

From stakeholder analysis to influence

Activité des systèmes d'eau et d'assainissement durable de l'USAID

The chiefdom of Kabaré is a Decentralised Territorial Entity (ETD) and the capital of Kabare Territory, in the province of South Kivu. It has 59 agents in charge of local administration and development, including the efficient functioning of water services.

DRC implemented [Law No. 15/026 of 31 December 2015](#) on water, which gives additional power to the Provinces and ETDs in the administration of water resources. As with most other DRC Territories, Kabare ETD is experiencing enormous financial and technical difficulties in complying with the requirements of this law, and among the reasons for this are the limited knowledge of its leaders of the content, the political will, and the weak technical and financial support it receives from the provincial and central government.

Kabare ETD has been targeted by USAID's Sustainable Water and Sanitation Systems Activity as an implementation site in 2021. One of the major objectives of the Governance component of the USAID Activity is to provide technical, financial and administrative support to the ETD authorities and the Province in meeting the requirements of the water law.

In order to establish agreements framing the collaboration between ETD Kabare and the Activity, which is also a mandatory condition for the continuation of the activities, the governance agents noted a low participation and near absence of some members of the chiefdom office invited to the numerous planned meetings, although the Mwami (Chief of the Chiefdom) had delegated the representation of the entity to one of his team members. This low representation caused a delay of about 2 months in the activity and impacted on the motivation of other state actors to participate in the workshops organized by the Governance team.

In order to overcome this challenge, the Governance team of the activity conducted an in-depth stakeholder analysis and identified the Administrative Secretary of the Chiefdom as an influential and supportive person. This resulted in the signing of a collaboration agreement in a record time of one week, and the effective participation of other local authorities in the Activity's meetings and workshops. This enabled the Governance component in South Kivu to meet the deadlines for the implementation of its activities.

In addition, the governance team observed an increase in the knowledge of the population of the Kabaré chiefdom on the roles and prerogatives of the ETD, made possible by the fact that a clause in the agreement stipulated the participation of the chiefdom in community forums and to address water-related issues.



Crédit : SWASSA - application of the organizational diagnosis at ETD Kabare



Crédit : SWASSA - Activity governance team and technical service team members of the Kabaré ETD

In September 2021 the Activity conducted a participatory organisational assessment of Kabare ETD, which resulted in an average score of 2.26, out of a maximum of 4 points, after diagnosing its human resources, finance, initiative management, leadership, external relations, administration, and logistics practices. This score is largely explained by technical, human, administrative and financial deficiencies. A score of at least 3.5 is necessary for Kabare ETD to effectively address, design and manage water-related initiatives.

To address some of the organizational gaps, the Activity invited a national expert to sensitise and conduct strategy design workshops in the first instance, which resulted in the signing of a chiefdom decree to establish a water office, with the chiefdom's budget. Financially and technically, the Activity supported the ETD of Kabare in the recruitment of 3 staff for the established water office, as well as the equipment of the latter.

Secondly, the Governance team was able to mobilise the provincial government to conduct regular supervisory and technical support visits to ETD Kabare, which also helped to strengthen some organizational and technical gaps.

Finally, between 2021 and 2022 the Governance team conducted 10 training sessions for members of the Kabare ETD to fill other technical gaps identified in the operational diagnosis. The [six-monthly follow-up surveys](#) conducted by the M&E team in September 2022 revealed that 75% of those trained had used the good practices taught at least once.

In conclusion, we learned that stakeholder analysis is necessary if effective stakeholder engagement is to be achieved in an initiative. We also learned that the involvement of reputable actors, such as national experts, allows for acceptance and ownership of key messages and recommendations by local authorities and actors.