



# THE NILE BASIN DISCOURSE

Engaging Civil Society for Social and Climate Resilience in  
the Nile Basin (P132448)

ANNUAL REPORT 2019

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## ACRONYMS

BARCoN	Building Adaptive and Resilient Communities in the Nile
BAS	Baro-Akobo-Sobat
CIWA	Cooperation for International Waters in Africa
COS	Communication and Outreach Strategy
ED	Executive Director
ENSAP	Eastern Nile Subsidiary Action Programme
ENTRO	Eastern Nile Technical Regional Office
FSS	Financial Sustainability Strategy
GGGI	Global Green Growth Institute
GIF	Global Innovation Fund
GWPEA	Global Water Partnership Eastern Africa
IEC	Information Education and Communication
IGAD	Inter-Governmental Authority on Development
IWRDMP	Integrated water Resources Development and Management Programme
LVRAC	Lake Victoria Region Local Authorities Cooperation
NBD	Nile Basin Discourse
NBI	Nile Basin Initiative
NDF	National Discourse Forum
NEL-SAP-CU	Nile Equatorial Subsidiary Action Programme Coordination Unit
SDGs	Sustainable Development Goals
WB	World Bank
WfWP	Women for Water Partnership

## EXECUTIVE SUMMARY

In the year 2019, NBD implemented key outputs stipulated under the Three components of: *strengthening the NBD Secretariat, improving communication and outreach, and capacity building of members and partners.*

Key outputs implemented under component one were that NBD: organized governance meetings, negotiated and designed a two year project (2020-2021), completed of 2018 external audit report process, ensured NBD's representation at different fora and boosted its visibility, ensured continuity of NBD's legal personality, up-scaled Climate resilience activities into a programme level.

Outputs gained under component two include the following: NBD participated in the Regional Nile day Celebrations-2019 and advocated for sustainable development and management of the water resources of the Nile, revamped NBD's 4 annual reports (2015, 2016, 2017 & 2018) for E-publication, developed Poster type Factsheet and E-published, shared Newsbytes with the subscribed audience and obtained about 51% written response/feedback from subscribers), maintained Website and URLs security, revitalized/strengthened collaborations with NBD's existing partners such as GWPEA, IGAD, and NBI; and started a process to initiate new partnerships with universities in the Nile Basin Countries, European Delegation to Uganda, Lake Victoria Region Local Authorities Cooperation (LVRLAC), some embassies and Development Agencies sitting in Uganda, UN-Water Programme, and Women for Water Partnership.

Key outputs implemented under component Three were that NBD: posted on its website Addis Ababa Declaration for online information sharing and capacity building of members, made ready its annual reports (2015, 2016, 2017 & 2018) for E-publication for online information sharing and capacity building of members, E-published Factsheet to share with members to provide information and build their capacities, and regularly shared Newsbytes with the subscribed audience to build their capacities.

## **1.0 KEY ACHIEVEMENTS WITHIN THE YEAR**

The key achievements within the year are noted in a progress review format against the three components of the project.

### ***1.1 COMPONENT-1: STRENGTHENING THE NBD SECRETARIAT***

In order to strengthen the capacity of NBD Secretariat and ensure NBD network's financial, programmatic and governance sustainability, several activities were performed that resulted in commendable outcomes. In the year ended, the following were some of the activities performed under this component and key achievements/outcome gained.

#### **1.1.1. Governance Meetings**

NBD organized governance meetings in February and May 2019 where the Executive Board members held their meetings with the Secretariat staff to assess various organizational aspects that include: sustainability plans of NBD for 2019 and beyond, human capital retention irrespective of salary earned but not received, resource mobilization plans, and review of administrative-related functions and financial review and performance.

The outcomes of the governance meetings are that: NBD Secretariat Office remained open and functional through retention of the existing staff; and Secretariat staff got opportunity to approach and figure out more development agencies which have interest to work in partnership and collaboration with NBD

#### **1.1.2. NBD's project 2020-2021**

NBD negotiated with the current donor (CIWA/WB) and designed a two-year project (2020-2021) which has received a "No Objection" from the donor. The project mainly aims at ensuring NBD's programmatic, governance, and financial sustainability through more enhanced strength of the Secretariat, improved communication and outreach and enhanced capacity of the network members and partners.

The project negotiation and designing process passed through various stages and levels and its success has been the result of contributions from the Secretariat staff and Management, the CIWA/WB consultant, NBD Executive Board, and NBD's strategic partners like NBI.

For instance, the NBD Executive Board, Secretariat staff, senior management and Executives of NBI met on May 13, 2019 to do a situation analysis to understand where the organization is, and to come up with a work plan that will get NBD towards sustainability.

The key results from the situation analysis showed that NBD is an independent voice of grassroots communities in 10 countries along the Nile, with 625 CSO members, connecting them with governments & intergovernmental organizations at national and regional levels, enriching trans-boundary projects, programs & policies with views and concerns from ground realities. The situational analysis and subsequent discussions resulted in the two years' work plan (2020 – 2021). The project is now at its final stage. Official Letter of Request for funding was sent, and fund release is expected sooner than

### **1.1.3. Completion of 2018 external audit report process**

NBD, through its Finance & Administration, and Programmatic sections, facilitated and coordinated the 2018 External Audit effectively by providing consistent support (in the form of any documentation that was asked for) to the External Auditors in time. The report was presented to WB before deadline day with an unqualified opinion. Besides, Quarterly Interim Un-audited Financial Reports were sent to the WB Finance Team within the stipulated time and as such, led to withdrawal of funds, for continuity purposes, from Client Connection after approval and authorization.

The outcomes of this activity are that NBD: ensured its accountability to the donor, enhanced its corporate image and credibility in the face of both the donor and its stakeholders, and gained faith in the hearts and eyes of not only the current donor but also potential donors to come, and thus contributed to enhance its financial sustainability.

#### **1.1.4. Representation and visibility**

During 2019, NBD's Regional Manager attended several regional, continental and international meetings. The main objectives of her attendance were to: (i) ensure NBD's representation at those platforms, (ii) enhance NBD's visibility in the eyes of international donors and stakeholders, and (iii) create linkages and networking with donors in a bid to mobilize more resources for NBD.

Some of the platforms which were attended by the Regional Manager are the following:

- ✓ African Water Week meeting in Gabon;
- ✓ World Hydropower Conference in Paris;
- ✓ CIWA/WB discussions in Nairobi;
- ✓ NBI governance meetings in Entebbe, and Nairobi;
- ✓ Nairobi Climate Security discussions organized by FES, SIPRI and PACJA
- ✓ CIWA Donor meeting in Nairobi
- ✓ Donor meeting in Geneva on Data/information sharing

#### **1.1.5. Continuity of legal personality**

In order to ensure continuity of NBD's legal personality, validation and review of NBD's re-registration processes is underway as per the law of the government of Republic of Uganda. The re-registration is being carried out as per the provisions of the Non-Governmental Organizations Act, 2016, and the Non-Governmental Organizations Regulations, 2017.

The Non-Governmental Organizations Regulations, 2017, states that "Any person or group of persons incorporated as an organization under the Companies Act or Trustees Incorporation Act and those that fall within the definition of an Organization under the Act shall register with the National Bureau of Non-Governmental Organizations established under section 5 of the NGO Act, 2016. An organization shall upon re-registration (registration) apply to the Bureau for a permit.

The application has two steps as shown in the boxes below: application for **registration and for a permit**

*Step 1: FORM A*

*THE NON-GOVERNMENTAL ORGANISATIONS ACT, 2016*

*APPLICATION FOR REGISTRATION*

*To the Executive Director*

*National Bureau for Non-Governmental Organizations*

*We the undersigned members hereby apply for registration of an organization under the Non- Governmental Organizations Act, 2016*

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*Step 2: FORM D*

*THE NON-GOVERNMENTAL ORGANISATIONS ACT, 2016*

*APPLICATION FOR A PERMIT*

*To the Executive Director*

*National Bureau for Non-Governmental Organizations*

*We the undersigned members hereby apply for a permit for an organization registered under the Non- Governmental Organizations Act, 2016 or the Companies Act, 2012 or the Trustees Incorporation Act.*

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Currently, NBD is in the process of getting a re-registration certificate which is a pre-requisite to apply for a permit.



### **1.1.6. Developing Climate Change Adaptation Programme**

Since November 2013 to date, NBD has been implementing a project named “Engaging Civil Society in Social and Climate Resilience in the Nile Basin Project” which involved quite a number of awareness raising and capacity building trainings on social and climate resilience to members and partners throughout the basin. NBD’s strategy 2018-2022 underscored the need for scaling-up Climate resilience activities into a comprehensive programme level.

NBD needs an integrated programme of activities, formulated, coordinated, and implemented by its Secretariat and member NDFs in order to scale-up the project achievements in pursuance of its mission. Hence, the Five (5) years (2020-2024) draft programme proposal on “Building Adaptive and Resilient Communities in the Nile (BARCON)” is prepared by the NBD Secretariat and submitted to the NDFs chairpersons and the In-country Climate Change Experts for their review and inputs. Once inputs are received from them, consultations with the members and partners on the proposed draft programme will be enabled through the NBD web portal, email groups, and/or face to face discussions as appropriate.

### ***1.2 COMPONENT-2: IMPROVED COMMUNICATION AND OUTREACH***

In order to improve communication and outreach during 2019, NBD: participated in the regional Nile day Celebrations-2019 and advocated for cooperative water resources development and management, posted communiqués in its website, revamped its four annual reports for E-publishing, shared Newsbytes with the subscribed audience, re-vitalized collaborations with the existing Partners, and initiated partnerships processes with potential partners.

#### **The Regional Nile Day Celebrations-2019**

NBD participated in the Regional Nile day Celebrations-2019 and advocated for cooperative and sustainable development and management of the water resources of the Nile. The year 2019 has been declared as the year of the Nile Basin, with an appropriate theme: “Putting Water at the Heart of Regional Transformation”. This Year’s Regional Nile Day was celebrated in Kigali, Rwanda. It was combined with NBI’s 20 years Anniversary: Themed

“NBI at 20: Stronger Together.” This momentous milestone offered an excellent opportunity for both reflection on the successes and challenges of the last 20 years of trans-boundary cooperation on the Nile waters as well as consolidation of Member States’ commitment to the Basin cooperation agenda.

At the event, NBD was represented by its Board Vice Chairperson, Ms. Verdiane Nyiramana. In her remarks, Ms. Verdiane underlined that the theme fits quite well with NBD Network’s strategic directions, on Nurturing Nile cooperation through outreach platforms on capacity building; awareness creation, consultations and communication towards empowerment of both upstream and downstream communities. She emphasized NBD’s focus on integration and inclusion for trans-boundary collaboration on the waters of the River Nile with the objective to enhance the agendas of NBI, the basin governments and other development partners towards achievement of the MDGs and currently the transformative Agenda 2030 of the SDGs in development and cooperation, at national and trans-national levels. Finally, she reiterated NBD’s commitment to continue to be NBI’s collaborative and strategic partner in fostering cooperation and managing the shared Nile Basin water resources for the betterment of lives and livelihoods of the basin communities.

### **Communiqués and posters**

The Addis Ababa Declaration adopted after the Trans-boundary Community consultation workshop on the Baro-Akobo-Sobat (BAS) Project, held in the 3<sup>rd</sup> week of December 2018, in Addis Ababa-Ethiopia was finalized in January 2019 and posted on NBD’s website. Besides, a poster type Factsheet was prepared on ‘Water-Food-Energy’ nexus and E-published in the portal to serve as a communication and outreach tool.

### **Revamped annual reports**

In 2019, annual reports for 2015, 2016, 2017 and 2018 were renovated internally. To help doing further editions and designing of the annual reports, NBD hired an individual consultant who is currently working on the editions and designing of the said reports. Once the editing and designing are completed, all the four (4) annual reports will be E-published on the website

to improve communication and information sharing among NBD members, partners and families.

### **Sharing Newsbytes and updating the websites**

During the year 2019, NBD regularly shared Newsbytes with the subscribe audience. Seven (7) News updates (NBD News-bites) have been sent out on a mailing list of 680 subscribers; and obtained about 51% written response/feedback from them (subscribers). NBD maintained its website and URLs securing-CMS is constantly being updated and general security checks implemented. Thus, no security concerns or worrying events on the website has been encountered so far.

Summary of NBD's achievements' (2013-2018) was compiled and E-published in the form of Info-graphics. This information pieces gives key highlights on NBD's achievements for the last couple of years.

### **Revitalizing existing partnerships**

During the year 2019, NBD revitalized/strengthened collaborations with its existing partners in a bid to improve communication and outreach activities.

**Global Water Partnership East Africa (GWPEA):** Collaboration and partnership between the Global Water Partnership Eastern Africa (GWPEA) and the Nile Basin Discourse (NBD) started in March 2016 when the two organizations, together with AfriBanana PLC (U) developed joint project proposal on "Scaling up Banana-based products in East Africa," submitted to Global Innovation Fund (GIF). The process of collaborative spirit latter culminated in the formal Memorandum of Understanding (MoU) signed between the two Organizations in April 2016. Since the signing of MoU, consultative meetings, joint programme designing and resources mobilization efforts, and communications between the signatories were not regular. Though the two organizations have potential common areas and complementarities to work with, much has not been achieved to date due to lack of persistency in communications.

In order to make the partnership more fruitful and productive, the two partner organizations believed that more practical actions need to be taken in line with the existing MoU. To this end, NBD organized a meeting with GWPEA on the 10<sup>th</sup> July 2019. Representatives from the two partner organizations discussed on how to: (i) operationalize the existing MoU between the two Institutions; and (ii) identify potential areas and key partners for joint programming and resources mobilization.

As the way forward a task force was established composed of 4 members (2 from each organizations), which is tasked to preparing implementation guideline for the existing MoU, refining potential areas of collaboration, and selecting relevant development partners that would support joint programmes/projects to be designed and implemented by GWAPEA and NBD. It was also agreed to expand partnership to the country levels (Country Water Partnerships and National Discourse Forums level) for stronger and sustainable collaboration/partnership.

**Inter-Governmental Authority on Development (IGAD):** NBD signed MoU with IGAD Secretariat in January 2016. The 5-year Memorandum of Understanding outlines the principles of cooperation between the two parties and also sets out a common agenda on promoting cooperation and coordination in areas of common interest.

The MoU was signed to, among other things, hold regular consultations on issues and activities of strategic importance for the purposes of furthering and facilitating the effective achievement of common objectives with a view of maximizing experience, resources, complementarities and outcomes. In need of realizing the noble objectives of the MoU, NBD, in 2019, initiated communication with IGAD. First contacts were made with Mr. Fred Mwangi, Regional Water Expert for IGAD. Mr. Fred advised that NBD write an official letter to the Executive Secretary of IGAD, Amb.(Eng) Mahboub M Maalim.

In line with the advice, in July 2019, NBD wrote an official letter to the ES, stating the need to, and great importance of, revitalizing this existing MoU between IGAD and NBD, especially in the following key areas of: (i) strengthening evidence base, policy dialogue and institutional influencing on social and climate change resilience in the IGAD Region; (ii) stakeholder and

community capacity building and awareness creation on sustainable and integrated water resources management, (iii) enhanced communication and outreach on community issues on policies, projects and programmes of water resources management through technical and financial support, and (iv) joint programme development, resource mobilization and implementation of joint programmes.

The communication was postponed due to change of leadership within IGAD Secretariat, and to be re-initiated once the new leadership takes ground.

**Nile Basin Initiative (NBI):** NBI has been NBD's traditional and long-time strategic and operational partner. NBD signed the first MoU with NBI in 2007, which has been renewed every 3 years (2<sup>nd</sup> MoU signed in 2010, 3<sup>rd</sup> in 2014, and 4<sup>th</sup> in 2017).

Currently the two partner organizations expressed their willingness to upgrade the existing NBD-NBI MoU into a policy level, or to revitalize the existing NBD-NBI MoU, seeking greater engagement from NBI for NBD to handle community engagements more actively. This key task formed the centre piece at the high-level discussions that took place on December 12<sup>th</sup> 2019, at the NBI Secretariat at Entebbe between the NBI-ED Prof. Seifeldin, the Deputy-ED Dr. Abdulkarim Seid, and the NBD-RM Dr. Hellen Natu.

The meeting made the following resolutions: 1. The current NBD-NBI MoU ends in November 2020, needs to be revisited and prepared for renewal. 2. The current NBD – NBI MoU is too general on the understandings and therefore needs to be re-drafted with some specific understandings that are to be agreed upon by the two organizations.

### **Initiating new partnerships**

**Universities in the Nile Basin Countries:** one of the key areas emphasized in the Strategy 2018-2022 is the need for NBD to identify and contact universities in the Nile Basin countries to become partners with NBD in giving input/evidence for NBD's projects and policy advocacy endeavours. Research Universities are also key in assisting NBD in citizen's data collection and provision of additional validation instruments for facts and figures on the Nile River waters, Climate change, and state of the environment in the Nile Basin.

During the year 2019, NBD, through the NDFs' chairpersons, has identified Research Universities. 9 out of 10 NDFs sent identified Universities with contact persons. Ethiopian NDF is yet to send the nominated university. NBD will use the contact persons as entry points for each nominated university and soon initiate discussions with the universities, leading to some form of formal partnerships.

**European Union Delegation to Uganda:** In June 2019, NBD re-initiated discussions with Mr. Jean-Baptiste FAUVEL, Programme Manager at the European Union Delegation to Uganda. The discussions focused on understanding each other's mandates, objectives and activities. NBD team briefed the EU representative about NBD's current status in terms of programmatic and financial matters, its future directions as per the strategy 2018-2022, and EU's already existing interventions in the Nile region by mentioning EU's engagement in the Nile Basin with NBI and Civil Societies (e.g. EU's support to the Rwanda's Nile Discourse Forum), while the EU representative enlightened NBD Team on EU's two sources of funding in the Nile Basin region, namely: (i) Regional Programming Envelope; and (ii) National Programming Envelope. The EU Programme Manager felt that NBD, as an organization with a regional dimension, spontaneously fits into the Regional Programming Envelope as compared with the National Programming Envelope.

From the discussions, it was made clear that there is no fund available in the near future for the Regional Programming envelope. However, Regional Cooperation for the future provides hope that the 12<sup>th</sup> EDF will be issued as post Cotonou agreement/framework that may benefit NBD though the contents/details are not yet known at this stage although the thinking is that there should be funding in the Nile River Basin. With regard to the National Programming Envelope, EU has country specific programmes in the Nile Basin. NBD was thus advised to check out what projects/programmes are being formulated in each country; and EU country contact persons and their email addresses were provided to NBD which were forwarded to all the NDFs to contact and act, though follow-ups became challenge as the National technical Support experts for NDFs were not in operation due to end of their employment contract as of 31<sup>st</sup> December 2018.

NBD regularly seeks updates from the EU representative on the post Cotonou funding arrangements (12th EDF) which are expected to come out next year (2020).

**Lake Victoria Region Local Authorities Cooperation (LVRLAC):** in 2019, NBD approached LVRLAC for partnership in the matters related to Lake Victoria. This was because NBD believed that working in partnership with this organization would bring more efficiency, synergy, and better impact as LVRLAC is a network of over 134 Local Authorities in the East Africa Region responsible for coordinating and strengthening collaborative efforts by Local Authorities towards sustainable utilization, management and conservation of the shared natural resources in the Lake Victoria Basin. NBD also believes that the two organizations share the common vision of promoting the sustainable management of water resources in the Lake Victoria basin through IWRM approach with the purpose of accelerating economic growth, social progress and sustainable development in the spirit of equality and partnership among people in the region, in major areas of support including multi-sectoral approaches and investments, advocacy, capacity-building, coordination and result based monitoring and evaluation among others.

NBD and LVRLAC conducted two understanding meetings to clarify on the mission and mandates, synergies and complementarities of each party. The discussions latter developed into drafting formal MoU for partnership, which is currently under review.

**Embassies and Development Agencies:** NBD believes that embassies are known to have small funding that NBD can tap from for small activities especially for country-based projects and are therefore in position to either provide NBD with funds within their mandate or guide NBD on ways to access funds from Development Agencies linked to them such USAID, CIDA, SIDA, GIZ, DFID etc. Thus, embassies could form access points to the donor world. Some Embassies have Peace Corps Volunteers which NBD can access to get the volunteer services. In line with this conviction, NBD approached some selected embassies and development agencies sitting in Kampala-Uganda. The selection was done based on the similarities of operational fields/issues.

The embassies of the U.S. German, UK, Egypt, Norway, Netherlands, Sweden, France, Belgium, Denmark, Ireland, and Japan were selected for partnership and collaboration. In the meantime, and based on the advice received from the representative of the EU Delegation in Uganda, the following Development Agencies were added into the list, namely: Global Green Growth Institute (GGGI), USIA (in place of U.S embassy), GIZ (in place of German Embassy), DFID (in place of UK embassy), French Development Agency (FDA-in place of French embassy), Japan International Cooperation Agency (JICA) Austrian Development Agency (ADA), and Danish International Development Agency (DANIDA-in place of Denmark embassy).

NBD made telephone calls to all, but latter following their advice; NBD sent official letters of request for partnership and collaboration. Responses from some are encouraging while some others need patience.

NBD, in collaboration with the Uganda Nile Discourse Forum, is in the process of developing a concept note to be submitted to the embassy of Japan. A request for placing a volunteer at the NBD Secretariat is made to JICA as per the agreement reached between NBD and JICA during the meeting which took place on 4<sup>th</sup> December 2019 at JICA Office.

NBD has received advice from the embassies of Belgium, The Netherlands, and Sweden to re-initiate communication and re-send requests beginning of next year. NBD is waiting for responses from the embassies of Norway and Ireland. Similarly, NBD looks forward to receive responses from USAID, GIZ, DFID, FDA, ADA, DANIDA, and GGGI.

**UN-Water Programme:** in a bid to link NBD's mandates, objectives and activities with the overall global mandates, objectives and activities of the United Nations, NBD approached the UN-Water Partnership Programme through Ms. Ms. Boleslawa Maria Witmer. Application for partnership with UN-Water Partnership Programme is completed and sent back to Ms. Witmer for inputs and submission to the UN.

NBD will benefit out of this partnership since UN-Water fosters greater co-operation and information sharing among its Members and Partners, focusing on all aspects of freshwater



and sanitation, including surface and groundwater resources, the interface between freshwater and seawater, and water-related disasters.

**Women for Water Partnership (WfWP):** similarly, NBD approached WfWP in request for partnership and collaboration in the areas of common concerns. MoU is drafted and under review by WfWP, and at the same time, membership application form is filled in to be submitted along with required documentations as attachments.

It is believed that NBD will benefit from this partnership as WfWP is a worldwide strategic alliance of local, national and international women's organizations and networks, active in the areas of sustainable development, water & sanitation, poverty and gender. WfWP uses water as an entry point to women's empowerment and to improve equitable access to water for all, for all uses. WfWP capacitates and supports member organizations to effectively contribute to the development and implementation of policies and programs in their regions and countries. At the global level WfWP and its member organizations use their collective voice for women in global agenda setting and contribute to international policy development through UN and other global processes. Like NBD, WfWP looks out for improving policies and keeping governments to their commitments. WfWP's knowledge exchange and learning platform, along with regional workshops and peer-to-peer support, facilitates members in sharing best practices, lessons learnt and expertise on different themes.

NBD believes that partner relationship should be maintained and properly managed. To this end, Partner Relationship Management strategy has been drafted and under review.

### **1.3 COMPONENT 3: CAPACITY BUILDING FOR NBD MEMBERS:**

To build capacities of members and partners, NBD uses two platforms: **face-to-face and virtual**. During the year 2019, NBD attempted to build capacities of members and partners using the virtual platform. During the year 2019, NBD performed the following key activities:

- The Addis Ababa Declaration adopted after the Transboundary Community consultation workshop on the Baro-Akobo-Sobat (BAS) Project was posted on NBD's website for information sharing and capacity building of members;
- NBD's annual reports (2015, 2016, 2017 & 2018) are made ready for E-publication for information sharing and capacity building of members and partners;
- NBD E-published poster type factsheet to provide information and build capacities of members and other readers; and
- NBD regularly shared Newsbytes with the subscribed audience to raise their awareness and capacities.

## 2.0 KEY CHALLENGES

**Staffing:** in 2019, NBD lacked coordinator/staff for all NDFs due to end of employment contract for the National Technical Support Experts as of end of 2018. NBD Secretariat was unable to get User Generated Contents which were very critical for information and best practice sharing, and peer-to-peer capacity building of NDFs and member CSOs. This made communication flow and information sharing between the Secretariat office and the network members to be limited and intermittent; thus, adversely impacting on NBD's operations.

**Staff wellbeing:** Although, the Secretariat staff assured commitment to stay in office to finalise the planned 2019 activities and commit to on-going fundraising initiatives, they stayed the whole of 2019 without remuneration. During the year, Secretariat staff was forced to get into heavy debts to take care of themselves and their core and extended families. The worrisome about wellbeing obviously might have obstructed the free will of staff minds from thinking and delivering on the bigger organizational matters.

**Resources:** Resources mobilization has remained to be a critical challenge for NBD network, and hence need for enhancing collective capacities for effective resources mobilization for the network. NBD needs to practically enhance its resources mobilization capacity at Board, Secretariat and NDFs levels continuously.

In summary, policy influencing, awareness raising, and capacity building works take time and therefore need continuous and sustainable funding base beyond project duration to ensure that the work is not interrupted. NBD's sustainability has been a major challenge that needs utmost attention by all concerned (NBD management, members, basin governments, and development partners alike).