

**WATER RESOURCES COMMISSION**

**COMMUNICATION STRATEGY AND ACTION PLAN**

**2018 – 2022**

**August 2018**

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# PREFACE

This document is the second revised version of the Water Resources Commission (WRC) Communication Strategy and Action Plan. It contains enhanced interventions to facilitate effective communication with a wider target audience as well as to assist the WRC to carry out its related communication and information sharing tasks towards the sustained use and management of water resources for the present and future generations.

The WRC is charged with the responsibility of managing and 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 including the major water users, national and local policy and decision-makers, ministries, departments and public institutions, civil society organisations, traditional leaders, NGOs and international organisations.

Such interactions and public education on water use, water availability and pollution hazards are considered as dynamic and require knowledge of present responsibilities of the various societal groupings and individuals. Furthermore, information - and for that matter knowledge about any process - is 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 this revised document, primarily to provide a ‘tool’ for the Commission and its Secretariat to carry on with the assignment of ‘communicator of messages’. This strategy provides detailed and thought through priority elements and actions, recommended approaches and methods, target audience, and the implementers/actors.

Inasmuch as communication needs to be an actionable and dynamic process, the revised strategy can be seen as a living document managed by the WRC and subjected to periodic reviews and updates as the interventions are implemented.

It is WRC’s sincere hope that this revised strategy will continue to be the catalyst for accelerating public education towards the sustained use, management and development of the country’s water resources.

*Accra, August 2018*

*Cmdr. (Retired) J. C. Addo*

*Chairman, Water Resources Commission*

# introduction

## **1.1 Rationale**

Water is a precious natural resource, vital for life, development and the environment. Proper water resources planning and management together with sustainable utilisation of the various water sources is of paramount importance and a prerequisite for continued national socio-economic development and prosperity. To achieve this is challenging particularly within the context of involving a wide variety of stakeholders. Communication must form an important part of this process. Communication is also important to establish a credible organisation charged to oversee the management of water resources and to facilitate interaction with all stakeholders, in order to help the organisation, realise its mandate.

It is therefore imperative that institutions and organisations dealing with water management and its utilisation should aim at increasing public awareness to ensure that institutions, groups and individuals are kept informed, understand and appreciate the issues and tasks to be addressed.

This calls for a structured plan, which is followed through 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 Ghana, the adoption and implementation of Integrated Water Resources Management (IWRM) has laid a solid foundation for 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 the management and development of internationally shared water resources.

The significance of WRC’s awareness creation and information/data sharing activities with all stakeholders is clearly spelt out in the WRC Act 522, the National Water Policy, and the National and the various River Basin IWRM plans. Therefore, WRC is expected to regularly educate and inform the public and major water users about its responsibilities and roles, and further to involve the target audiences in IWRM for the sustained management and utilisation of water resources.

## **1.2 Context**

The first Communication Strategy, which operated within a 5-year frame (2004-2008), was prepared 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. The Communication Strategy was to be reviewed on a regular basis to adjust to lessons learnt as they emerged. Hence, the second Communication Strategy and Action Plan (2012-2016) was produced as an update of the first strategy and action plan that considered the extent of implementation and the dynamics of the communication interventions.

This third Communication Strategy and Action Plan (2018-2022) aims at an enhanced framework and professionally delivered ‘communication interventions’ to facilitate a wider reach to the intended targets. It is presented within the context of realising the vision and mission of WRC as well as the lessons learnt and emerging issues towards ensuring the sustained management of water resources for the present and future generations.

***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.*

***Emergent Issues***

The emergent matters that have been considered in the context of the third strategy and action plan include the following:

1. Continuous implementation of IWRM
2. Meeting the Sustainable Development Goal 6 (SDG) and its interlinkages
3. Climate Change within the context of water security
4. Tackling water-related disasters – flooding and droughts
5. Contributing to water infrastructure development
6. Advocacy for change

Implementation of IWRM should continue but move into various facets including:

* devolving water governance from the basin to the local/community level,
* placing emphasis on water-energy-food nexus to improve coordination for optimized investments and reduce inefficiencies in these three sectors,
* linking freshwater conservation (IWRM) and water, sanitation and hygiene (WASH) to address public health, water source protection, and disease control,
* promoting water use efficiency and securing water bodies from pollution, and
* strengthening transboundary and international cooperation on shared waters.

Ghana’s Co-ordinated Programme of Economic and Social Development Policies, (CPESDP): 2017-2024- the national strategic development planning framework for all sectors including water finds expression in the SDGs. The determination is to design actions and measures on the following:

* wastewater treatment,
* good ambient water quality,
* water use efficiency,
* level of water stress,
* water-related ecosystems, and
* participation of local communities in water and sanitation management.

The impacts of climate change will be felt mainly through water. This includes impacts from water on other sectors (e.g. floods on agriculture) and onthe water sector itself (e.g. damage to water infrastructure). The challenge is to adapt and build resilience to climate variability and impacts through:

* accurate information on climate and water resources, and
* review of water policy, plans and investment strategies.

The country has relied heavily on reactive or response oriented measures, which often focus on recovery instead of disaster reduction or mitigation. Flood and drought management requires strategic planning, effective stakeholder engagement, and well-planned investments that will lead to integrated flood management to minimise loss of life and property and maximise derived benefits of floods especially from floodplains. Strategic actions are needed to secure freshwater resources and protect ecosystems for investments in physical water infrastructure to address long-term development of the country. Such actions include:

* strengthening management organisations,
* reliable and adequate information and knowledge base,
* planning capacities and modelling tools,
* communication and public awareness.

Finally, the shift is on advocacy to gain political commitment and national priority, achieve change in policy and practice build transparency and accountability in decision-taking in water resources management, and to build the capacity of local people and organisations to act for change.

Advocacy approaches consist of:

* mobilising communities and promoting people-centred approaches,
* building partnerships across sectors and disciplines,
* collecting science-based information and sharing experiences,
* finding ways to allow the voices of ordinary people to be heard,
* working with a well-informed media.

In pursuance of the WRC vision and mission, and in resolving the water resources emerging issues, 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.

# 2. OBJECTIVES and guiding principles

## **2.1 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 all levels of society.

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

* Continued promotion of the concept of IWRM at the national, decentralised river basin and the local/community levels;
* Creating awareness of water as a finite resource, which must be protected and conserved, taking cognisance of emerging issues such as the SDGs, climate change, water-related disaster reduction and mitigation, water infrastructure for development, and advocacy;
* Effecting a favourable behavioural change regarding responsible and efficient water use and securing the nation’s water bodies from pollution;
* Encouraging public participation in water resources management practices including active engagement in collaborative programmes on transboundary water resources management;
* Promoting the concept of sustainable water resources management in formal education curricula;
* Facilitating services for the administration of water resources programmes, including concerted interventions on intra (IWRM-WASH) and inter (water-energy-food) sectoral linkages; and
* Presenting the opinion and initiatives of the government in the best possible way such as the buffer zone policy and the one village one dam initiative.

## **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 which seeks to “*promote the generation and wide dissemination of information on integrated water resources management to the general public*.”

The guiding principles include the following:

***The principle of open dialogue***

The Communication 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

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.

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.

***The focus principle***

This principle demands constant attention to current and future communication needs of targeted internal and external audiences and the aspiration to:

deliver the right message (credible content, results and good messages,

* communicated in the right form (approach has to be relevant and appropriate),
* to the right person (identifying and tailoring for the target audience),
* Using the right channel (suitable and diverse range of tools and channels ),
* being mindful of the right context (take into account relevant external and internal trends), and
* with the right support(ensure required skills, knowledge and understanding).

***The principle of subsidiarity***

In order to ensure participatory decision-making at the lowest appropriate level in society, the Communication Strategy takes cognisance of the differences of stakeholders as well 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 Communication 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., It also takes note of the role of men, children, people with disabilities, the aged and other vulnerable groups in the management of water resources.

***The precautionary principle***

This seeks to minimise activities that have the potential to negatively affect the integrity of all water resources, explain the importance 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

Communication is an important tool to enhance the knowledge base~~,~~ perceptions and behaviour of all parties and should always be an integral component of all activities. Hence, the WRC considers communication as key in its core activities and in consideration of both internal and external factors with potential to enhance delivery of programmes.

## **3.1 The Internal Environment**

Internally, WRC will be resourced to implement the mandated communication tasks which include:

* 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.

### **3.1.1 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 conducted annually, to develop the capacity of the communication staff.

The WRC must assign a budget specifically devoted to communication activities

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 communication activities are updated on policies and events. The formal activities could take the form of:

* regular staff meetings where minutes are taken;
* a general practice of circulating 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;
* training of other staff in communication issues;
* briefings from management, e.g. via e-mails;
* formal presentation to key staff of reports (information) from assignments
* 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***

Funding is expected to come from various sources, e.g. government’s consolidated budget, internally generated funds, development partners, and the private sector.

### **3.1.2 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***

WRC should improve the system for 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.

WRC should regularly disseminate information to the public including all major stakeholders.

WRC should further ensure free access to information. Staff members improve on their interaction 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, as amended, 2016 (Act 914) would be followed and used in cases of outsourcing and contracting.

***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.

***Procedures for sharing crisis and 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:

1. Crisis Situations - In situations where an event with 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.

ii. Confidential information - a situation 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 periodic surveys among stakeholders and the general public, e.g. to evaluate behavioural change, general awareness with regard to water resources management, and the responsibilities of WRC and partner institutions.

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

* clear;
* relevant;
* timely;
* comprehensive;
* visible;
* communicated via the right channels; and
* professional.

Partner organisations within the water resources and related sectors will be invited to contribute towards the performance evaluation at the basin level. The experiences gained and ‘lessons learnt’ will be used to inform further planning and decision making for communication.

## **3.2 The External Environment**

The WRC acknowledges that its external environment including partnerships, the political, economic, socio-cultural, technological, environmental, legal and industry as well as the regional and international dynamics do play crucial roles in the success or otherwise of its communication activities.

Therefore, in carrying out its communication activities, the WRC will consider and work in relation to the following:

* Regional and international water related policies/convention/instruments
* National policies, regulations and LIs that have a bearing on water resources management
* Organisations and Platforms with complementary activities.

# 4. STRATEGIC PRIORITIES AND ACTIONS

The priorities and actions for implementing the Communication Strategy are informed by best practices, context analysis and emergent issues in the Water Resources Management sub sector. The actions are aimed at translating policy into practice, facilitating effective linkages and advancing the attainment of WRC’s vision of sustainable water resources by all and for all.

The priorities and actions under this Communication Strategy will cover a broad range of strategic priorities and actions, including material development and publications, public engagements, advocacy and campaigns, service provision, and networking.

The effective implementation of these actions will require:

* People,
* resources, and
* partners.

## **4.1 Material development and dissemination**

The following information, education and communication materials targeting policy makers, development planners, administrators, civil society and all relevant stakeholders. These materials include:

* Water resources sub-sector performance report (will be issued annually)
  + Quarterly newsletter
  + Information materials for water users (flyers, posters, brochures, fact sheets)
  + Administrative materials
  + Publishing legislation on or relating to water resources

## **4.2 Public Engagements**

This will entail organizing stakeholder workshops, community durbars and local council meetings, among others, aimed at deepening public knowledge and understanding on issues relating to water resources management. The communication channels to be used will include:

* oral and power-point presentations
* radio and TV documentaries and discussions
* brochures and flyers
* report abstracts
* drama
* social media platforms – Facebook, Twitter, Instagram, LinkedIn, WhatsApp, etc.

## **4.3 Advocacy and Campaigns**

Under this category, a variety of options aimed at creating greater prioritization, financing and visibility for water resources management issues will be explored, using the following:

* build capacity and strengthen civil society coalitions and networks to promote advocacy around integrated water resources management;
* utilize existing advocacy and learning platforms to disseminate relevant information for improved water resources management in the country;
* identify prominent individuals and groups as local water resources ambassadors who will engage in advocacy. These ambassadors will be provided the necessary information and support to deliver on their terms of reference;
* institute a national awards scheme to reward excellence in the promotion of water resources management;
* undertake national and community public education campaigns;
* issue press releases on developments relating to water resources themes of interest to the general public;
* commission articles and features on current water resources and related issues from conferences, workshops and events such as World Water Day;
* facilitate capacity building of the media to provide effective coverage and reportage for WRC events and activities relating to water resources management.

## **4.4 Service Provision**

The activities under this task would focus on:

* keeping the sector, particularly the Ministry and other stakeholders, updated on water resources developments;
* making the WRC website and other social media platforms more interactive; and
* improving frontline service to users.

## **4.5 Networking**

Under this strategic priority, the following actions are proposed:

* facilitate the participation of WRC members and staff of the secretariat and other stakeholders in relevant national and international conferences;
* enhance synergy and effective partnerships with water sector player and institutions such as:
  + - agriculture, agrobusiness, industry, mining, lumber, etc.
    - academic and research institutions
    - Ministry of Education / Ghana Education Service
    - Non-Governmental Organizations and Civil Society Organizations.

# 5. IMPLEMENTATION OF STRATEGY

## **5.1 Planning Communication**

The communication activities include, viz:

* audience characteristics,
* message development,
* selection of medium,
* feedback mechanisms, and
* monitoring and evaluation

**5.1.1 Audience characteristics**

A thorough analysis of the potential audience needs will be undertaken at both the national and river basin levels in order to structure and maximise the effectiveness of the appropriate communication ‘interventions’.

**5.1.2 Message development**

Messages to be developed will focus on areas such as existing laws and regulations, as well as the efforts for their effective implementation.

Message development will entail:

* + General and specific key messages, targeting different audiences. These will be reinforced through all communication channels.
  + Clear and simple content.
  + Avenues for testing their effectiveness before application.

**5.1.3 Selection of medium**

Appropriate channels of communication will be employed based on the message, audience and cost effectiveness.

**5.1.4 Feedback mechanisms**

There will be appropriate mechanisms to measure and provide feedback.

**5.1.5 Monitoring and evaluation**

Monitoring and evaluation of the communication activities will involve the development of checklist and indicators, assessment of implementation process and reviews.

## **5.2 Implementation Strategy**

In general, the Communication Strategy considers the major elements of:

1. Continuous implementation of IWRM
2. Meeting the Sustainable Development Goal 6 (SDG) and its interlinkages
3. Climate Change within the context of water security
4. Tackling water-related disasters – flooding and droughts
5. Contributing to water infrastructure development.

The Strategy is also linked to the National Water Policy, Water Sector Strategic Development Plan, and the National and River Basin IWRM plans which have been harmonised to enhance public awareness and education in water resources management. The various communication actions and tasks are not tailored to one specific element, but rather designed to be carried out to address all the five elements on water resources management and development. The overall communication strategy framework is to be operated within a 5-year period (2018 -2022).

***Annex 1: Strategy Implementation Matrix*** depicts the implementation process by providing an overview of the various strategic priorities and actions. For each action the matrix gives information about the objective, the methods to be used, expected outputs and the output indicators. Additionally, information about the ‘actors’ involved in carrying out the actions is highlighted.

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

Year 1-2: Mainly preparatory activities such as audience studies, development of messages, providing services, and printing of materials.

Year 2-3: Implementation and establishment of feedback and impact measurement mechanisms.

Year 3-4: Implementation and monitoring.

Year 5: Implementation 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 annual revisions to adjust to lessons learnt as they emerge. The revisions will be included in the annual planning and budgeting exercise, taking due cognisance of monitoring and evaluation exercises concerning the impacts and effectiveness of the ongoing communication ‘interventions’.

***Annex 3: Activity Planning Matrix*** combines information in annexe 2 by detailing the frequency of activity including an indication about the responsible staff and organization.

Although the actions 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. Hence, 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.** | **STRATEGY ELEMENT** | **OBJECTIVE** | **ACTIONS** | **METHOD** | **OUTPUT INDICATORS** | **ACTORS** |
| 1. | Material Development and Dissemination | Provide detailed information to stakeholders through printed materials | Undertake audience studies  Produce and disseminate relevant materials including:   * Water resources sub-sector performance report * Quarterly newsletter * Information materials for water users * Development of administrative materials * Publishing legislation on or relating to water resources   These should target: Users, District Assemblies, Schools, Decision Makers, Politicians, Planners, etc. | Audience research  Content review, writing, page design, art work, etc. | Report  Performance reports, newsletters, information materials, administrative materials, fact sheets, flyers, brochures, report abstracts printed and distributed | -In-house  -Consultant |
| 2. | Public Engagements | Organise stakeholder participation workshops, seminars, durbars, and local meetings. | Organize stakeholder workshops, community durbars and meetings, etc on issues relating to water resources management at the:   * National, * Regional, * Basin, * District, and * Community levels | Use communication channels for interaction such as   * oral and power-point presentations * radio and TV documentaries and discussions * brochures and fliers * report abstracts * drama * social media platforms – Facebook, Twitter, Instagram, LinkedIn, WhatsApp, etc. * Focus Group Discussions | Reports of workshops, seminars, meetings, brochures and flyers | In-house  Partners and Collaborators  Consultants |
| 3. | Advocacy and campaigns | Provide continuous information and education to individuals, groups and the general public | * build capacity and strengthen civil society coalitions and networks; * utilize existing advocacy and learning platforms; * engage local water resources ambassadors; * institute national awards scheme; * undertake national and community public education campaigns; * issue press releases to the general public; * commission articles and features; * facilitate capacity building of the media. | 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. | Service Provision | Ensure regular updates and enhanced relationships between WRC and stakeholders | * keep the sector , including the Ministry and other stakeholders, updated on water resources developments; * make the WRC website and other social media platforms more interactive; and * improve frontline service to users | Meetings, water sector events, launch of Facebook, twitter, LinkedIn, provision and use of dedicated service lines or hotline, and coaching | Reports, number of meetings, number of visitors to the site, number of comments left on the site | In-house |
| 5. | Networking | Improve communication, collaboration and partnerships | * organize WRC members and staff of the secretariat to visit river basins, MMDAs, etc.; * facilitate participation in relevant national and international conferences; * build synergy and effective partnerships with sectors and institutions. | Participation in visits, conferences/forums, meetings, direct contacts | Number of visits, number of direct contacts, new contacts/ networks established, number of conferences and forums attended, reports from such events. | In house  Partners and collaborators |
| 6. | Monitoring | Monitor and evaluate the implementation process | * develop checklist/indicators * assessments of implementation process * measure feedback * review | Survey, interview, and other data collection instruments | Checklist/indicators available, frequency of responses, monitoring reports | In-house  Consultant  Partners and collaborators |

# ANNEX 2: OUTLINE IMPLEMENTATION PLAN

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ELEMENTS** | | **2018** | | | | **2019** | | | | **2020** | | | | **2021** | | | | **2022** | | | |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| 1 | Material development and dissemination awareness creation |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2 | Public engagements |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3 | Advocacy and campaigns |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 4 | Provide services |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5 | Networking |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6 | Monitoring |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# ANNEX 3: ACTIVITY PLANNING MATRIX

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| **FREQUENCY** | DESCRIPTION OF ACTIVITIES | RESPONSIBLE IN WRC | **OUTSOURCING** |
| Annual | * Water resources sub-sector performance reporting * Identify and engage local water resources ambassadors * Give awards for water resources protection | * ES * Communication staff * WRC Chairman |  |
| Quarterly | * Newsletter to major stakeholders * Commission articles on water resources issues | * Communication staff * ES, members of committee | Printer |
| Occasionally | * Information materials to water users * Issue press releases on current water resources themes * Visit river basins including meetings at DA and regional administrative levels * Keep stakeholders updated * Participation in international/national conferences and UN conventions celebrations relating to water * Organisation of stakeholder/meetings and workshop * Networking through direct contacts | * WRC staff * Communication staff * Basin Officer(s) * ES and other staff * ES, selected technical staff * Communication and technical staff * Communication staff | Local organisations, consultants, traditional authorities |
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| Ongoing | * Organise stakeholder workshops, durbars, and local council meetings * National public awareness and education campaign * Community awareness and education campaign * Radio and TV programmes * Coverage of WRC events * Make WRC web-site interactive * Frontline service to users including a hotline * Prepare information materials to main water users | * Communication staff * Communication staff * Basin officer(s) * Communication staff * Communication staff * IT staff * ES, Admin. Officer * Communication staff | Local consultants, private organisations, etc. |
| Once -  And to be revisited as required. | * Development of administrative materials for DAs * Publish texts of legislation on or relating to water resources * Institute national awards scheme for water resources protection | * Communication staff * Communication staff * ES and all | Local consultants |