Mykolaiv Water Hub

Water Leaders Course

National University of Water and Environmental Engineering

Newcastle University

University of Maryland

FUNDED BY

European Bank
for Reconstruction and Development

Module 6

Stakeholder Engagement

Mapping stakeholders · planning engagement · coordinating partners and donors

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Module Overview

Part 1

Map the system and plan engagement

Who matters? How are they affected? What level of engagement is needed?

→

Part 2

Coordinate institutions, partners and donors

How do we turn service needs into coordinated support and implementation?

Core message: engagement is not separate from utility management. It helps make better decisions, reduce risk and build trust.

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Part 2

Donor Engagement, Partnerships and Coordination

Learning outcome: present utility needs clearly and coordinate municipal, national and international partners around implementation.



Donors are part of an institutional system



Donor engagement is also institutional coordination inside the country.

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Running case: Mykolaiv emergency water investment



The EBRD Mykolayiv Emergency Water Project combines:

- municipal utility implementation
- city ownership and guarantee arrangements
- EBRD financing
- grant support from Denmark and E5P
- local contributions
- technical, environmental and social requirements

The stakeholder challenge is not only “who pays?” but “who coordinates, informs, approves, implements and maintains?”

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What donors and partners need from a utility

- service problem
- evidence of need
- population affected
- critical users affected
- technical response
- estimated cost
- project readiness
- approvals required
- environmental/social risks
- procurement route
- O&M capacity
- financial sustainability
- expected results
- other partners involved

Move from “we need equipment” to “this is the service problem, this is the evidence, this is the impact, this is the request.”

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Map partners by the support they provide

Finance

Loans, grants, guarantees, co-financing

Technical

Feasibility, design, supervision, digital tools

Institutional

Approvals, regulation, governance, policy alignment

Operational

Equipment, spare parts, emergency repairs, training

Social / environmental

Consultation, safeguards, vulnerable groups, grievance

Knowledge

Data, research, capacity building, peer learning

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Create a coordination rhythm

Monthly steering group	→ senior decisions and risk review
Weekly delivery meeting	→ schedule, permits, construction issues
Public update cycle	→ service changes and construction notices
Donor reporting cycle	→ progress, safeguards, finance, indicators
Issue escalation route	→ who decides when something goes wrong

Coordination should answer: who meets, how often, what is decided, and how decisions are recorded.

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Common donor-engagement mistakes

Equipment lists without service logic

Partners need the problem, impact and operational case.

Inconsistent data across partners

Different numbers damage confidence and slow decisions.

Weak municipal/national alignment

A utility request may fail without approvals and ownership clarity.

Ignoring O&M after construction

Donors ask who will operate, maintain and finance the asset.

Late community engagement

Construction risks rise when affected people are informed too late.

Duplicated assessments

Several partners may fund similar studies unless coordination is active.

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The core tool: one-page partnership / donor brief

1. Problem	What service failure must be addressed?	**6. Risks**	What could prevent delivery?
2. Impact	Who is affected and how?	**7. Sustainability**	Who will operate, finance and maintain it?
3. Response	What should be done?	**8. Ask**	What exactly is requested from this partner?
4. Readiness	What studies, designs, land and approvals exist?	**9. Next step**	Who should meet whom, and by when?
5. Partners	Who is already involved?		

A useful brief is short enough to read and precise enough to act on.

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Mini-exercise 2: write the first donor brief

In 15 minutes, draft four sections:

Problem

What is failing or at risk?

Impact

Who is affected?

Response

What should be done?

The ask

What do you need from this partner?

Three take-aways

1. **Donor engagement is also institutional coordination.**
2. **A strong request explains service problem, impact, response and sustainability.**
3. **Coordination needs routines: meetings, records, reporting and escalation.**

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