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**Ministry of Environment, Climate Change,
Water Resources, Parks and Wildlife**

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The Gambia**

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**COMMUNICATION STRATEGY
(2015 – 2019)**

for

**NATIONAL WATER RESOURCES MANAGEMENT
AUTHORITY (NWRMA)**

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prepared by

NIRAS

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ACRONYMS

1. ADWAC – Agency for the Deveopment of Women and Children
2. AVISU – Agency for Village Support
3. BCC – Banjul City Council
4. CADO – Catholic Development Organization
5. CBOs – Community-Based Organizations
6. CRR/N – Central River Region - North
7. CRR/S – Central River Region - South
8. CSOs – Civil Society Organizations
9. DWR – Department of Water Resources
10. FIOH – Future In our Hands
11. GAMA – Gambia Meteorological Authority (proposed)
12. GBoS – Gambia Bureau of Statistics
13. GIS – Geographic Information System
14. ICT – Information Communication Technology
15. IWRM – Integrated Water Resources Management
16. KISS – Keep It Straight and Simple
17. KMC – Kanifing Municipal Council
18. LGA – Local Government Authority
19. LRR – Lower River Region
20. MDFTs – Multi-Disciplinary Facilitation Teams
21. Min of ECCW&W – Mininstry of Environment, Climate Change, Water & Wildlife
22. MIS – Management Information System
23. MoECCWRPW – Ministry of Environment, Climate Change, Water Resources, Parks and Wildlife
24. NAMS – National Assembly Members
25. NATC – Njawara Agricultural Training Center
26. NAWEC – National Water and Electricity Corporation
27. NBR – North Bank Region
28. NEA – National Environment Agency
29. NGOs – Non-Governmental Organizations
30. NWRC – National Water Resources Commission
31. NWRMA – National Water Resources Management Authority (proposed)
32. OMVG – Gambia River Basin Development Organization
33. TARUD – Trust Agency for Rural Development
34. TV – Television
35. URR – Upper River Region
36. WASDA – Wulli and Sandu Development Agency
37. WATSAN – Water and Sanitation Working Committee
38. WCR – West Coast Region
39. WRMIS – Water Resources Management Information System
40. YAFSSE – Youth Action for Food Self-Sufficiency and Employment

ACKNOWLEDGEMENT

Strategy development process of this nature, involving participatory and consultative approaches particularly within the water sector which has a multiplicity of stakeholders and actors, is often complex and demanding. The process thus involved the inputs and participation of stakeholders at various levels – national, regional, community as well as interest groups of different leanings.

At the national level, the staff of the Department of Water Resources (DWR) as well as other government parastatal officials demonstrated their commitment and provided the needed support and information to the Consultants. It is thus appropriate and fitting to acknowledge their contribution and efforts in bringing into fruition this strategy document.

The participation and contribution of the regional level stakeholders (Councils, Governors' offices, NGOs, CBOs, and representatives of the Technical Advisory Committee members) have been instrumental in not only shaping the content of the communication messages, but also the selection of the various communication modes and formats. The regional stakeholders effectively participated in the preceding stakeholders consultative meetings which provided valuable inputs to this strategy development process. Our appreciation and thanks are being extended to all those who in one way or the other participated in the process and thereby enriched the outcome.

The draft Communication Strategy was subsequently subjected to a validation workshop involving a cross section of stakeholders, who also provided valuable comments and contribution which further helped to improve the strategy as well as the process. We thus would like to extend our sincere appreciation to all the participants of the validation workshop.

1. INTRODUCTION

1.1 Context

The Gambia is bisected by one of West Africa's most important rivers, and while the country appears well endowed with water, reality and general analysis gives a different perspective, namely, that parts of the country (both urban and rural) are poorly served and water scarcity is common. Furthermore, the management of the country's water resources has been fragmented, poorly coordinated and lacked a clear institutional anchor.

The country is challenged by major threats to the surface and groundwater resources including (i) depletion of water stock, (ii) erratic rainfall patterns (iii) pollution of water resources, and (iv) salinity from sea water intrusion.

Depletion of surface water resources is not as pronounced a problem compared to quality degradation. However, fresh water utilization for rice irrigation and, increasingly, plantation crops in the Upper River Region, coupled with the construction of the Sambangalou Dam on the Gambia River in Senegal for irrigation and hydropower purposes could alter the flow regime, and hence the dynamics of saline intrusion in the river system. In addition, the risk of groundwater depletion is imminent in the Greater Banjul Area with its marked increase in water demand requirements caused by high rate of urbanization, increased industrial water requirements, and the densely populated settlement pattern. In tandem with this, the quality of the groundwater is also at risk if the associated urban pollution is not abated. Climate change and variability also pose significant challenges.

To provide the necessary improvement in management of the water resources in The Gambia, and to establish a platform for informed and balanced decision-making on water resource development and exploitation, the Government of The Gambia through the Ministry of Environment, Climate Change, Water Resources, Parks and Wildlife (MoECCWRPW) is progressing with implementation of the National Water Policy, which was formally endorsed in 2007. The National Water Policy provides a sound 'vision' for how the water sector should evolve and the directions to follow in terms of embracing the modern thinking behind integrated water resources management (IWRM) principles, including creation of an enabling legal and institutional framework.

In the past, the legal framework regarding the management and coordination of the country's water resources was fraught with contradictions, duplications, inadequacies as well as loop holes for misuse of the legal provisions. The situation was further complicated by the fact that the accompanying institutional roles were unclear and at times ambiguous, thus allowing for proliferation of players with limited prospects for coordination and effective communication. Consequently, the management and utilization of the accompanying water resources data/information were inadequate and sector-based, as well as largely unresponsive to stakeholders information needs [Regional Stakeholders Consultation Synthesis Report, Oct. 2013, NIRAS].

A legal briefing paper [April 2013, NIRAS] states that “It is common knowledge that the principal legal instrument addressing the water sector in The Gambia – The National Water Resources Council Act 1979 [NWRC Act] – was intended to create an enabling framework under which further legal provisions could then emerge from the appropriate institutions. Whilst the NWRC Act was a success by creating an institutional framework – a more detailed legal framework has failed to achieve enactment.” Several attempts have been made since 1979 to propose a new Water Bill with limited impact. The legal landscape thus continued to be characterized by a multiplicity of sectoral legislations with limited impact and significant adverse consequences.

Additionally, the old Water Bill’s provisions and approaches are now outdated, and some provisions have been superseded by other albeit newer legislation. Hence, in view of the above, the implementation of the National Water Policy requires appropriate and relevant legal instruments. The Gambia Water Bill (draft 2014) and the subsidiary Bills tabled for creation of the National Water Resources Management Authority (NWRMA) and the Gambia Meteorological Authority (GAMA) constitute an important departure point in the quest for mainstreaming the IWRM principles at the various administrative levels required.

In like manners, the institutional framework for the management and coordination of the country’s water resources has in the past been sectoral-based and less effective, which now has led to proposals for significant institutional rearrangements within the purview of the National Water Sector Reform Project. These institutional changes and their implications pose considerable communication and information challenges to all stakeholders, and therefore provide a basis for the Communication Strategy and how it is intended to be rolled out.

1.2 Rationale

A key principle articulated in the National Water Policy is to move towards a distinct separation of water resources management functions (policy, coordination, regulation) from those of water resources development and utilization (provision of water for specific uses). The policy also calls for effective participation of all stakeholders in managing their water resources.

The responsibilities of the National Water Resources Management Authority as spelt out in the draft Bills are wide ranging and multifaceted. The main tasks include water resource allocation and coordination among competing uses, granting of water abstraction permits, collection and sharing of information and data on water resources, and advising relevant agencies on matters concerning management, and control of water source pollution, as well as monitoring and enforcement of relevant legal provisions. The NWRMA is also mandated to determine and protect the country’s ‘reserved flows’ (minimum flow requirements) to sustain river flows for environmental (aquatic ecosystem) ‘maintenance’.

It is equally tasked to maintain the required dialogue and seek consensus on sustainable utilization of cross-boundary water resources, in view of regional and international agreements and commitments entered into (notably under the OMVG).

In the draft Gambia Water Bill the importance of NWRMA to engage in awareness raising and information/data sharing activities vis-à-vis all stakeholders is clearly spelt out. Therefore, the NWRMA is expected to regularly undertake awareness campaigns to inform major water users and other publics concerned about the existence of the NWRMA, its responsibilities and roles, and further to involve and educate the target audiences about integrated water resources management, its principles and implications, including gender equality, public participation and meeting the basic human needs for water as enshrined in the legally binding principles under the Bill. Furthermore, the following issues are specifically highlighted to be included in public awareness activities:

- the regulations concerning water use and water resources abstraction, including water charges or fees to be borne as a result of protecting and fulfilling a person's right to use water;
- gender equity: the right for women to have equal treatment with men, including equal opportunities in the water resources sector;
- the steps to be taken to protect water resources, minimize water use and save on the scarce resource;
- the steps that can be taken to change poor management practices of water resources; and
- the steps to be taken to enhance attitudinal change towards the use and management of water resources.

The present Communication Strategy is prepared as a 'guidance' for NWRMA to facilitate its efforts to put in place an effective and efficient mechanism to carry forward with its tasks related to communication and information sharing. The aim is to set the stage for properly structured and professionally delivered 'communication interventions' to facilitate a wider reach to the intended targets.

2. OBJECTIVES AND GUIDING PRINCIPLES

2.1 Aim and objectives

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

The **aim of the communication strategy** is to provide a management tool for NWRMA to administer its public awareness and other information activities more effectively and efficiently towards achieving among others the following **objectives**:

- promoting the concept of IWRM at national as well as at decentralized levels;
- 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;
- initiating and encouraging public participation in water resources management practices;
- promoting the concept of sustainable water resources management in formal educational curricula;
- contributing to further consolidating the position of NWRMA as the 'custodian' of the Gambia's water resources assets;
- facilitating required services for the administration and protection of water resources, including the need for regulations concerning water use and water resources abstraction; and
- promoting an open dialogue with all stakeholders, including the national, regional and international players in the best possible way.

Communication objectives usually address issues such as awareness, knowledge, attitude, practice, behavior and participation. Each of these represents a communication level, which needs to be dealt with separately. If for instance the objective is to induce change in behavior concerning responsible use of water resources, first one needs to make the people concerned aware that there is a problem with the previous behavior. One then makes sure that the knowledge and the attitude necessary for the change to take place are present. It is only when these prerequisites are met that one can hope to achieve the communication objectives (behavioral change).

In most instances, change can be considered to be an innovation. Hence it can be dealt with as an adoption of innovation. *The Adoption Ladder* process, highlighted in Figure 1, helps to understand better the sequence of such adoption and the various communication levels:

- *Awareness of the problem*: people must perceive there is a problem in the first place;
- *Interest*: after being aware, they need to show an interest in the specific problem;

- *Knowledge/comprehension*: in order to decide to go for change and adopt an innovation, people need to be knowledgeable about it;
- *Attitude*: attitude is another factor determining people's orientation in accepting and adopting an innovation;
- *Legitimization*: is the innovation in line with the norms and legal system of the community? This aspect is related to the overall legislation and policy currently in use. However it can also be related to the cultural and social acceptance of the innovation, and the fact of having to face strong peer pressure in order to adopt it; and
- *Practice*: before actually adopting and putting in action an innovation, people need to try it out in order to test its feasibility and effectiveness. Further actions might be needed to ensure its sustainability.



Figure 1: The 'Adoption Ladder' process¹

This *Adoption Ladder* facilitates the identification of the communication entry points, which may be concerned with raising the awareness or the knowledge of certain issues, or changing attitudes or encouraging the use of certain practices. One could therefore

¹ Source: Participatory Communication Strategy Design – a Handbook. Prepared by P. Mefalopulos and C. Kamlongera for FAO (Rome, 2004)

select the most appropriate communication approaches according to the level targeted by the communication objectives.

The Communication Strategy will be implemented in accordance with the principles laid down in the overall strategy and functions of the NWRMA, whereby the NWRMA will invite existing institutions and the private sector to participate through outsourcing and contracting of specific tasks.

2.2 Guiding principles

The guiding principles seek to deepen one's understanding of the strategic framework for the Communication Strategy which in turn is guided by the stipulations in the Gambia Water Bill (draft 2014) for government to *promote the generation and wide dissemination of information on integrated water resources management to the general public*.

The merit of open dialogue

The government encourages communities, local and traditional authorities, legislators, the private sector and NGOs to participate in water resources planning and management activities. More specifically, the Gambia Water Bill (draft 2014) calls for the effective participation of stakeholders in the implementation of the IWRM activities and interventions so as to achieve sustainable and greater impact. The NWRMA understands that it will be difficult to reach these goals if the Communication Strategy does not clearly articulate the dynamics of an open dialogue.

Thus, the strategy emphasizes a two-way communication dialogue between NWRMA and institutions, public organizations and individuals – in this document referred to as stakeholders. This allows for recognition of both parties in the dialogue and also promotes NWRMA's role in society.

The NWRMA recognizes that an open dialogue will improve the quality of decision making as well a sustainability of its interventions because it stimulates the participation of all stakeholders in the management of the water resources.

An open dialogue is characterized by:

- providing access to information of relevance for IWRM;
- inviting the public to have a voice with regard to IWRM;
- promoting gender sensitivity and equity in IWRM; and
- enabling the authorities to take into account ideas and concerns raised by the public.

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

Stakeholder participation

The Communication Strategy emphasizes that communication has to take the differences of the stakeholders into account acknowledging their different background in society. Some stakeholders will need assistance and motivation to join the dialogue, especially the poor and disadvantaged. NWRMA will also take note of the specific pledge of government to involve women in the dialogue recognizing that women play a central role in the provision, management and safeguarding of water. It is important to explain the role of water in society and to stress the need for managing the resources that will become scarcer in quantity and quality in view of population increases and changing dynamics of water needs.

Integrated Water Resources Management

NWRMA will provide major stakeholders with a general introduction to the concept of IWRM and a specific understanding of the technical aspects of the tasks within which they will cooperate with NWRMA.

Water for basic human needs² as priority

The Gambia Water Bill (draft 2014) directs that the priority for water use shall be first focused on meeting basic human needs.

Promoting understanding of the roles and responsibilities of NWRMA

Since one of the prime responsibilities of the NWRMA is of a regulatory nature, it is important that strategies for more general information and public hearings on these topics and responsibilities are given priority.

Promoting opportunities for media engagement in the sector

The NWRMA will analyze and exploit windows of opportunities to create interest in the media for its work and in general to maintain a clear concept of the need to balance costs and benefits.

Polluter-pays principle

This principle as provided for under Section 38 and Part VIII of the National Environment Management Act 1994 stipulates that the one who pollutes pay the cost.

Although the immediate outcome of communication and information sharing is awareness raising and education, in general it is the intention that the strategy shall foster relevant behavioral changes among the public and main water users related to their attitudes and treatment of water bodies.

² The Gambia Water Bill (2014) defines the concept as “an adequate amount of safe water necessary to prevent death from dehydration, to reduce the risk of water-related diseases and to provide for consumption, cooking, personal and domestic hygienic requirements.”

3. TARGET AUDIENCE / STAKEHOLDERS

A communication strategy needs to clearly articulate the types of audiences or stakeholders being targeted, their characteristics, as well as information needs and requirements. Clarity in terms of the intended audiences helps in ensuring appropriateness and relevance of communication channels, messages and timing.

Understanding the stakeholders is one of the most important elements of effective communication. Audience and stakeholder analyses help to gain valuable insights about the intended cohort population of the water sector, which in turn can help in choosing and developing relevant and meaningful communication themes. It can also help in creating communication interventions which are tailored effectively to the intended audience, with appropriate tone, style, language and content.

In this context, the audience/stakeholder analysis should answer some critical questions that provide an overview of the target population cohorts. Questions regarding who are the audiences? why are they interested in the water sector? where are they located? and how can they be reached? – all form essential elements of the assessment.

Several studies and assessments³ have been carried out within the framework of the National Water Sector Reform Project, some of which have provided useful information regarding the intended audiences and stakeholders relative to the Communication Strategy. In view of these findings and in consideration of the objectives of the Communication Strategy, the audiences are analyzed as further highlighted in sub-sections 3.1 and 3.2.

3.1 Intermediaries

There are other institutions / bodies providing some sort of water resources services in the sector, which need to be approached and informed regarding developments, trends, opportunities, threats, as well as areas for collaboration, networking and partnerships. These include among others private water sector dealers and operators; various NGOs/CSOs⁴ (local, regional and international) engaged in the water sector; philanthropic individuals and bodies providing some form of support to the sector and water users; and religious institutions interested in the activities of the sector. These audiences and stakeholders often provide opportunities for collaboration, networking and partnerships that are beneficial to the sector. Therefore, identifying them and appreciating their particular characteristics are important elements to consider.

³ These include among others 1) report on the institutional reorganization of WRM services, 2) report on the institutional transformation of the meteorological services, 3) legal audit report, 4) review of the DWR manpower situation, 5) review of the water resources data collection and management situation, 6) review of the existing surface water and groundwater monitoring networks and databases, and importantly 7) the regional stakeholders consultation synthesis report. (2013-2014, NIRAS).

⁴ Table 1 highlights some of the NGOs/CSOs involved in the water sector by Region

Table 1: NGOs / CSOs involvement in the water sector by Region⁵

No	Name	Region of operation	Field of work/focus
1	ActionAid, The Gambia	CRR/N, CRR/S, LRR	Provision of water for domestic and agricultural use; training water committees
2	ADWAC	NBR, CRR/S, CRR/N	Management and capacity building of water committees
3	AFET	KMC, WCR, LRR, CRR/S and CRR/N	Provision of water for domestic and agricultural use; training water committees
4	Africa Muslim Agency	Countrywide	Provision of water for domestic use
5	AVISO	CRR/N	Provision of water for horticultural use, and training
6	CADO	KMC, WCR, CRR/S	Management and maintenance of water points; training
7	Concern Universal	Countrywide	Management and maintenance of school water points; training
8	FIOH	Countrywide	Provision of water for domestic and agricultural use; training water committees
9	Methodist Mission	WCR and KMC	Provision of water, and training
10	Red Cross	Countrywide	Provision of water, and capacity building
11	Samasang Child Fund	WCR	Provision of water, and training
12	TARUD	WCR and KMC	Provision of water for domestic and agricultural use; training water committees
13	WASDA	URR	Provision of water, and training
14	YAFSSE	KMC & WCR	Provision of water, and capacity building
15	NATC	NRB	Provision of water, and capacity building

3.2 User categories

The Gambia Water Bill (draft 2014) states that “the use of water resources to meet basic human needs shall have priority over all other uses of water in The Gambia”. This is further consistent with the findings of the regional stakeholders’ consultations of which details in summary form are provided in Table 2. In all the regions of the country (rural as well as urban) the stakeholders indicated water for domestic use as their number one priority. The term domestic water consumers thus refer to the water requirement for the whole population regarding drinking, cooking, bathing, laundry, and other personal hygiene activities needing water. However, it is significant to note that whilst water is indeed essential and needed by all, its management is profoundly

⁵ Source: Regional Stakeholders Consultation Synthesis Report (October 2013, NIRAS)

gender based. Women and girls are mainly responsible for water management at the household level.

The agricultural water users are those engaged in some form of agricultural activity, e.g. farming, vegetable gardening, aqua-culture and/or animal husbandry. These are livelihood activities undertaken at either subsistence or large-scale economic levels, with differing water use and management requirements. Since the stress on the nation's water resources increases, it may be possible that tensions between water users will increase. In order to make adequate provision against such tensions and possible disputes the NWRMA will in due course produce in partnership with the Ministry of Agriculture a "code of practice for water use in agriculture and livestock". The code of practice would be based upon a sound understanding of the practical difficulties facing people who use water for agriculture and livestock, including irrigation and aquaculture.

The commercial category of water users are those institutions and businesses which require water for production and or services. The hospitality industry with its coastal lodges, hotels, restaurants, etc. as well as other larger economic ventures (factories, processing plants, breweries, water bottling firms, etc) also fall under this category.

Table 2: Water use priorities by Region⁶

Region	Priority 1	Priority 2	Priority 3
BCC	Domestic	Commercial	Tourism
KMC	Domestic	Fisheries	Commercial
WCR	Domestic	Livestock	Agriculture
LRR	Domestic	Agriculture	Commercial
CRR/ South	Domestic	Agriculture	Livestock
CRR/ North	Domestic	Agriculture	Commercial
NBR	Domestic	Agriculture	Commercial
URR	Domestic	Agriculture	Commercial

3.3 Location

Once it is ascertained as to who the target audiences are, and why they need the water resources, the next question is "where are they located?" This information is important because it helps to determine how to reach the audience and get the message out to them in the most effective and efficient ways. Discovering where the targets are located will help determine how the messages can best be communicated.

As urbanization and population density increase, access to water resources becomes even more critical in the country's urban and semi-urban settlements. This is where the majority of the population (60 %) resides⁷. In this respect the pronounced increase in

⁶ Source: Regional Stakeholders Consultation Synthesis Report (October 2013, NIRAS)

⁷ This includes the three regions of BCC, KMC, and WCR, respectively.

population particularly in the Brikama LGA during the latest inter-census period, i.e. from 2003 to 2013, should be noted as depicted in Table 3.

The urban population will require water for domestic use as well as commercial/ industrial and other purposes, whilst the rural population requires water mainly for domestic and agricultural purposes. Furthermore, poverty and limited livelihood opportunities in the rural areas makes the water users less able to pay for the true cost of the resource, thus in the provision of water, the need for a pro-poor strategy for the rural dwellers should be acknowledge.

Table 3: Population density in 2003 and 2013 by Local Government Area (LGA)⁸

LGA	Population		Area (sq. km)	Density	
	2003	2013		2003	2013
Banjul	35,061	31,301	12.23	2,866.8	2,559.4
Kanifing	322,735	382,096	75.55	4,271.8	5,057.5
Brikama	389,594	699,704	1,764.25	220.8	396.6
Mansa Konko	72,167	82,361	1,618.00	44.6	50.9
Kerewan	172,835	221,054	2,255.50	76.6	98.0
Kuntaur	78,491	99,108	1,466.50	53.5	67.6
Janjanbureh	107,212	126,910	1,427.75	75.1	88.9
Basse	182,586	239,916	2,069.50	88.2	115.9
Total	1,360,681	1,882,450	10,689.28	127.3	176.1

3.4 Demographic characteristics

One of the first demographic parameters to examine is the age range of the audiences/stakeholders, as this may shed light on their interests and communication channel preferences. What message and channel preferences do they have? Another question to ask is about their income levels, and whether they are willing to contribute to water charges? If the audiences/stakeholders are skewed toward a particular sex, this may also change the information to be included in the communication. This demographic information is key to providing the most useful information to the audience/stakeholders. The level of literacy is also to be considered in selecting both the message content and the medium.

3.5 Occupation

Beyond demographics and the ability to pay for the services, the interests of these audiences/stakeholders must also be determined. It is important to know something about the occupation of the audiences / stakeholders (farmers, fisher folks, traders, construction workers, etc.) in order to target the content of the information to make it both useful and compelling. The preceding assessments and reviews conducted within the sector^{9,10} would be a good source of this information as well as reading other

⁸ Source: 2013 Population & Housing Census Preliminary Results, GBoS, The Gambia

⁹ Regional Stakeholders Consultation Synthesis Report (October 2013, NIRAS)

¹⁰ 2013 Population & Housing Census Preliminary Results, GBoS, The Gambia

documents previously published with focus on the sector. Usually, questions such as these help to shed light on the interests and needs of the various occupational groupings:

- What might the audience / stakeholders expect from the article/ message?
- What concerns or problems do they have? Different occupational groupings have their own peculiar needs / challenges.
- What interests and goals do the audiences / stakeholders have?
- What will motivate them? What types of needs do they have?
- What biases or preconceived ideas might the audiences / stakeholders have about the NWRMA and the messages?
- Seasonality of the various occupational groupings' water resources needs and requirements? Information allied to this seasonality?
- Extent of pollution, risks and other barriers to effective and efficient water resource management and conservation?

Notwithstanding the above, it is good practice to periodically conduct stakeholders' studies and reviews with a view to update the strategy's target audiences. Such studies should be duly programmed and costed for, and not to be left to chance and or discretion.

4. PREPARING NWRMA FOR THE COMMUNICATION TASKS

The Gambia Water Bill (draft 2014) specifically states that “The National Water Resources Management Authority shall establish and convene a regular forum where sector stakeholders can network, share information and discuss developments in the water sector in general. Attendance is to be open, and preferably also include all major development partners.”

The NWRMA thus places a premium on effective communication and sharing of information. Communication is an important tool to change the knowledge, perceptions and behavior of all parties and should be integrated in all activities carried out by NWRMA.

In the dialogue with the public, the NWRMA will be interested to:

- strengthen its reputation;
- create awareness on the need for the protection of the country’s water resources;
- exchange information with stakeholders pertaining to the management, protection and conservation, and coordination of water resources;
- managing feedback regarding its programmes, policies and activities; and
- encourage effective participation of stakeholders in IWRM.

An active ‘intervention’ communication is organized and implemented from the basis of a policy, strategies deriving from the policy and actions/activities that actualize the conceptual issues.

Internally, NWRMA needs to be organizationally resourced to carry forward with the mandated communication tasks. This would involve (i) identification and clarification of communication challenges to be confronted, (ii) establishment of a qualified focal point for these activities within the Authority (Information and Communication Technology, ICT, Unit), and (iii) preparation of various administrative procedures (‘guidelines’) to follow. These aspects are highlighted in the following sections.

4.1 Broad areas of interest to the NWRMA (communication challenges)

NWRMA would need to continuously investigate and identify the relevant communication challenges confronting the sector to ensure that it remains focused and responsive to the information and communication needs of the stakeholders. As the needs and priorities shift over time, it will have to in turn revisit and adapt its strategic focus. Currently, based on the evidences gleaned from the various assessments and reviews within the sector, the following communication challenges remain pertinent and provide the focus of the initial activities of the implementation programme:

- promoting the image, roles and responsibilities of the newly created institution;
- poor coordination within the multiple stakeholders;
- inadequate knowledge of the relevant water-use laws, procedures, rules, etc;
- procedures relating to water abstraction, licensing, rates, etc;
- sustaining and motivating stakeholders participation, including women and girls;
- management of feedback vis-à-vis the water users, regions and stakeholders;

- inappropriate perception of water as a “finite and economic resource” and associated attitudinal changes; and
- promoting sustainable water-use, protection and conservation practices.

With the advent of the implementation and coordination of the IWRM activities, most of the above mentioned challenges were being anticipated by the stakeholders¹¹ at regional level, and thus would be befitting to tackle them and thus allay their fears and concerns.

4.2 Establishment of ICT Unit and a WRMIS System

The NWRMA among other things is tasked with the responsibility to gather information on water resources and its utilization and accordingly publish forecasts, projections and information on water resources; maintain a national database of water resource information, including such GIS and electronic data as are relevant; and provide an information and advocacy service to the public. The Authority is thus to be structured, positioned and resourced to be able to fulfill the above responsibilities.

Organization and staffing

To achieve a well-structured and effective communication, the NWRMA plans to maintain an appropriately staffed Information and Communication Technology (ICT) Unit. It is envisaged that staff strength of four professionals (Head of ICT, MIS/Database Specialist, MIS/ Database Assistant, & ICT Assistant) will be retained and their capacities strengthened for the challenges. Additionally, the ICT staff should be equipped with skills and experiences in materials development, desktop publishing, and in presentation and lay-out of printed information materials (posters, flyers, leaflets etc.). The Unit should equally be provided with the appropriate equipment and resources to be able to effectively carry out its functions. In general, it is important that the ICT Unit is backed by all the NWRMA staff, and be motivated to support the mission of the NWRMA. They should also be organizationally poised to take advantage of partnership and networking opportunities within and outside of the Authority.

The ICT Unit should routinely convene meetings to seek feedback, advice and new ideas, from both within and outside. Efforts should be made to establish effective and functional links with the Regional Water and Sanitation Working Committees (WATSAN) and their Regional Coordination Committees (RCCs). It should also link-up and collaborate with the environmental education programme activities of the NEA as well as the hygiene and health education activities of the Department of Health Promotion Services.

Figure 2 illustrates the essential components of the WRMIS and provides a framework for locating and coordinating data and information with respect to the entire water resource management, coordination and utilization. The WRMIS central database would receive and collate data and information from the various components and turn them into user ready and friendly formats, based on the information and data requirements of the stakeholders. The database of the WRMIS forms a key reference

¹¹ Regional Stakeholders Consultation Synthesis Report (October 2013, NIRAS)

point for the ICT Unit in its bid to provide audiences / stakeholders with relevant, timely and adequate information¹².

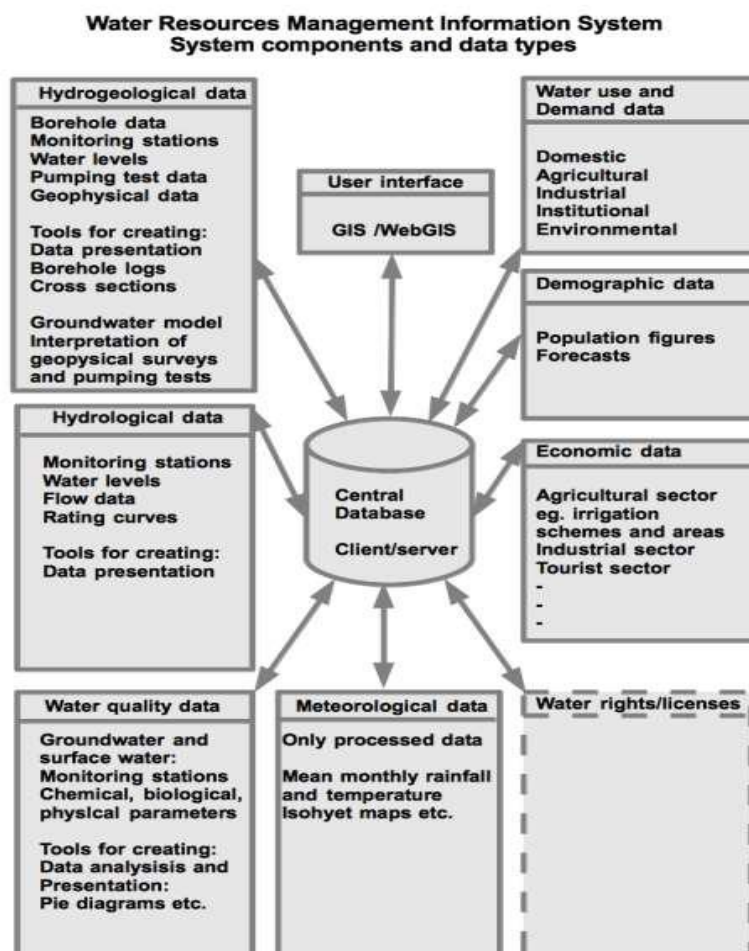


Figure 2: Components of the WRMIS

Focus areas to ensure effective function

Practices to share knowledge and information about IWRM between NWRMA's technical and communication staff members shall be encouraged in order to improve the quality of communication with the stakeholders.

Activities will be organized to ensure that important information is disseminated among the NWRMA staff. The challenge is to ensure that staff in charge of the information and communication activities is kept updated on policies and events. The ICT Unit being

¹² Timeliness and adequacy of water resources information were indeed key sticking points with the regional stakeholders during the consultations (ref: Regional Stakeholders Consultation Synthesis Report (October 2013, NIRAS)

relatively small in numbers may rely on both formal and informal practices and routines for this purpose.

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 information and the ICT Unit staff and other technical staff. 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 and initiatives to be introduced in facilitating to build confidence and capability of the ICT Unit staff would include:

- assessment and evaluation of internal communication culture;
- discussion on internal communication problems and needs;
- identification of current issues for information and communication activities;
- training of other staff in information and communication issues;
- periodic briefings from management, e.g. via e-mails;
- exchange of information from assignments between colleagues;
- establishing and strengthening information storage systems and facilities;
- producing the NWRMA decisions as public information products for the media;
- enhancing frontline service of administrative staff; and
- formalizing 'hotline' service for technical information among staff.

A training needs assessment has been conducted and a capacity development programme for the Information and Communication Technology Unit staff is designed and needs to be supported. Also the need for introducing desktop publishing software to facilitate in-house production of certain information materials should be assessed and supported.

Funding

The Information and Communication Technology Unit will have its own specific budget line to facilitate implementation of the strategy. Funding is expected to come from various NWRMA revenue sources, e.g. government's consolidated budget, proceeds from the water abstraction (license) fees, donors and the private sector. The establishment of public-private partnerships will be instrumental in this respect.

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

4.3 Preparing administrative communication procedures

Implementation of the Communication Strategy will be facilitated by certain administrative procedures to be prepared internally in NWRMA and meant to 'guide' the NWRMA staff in carrying out the communication activities. Some of the procedures and modalities required are outlined below:

Procedures for obtaining information and data

It is important that a system for exchange of information among the other governmental agencies involved with aspects of the protection of water resources in The Gambia is in place. This would involve formalizing existing procedures (establishing MoU) with partner institutions for regular exchange of information.

Special mechanisms may be organized to ensure that:

- NWRMA receives required information to prepare state of water resources, particularly when critical situations occur; and
- NWRMA is informed about planned development activities, which may have a significant impact on the water resources.

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

- the public is informed about the information which can be provided by NWRMA;
- access to generic information available at NWRMA would, as much as possible, be given freely; and
- staff has a service-oriented attitude towards the public.

Procedures for outsourcing communication activities

It is NWRMA policy to outsource and collaborate with institutions and/or individuals for awareness raising and other communication activities. The necessary procedures for contracting private consultants or organizations should be prepared, including:

- list of most appropriate institutions, organizations and individuals to do the job;
- development of standard contract for local consultants;
- development of internal procedures to ensure follow-up on consultancies; and
- development of evaluation criteria of consultancies.

Procedures for storage of information

For NWRMA to provide efficient communication services it is important to have access to the necessary and relevant information regarding IWRM organized for easy accessibility in the WRMIS database. 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 organized to facilitate easy approach. Information should as much as possible be stored electronically within the WRMIS, which should be centrally controlled and managed for easy access and utility. A systematic and reliable information back-up mechanism should also be adopted to ensure sustained data/information availability.

Procedures for confidential information

There are two types of situations where NWRMA 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 consequences suddenly demands immediate response from NWRMA special procedures will ensure:

- that NWRMA 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 tallies with NWRMA's mandate and responsibilities; and
- that NWRMA staff use correct information channels and contact to the media.

A situation may arise which may require that information is denied on grounds of confidentiality of the matter in question. This type of information includes issues relating to:

- public security;
- national defense;
- international relations;
- ongoing court cases;
- business secrets, e.g. protection of production methods;
- immaterial rights; and
- strictly personal information.

The procedures will also ensure that exchange of information of this character is restricted, and that internal administrative routines exist to appropriately store (or destroy) confidential information.

5. COMMUNICATION FORMATS AND ACTIVITIES

Communication formats are ways of using communication techniques, methods and media to address specific issues in the most effective way. Selecting communication modes and formats is very crucial for the communication strategy and marks the beginning of the communication intervention. Several important questions need to be answered at this stage:

- which channels and media are going to be used?
- what information is going to be considered?
- which materials are going to be produced?

It is important to note that the way in which communication materials, techniques and methods are used can have a great influence on the final results. Communication modes and approaches assist in determining which direction to focus the communication (e.g. promote, educate, inform, etc.) in order to have the best results.

A number of modalities for distributing messages (communication activities) suited for NWRMA's line of work are considered and outlined below. Some of them may serve the desired dual purpose of providing general information to the public as well as strengthening the NWRMA in its national coordinating role. In the presentation below, the communication formats and activities are categorized under discrete yet interrelated headings, viz. information provision; awareness raising; stakeholder participation; promotion, campaigns and media events; instructional activities; group/community mobilization activities; and providing service.

5.1 Information

In this context 'information' means the treatment and the transmission of data meant to provide objective facts on specific issues. It differs from other approaches such as promotion, persuasion or education in the treatment of data which is transmitted 'raw' without specific added value, such as making it more inviting or appealing or having some instructional connotations to treat it as transfer of knowledge. The various communication formats under this heading could include:

- posters;
- radio spots;
- leaflets;
- telephone messaging; and
- presentations.

5.2 Printed materials for awareness raising

The various communication formats under this heading could include:

- State of the Gambia Water Resources Report. A formal report to be issued once a year and targeting decision-makers, politicians, administrators and planners, containing:
 - summary description of the current situation of the water resources at national level,

- recapitulation of major events during the year,
- major achievements of NWRMA with IWRM management during the year, and
- identification of problems and risks for water resources in the future.
- Newsletter, for example a semi-annual publication targeting major stakeholders and focusing on:
 - periodic updates on NWRMA's activities, achievements, and challenges,
 - current issues in the water sector from various sources including the media,
 - new insights in IWRM gained from international conferences,
 - efforts to improve national and regional cooperation on IWRM,
 - special features on, e.g. NGO campaigns and activities of decentralized authorities, on water resources issues; and
 - extracts from public participation as practiced at the decentralized level.
- Information materials to water users.
 - Pictures/ illustrations/ posters
 - Leaflets
 - PowerPoint presentations
 - Radio spots
 - Mass telephone messaging
- Development of administrative materials for regional authorities:
 - provide professional and legal assistance in preparing relevant administrative procedures and materials for Councils and decentralized water management structures according to their functions in IWRM, including application procedures, monitoring and access to information.
- Publishing legislation on or relating to water resources:
 - facilitate the process for stakeholders to get familiar with the law and regulations,
 - prepare folders and distribute materials,
 - distribute materials to schools explaining the role of NWRMA and other major stakeholders in areas of special concern, and
 - status and role of women in IWRM.

5.3 Stakeholders' participation

Organization of stakeholder workshops, bantabas and local council meetings would be key in this connection. The communication formats to be used include:

- oral presentations;
- TV/video shows;
- power-point presentations;
- brochures/flyers;
- pictures and illustrations;
- report abstracts;
- theatre and drama performances;
- songs;
- telephone messaging; and

- internet and intranet services.

5.4 Promotion, campaigns and media events

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

- Promotion through informing to make people aware and familiar, or even accept ideas, concepts or behavior. By promotion one tries to create interest or a favorable impression of an idea or practice through motivation, image creation and/or positioning. Often promotion implies calling people to action, entertainment, benefits, relevancy and packaging. Depending on the situation it can imply either top down or horizontal communication.
- An award to an individual for awareness or positive behavior. Choose or let the public choose a candidate (a private person or an NGO) for the award of a prize for particular commitment to protection of water resources:
 - prepare the procedures for selection and recognition,
 - publicize the initiation of the prize,
 - decide on mode of selection of candidate, and
 - create an occasion for the minister or other dignitary to hand out the prize.
- National awareness campaigns on various thematic issues.
- Local awareness campaigns based on identified priority issues.
- Radio and TV programmes for the general public.
- Use of leaflets, banners, T-shirts, stickers, and speakers
- Mass telephone messaging.
- Pro-active media contacts on current issues:
 - issue press releases on current themes related to water resources that occupy the general public,
 - develop contact with the media and opt for weekly column on current issues related to IWRM, e.g. as part of a column on environmental issues; give stories of water protection from decentralized structures, from international conferences and from water related events (like world water day), and
 - when NWRMA launches events or publishes information material contents should be taken to the media for circulation.
- Inauguration of Regional Water Resources Management structures (including focal persons).

5.5 Instructional activities

There would be occasions when the NWRMA would need to be engaged in the provision of instructions to either some section of the water users, or intermediaries, stakeholders, collaborators. The provision of instructional activities would mostly involve the use of educational or training formats, as below:

- Education: This is to increase knowledge, comprehension and may be change attitudes, usually through a formal learning environment. Education approaches can be carried out at an interpersonal individual level (teacher-student situations),

at a group level (meetings, specific gatherings, schools, etc.) or at a mass level (radio, publications and television).

- **Training:** This is to impart or increase skills and give opportunity for trial. The training approach is similar to the education one, but it focuses on practical skills rather than theoretical knowledge. That is why it usually implies an interpersonal learning environment in venues such as workshops or demonstration sites. Hopefully people will adopt or adapt the new idea after trial, e.g. recommended water conservation practice.

5.6 Group mobilization activities

This will involve a number of communication formats and activities including:

Networking and partnership

These are attempts to have different groups or associations, within or from outside the sector, joining and working together to address, more effectively, specific issues or problems. There will also be trans-boundary water challenges that cut across different development sectors. Furthermore, a single unit or association may not have all the resources for tackling a certain water sector problem, so it may be necessary to network with other organizations for help.

Partnerships need to be built with organizations, both within and outside the country, to assist the latter either in kind or with funds for the implementation of the identified priority programmes. Partnerships provide opportunities for increased synergy, effective resource mobilization and greater impact.

Within the purview of networking and partnership the following can be proposed:

- NWRMA staff to visit and engage the international, regional, ward administrations.
- Participation of NWRMA staff in international and national conferences.
- Networking through direct contacts with sectors and institutions such as:
 - Local councils and their ward development committees to get to know each other and build effective linkages/ partnerships,
 - agriculture, agro-business, forestry, tourism industry, etc, and convene meetings to get to know each other and discuss IWRM issues,
 - the universities and research institutions in order to promote research in relevant topics for IWRM, learn about new methods, get contacts for awareness raising, receive trainees, and participate in relevant research initiatives,
 - Gambia Education Services of the Ministries of Basic and Higher Education and teacher seminars to assist in producing awareness raising materials and gradually incorporate IWRM messages in school curricula, and link-up with Environmental Education Strategy activities of the National Environmental Agency, and
 - major national NGOs and CBOs in order to get to know each other and build partnerships for local support and cooperation.
- Use contacts of members of National Water Resources Management Board.

Advocacy

This is seeking to generate support of decision-makers, both within and outside the sector. Such an approach is usually adopted to create a conducive environment that may lead to a policy that is sensitive to the issues in question. NWRMA may direct some of its advocacy efforts to NGOs, CBOs, ministries or international donors in order to start/sustain, or obtain funds to start/sustain development initiatives on identified critical issues. It aims at influencing a particular development policy, obtaining financial support and/or legitimization of a chosen course of action. NWRMA will use advocacy approaches not only in a bottom-up mode but also in a horizontal fashion in order to facilitate or set a favorable environment, for instance, from NGOs to policy makers or from the latter to decision makers. Some of the advocacy strategies will include the selective use of T-shirts, leaflets, speakers, and stickers.

Group formation

Groups will be established often as management committees at both national and decentralized levels to carry out a number of tasks, such as calling meetings and preparing the agenda, reporting on actions taken, promoting decision-making, facilitating inter and intra sectoral liaisons; follow up the implementation of the activities, etc. This approach, which entails an extra amount of dialogue as its basis, uses communication to facilitate mutual trust and understanding among people sharing a common interest or need. It will usually involve communication formats such as:

- meetings,
- oral presentations,
- telephone messaging,
- internet and intranet services,
- power-point presentations,
- brochures/flyers,
- pictures and illustrations, and
- report abstracts.

5.7 Providing service

The activities under this headline could focus on:

- Keeping the ministry updated on activities and as otherwise requested by the Minister.
- Further development of the NWRMA website to make it more relevant and interactive.
- Providing frontline service to users. Frontline service is the immediate service given to the public by the Authority, especially telecommunication services and the service to individuals coming to the office. Issues to be addressed include:
 - are there enough telecommunication facilities?
 - is the administrative staff efficient and service minded?
 - does the frontline staff know the whereabouts of the technical staff?
 - is there readymade printed material describing the work of NWRMA to hand out or forward to the caller?

- does the technical staff have a service minded attitude?
- does the technical staff have an easy access to the data and information required?

In selecting the right channels of communication, it must be kept in mind that various communication formats have certain advantages and disadvantages given the message and the intended audience to be reached. It is not enough to assume that the 'media' are available to carry messages to the audience. Suitability of the chosen form for communicating a message is crucial. For example, a message sent through radio, television, telephone and DVD requires that a reception device is available to the audience, if the message is to be accessed.

The above activities will serve to establish and strengthen the status of NWRMA vis-à-vis other entities in the sector by presenting NWRMA as an organization on the national scene operating with high professionalism and with a wide governmental outreach. In turn, this profile will help the Authority to become established in the institutional framework carved for it by the Gambia Water Bill (draft 2014). It is equally important for the institution to signal openness, efficiency and a service minded attitude towards the public in order to promote the desired dialogue.

6. IMPLEMENTATION OF THE STRATEGY

This section describes the main elements to consider in planning communication as well as the various elements necessary for the effective implementation of the Communication Strategy. It also provides the strategy implementation matrix, an outline of the implementation plan over a five-year period (2015 - 2019) and the activity planning matrix. The details are provided in Annexes 1 – 3 and described further in sub-section 6.2 below.

6.1 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 cognizance of some of the main elements involved in the process of communication, viz. message development, selection of medium and extension interphase, 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. It is important that the principle of “*keep it straight and simple - KISS*” be always reflected in the messages. Ambiguity and undue lengthy messages often discourage audiences and achieve very little impact. 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 is limited with dissemination approaches. Sharing also encourages active listening on the part of the communicator, who then is able to clarify, explain or even reformulate the message to improve comprehension, acceptance and utilization.

Selection of medium

As mentioned previously, the different means of communication have certain advantages and disadvantages given the message and the audience in question. It is therefore important to establish 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 optimizing the cooperation and collaboration with other stakeholders. The attributes of each form of communication must be clearly listed. This will assist in matching a form with the communicative characteristics of a message and its audience. The possibilities of (integration) multi-media approaches for sharing messages are also enhanced by such an inventory.

Extension interphase

It must be realized that the NWRMA notwithstanding its mandate, viz. to link with, coordinate and regulate the water resources activities of the regions and among the multiple players, has a thin representation of staff at the regional and decentralized

levels. The implementation of the communication strategy will thus have to be leveraged by the participation of the Multi-Disciplinary Facilitation Teams (MDFTs) from partner institutions and stakeholders. This will involve periodic orientation of the MDFTs, who in turn will reach out to the communities and the wider audiences and stakeholders.

6.2 Implementation planning

In general, the Communication Strategy is linked to the overall NWRMA strategic planning and should be considered an important element of this strategic planning in as much as it cuts across the various components and tasks to be carried out by NWRMA. The overall NWRMA Strategy Plan operates within a 5-year frame (2015-2019). During this period the institution is expected to further establish its position in water resources management and to have gained experiences with decentralized administrative set-ups for water resources management in the various regions involving popular participation at different levels.

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 and expected outputs, and the methods to be used to achieve the outputs. 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, group and/or specialized institution.

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

- Year 1-2: Mainly preparatory such as information gathering and structural arrangements (develop messages, prepare audience studies, analyze communication channels, prepare outsourcing modalities, prepare relevant procedures, etc.) as well as applying 'quick fix' approaches to harvest low hanging fruits.
- 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 Authority's general activities taking due cognizance of any monitoring and evaluation exercises concerning the impacts and effectiveness of the ongoing communication 'interventions'.

Annex 3: Activity Planning Matrix attempts to combine 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 organization, 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 can be regarded as exclusive or compartmentalized 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.

7. INTEGRATION

It is vital that the channels chosen should work together. Each channel should have a specific role to play in achieving the overall objective and each one should work harder because of the presence of the others. It is often called “the multiplier effect”. In short, the whole should be greater than the sum of the parts. Thus consideration will be given to the extent of integration of the identified communication channels to be deployed.

Channels can be integrated in several ways, depending on the message and the audiences/ stakeholders to be reached. Considering the low literacy levels of the majority of the intended audiences/stakeholders, channel integration will be quite essential and appropriate. The use of radio (state, private and community radio stations) will be leveraged by the simultaneous use of TV, Press, telephone messaging and internet as well as the traditional communicators (theatre, songs, dances, etc). Integration would also involve the selective use of imagery for instance a good photograph (depicting a particular best practice) in TV, Press, internet and public campaigns.

In order instances, integration would involve the correct order in which communication flows from the ICT Unit. The different functional units within the sector should be able to communicate consistently the same messages and information. For instance, all the units should be able to communicate “the need to avoid polluting the water resources and protecting them”. This could also be done simultaneously by the directorate of health promotion services, NEA, NAWEC as well as NWRMA with the aim of achieving synergy and greater impact.

8. MEASURING THE EFFECTS OF THE VARIOUS CAMPAIGNS

Whilst it must be acknowledged that it is difficult to measure the effects of communication activities and interventions, due to the fact that a particular effect may have been caused by a number of variables as opposed to a single intervention, careful planning and systematic reviews need to be factored in the strategy to enhance the measure of selected effects, even if proxy variables are to be used.

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

- clear;
- relevant;
- needed;
- comprehensive;
- visible;
- communicated via the right channels; and
- performed with a professional level of personal service.

Partner organizations within the water resources sector as well as the regional stakeholders will be invited to contribute towards the performance evaluation.

In this regard it will also be of relevance to gather experiences with public participation in IWRM at regional and national levels. The establishment of regional WATSAN committees, regional Coordinating Committees (RCCs) and NWRMA's Water Resource Planning Unit can be used as "laboratories" of public awareness:

- which type of topics are of public concern?
- what are the local/national barriers for effective action?
- where is local expertise available to advise on areas related to behaviour change in the use of water resources?
- get materials: good stories, 'everyday heroes' etc. for publishing, for instance, in the NWRMA Newsletter; and
- which traditional communicators are best suited for what message and audiences?

Annex 1. Strategy Implementation Matrix

NO.	TASK	OBJECTIVE/OUTPUT	METHOD	ACTORS
1.	Prepare administrative communication procedures for: <ul style="list-style-type: none"> Outsourcing communication activities Information management 	Products and systems that will enhance access, storage, utilization and security of the organization's communication process	Reviews, meetings, interviews, and design of templates	In-house and Consultant
2.	Carry out audience studies <ul style="list-style-type: none"> Identifying types Characteristics 	Table of collaborators/partners, producers, consumers (institutions, communities, groups, individuals), etc. and their communicative characteristics such as language and socio-economic attributes	In-house literature review, surveys, interviews etc.	In-house and Consultant
3.	Formulate messages involving <ul style="list-style-type: none"> Collaborators/partners Roundtables set parameters for sharing confidential information 	Products in the form of clear, simple, and concise messages ready for the intended audience (modification where applicable). Examples of message focus are: water supply (including the role of individuals, institutions, NGOs, NAMs, etc.), rainwater harvesting, IWRM principles, etc.	Writing, workshop, review of legislative and regulatory instruments	In-house and Consultant
4.	Identify available and feasible channels for message sharing and distribution <ul style="list-style-type: none"> Radio stations & their reach Telecommunication Traditional communicators Print media, etc 	A list of available and feasible communication channels in country that can be readily used to share/ distribute messages to intended stakeholders and partners	Desk reviews, interviews, visits to media houses and checklist	In-house and Consultant
5.	Determine structural communication outfits of Partners and stakeholders Study communication and operational systems of collaborating organizations and partners	Determine most efficient modes of external institutional communication	Interviews, meetings, roundtables, workshops, seminars	In-house
6.	Carry out advocacy and lobbying Political leadership	Arrive at most effective approaches to mobilizing political support/cooperation	Meetings, working lunch, leaflets, periodic briefs, etc.	In-house
7.	Identify opinion and decision leaders At national, regional, ward & community levels	A developed mechanism to support two-step flow when needed	Literature and press review; also sociometry	In-house and Consultant

8.	Compile inventory of forms of communication Identify and list relevant means of communication, note characteristics of each form of communication	A reference list of all forms of communication with the characteristic of each form of communication identified to guide procurement or production of means.	Survey, checklist, literature review and interviews	In-house and Consultant
9.	Conduct periodic monitoring <ul style="list-style-type: none"> Prepare and implement formative and summative instruments for monitoring Measure feedback 	Formative – at the start and during campaign. Summative – at end -- to obtain feedback, information and data for assessment of message sharing (delivery/dissemination) and review	Survey, interview and data collection instruments	In-house, Consultant, Partners and collaborators
10.	Develop criteria and modalities for outsourcing tasks Including identifying possible consultants/areas and collaborators	List of partners, clear-cut criteria and procedures for selection of consultants	Checklist	In-house
11.	Design communication networks <u>Internal</u> : Explain and educate on legislation, policy, organogramme, vision, mission and flow lines <u>External</u> : Draw communication lines, identify contact persons/units, identify means – e.g. letters, e-mail, fax, lunch meetings, etc	A staff that understands NWRMA structures, functions, vision, mission and regulations that bind its operations Identified clear and swift lines of communication between NWRMA and its clientele, partners, collaborators, communities and the general public	Checklist of modes and means of communication available at destinations NWRMA communicates to	In-house
12	Develop and implement WRMIS: <ul style="list-style-type: none"> Establish procedures & rules for storing, accessing & using the database Design templates & formats for storylines & data Periodically review content Periodic update of WRMIS 	Robust and responsive electronic database system that caters for the needs of its users, NWRMA and the sector at large	Written down procedures and rules, design of relevant templates, etc	In-house and Consultant
13	Produce awareness raising and communication materials	Products such as newsletter, fact sheets, posters, radio and television documentaries, audio-video tape, etc.	Writing, art work, page design, programme production, etc.	In-house and Consultant
14	Develop multimedia matrices	Charts of combinations of different means of communication and media for optimum message sharing for immediate or for modified (later) use	Extraction for composition of data/information on message, audience and media (indigenous + technology-based) characteristics	In-house and Consultant

15	Seek media exposure and appearances	Obtain maximum media coverage, including events, proactive pullouts/feature articles, radio/TV programmes and rejoinders, and ensure officials who appear on radio/TV and public fora are effective to communicate the NWRMA messages	Press clippings, recording media content, etc. Coaching, rehearsing, speech writing	In-house and Consultant
16	Conduct evaluation	Mid- term and end of strategy reviews - to determine the impact of the communication strategy on the overall sector objectives	Survey, interview, literature review and data collection instruments	In-house, Consultant, Partners and collaborators

Annex 2. Outline of Implementation Plan

		2015				2016				2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Prepare admin. communication procedures																				
2	Carry out audience studies																				
3	Formulate relevant messages																				
4	Identify available channels for message sharing																				
5	Determine communication outfits																				
6	Carry out advocacy and lobbying																				
7	Identify opinion and decision leaders																				
8	Compile inventory of forms of communication																				
9	Conduct periodic monitoring																				
10	Develop criteria/modalities for outsourcing tasks																				
11	Design communication networks																				
12	Develop and implement WRMIS																				
13	Produce awareness and communication materials																				
14	Develop multimedia matrices																				
15	Seek media exposure and appearances																				
16	Conduct evaluations																				

Annex 3. Activity Planning Matrix

FREQUENCY	DESCRIPTION OF ACTIVITIES	TARGET AUDIENCE/ STAKEHOLDER	RESPONSIBLE IN NWRMA	OUTSOURCING
Annual	<ul style="list-style-type: none"> State of water resources reporting Identify annual local water resources winners Give award to individuals for awareness, conservation & protection Participate in World Water Day and other celebrations Prepare annual 'rolling' plan including budget. Participate in annual national WATSAN meetings 	<ul style="list-style-type: none"> National Local water users National & Regional WATSAN members Radio Listeners 	<ul style="list-style-type: none"> NWRM Board Chairperson NWRMA Director ICT Unit staff WR Planning Unit staff 	Local consultants and printer
Quarterly	<ul style="list-style-type: none"> Newsletter to major stakeholders Meeting with the Technical Coordination Committee – Deputy Director Update website on previous quarter's activities, results and challenges 	<ul style="list-style-type: none"> Institutions, intermediaries, & LGAs TAC Potential Web users 	<ul style="list-style-type: none"> ICT Unit staff Regional Coordinators of NWRMA Dep. Director (Tech. Coordination) 	Printer
Occasionally	<ul style="list-style-type: none"> Exploit opportunities to visit the regions including meetings at ward and local government authority levels National awareness campaigns Local awareness campaigns Participation in national/international conferences and UN conventions celebrations relating to water Organization of stakeholder meetings, consultations and workshop Participate in policy decisions regarding joint trans-boundary projects Engaging the various traditional communicators for sharing/ dissemination of selected messages 	<ul style="list-style-type: none"> Ward Dev Committee members LGA officials National & local International Policy makers Traditional Communicators Radio Listeners 	<ul style="list-style-type: none"> NWRMA and Board staff ICT Unit staff Regional Coordinators ICT Unit and technical coordination staff HR staff 	Local organizations/ communicators, consultants, traditional authorities
Ongoing	<ul style="list-style-type: none"> Broadcast of radio programmes Further development of (interactive) web-site Frontline service to users including a hotline Prepare information materials to main water users Gather experiences with public participation in IWRM 	<ul style="list-style-type: none"> Radio Listeners ICT Unit staff NWRMA staff Selected stakeholders Press officials 	<ul style="list-style-type: none"> ICT Unit staff Dep. Director (Tech. Coordination) HR and ICT Unit staff WR Planning Unit, 	Local consultants, private organizations, etc.

	at regional level <ul style="list-style-type: none"> • Build up network to press, NGOs, the educational sector, industry etc. • Pro-active press contacts on current issues • Identify current issues for communication activities 		Regional Coordinators <ul style="list-style-type: none"> • WR Planning Unit, professional staff 	
Once - and to be revisited as required	<ul style="list-style-type: none"> • Identify user needs for information of selected stakeholders • Development of administrative materials for regions • Publish texts of legislation on or relating to the water resources • Develop information storage systems and facilities • Develop administrative communication procedures: <ul style="list-style-type: none"> – procedures for obtaining information and data, – procedures for outsourcing communication activities, – procedures for storage of information, – procedures for confidential information, 	<ul style="list-style-type: none"> • Selected stakeholders • Radio Listeners • Press officials • Regional Admin staff • ICT Units staff • NWRMA staff 	<ul style="list-style-type: none"> • ICT Unit staff • ICT Unit and HR Unit staff • ICT staff and HR together with selected professional staff 	Local consultants