



**WATER RESOURCES COMMISSION, GHANA**

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**COMMUNICATION STRATEGY AND  
ACTION PLAN**

**2012 - 2016**

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**January 2012**

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## **PREFACE**

The main goal of this document is to develop a communication strategy considered as an enhanced framework with communication interventions to facilitate a wider reach to the intended targets, plus to assist the Water Resources Commission (WRC) to carry forward with its tasks related to communication and information sharing.

The WRC has since its establishment through legislation (WRC Act 522,1996) been involved with the responsibility of regulating the use of water resources as well as coordinating and facilitating a river basin based, integrated approach to water resources management. In this endeavour, WRC interacts with and regularly undertakes public education for a host of different societal groupings like the major water users, national and local policy and decision-makers, ministerial departments and public institutions, civil society organisations, traditional leaders, NGOs and international organisations.

However, the creation of awareness about water use, water availability and pollution hazards should be considered as dynamic and requires knowledge of present responsibilities of the various institutions above and other partners, including individuals. Furthermore, information - and for that matter knowledge about any process - becomes effective and practical only when it is properly communicated. Communication, therefore, is crucial in any process that seeks to get different stakeholder groups and individuals together to be able to act based on consensus and in a concerted manner.

It is in realisation of this that the WRC has prepared its second Communication Strategy and Action Plan, primarily to provide a 'tool' for the Commission and its Secretariat to carry on with the expected role of 'communicator of messages'. This strategy provides an in – depth insight into the prospective methods and tactics by which the key messages concerning the sustained use and management of water resources can be conveyed. The details of the strategy and the material to be disseminated including the recommended approaches, level of detail, methodology and target groups of a general audience have been thought through and documented.

Communication Strategies need to be actionable and dynamic. Therefore this Strategy should be a living document managed by the WRC and subjected to ongoing review and update as activities are carried out and implemented.

*Accra, January 2012*

*Mr. Paul Derigubaa*

*Chairman, Water Resources Commission*

## 1. RATIONALE

*‘Water is a precious natural resource, vital for life, development and the environment. It can be a matter of life and death, depending on how it occurs and how it is managed. When too much or too little, it can cause destruction, misery or death. However, irrespective of how it occurs, if properly managed, it can be an instrument for economic survival and growth. It can be an instrument for poverty alleviation; lifting people out of degradation of having to live without access to safe water, while at the same time bringing prosperity to all’.*

This statement in the African Water Vision for 2025 aptly sums up that the proper water resources planning together with sustainable utilisation of the various water sources - whether from rivers and lakes, as groundwater or harvested from rainwater - is of paramount importance and a prerequisite for continued national socio-economic development and prosperity. In Ghana, the experience gained from the adoption and implementation of integrated water resources management (IWRM) has laid a solid foundation towards the promotion of sustainable management of the country’s water resources by including all other water-related resources and by inviting all stakeholders to participate in the management of the resource.

The responsibilities of the Water Resources Commission (WRC) as spelt out in the WRC Act (Act 522 of 1996) are inclusive and multifaceted. The main tasks include granting of water rights, water resource allocation among competing users, establishing regulatory procedures, collection and sharing of information and data on water resources, and advising relevant agencies on matters concerning management and control of water source pollution. WRC is also mandated to maintain the required dialogue related to transboundary water resource issues, and prepare for bilateral or regional arrangements and agreements towards management and development of internationally shared water resources.

The act of communication – and how it is performed – is a key factor to ensure that institutions, groups and individuals are kept informed, understand and appreciate the issues and tasks to be addressed. It is necessary, therefore, that a structured plan is followed to continuously raise consciousness and educate all parties concerned, whether government departments, district assemblies, major water users or the general public, about their positive roles and the effects of their activities on the nation’s water resources.

In the WRC Act and the ensuing national water policy and water resources management strategy documents, the importance of WRC to engage in awareness creation and information/data sharing activities vis-à-vis all stakeholders is clearly spelt out. Therefore, the WRC is expected to regularly undertake public education to inform major water users and other publics concerned about its responsibilities and roles, and further to involve the target audiences in IWRM for the sustained management and utilisation of water resources. More specifically, the following issues have been highlighted to be included in public education activities:

- the steps to be taken to promote sustained water use and improve the health of the resource;
- the regulations concerning the use and management of water resources;

- the steps that can be taken to improve management practices of catchment and watershed areas (river basins); and
- the steps to improve transboundary cooperation in the management of shared water resources

One of the first initiatives of the WRC was to prepare a document entitled Public Awareness Education Campaign Plan: Radio Programme on Water Resources Management and Conservation. This plan was followed to a large extent with the broadcasting of a number of radio “modules” each consisting of thirteen radio programme segments, which were broadcast on a weekly basis. It gradually became evident, however, that in selecting channels of communication and in carrying out public awareness and information campaigns, a broader approach needed to be followed.

Accordingly, the first Communication Strategy was prepared in 2004 as a ‘guideline’ for WRC to facilitate its efforts at putting in place an effective and efficient mechanism to carry forward with its tasks related to communication and information sharing. Given that communication is a process that achieves various levels of results over time, it was necessary that indicators of success were identified at the early stages. It was for this purpose that an outline plan of activities (Action Plan) was included in the document.

The Communication Strategy was linked to the 2<sup>nd</sup> WRC Strategy, which operated within a 5-year frame (2004-2008) and was to be reviewed on a regular basis to adjust to lessons learnt as they emerged. The present Communication Strategy and Action Plan (2012-2016) is presented as an update of the first strategy and action plan that has considered the extent of implementation and the dynamics of the communication interventions. The aim is to have an enhanced framework and professionally delivered ‘communication interventions’ to facilitate a wider reach to the intended targets.

## 2. OBJECTIVES AND GUIDING PRINCIPLES

### 2.1 Context

#### **WRC Vision**

The WRC vision is: *sustainable water management by all for all.*

#### **WRC Mission Statement**

The mission is: *to regulate and manage the sustainable utilization of water resources and to coordinate related policies by combining our core competencies and hard work through effective participation, monitoring and awareness creation for socio-economic development of Ghana.*

In striving towards the above mission, WRC communication activities will seek to *conduct an open dialogue with all stakeholders in order to develop their competence and motivation for participation in integrated water resources management.*

#### **Objectives**

The overall objective of this strategy is to present an enhanced framework for the communication activities of WRC, which will support further implementation of IWRM at the various levels of society.

More specifically, the current communication strategy provides a management tool for the administration of public awareness and other information activities more efficiently towards:

- Continued promotion of the concept of IWRM at national as well as at decentralised river basin level;
- Creating awareness of 'water' as a finite resource, which must be protected and conserved;
- Effecting a favourable behavioural change regarding responsible use of the nation's water resources;
- Encouraging public participation in water resources management practices including active engagement in collaborative programs on transboundary water resources management;
- Promoting the concept of sustainable water resources management in formal educational curricula;
- Facilitating required services for the administration of water resources programmes; and
- Presenting the opinion and initiatives of the government in the best possible way.

## 2.2 Guiding principles

The strategic framework for the communication strategy of WRC is guided by one of the key policy objectives of the National Water Policy to *promote the generation and wide dissemination of information on integrated water resources management to the general public.*

The guiding principles that provide the basis for strategic direction to promote the generation and wide dissemination of information on integrated water resources management to the general public include the following:

### ***The principle of open dialogue***

The government encourages communities, local and traditional authorities, district assemblies, the private sector and NGOs to participate in water resources planning and management activities. This cannot be attained without a communication strategy spelling out how to organise and execute the open dialogue.

Therefore, the strategy emphasises a two-way communication dialogue between WRC and institutions, public organisations and individuals (in this document referred to as stakeholders). This allows for recognition of both parties in the dialogue and also promotes WRC's role in society.

The WRC recognises that an open dialogue will continue to improve the quality of decisions to protect the environment and water resources because it stimulates the participation of all stakeholders in the management of water resources.

An open dialogue is characterised by:

- Providing access to information of relevance for IWRM;
- Inviting the public to have a voice with regard to IWRM; and
- Enabling the authorities to take into account ideas and concerns of the public.

It is through open and active dialogue with the public that WRC will find its entry point for the communication activities, which will respond to questions, issues and problems raised by stakeholders. Internally, communication among the WRC management and staff will be important to decide on areas of intervention.

### ***Other guiding principles***

Other key principles that provide the basis for strategic direction for sustainable public education on water resources management in Ghana include the following:

- The principle of subsidiarity in order to ensure participatory decision-making at the lowest appropriate level in society: the communication strategy emphasises that communication has to take the differences of the stakeholders into account acknowledging their different background in society.
- The principle of solidarity, expressing profound human companionship for common problems related to water: some stakeholders will need assistance and motivation to join the dialogue, especially the poor and disadvantaged.

- The principle of improving equity and gender sensitivity: the strategy takes note of the specific paradigm of involving women in the dialogue recognising that women play a central role in the provision, management and safeguarding of water.
- The precautionary principle that seeks to minimise activities that have the potential to negatively affect the integrity of all water resources: it is important to explain the role of water in society and to stress the need for efficient use and management of the resource that will be under stress in quantity and quality as the population increases. Thus, in general it is intended that the strategy will continue to be used as the catalyst to foster behavioural change among the public and main water users related to their attitudes and treatment of water bodies.



### **3. ENABLING ENVIRONMENT FOR THE COMMUNICATION TASKS**

A central part of WRC's day-to-day work is the communication and presentation of documents and reports. Communication is an important tool to enhance the knowledge change, perceptions and behaviour of all parties and should always be an integral component of all activities.

Internally, WRC will be resourced to carry forward the mandated communication tasks which includes:

- Improving the image of WRC;
- Sustaining public education for the protection of Ghana's water resources;
- Exchanging appropriate information with specific stakeholders;
- Creating the enabling environment for feedback; and
- Encouraging the participation of stakeholders in IWRM.

The internal resourcing would involve (i) strengthening the Secretariat's Communication Unit, and (ii) Improving administrative procedures for its staff to follow. These aspects are highlighted in the following sections.

#### **3.1 Strengthening the communication unit**

To create the proper anchorage for the communication activities, the WRC Secretariat will strengthen the Communication Unit with at least an additional permanent professional staff. In addition, a training needs assessment will be regularly updated to develop the capacity of the communication staff.

In general, it is important that the Communication Unit receives the required collaboration of all WRC units and staff (particularly the technical staff) in order to improve the quality of communication with the stakeholders.

The Communication Unit will consult with and regularly update the Public Awareness and Education Committee of the Commission. The unit will also link-up and collaborate with water-related agencies in their educational programmes and activities.

Formal and informal activities will be organised to ensure that relevant information is disseminated among the WRC staff and that staff in charge of the communication activities is kept updated on policies and events. The formal activities could take the form of:

- Regular staff meetings where minutes are taken;
- A general practice of circulation of incoming information; and
- An extensive use of teamwork between the communication staff and other technical staff.

The informal activities include:

- Verbal briefings from management to staff in order to keep staff updated on the development of current events of importance; and
- The decisions of management to ensure correct information to the public.

Other activities to be improved and initiatives to be introduced in facilitating improved confidence and capability of the communication unit staff would include:

- Re-assessment and evaluation of internal communication culture;
- Discussion on internal communication problems and needs;
- Identification of current issues for communication activities;
- Training of other staff in communication issues;
- Briefings from management, e.g. via e-mails;
- Exchange of information from assignments between colleagues;
- Improving information storage systems and facilities;
- Turning decisions of WRC into public information products for the media; and
- Enhancing frontline service of administrative staff.

### ***Funding***

The Communication Unit will have its own specific budget line to facilitate implementation of the strategy. Funding is expected to come from various sources, e.g. government's consolidated budget, internally generated funds, donors, and the private sector.

To avoid conflicts of interest it is the strategy of WRC to be cautious and selective in accepting financial contributions from individuals or companies. For instance, for reasons of ethical principles, the WRC may not accept contributions for its public awareness programmes from potential polluters or known polluters.

## **3.2 Improving administrative communication procedures**

Implementation of the communication strategy will be facilitated by improved internal administrative procedures to guide the WRC in carrying out the communication activities. Some of the procedures and modalities required are outlined as follows:

### ***Procedures for obtaining information and data***

Although system for exchange of information among the other governmental agencies involved with aspects of the protection of water resources in Ghana is in place, there is the need for further examination to improve the regular exchange of information with national and international partner institutions. Such information should cover critical occurrences (such as chemical spillage) and planned activities (spillage of reservoir waters), which may have a significant impact on the water resources.

To facilitate the regular exchange of information between WRC and the public, including all major stakeholders, it is proposed that:

- The public is kept informed about the information which can be provided by WRC;
- Access to general information available at WRC would, as much as possible, be given freely; and

- Staff members improve on their relations with the public.

#### ***Procedures for outsourcing communication activities***

It is WRC's policy to execute its communication activities through its internal capacity and in some instances outsourcing and collaborating with institutions and/or individuals. The provisions of the Public Procurement Act, Act 663 of 2003 would be followed and used in cases of outsourcing and contracting the services of private consultants and or public organisations.

#### ***Procedures for storage of information***

WRC will provide efficient communication services by having access to the necessary and relevant information regarding water resources management organised for easy accessibility in the WRC library and website, among others. It is important to be aware of the present availability of data and to ensure that the necessary flow of information is provided and well organised to facilitate easy approach.

#### ***Procedures for confidential information***

There are two types of situations where WRC will need to apply special procedures in the dialogue with specific stakeholders and the general public, namely crisis situations and in situations where a dialogue may involve communication of confidential information.

In situations where an event with likely serious environmental and socio-economic consequences suddenly demands immediate response from WRC, special procedures will ensure:

- That WRC can provide information and competent advice to the government in a timely manner;
- That the public and other stakeholders are informed in a manner which conforms with WRC's mandate and responsibilities; and
- That WRC staff use the appropriate information channels to contact the media.

A situation may arise which may require that information be cautiously withheld or restricted on grounds of confidentiality of the matter in question. This type of information includes:

- Public security;
- National defence;
- International relations;
- Ongoing court cases;
- Business secrets, e.g. protection of production methods;
- Immaterial rights; and
- Strictly personal information.

#### ***Procedures for monitoring and evaluation***

The existing monitoring system ('feed-back' procedures) to assess the effectiveness of the methods being applied should be reinforced. This requires regular surveys among stakeholders and the general public, e.g. to evaluate behavioural change, general awareness with re-

gard to water resources management, and the responsibilities of WRC and partner institutions.

WRC will periodically evaluate its performance in carrying out the public awareness and communication activities on a regular and timely basis. Key performance indicators to monitor the success of the strategy implementation are that the information provided is:

- Clear;
- Relevant;
- Timely
- Comprehensive;
- Visible;
- Communicated via the right channels; and
- Performed with a professional level of personal service.

Partner organisations within the water resources and related sectors will be invited to contribute towards the performance evaluation. In this regard the experiences gained and 'lessons learnt' with public participation at the basin level through the established basin offices and river basin boards would primarily be used as the "laboratories" of public awareness.

#### 4. COMMUNICATION FORMATS AND ACTIVITIES

The preceding chapters provide the rationale for the communication strategy, and outline the direction for WRC to organise and meet her administrative requirements. This chapter concretises the guiding principles and concepts, and provides for a number of activities, methodologies and other initiatives, for WRC to implement the communication strategy.

A number of modalities for distributing messages suited for WRC's line of work are detailed below. Some of them may serve the desired dual purpose of:

- providing general information to target groups
- consolidating WRC in its national coordinating role.

In the presentation, the communication formats and activities are categorised under appropriate tasks, viz. print materials for awareness creation; public participation; educational campaigns and media events; service provision; and networking.

##### ***Print materials for awareness creation***

These various communication formats could be considered:

- Water resources sub-sector performance report. A formal report to be issued once a year targeting decision-makers, politicians, administrators and planners, containing:
  - summary description of the situation of the water resources at the national level;
  - recapitulation of major events during the year;
  - major achievements of WRC on water resources management; and
  - identification of water resources problems and risks in the future.
- Newsletter. A quarterly publication targeting major stakeholders and focussing on:
  - current issues in the water sector from various sources including the media;
  - new insights in water resources management gained from international conferences;
  - efforts to improve national cooperation on water resources management;
  - special features e.g. NGO campaigns, and activities of traditional authorities on water resources issues; and
  - extracts from public participation as practised at the decentralised (river basin) level.
- Information materials to water users.
- Development of administrative materials for District Assemblies (DAs):
  - provide professional and legal assistance in preparing relevant administrative procedures and materials for DAs and decentralised water management structures according to their functions, including application procedures and access to information.
- Publishing legislation on or relating to the water resources:
  - facilitate the process for stakeholders to get familiar with the law and regulations,

- prepare folders and distribute materials, and
- distribute materials to schools explaining the role of WRC and other major stakeholders in areas of special concern.

### ***Public participation***

Organisation of stakeholder workshops, durbars, and local council meetings: The communication channels to be used include:

- Oral presentations
- TV/video shows/documentaries
- Power-point presentations
- Brochures/flyers
- Report abstracts
- Internet e.g. social media, face book, twitter, LinkedIn, etc.

### ***Campaigns and media events***

A variety of communication formats can be applied under this category, such as:

- Local water resources ambassadors: Identify well-known and prominent individual(s) or group(s) to be water resources ambassador(s) who will engage in promotional activities. The ambassadors will be provided the necessary information and back-up, given publicity at inception, and ensure continuous coordination between the ambassadors and the WRC
- Institute national awards scheme for water resources protection
- National public awareness and education campaigns
- Community awareness and education campaigns
- Radio and TV programmes for the general public
- Issue press releases on current water resources related themes of concern to the general public,
- Commission articles on current water resources related issues e.g. give stories on water protection from river basin organisations, from international conferences, and from water related events (like world water day), and
- Coverage of WRC events.

### ***Service provision***

The activities under this task could focus on:

- Keeping the Ministry and other stakeholders updated on activities and as otherwise requested by the Minister.
- Making the WRC website more interactive.
- Improving frontline service to users.

**Networking**

Under this task the following are proposed:

- WRC members and staff of the Secretariat to visit river basins, district assemblies, and regional administrations.
- Participation of WRC members and staff of the Secretariat in international and national conferences.
- Networking through direct contacts with sectors and institutions such as:
  - agriculture, agro-business, lumber, mining, industry, etc.
  - the universities and research institutions.
  - Ghana Education Service to assist in the production of educational materials and messages, and water quality monitoring.
  - NGOs.

## **5. IMPLEMENTATION OF STRATEGY**

### **5.1 Main elements to consider in planning communication**

It is important that all targeted communication activities reflect the policies and strategic principles outlined in this document, and that they are well planned. In this regard, it is also important to take due cognisance of some of the main elements involved in the process of communication, viz. message development, selection of medium and audience characteristics, as highlighted below.

#### ***Message development***

The development of messages – the reception and understanding of which would establish the desired link between the ‘communicator’ and the ‘communicatee’ – requires attention to a number of issues. Messages are to be clear and simple. There must be means for testing their effectiveness before their application. It is always preferable to share rather than disseminate messages. The advantage of sharing is the possibility for feedback (either instantaneous or delayed), which dissemination does not have. Sharing also encourages listening on the part of the communicator, who then is able to clarify, explain or even reformulate the message to improve comprehension and acceptance.

#### ***Selection of medium***

The different means of communication have certain advantages and disadvantages given the message and the audience in question. It is therefore important to undertake an inventory of the various forms of communication available (or that can be made available with cost consequences) to the audience aimed at identifying the most suitable modalities for distributing messages optimising the cooperation with other stakeholders. The attributes of each form of communication must be listed. This will assist in matching a form with the communicative characteristics of a message and its audience. The possibilities of multi-media approaches for sharing messages are also enhanced by such an inventory.

#### ***Identification and prioritisation of key publics/target groups***

To structure and maximise the effect of the communication ‘interventions’, a thorough analysis of the potential audience needs to be undertaken – this applies both at the national level and at river basin level. The more the socio-economic, cultural, political characteristics of the audience are known and understood by the communicator, the more adequate the design of the message and the more appropriate the selection of medium (or media) for sharing the message can be made. It is therefore important to ascertain these characteristics, and hence that the various actors (e.g. organisation, government department, district assembly, community or individual) be identified in each communication situation.



## 5.2 Implementation planning

In general, the Communication Strategy is linked to the following:

- The Water Sector Strategic Development Plan (2011-2025);
- The Medium-term strategic plan for IWRM (2011-2015);
- The Gender and Water Resources Management Strategy (2011-2015); and
- The overall National Integrated Water Resources Management Plan

These strategies and plans have been harmonised to enhance public awareness and education in water resource management issues and should therefore be considered as one of the major elements of this strategy in as much as it cuts across the various components and tasks to be carried out. The overall communication strategy framework is to be operated within a 5-year period (2012-2016).

**Annex 1: Strategy Implementation Matrix** attempts to depict the implementation process by providing an overview of the various tasks to be addressed in this regard. For each task the matrix gives information about the objective, the methods to be used to achieve the expected outputs and the output indicators. Additionally, information about the ‘actors’ involved in carrying out the tasks is highlighted, i.e. whether it should be based on in-house staff or secured through outsourcing (contracting) the activities in question to a consultant and/or specialised institution.

**Annex 2: Outline Implementation Plan** gives an indication of the envisaged sequence/timing of the various tasks listed in Annex 1. In summary, the 5-year implementation plan has the following overall structure:

- Year 1-2: Mainly preparatory such as information gathering and structural arrangements (develop messages, audience studies, providing services, printing materials, outsourcing modalities, etc.).
- Year 2-3: Implementation, and establishment of feedback and impact measurement mechanisms.
- Year 3-4: Implementation and monitoring.
- Year 5: Implementation continued, winding up the 5-year programme with impact evaluation, strategy review and sustainability assessment.

The implementation of the communication strategy shall be carried out on a ‘rolling plan’ basis with regular (annual) revisions to adjust to lessons learnt as they emerge. The revisions will be included in the annual planning and budgeting exercise to be prepared for the Secretariat’s general activities, taking due cognisance of monitoring and evaluation exercises concerning the impacts and effectiveness of the ongoing communication ‘interventions’.

**Annex 3: Activity Planning Matrix** combines the above information by providing in more details an activity list set against the frequency (how often and when the activity should be carried out), including indication about the responsible staff and organisation, which could be considered for outsourcing purposes.

Although the tasks may have some semblance of terminal points, it should be noted that communication activities hardly could be regarded as exclusive or compartmentalised since they complement each other. So while certain activities may seem so, one can expect that, most of the time, virtually all the activities may be occurring simultaneously. What is indicated in the planning schedules for the various years, therefore, is more for the purpose of focus and emphasis than exclusiveness.

### ANNEX 1: STRATEGY IMPLEMENTATION MATRIX

NO.	TASK	OBJECTIVE	METHOD	OUTPUT INDICATORS	ACTORS
1.	<p><b>Print materials for awareness creation</b></p> <p>Employ the appropriate communication format for each target audience</p> <ul style="list-style-type: none"> <li>– Users,</li> <li>– District Assemblies,</li> <li>– Schools,</li> <li>– Decision Makers,</li> <li>– Politicians,</li> <li>– Planners, etc,</li> </ul>	Provide detailed information to stakeholders through printed materials	Content review, writing, page design, art work, etc.	Performance reports, newsletters, information materials, administrative materials, fact sheets, flyers, brochures, report abstracts printed and distributed	-In-house -Consultant
2.	<p><b>Public participation events</b></p> <ul style="list-style-type: none"> <li>– National,</li> <li>– Regional,</li> <li>– Basin,</li> <li>– District, and</li> <li>– Community Levels</li> </ul>	Organise stakeholder participation workshops, seminars, durbars, and local meetings.	Use platforms for interaction between WRC and stakeholders such as presentations (oral and power-point), internet (e.g. social media, facebook, twitter, linkedIn), etc.  Focus Group Discussions	Reports of workshops, seminars, brochures and flyers	In-house Partners and Collaborators Consultants
3.	<p><b>Educational campaigns and media events</b></p> <ul style="list-style-type: none"> <li>– Promotional activities/events</li> <li>– Institution of an awards scheme</li> <li>– Commissioning of articles</li> <li>– Issuing of press releases</li> <li>– Radio and TV programs</li> <li>– Coverage of events</li> </ul>	Provide continuous information and education to individuals, groups and the general public	Radio and TV discussions, special events/functions, seminars, workshops, feature articles, drama, documentaries, and media coverage. Peer education campaigns and mentoring	Media reports, press clippings, campaign reports,  Number of media events and programmes	In-house Water ambassadors Partners and collaborators Consultants

4.	<p><b>Provide services</b></p> <ul style="list-style-type: none"> <li>- Regular updates of stakeholders</li> <li>- Make WRC website more interactive</li> <li>- Improve frontline services</li> </ul>	<p>Ensure regular updates and enhanced relationships between WRC and stakeholders</p>	<p>Meetings, water sector events, launch of facebook, twitter, LinkedIn, provision and use of dedicated service lines or hotline, and coaching</p>	<p>Reports, number of meetings, number of visitors to the site, number of comments left on the site</p>	<p>In-house</p>
5.	<p><b>Networking</b></p> <ul style="list-style-type: none"> <li>- Organise visits to basins, districts and regions</li> <li>- Participate in conferences/forums</li> <li>- Establish direct contacts with related sectors and institutions</li> </ul>	<p>Improve communication, collaboration and partnerships</p>	<p>Participation in visits, conferences/forums, meetings, direct contacts</p>	<p>Number of visits, number of direct contacts, new contacts/networks established, number of conferences and forums attended, reports from such events.</p>	<p>In house Partners and collaborators</p>
6.	<p><b>Monitoring</b></p> <ul style="list-style-type: none"> <li>- Develop checklist/indicators</li> <li>- Assessments of implementation process</li> <li>- Measure feedback</li> <li>- Review</li> </ul>	<p>Monitor and evaluate the implementation process</p>	<p>Survey, interview, and other data collection instruments</p>	<p>Checklist/indicators available, frequency of responses, monitoring reports</p>	<p>In-house Consultant Partners and collaborators</p>

**ANNEX 2: OUTLINE IMPLEMENTATION PLAN**

TASKS		2012				2013				2014				2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Print materials for awareness creation		■	■		■	■			■	■			■	■			■	■		
2	Public participation events		■	■		■	■	■		■	■	■		■	■	■					
3	Educational campaigns and media events	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
4	Provide services	■	■		■	■	■		■	■	■		■	■	■		■	■	■	■	
5	Networking			■	■		■	■			■				■				■		
6	Monitoring					■				■				■				■		■	■

**ANNEX 3: ACTIVITY PLANNING MATRIX**

FREQUENCY	DESCRIPTION OF ACTIVITIES	RESPONSIBLE IN WRC	OUTSOURCING
Annual	<ul style="list-style-type: none"> <li>• Water resources sub-sector performance reporting</li> <li>• Identify and engage local water resources ambassadors</li> <li>• Give awards for water resources protection</li> </ul>	<ul style="list-style-type: none"> <li>• AES</li> <li>• Communication staff</li> <li>• WRC Chairman</li> </ul>	
Quarterly	<ul style="list-style-type: none"> <li>• Newsletter to major stakeholders</li> <li>• Commission articles on water resources issues</li> </ul>	<ul style="list-style-type: none"> <li>• Communication staff</li> <li>• AES, members of committee</li> </ul>	Printer
Occasionally	<ul style="list-style-type: none"> <li>• Information materials to water users</li> <li>• Issue press releases on current water resources themes</li> <li>• Visit river basins including meetings at DA and regional administrative levels</li> <li>• Keep Ministry and other stakeholders updated</li> <li>• Participation in international/national conferences and UN conventions celebrations relating to water</li> <li>• Organisation of stakeholder/meetings and workshop</li> <li>• Networking through direct contacts</li> </ul>	<ul style="list-style-type: none"> <li>• WRC staff</li> <li>• Communication staff</li> <li>• Basin Officer(s)</li>   <li>• AES and other staff</li> <li>• AES, selected technical staff</li>   <li>• Communication and technical staff</li> <li>• Communication staff</li> </ul>	Local organisations, consultants, traditional authorities

Ongoing	<ul style="list-style-type: none"> <li>• Organise stakeholder workshops, durbars, and local council meetings</li> <li>• National public awareness and education campaign</li> <li>• Community awareness and education campaign</li> <li>• Radio and TV programmes</li> <li>• Coverage of WRC events</li> <li>• Make WRC web-site interactive</li> <li>• Frontline service to users including a hotline</li> <li>• Prepare information materials to main water users</li> </ul>	<ul style="list-style-type: none"> <li>• Communication staff</li> <li>• Communication staff</li> <li>• Basin officer(s)</li> <li>• Communication staff</li> <li>• Communication staff</li> <li>• IT staff</li> <li>• AES, Admin. Officer</li> <li>• Communication staff</li> </ul>	Local consultants, private organisations, etc.
Once - and to be revisited as required.	<ul style="list-style-type: none"> <li>• Development of administrative materials for DAs</li> <li>• Publish texts of legislation on or relating to water resources</li> <li>• Institute national awards scheme for water resources protection</li> </ul>	<ul style="list-style-type: none"> <li>• Communication staff</li> <li>• Communication staff</li> <li>• AES and all</li> </ul>	Local consultants