>17.44</td>
<td>10.43</td>
<td>59.30</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Funding secured or under processing

| Funding secured or under processing | | | | | | | | |
| GIZ – Extension of ongoing Support to Water Resources Management (KM, Policy) (1.3) | | | | | | | | |
| CIWA (under consideration) | | 2.51 | 2.52 | 3.0 | 3.0 | 3.0 | 14.03 | | |
| Nile–SEC | NEW Total Required (less that under process) | 4.87 | 8.62 | 9.91 | 14.44 | 7.43 | 45.27 | 5.39 | 50.66 |

Including ICR (10 %), country contribution, and Power Projects
PART 5

FINANCING STRATEGY & BUDGET, RISKS, MITIGATION AND SUCCESS FACTORS
PART 6: FINANCING STRATEGY & BUDGET, RISKS, MITIGATION AND SUCCESS FACTORS

Financing Strategy and Budget

For the year for 2012 Nile-Sec will be supported through country contributions and particularly the NBTF financed Institutional Strengthening project. For the period 2013-2016 Nile-Sec has a projected budget of USD 48.87 million (refer to Table above) covering both project and core costs. Core costs in this case have been defined as the minimum required costs to support the basic operations of the Nile Secretariat including functioning as a secretariat to the governing bodies, core ‘building cooperation’ activities, basic water resource management functions, necessary finance and administration functions and the executive office.

The following seven strategies represent the key directions that the Nile Secretariat will take to ensure financing of planned operations through the period post 2012 up to the end of this strategic plan in 2016.

Strategy 1 - Country Contributions - Member States will be requested to gradually increase the current level of country contribution to cover the costs of the Secretariat function of the Nile-SEC representing a significant portion of Core Costs. A clear budget for the costs to be covered will be presented to the governing bodies for approval.

Strategy 2 - Program and Project Grants - Grant financing request will be sought from Development Partners for specific programs and projects. These grants will have clear programmatic deliverables related to building cooperation or water resource management work. Requests to development partners will begin with a consolidated request to existing NBTF partners for joint and/or bi-lateral financing. Requests will also go out to new potential partners including the Arab Fund (Kuwait), Saudi Development Fund, Islamic Development Bank, JICA (Japan), Ausaid (Australia.) and the Chinese government.

Strategy 3 - Indirect Cost Recovery - Nile-Sec will negotiate a standard 10% management fee or ‘Indirect Cost Recovery’ for the management of each grant agreement. These amounts will be used to cover a portion of the Core Costs. Note that this fee is lower than the 11% charged by the Mekong River Commission.

Strategy 4 - Direct charging of appropriate Core Costs to projects - Most project staff will be covered 100% by the project for which they work. Some managers and technical staff who provide significant support to a project may have a percentage of their time charged to the project as a direct cost. This charging will be supported by time sheets. Additionally, grant financing will be sought for some of the basic water resource management and cooperation activities that are considered part of the core costs.

Strategy 5 - Build Reserve Fund - Nile-Sec has already established a reserve fund that will serve as a measure of the last resort to provide funding for core costs. The reserve fund will be credited with surpluses from the Nile-Sec un-restricted funds. This will be built to cover over 2.5 years of core costs. Once the target of the reserve fund is met, any surplus funds will be allocated to programmatic and/or organizational development needs to be determined during the yearly budget cycle.

Strategy 6 - Fee for service arrangements - The Nile-SEC are hosting very valuable knowledge management and analytic products and services and will in the long run charge a fee to users of these products. During the early development of these products services it is important to note that fees may hinder nascent demand. Potential users of these services include development projects, Member State Ministries, investors, international organizations and academics among others. However ass products and services demonstrate their utility to clients a fee structure will be developed to help cover the cost of these products and services.

Strategy 7 - Explore opportunities for potential alternative funding mechanisms - This is a longer-term strategy to explore the possibilities of other funding mechanisms outlined in the IDS report. Experiences from other RBO’s will be examined and analyzed for their potential application in the Nile basin.
The NBI Secretariat Strategic Plan

Critical Success Factors

The following critical success factors have been identified.

- Effective communication (development, internal, corporate)
- Professional and motivated staff
- Project proposals attract interest of Development Partners
- Countries actively supported with Decision Support System

Risks

The table below summarises the NBI risks, which have been grouped into seven risk exposure areas.

<table>
<thead>
<tr>
<th>Risk Exposure</th>
<th>Risks</th>
</tr>
</thead>
</table>
| Political       | • Non Participation of some countries in the full affairs of the NBI (Regional Co-operation stalls)  
|                 | • Political instability in the NBI countries                        |
| Professional    | • Unfulfilled member Country expectations                            |
| Financial       | • Failure to achieve financial sustainability                       |
|                 | • Member Countries have difficulty to meet financial obligations    |
| Stakeholder     | • Slow to develop effective partnerships with key stakeholders      |
| Partner         | • Failure of NBI member countries to agree on a common partnership arrangement. |
| Operational     | • Inadequate functionality of secretariat                            |
|                 | • Under resourced secretariat.                                       |
| Reputational    | • Nile-SEC construed as an ineffective institution                   |

Risk Mitigation

Risk Mitigation involves identifying the various activities, or steps, to reduce the probability, and or impact of an adverse risk, and creation of a contingency plan. The table below summarises the risk mitigation measures to be undertaken by the Nile-SEC.

<table>
<thead>
<tr>
<th>Risks: The following risks and mitigation measures are described.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risks</td>
</tr>
<tr>
<td>• Non-participation of some countries in the full affairs of the NBI.</td>
</tr>
<tr>
<td>• Member Countries have difficulty to meet obligations</td>
</tr>
<tr>
<td>• Projects attract limited funding</td>
</tr>
<tr>
<td>• Formation of the Commission without Participation of all member countries</td>
</tr>
<tr>
<td>• Failure to achieve financial sustainability</td>
</tr>
<tr>
<td>• Nile-SEC construed as an ineffective institution</td>
</tr>
</tbody>
</table>

The NBI Secretariat Strategic Plan  17
Implementation of this Strategic Plan will be monitored through the already existing Results-Based System, and a monitoring Framework will be developed in line with the NBI Results chain.

<table>
<thead>
<tr>
<th>Program</th>
<th>Key outcome</th>
<th>Indicators of success</th>
</tr>
</thead>
</table>
| Facilitating Cooperation     | To raise the level and degree of cooperation between the riparian countries | - % coverage of the cost of minimum functionality by Member States
|                              |                                                                           | - Effectiveness of national focal points                                                |
| Water Resource Management    | To become the expert water resources knowledge centre for the Nile Basin   | - Level of availability of key hydrologic data
|                              |                                                                           | - No. of regular users of web-based knowledge centre from each Member State
|                              |                                                                           | - Strategic trans-boundary climate resilient water resource options generated           |
REFERENCES

1. Nile-SEC, NBI Overarching Strategic Plan, 2011
5. Nile-SEC, Result Monitoring Framework
6. Elaboration of NBI Consolidated Program Concept 2012/13-2016/17
7. NBI Cooperative Water Resources Management and Development Programme 2012/13 - 2016/17