The ORASECOM Communications Strategy 2010 - 2012

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Abbreviations and Acronyms

CTT	Communications Task Team
EU	European Union
FGEF	The French Global Environment Facility
Gtz	Gesellschaft für technische Zusammenarbeiting
ICP	International Cooperating Partners
ICPDR	The International Commission for the Protection of the Danube River
IWRM	Integrated Water Resource Management
MRC	The Mekong River Commission
NBI	The Nile Basin Initiative
NGO	Non-Governmental Organisation
OKACOM	The Okavango River Basin Water Commission
ORASECOM	Orange-Senqu River Commission
RAK	River Awareness Kit
RBO	River Basin Organisation
SADC	Southern African Development Community
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
UNDP-GEF	United Nations Development Programme – Global Environment Facility
UNECE	United Nations Economic Commission for Europe

1. Executive Summary

Water is playing an increasingly important role globally. It is therefore that institutions and organisations dealing with water and water management should aim at increasing public awareness of the importance of water, and ensure that decreasing water resources are shared equitably, reasonably and sustainably. Communication must form an important part of this process. Communications is also important to establish a credible organisation and to facilitate interaction with all stakeholders[1], in order to help the organisation realise its mandate.

The ORASECOM Communications Strategy recommends 4 Overall Objectives:

- **Overall Objective 1**: Stakeholders in the Basin States are better informed about ORASECOM, its institutional set-up, mandate and functioning
- **Overall Objective 2**: ORASECOM profiles itself as a professional transboundary water resources management organisation at the national, regional and international level
- **Overall Objective 3**: ORASECOM shares experiences and best practices with relevant institutions
- **Overall Objective 4**: ORASECOM communicates to stakeholders and target audiences how the organisation's actions contribute to improved management of the water resources of the Orange-Senqu Basin

These Overall Objectives are divided in the following Specific Objectives:

- *Specific Objective 1 (in support of Overall Objective 1):*
  Regular, consistent and timely delivery of relevant ORASECOM information to stakeholders, using print, broadcast and electronic media

- *Specific Objective 2 (in support of Overall Objective 2):*
  Consistent and ongoing ORASECOM outreach, visibility and promotion

- *Specific Objective 3 (in support of Overall Objective 3):*
  Ongoing information exchange between ORASECOM and other transboundary water management institutions in accordance with Article 7.11 of the ORASECOM Agreement

- *Specific Objective 4 (in support if Overall Objective 4)*:
  Ongoing delivery of information about ORASECOM's achievements to relevant stakeholders and target audiences

The ORASECOM Communications Strategy recommends the following Result Areas to ensure that the Overall and Specific Communications Objectives are achieved. The Result Areas are to be achieved by recommended practical Communications Activities:

1. The Communications Task Team (CTT) has been identified, (if required trained) and is operational

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[1] Ref Annex Definitions

2. The ORASECOM Communications Strategy and Plan have been developed, and the Mission Statement and Objectives agreed.
3. Appropriate channels for national, regional and international communication identified and operational
4. Themes and (sub-) Messages developed and messages distributed on an ongoing basis
5. The appointment of a permanent Communications Expert to the Secretariat.
6. Communications equipment deployed for permanent Communications Expert

In addition the ORASECOM Communications elaborates on six types of Orientation that must be taken into consideration for the successful implementation of ORASECOM Communications activities, i.e:
1. Orientation on Sender
2. Orientation on Message
3. Orientation on Receiver
4. Orientation on Communication Channels
5. Orientation on Timing of Communication efforts
6. Orientation on desired Impact

2. Introduction

ORASECOM has its origins soon after the establishment of the SADC Protocol on Shared Watercourses. Botswana, Lesotho, Namibia and South Africa, recognising the need to implement the provisions of the SADC Protocol, initiated the establishment of the organization. ORASECOM was therefore intended to give effect to the vision of shared river basin commissions espoused in the SADC Protocol, and was one of the first Shared Watercourse Institutions to be established under the Protocol. However, this did not mark the first transboundary water management arrangements in the Basin. The importance of water to drive the economy of the region had already prompted the development of a number of bilateral commissions and agreements. These established the water sharing arrangements between South Africa and its neighbours even before the SADC Protocol on Shared Watercourses came into force. These water sharing arrangements still dominate the management of water resources the basin, and largely address water sharing between the nations. The initial drive to establish ORASECOM was therefore primarily to realise a vision of a more unified SADC, within the framework of the now Revised SADC Protocol for Shared Watercourses (SADC, 2000). ORASECOM was therefore not established to address identified water resource problems *per se,* but rather to foster greater regional integration based on IWRM Principles. The revised SADC Shared Watercourses Protocol, which forms the basis of the ORASECOM Agreement, is based largely on the United Nations Economic Commission for Europe (UNECE) Convention on the Protection and Use of Transboundary Watercourses and International Lakes (UNECE, 1992), and shares much in common with the EU Water Framework Directive (EU, 2000). Ultimately a strong ORASECOM will move towards the principles advocated in these texts.
This initial vision for ORASECOM and the importance of the existing bilateral arrangements in managing the water resources of the basin has influenced the way the ORASECOM Agreement was drawn up, and influences the functioning of the organisation.
ORASECOM is supported by International Cooperating Partners (ICPs). These have to date been:

- The European Union (EU)
- The German Gesellschaft für technische Zusammenarbeiting (gtz)
- The French Global Environment Facility (FGEF)
- The United Nations Development Programme – Global Environment Facility (UNDP-GEF

Together the ICPs support ORASECOM towards the delivery of a basin-wide Integrated Water Resource Management Plan by 2012 through the implementation of 30 priority Projects in six thematic areas, i.e.:
- Institutional and organisational strengthening
- Capacity building on shared watercourse management
- Development of a shared information system
- Communications and awareness-building n ORASECOM
- Specific transboundary projects
- Promoting conservation and environmental studies and policies

3. Background

2.1 Why an ORASECOM Communications Strategy?
Water is playing an increasingly important role globally. It is therefore imperative that institutions and organisations dealing with water and water management should aim at increasing public awareness of the importance of water, and ensure that decreasing water resources are shared equitably, reasonably and sustainably. Communication must form an important part of this process. Communications is also important to establish a credible organisation and to facilitate interaction with all stakeholders[2], in order to help the organisation realise its mandate. This is particularly challenging in the ORASECOM context, not only as a transboundary advisory organisation including four Member States, but also as an organisation interacting with a wide variety of stakeholders and other transboundary water management organisations.

Article 2.2 *"Functions and Evolution of the Secretariat"* of the 'Organisational Recommendations for the Establishment of a Secretariat for the Orange-Senqu River Commission'[3] stipulates that one of the core functions of the proposed ORASECOM Secretary would be 'Communication and promotion on behalf of ORASECOM'. Communication in a transboundary sense raises a range of new challenges not evident in national Communication processes. Moreover does the 5th General Principle of the Revised SADC Protocol on Shared Water Courses stipulate that "Member States within a shared watercourse system shall exchange available information and data…"

In addition appears to be an 'obligation' on the part of ORASECOM to collect, process and disseminate information, as stipulated in Article 7.11 of the ORASECOM Agreement:
"The Parties shall employ their best efforts to collect and, where appropriate, to process data and information with regard to the River System, in a manner which facilitates its utilisation by the other Parties, technical experts or consultants who may be appointed by

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[2] Ref Annex Definitions
[3] gtz, June 2005

the Council. The Parties shall make every effort to employ the standardised form for collecting, processing and disseminating data and information, where appropriate." Further to the question why ORASECOM needs to communicate, the organisation requires a strategy to make sure that Communication is structured, coherent and non-conflicting with the Member States. With regard to the Member States, a Communications strategy is also to ensure that Communications is consistent and that the scope and modalities of Communications are understood and agreed.

2.2 ORASECOM's current Communications situation
In the absence of a Communications Strategy, ORASECOM's communications efforts have so far been spontaneous and ad hoc and supported through the various ORASECOM projects. This may lead to duplication of Communications efforts and 'confusion' among target audiences. More importantly, in the absence of a Communications Strategy, efforts in this regard will remain unfocussed and will have limited impact.

Moreover, to date there have been limited (or no) consistent communications efforts focussed on establishing the organisation as a credible transboundary organisation with stakeholders in the basin or with other regional and international River Basin Organisations (RBOs).

This Communications Strategy addresses the above by proposing:
1. A mission statement[4] for ORASECOM.
2. A corporate vision[5] for ORASECOM
3. Communications objectives to support the ORASECOM mission statement and vision. These objectives are shorter term goals for the organisation.
4. A Communications framework to support the ORASECOM mission statement and vision, based on internationally accepted approaches for effective communication.

4. ORASECOM Communications Strategy vis-à-vis the ORASECOM Overall Objective
Article 4 of the ORASECOM Agreement – "Objectives of the Council" - stipulates that:
"The Council shall serve as technical advisor to the Parties on matters relating to the development, utilisation and conservation of the water resources in the River System and shall perform such other functions pertaining to the development and utilisation of water resources as the Parties may agree to assign to the Commission."

The mission statement must reflect this mandate for ORASECOM, and provides the key message imbedded in all ORASECOM information products.

Further to the above, Article 5.2 empowers the ORASECOM Council to take all measures to formulate recommendations to Parties inter alia with regard to:
5.2.4 *"the extent to which the inhabitants in the territory of each Party concerned shall participate in respect of the planning, development, utilisation, protection and*

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[4] Ref Annex Definitions
[5] Ref Annex Definitions

conservation of the River System, as well as the harmonisation of policies in that regard and the possible impact on the social, cultural, economic and natural environment"
5.2.10 *"such other matters as may be determined by the Parties."*

Ultimately, communication must support the technical advisory process. However, as an organisation with growing recognition in the Orange-Senqu Basin and as stipulated in Articles 5.2.8[6], 7.4[7] and 7.11[8], ORASECOM should also have a responsibility to communicate core principles of sound water resources management, and a duty to inform society of the importance of water resources management.

Given the above, what should ORASECOM's Communications 'mandates' entail?
- ORASECOM should ensure its visibility as a technical advisory body among all stakeholders and target audiences to display its commitment to improved water resource management;
- ORASECOM should ensure that recommendations are conveyed to the Parties to maximise the latter's involvement and engagement in water resource management issues;
- ORASECOM should communicate to the Parties the considerations lying at the basis of its recommendations to justify these recommendations. This is spelt out in the ORASECOM Agreement, but is recommended be re-emphasised;
- ORASECOM should communicate to the Parties, relevant stakeholders and target audiences how its recommendations benefit the development, proper utilisation and conservation of the water resources in the River System to the relevant stakeholders and target audiences to justify its raison d'être and to build trust and confidence among the Member States, stakeholders and target audiences;
- ORASECOM should communicate to the relevant stakeholders and target audiences how implementation of its recommendations by the respective Parties (once the Party has implemented the recommendation) have positively contributed to the development, equitable utilisation and conservation of the water resources in the River System to ensure further development and sustainability of its mandate.

However, as ORASECOM is still in the process of developing a basin-wide Integrated Water Resource Management (IWRM) Plan, it may have to assume additional Communications tasks. These include, but do not necessarily have to be limited to:
- Sharing the process towards a common understanding of the basin with the relevant stakeholders and target audiences
- Exchanging information with other River Based Organisations and water management institutions for sharing experiences and cross-learning
- Communicate with existing and potential donors to ensure future support
- Additional tasks identified by CTT

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[6] "the regular exchange of information and consultation on the possible effects of planned measures"
[7] "The Parties shall exchange available information and data regarding the hydrological, hydrogeological, water quality, meteorological and environmental condition of the River System..."
[8] "The Parties shall employ their best efforts to collect and, where appropriate, to process data and information with regard to the River System"

5. ORASECOM Overall and Specific Communications Objectives

The ORASECOM Communications Strategy must be supported by Overall and Specific Communications Objectives in support of the Objectives of the Council as stipulated in the ORASECOM Agreement.

4.1 The ORASECOM Overall Communications Objectives

The ORASECOM Overall Communications Objectives must be SMART[9] and support the Article 4 objectives of the ORASECOM Agreement. Moreover must the Overall Communications objectives support the ORASECOM Communications mandates outlined in Section 2.
The following communications objectives are recommended:

- *Overall Objective 1*: Stakeholders in the Basin States are better informed about ORASECOM, its institutional set-up, mandate and functioning
- *Overall Objective 2*: ORASECOM profiles itself as a professional transboundary water resources management organisation at the national, regional and international level
- *Overall Objective 3*: ORASECOM shares experiences and best practices with relevant institutions
- *Overall Objective 4*: ORASECOM communicates to stakeholders and target audiences how the organisation's actions contribute to improved management of the water resources of the Orange-Senqu Basin

4.2 ORASECOM Specific Communications Objectives

Specific Communications Objectives must support the overall ORASECOM Communications objectives. The following are recommended:

- *Specific Objective 1 (in support of Overall Objective 1):*
  Regular, consistent and timely delivery of relevant ORASECOM information to stakeholders, using print, broadcast and electronic media

- *Specific Objective 2 (in support of Overall Objective 2):*
  Consistent and ongoing ORASECOM outreach, visibility and promotion

- *Specific Objective 3 (in support of Overall Objective 3):*
  Ongoing information exchange between ORASECOM and other transboundary water management institutions in accordance with Article 7.11 of the ORASECOM Agreement

- *Specific Objective 4 (in support if Overall Objective 4)*:
  Ongoing delivery of information about ORASECOM's achievements to relevant stakeholders and target audiences

4.3 Communications Result Areas

In order to achieve the Overall and Specific Communications Objectives, the Communications Strategy must focus on specific Result Areas. The Result Areas focus on all three Specific Communications Objectives at the same time, and not on the latter respectively, and must be regarded as pre-conditions to the ORASECOM

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[9] Ref Annex Definitions

Communications Objectives. In other words: should the activities in the Result Areas be successfully implemented, the Specific Communications Objectives and subsequently the Overall Communications Objectives are likely to be met.

Result Area 1:
The Communications Task Team (CTT) has been identified, (if required trained) and is operational

Result Area 2:
The ORASECOM Communications Strategy and Plan have been developed, and the Mission Statement and Objectives agreed.

Result Area 3:
Appropriate channels for national, regional and international communication identified and operational

Result Area 4:
Themes and (sub-) Messages developed and messages distributed on an ongoing basis

Result Area 5:
The appointment of a permanent Communications Expert to the Secretariat.

4.4 Activities within the Result Areas

This report recommends the following Activities to be performed within the specific Result Areas:

Activities Result Area 1: CTT identified, (if required trained) and operational

1.1 Identification and appointment of CTT members

Early 2009 a Communications Working Group (CWG) was appointed and a Communications Workshop held in Windhoek, Namibia in February 2009. The principal aim of the Workshop was to develop the Terms of Reference of the CTT. These were presented for approval to the ORASECOM Council in April 2009. Council decided that the ToRs would be reviewed by the CTT once established.
The establishment of the CTT was approved by Council in April 2009.

1.2 If required Communications training for CTT members

In 2009 ORASECOM conducted a Training Needs Assessment with the aim to identify areas in which the organisation requires training, as well as provide the general outlines of what the training programmes should look like.
The Final Capacity Building Programme Report identified the following areas in which Communications training may have to be delivered:
- Presentation skills and Public Speaking
- Facilitation Skills
- Public Participation
- Team Building
- Written Communication and Report Writing
- Computer Software Skills

Training areas for the (Communications) Task Teams specifically were identified as being the following:
- New or Upgrade of software course presentation
- Public speaking.
- Dealing with the media (e.g. presentation skills)
- Facilitation
- Written communication and report writing

In addition to the above, other training areas identified in the Capacity Building Programme Report, and of potential interest to the CTT, are:
- Assertiveness training,
- Customer service Executive coaching
- Professional speaking

1.3 ToRs for CTT designed and approved by Council

The ToRs for the CTT were approved by Council in October 2009.

1.4 Communication with stakeholders

A stakeholder analysis was concluded by ORASECOM in March 2010. The objective of this assignment was to determine what forms stakeholder participation should take and why. This will have implications for the Communications Strategy, as communication with stakeholders should take place through the Member States. A Member States Communications Assessment as proposed in Result Area 2 is therefore paramount in order to ensure that stakeholders identified by the stakeholder analysis are well-informed about ORASECOM, its mandate and functioning.

Activities Result Area 2: ORASECOM Communications Strategy and Plan developed

2.1 Draft an ORASECOM Communications Assessment Report

It is recommended that a comprehensive Communications Assessment is carried out in order to define the communications realities in each of the Member States. This is recommended to be done by local consultants in each Member State and will help to determine to what extent communications proposals will be implementable in the respective Member States and how the Member States can contribute to ORASECOM events. During the February 2009 Communications Workshop each Member State presented their respective Communications profiles (Annex II). Upon the establishment of the CTT, a more elaborate Communications Assessment should be conducted. The assessment should then be presented to Council as a 'State of ORASECOM Communications Affairs' Report. The Report should include a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), and form the basis for recommendations with regard to further improvement of ORASECOM information and Communications activities.

2.2 Draft an ORASECOM Communications Plan

The Communications Plan should be regarded as a Communications 'agenda', or a calendar outlining what type of and when ORASECOM Communications activities will take place as 'Communications opportunities'. A Communications Plan is necessary in order to ensure that preparations for information products are made on time and that information products are delivered as scheduled. One part of the ORASECOM information products will be based on the annual ORASECOM Themes and subsequent Messages sub-Messages, whereas the other part will be based on the ORASECOM information products outlined in the Global Gantt Chart.

2.3 Conducting base line surveys for target audiences

An initial baseline survey is recommended to be conducted as soon as possible after the establishment of the CTT, who will advise Council on the actual design of the survey and the way the survey will be conducted, including the choice of Respondents and analysis of survey data. The survey will provide ORASECOM with an idea of where the organisation currently stands in terms of visibility on the one hand and outreach efficiency and effectiveness on the other – which will in turn allow future communications efforts to be measured.
Follow-up surveys should be conducted to determine if enhanced Communications efforts have led to increased awareness of ORASECOM, its mandate and functioning among key target audiences.
Since intensified communication with the ORASECOM stakeholders is anticipated, and in order to make the survey manageable, it is recommended that the surveys are paralleled with the initial stakeholder participation exercises as recommended in the ORASECOM Stakeholder Analysis.

2.4 Development of stakeholder contacts database

The above-described stakeholder engagement process will provide a name-list of the relevant stakeholders and/or stakeholder organisations in the Orange-Senqu River Basin. These stakeholders must be recorded in a Stakeholder Database and shared among the Member States. Annual updating of this database will be the responsibility of the ORASECOM Communications Expert in consultation with the CTT. In addition to these stakeholders contributing to the development of ORASECOM information products, they can play a supportive role in determining the correctness of ORASECOM information.

2.5 Development of a media contacts database and interaction with media representatives

The media (print and broadcast) take a very particular and prominent role as a target audience, as they can ensure distribution of ORASECOM information among the general public. For this a Basin-wide media contacts database should be established and kept and updated by the Secretariat. Representatives of media houses should automatically be invited when major events take place, and bi-annual media briefings should be organised by the ORASECOM Secretariat.

2.6 Development of national, regional and international contacts database

In addition to the stakeholder and media database, ORASECOM should also establish databases of the following:
- Other RBOs and (transboundary) water management institutions
- Training and research institutions
- Other water initiatives
- Event/campaign organisers
- Graphic designers & print houses

Activities Result Area 3: Appropriate channels for national and regional communication identified and operational

3.1 Establish and maintain an updated ORASECOM web-presence

In October 2009 theORASECOM website and the River Awareness Kit were officially launched. These websites must be updated and maintained by the Secretariat, and it is recommended that appropriate staff for this be appointed.

3.2 Development and maintenance of mailing lists

Mailing lists[10] should be developed for the following recipient-groups, both per Member Sate and Basin-wide:
- Relevant stakeholders
- Print and broadcast media
- National, regional and international and water resource management institutions

National mailing lists include national stakeholders and print and broadcast media. Water resource management institutions' contacts however go beyond the national level and are recommended to include relevant water resource management institutions in the Basin.
The national mailing lists are recommended to be kept by the Departments of Water Affairs of the respective Member States.

Basin-wide mailing lists include stakeholders, print and broadcast media, as well as water and water management institutions in the Orange-Senqu Basin. Basin-wide mailing lists also include contacts of media and institutions elsewhere in the world.

3.3 Establishment of structure and identification of dates for annual ORASECOM events

In order to enhance ORASECOM's visibility, it is recommended that an annual ORASECOM event is organised in each Member State on a rotating basis. The theme of the event is recommended to be the same as the annual ORASECOM theme. An example of an event (structure) is outlined in Annex III. The best timing for the annual event will be determined by the Member States.
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[10] Ref Annex Definitions

Activities Result Area 4: Themes and (sub-) Messages developed and messages distributed

4.1 ORASECOM annual themes and sub-themes developed

ORASECOM is a dynamic organisation engaged in a wide variety of projects and activities. In order to ensure that these individual projects and activities are not presented in isolation, they need to be stringed together or 'organised' with a unifying theme. These themes are recommended to evolve around fairly general water and water resource management topics and have both an appeal and significance to a wide variety of target audiences, i.e. from ordinary citizens to political decision makers.

4.2 Design and distribution of folders, brochures, pamphlets, flyers, leaflets, etc. on transboundary water management

Print materials can be fairly quickly and easily produced and can easily be tailored to the needs of specific target audiences. However, in order to ensure consistency and justification for production, such print materials must be evaluated against a checklist as presented in Annex IV before production.

4.3 Production and distribution of ORASECOM media kit

An ORASECOM media kit could be perceived as a resume for ORASECOM – it highlights its best qualities so it can make a good impression. A media kit is important as it should get the media's attention and generate enough interest in ORASECOM to motivate media houses to look for more information and publish about the organisation, its mandate and functioning, and by doing so bring it to the attention of a wider audience.

The media kit brings together information and articles about ORASECOM that could be of interest to the media, clients, general public and others. But in principle the media kit is directed at the media. Annex V outlines what an ORASECOM media kit should contain.

4.4 Pre-testing of ORASECOM information products

Before information products are taken into mass production and distributed, they must be pre-tested, in order to measure if messages are perceived by the audience as intended. Pre-testing could be done on a fairly small scale among those stakeholders identified for participation in stakeholder forums.

Activities Result Area 5: Appointment of a permanent Communications Expert to the Secretariat

ORASECOM Communications activities to be undertaken and institutionalised are the responsibilities of the Secretariat. This may require the appointment of a Communications Expert. It is recommended that a justification for such appointment is provided by the CTT and that the ToRs for the Communications Expert are developed. Moreover should the CTT explore the possibilities for fundraising to cover the expenses of the Communications Expert, so as to avoid financial pressure on the Member States.

Annex VI outlines some activities in which the Communications Expert should engage.

Activities Result Area 6: Communications equipment deployed for permanent Communications Expert

Procurement of desktop and/or laptop computer, /desktop publishing software/printer/scanner/digital camera

In order for the ORASECOM Communications Expert to perform his/her duties, s/he must be provided with all necessary equipment, of which electronic communications facilities are probably the most important.

The Communications Expert should also be provided with filing systems for all databases discussed earlier in this Report.

Annex VII provides a summary of the above outlined in the Communications Logical Framework.

6. Issues underlying the ORASECOM Communications Strategy

The following should be asked for the successful implementation of the Communications Strategy and Activities:

"Who says What to Whom, through Which Channels, When and with What Effect"

5.1 WHO?

This requires identification and definition of the actual Sender of ORASECOM information and messages. These could arguably be any of the ORASECOM sub-structures, or the Commission itself. i.e.

• The Member States
• Council
• The Secretariat
• Task Teams
• The Projects

Council is the highest authority of ORASECOM. However, Article 2.2 *"Functions and Evolution of the Secretariat"* of the 'Organisational Recommendations for the Establishment of a Secretariat for the Orange-Senqu River Commission'[11] establishes that one of the core functions of the proposed ORASECOM Secretary would be 'Communication and promotion on behalf of ORASECOM'.

It is also recommended that approval processes for ORASECOM information products are developed, in order to ensure consensus and agreement from the Member States before information is taken into mass production and distributed. Annex VIII provides a suggestion for such a process, from information 'design' to eventual publication of information.

All ORASECOM information products are recommended to be commonly branded with the following note, in order to emphasise that the information products have been produced with the consent of and in close collaboration with the Member States:

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[11] gtz, June 2005

"The Orange-Senqu River Commission (ORASECOM) was established in November 2000 under an agreement between Botswana, Lesotho, Namibia and South Africa. Its mandate is to provide recommendations to these Member States on the management and protection of the Orange-Senqu River Basin."

Moreover should both the ORASECOM's mission and vision statements transpire in all information products.

5.2 WHAT?

Article 4 of the ORASECOM Agreement establishes that Council's primary role is to act as a 'technical advisor to the Watercourse States. Information products should therefore reflect on this particular role by:

- Making itself visible as a technical advisory body;
- Ensuring distribution of relevant technical reports to the Member States and information about the development and utilisation of water resources among stakeholders;
- Ensuring the sharing of this information with other transboundary water management institutions

Annual ORASECOM key and sub-messages around specific themes will be developed by the CTT, in close consultation and collaboration with the ORASECOM Secretariat and other Task Teams. Moreover the CTT will ensure that these messages are consistent and are not in conflict with the Member State national information and communications policies.

Key messages should be developed using guiding questions such as:
1. What is the actual change the key message intends to make?
2. What is it ORASECOM wants the target audience to know?
3. What perception (on ORASECOM) does the key message intend to create?
4. What (re)action does ORASECOM expect as a result?

Annex IX outlines a selection of possible annual ORASECOM Themes and sub-themes. Key and sub-messages would then have to be developed around these Themes.

It is also imperative that the ORASECOM messages are not in conflict with the SADC's (Water Division) and ORASECOM Member States national Communications strategies.

5.3 TO WHOM?

ORASECOM target audiences range from the general public to political decision makers. However, as an organisation that first and foremost acts as a technical advisory to the Member States, the latter are the principal target audience.

Also a clear distinction must be made between target audiences and stakeholders. Messages to these target audiences will differ, and so they must be identified, described and defined.

Target Audience[12]
The target audience refers to the primary, secondary and tertiary stakeholders earlier mentioned in this report. More specifically they are:

- Primary:
  - Council (i.e. the Commissioners)
  - Secretariat
  - Technical Task Teams
  - Projects

- Secondary:
  - The stakeholders referred to in the ORASECOM Roadmap for Stakeholder Participation. These will be further identified by name in the proposed structure for the establishment of a stakeholder forum in each Member State, designed to bring them closer to the primary stakeholders.

- Tertiary (other portfolios and transboundary water resource management institutions) e.g.:
  - Departments of Environment, Finance, Economics, Tourism, Foreign Affairs
  - The Okavango River Basin Water Commission (OKACOM)
  - The Nile Basin Initiative (NBI)
  - The Mekong River Commission (MRC)
  - The International Commission for the Protection of the Danube River (ICPDR)

- Fourth
  - All citizens
  - The media

Stakeholders:
In addition to being a target audience, they are people and/or organisations who will be affected by the Member States' implementation of Council's recommendation, but who can also influence Council's recommendations through the Member States' Delegations. However, they are not directly involved with ORASECOM's work.

In addition to the principal target audiences, i.e. the Member States, the CTT will identify, describe and provide comprehensive definitions of the other ORASECOM target groups for the different Communications products, and provide justifications for this.
By doing so the target audiences should not only be identified within the water and water management sector, but also beyond. This is based on the following considerations:

- Actors in the water sector already have an advanced knowledge about the issues at stake;
- IWRM principles go beyond the water sector, and consequently involve portfolios such as Environment, Finance, Economics, Tourism and Foreign Affairs. These may play a role in putting water and water resource management issues higher on the political agenda, and in addition attract future donor funding.

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[12] Ref Annex Definitions

Others sectors could be:
- Ministries/Departments of Trade & Industry, Tourism, Foreign Affairs, Economics, Environment, Forestry, Agriculture, Finance, etc.
- Local governments and municipalitieslocal authorities
- Private Sector and parastatals
- Other regional and international RBOs
- NGOs
- Community groups and traditional leaders

ORASECOM is currently in the process of identifying and analysing its (potential) stakeholders. Outcomes of these studies will broadly determine the role ORASECOM stakeholders may play as a possible contributor to ORASECOM information products.

5.4 WHICH CHANNELS?

The CTT will advise Council with regard to the choice of information tools ORASECOM should employ to get its information and messages across. The Team should do so in close consultation and collaboration with the ORASECOM through ICP support. Information tools could be, but are not necessarily limited to:
- Posters
- Leaflets
- Pamphlets
- Folders
- Brochures
- Newsletters
- River Awareness Kit (RAK)
- ORASECOM website
- School boxes (for high school students)
- PowerPoint presentations (eg for political decision makers)
- Media Kits
- TV programmes
- Radio announcements
- Events
- Road shows
- Cell phone technologies
- School art/essay competitions
- Etc.

The ORASECOM Global Gant Chart provides an overview of the tools the ORASECOM projects will employ to transpire ORASECOM messages (Annex X). In order to ensure consistency, it is recommended that all ORASECOM products are aligned with the roll out of the projects and deliverables.

5.5 WHEN?

Once efficient and timely approval processes have been put in place, timelines must be determined for the production and dissemination of the ORASECOM information products. Some information products require regular updating and maintenance such as the ORASOM website and the River Awareness Kit. This should be done directly through the Secretariat.

It is also recommended that an ORASECOM Newsletter is developed and reproduced on a regular basis. However, since the Secretariat does not have the capacity to secure consistency of a newsletter, it is recommended to first develop an ORASECOM Information Booklet.

In addition to the above described regular information outputs, the Global Gantt Chart outlines deadlines for the conclusion of Activities and sub-Activities. The outcomes of these activities are principally technical reports. Upon approval of these reports, they can serve as raw materials for information products to be developed for specific target audiences. This can be a time consuming exercise. The estimated deadlines for the ICP support activities are therefore not automatically the estimated deadlines for the delivery of information products.

5.6 WHAT EFFECT?

Disseminating information is pointless if the intention behind it is not clear. All communications processes should therefore clearly define the purpose of the communication. The purposes of the information should be cross-checked by the CTT, who then advises the Secretariat / Council with regard to justifiability.

Justification for the dissemination of particular ORASECOM information products implies a prediction with regard to the expected impact the information products will have on the target audiences. This may require putting in place a mechanism to measure impact. In some cases, therefore, the CTT may recommend processes to measure impact.

6   CTT Checklist for Communications Products

In order to ensure consistency in the production of ORASECOM information products, this Report suggests a checklist to be used by the Secretariat. The checklist is supposed to provide answers to a list of questions and is presented in Annex IV.

7   Monitoring and Evaluation

In order to ensure that ORASECOM Communications efforts have the desired impact and to justify the continued financing of Communication activities, regular monitoring and evaluation have to take place. This could be done with the assistance of the CTT members and in the respective ORASECOM Member States. Monitoring and evaluation must entail target audience surveys and verification of timely and targeted distribution of information materials.

ANNEX I: Definitions

Corporate Vision
A corporate vision is a short, concise, and inspiring statement of what the organization intends to become and to achieve at some point in the future. The vision refers to a list of intentions that are broad, all-inclusive and forward-thinking. It is the image that an organisation has of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

Electronic Mailing List
An electronic mailing list (sometimes written as 'e-list') is a special usage of email that allows for widespread distribution of information to many Internet users. It is similar to a traditional mailing list — a list of names and addresses — as might be kept by an organization for sending publications to its members or customers, but typically refers to four things: a list of email addresses, the people ("subscribers") receiving mail at those addresses, the publications (e-mail messages) sent to those addresses, and a reflector, which is a single e-mail address that, when designated as the recipient of a message, will send a copy of that message to all of the subscribers.

Mailing List
A mailing list is a collection of names and addresses used by an individual or an organization to send material to multiple recipients. The term is often extended to include the people subscribed to such a list, so the group of subscribers is referred to as "the mailing list", or simply "the list".

Mission Statement
A mission statement is a brief written statement of the purpose of a company or organization. A mission statement guides the actions of an organization, spells out its overall goal, provides a sense of direction, and guides decision making for all levels of management. The mission statement derives directly from the organisation's mandate.

SMART Criteria
Conditions to the ORASECOM Communications Objectives
The ORASECOM Communications Strategy must be supported by clear objectives, and activities (outlined in the ORASECOM Communications Plan) must ensure that they are 'SMART', i.e.:
- Communications activities must be **S**pecific, in that they are clearly defined and don't leave space for multiple interpretations;
- Communications activities must be **M**easurable, so that evidence of (positive) impact can be provided
- Communications activities must be **A**chievable in that they must be realistic and implementable, also from a financial perspective
- Communications activities must be **R**elevant in that they must service predefined purposes
- Communications activities must be **T**ime-bound. In other words, the ORASECOM Communications Plan must set time lines for specific Communications activities. Deadlines must be honoured and activities well-planned in advance

Stakeholder

A person, group, organization, or system who affects or can be affected by an organisation's actions.

The ORASECOM Stakeholders

Primary: These include the ORASECOM structures as well as the SADC Water Sector Support Unit

Secondary: These include interest groups who may participate in the formulation of ORASECOM recommendations. This will use the ORASECOM Stakeholder Roadmap as a departure point, but will also draw on the stakeholder participation component of the Transboundary Diagnostic Analysis (TDA) and the stakeholder groups identified in the proposed structure for the establishment of a stakeholder forum in each Member State designed to bring them closer together with the primary stakeholders.

Tertiary: These will include other portfolios and transboundary water resource management institutions

Fourth: The general public

Target Audience

A target audience, or target group is the primary group of people that something, usually an advertising campaign, is aimed at appealing to. A target audience can be people of a certain age group, gender, marital status, etc. (ex: teenagers, females, single people, etc.

ANNEX II: MEMBER STATES COMMUNICATIONS ASSESSMENT

Topic	Country			
	Botswana	**Lesotho**	**Namibia**	**South Africa**
1. COMMUNICATIONS STAFF				
Number of dedicated Info/Comms Staff	The Ministry has five (5) communicators; three (3) at HQ and two (2) at the Department of Energy Affairs	None; one of the Lesotho Commissioners is responsible for Communications	2	25
Have received Info/Comms training (Yes or No)	Yes	No	yes	Yes
Main responsibilities (3 most important)	Management of the communication function within the Ministry, Media Relations and Monitoring and lastly Brand and Reputation Management	N/A	Public relations, representations at expo and trade fairs, responsible for publications and media briefings or releases	Event management/Corporate Communications Internal Communications Media Liaison
Does Info/Comms staff require additional training? (Yes or No)	Yes	N/A	yes	Yes
If Yes to the above, in what? (3 most important)	Development of a comprehensive communication strategy, Effective Evaluation of a communication strategy or plan and Development of an effective publishing system	N/A	Intensive training in writing skills and computer programs e,g. adobe, publishing software	Project Management Handling Media New Communication trends
2. CURRENT AND ONGOING INFO/COMMS ACTIVITIES & PRODUCTS				
Most commonly used internal (within Department) Communications Products (3 most important)	Internal Memorandum , Email and Meetings	Internet (email) Telephone Memos	Internal emailing, meetings, notice board	Intranet, Newsletters, posters/banners
General technical information contents of the above	Plant Maintenance, Water Treatment Processes,	Water resources status (quality and quantity) Water resources management and development initiatives	it depends meetings at times can be technical, but to disseminate information to the general staff the content is not technical	Core Departmental matters, internal HR and other matters and general government campaigns
Most commonly used external (with other Departments) Communications Products (3 most important)	Savingrams, Telephone and Website	Telephone\ Savingrams Fax, Letters	Emailing, meetings, phone	Internet, Email, Inter-departmental meetings
General technical information contents of the above	Billing system, reporting of faults in the water supply system	Water resources status (quality and quantity) Water resources management and	It depends meetings at times can be technical, but to disseminate information to the general staff the	Web page linkages on departmental website, Email communications

		development initiatives	content is not technical	Bi-monthly Cluster meetings e.g. Social Cluster meetings
Communications tools with Water Departments of the ORASECOM Member States (3 most important)	Website?, Telephone and Email	Internet (email) Telephone Fax	Brochures, pamphlets, newsletters	Email, telephonic, high level bilateral and commission meetings, SADC meeting
Information contents of the above	Major Events, Major Developments		Technical	Bi-lateral matters regading the water basin and water resources
Do you organise regular promotional events? (Yes or No)	Yes	Yes	Yes	Yes
If Yes to the above, please provide brief description	There are a number of both routine and occasional events that we normally take part in: Trade Fairs, Vision 2016 and Open days	Seminars, workshops, launches	World water day events	Awareness Weeks, public consultations, media briefings, parliamentary events, special days, internal campaigns
If No to the above, due to what constraints?				N/A

3.   CONTACTS WITH PRINT AND BROADCAST MEDIA

Do you keep/maintain a media contacts database? (Yes or No)	Yes	Yes	Yes	Yes
Do you keep media/press clippings? (Yes or No)	Yes	Yes	Yes	Yes
Do you organise media briefings/conferences? (Yes or No)	Yes	Yes	Yes	Yes
Do you actively reach out to the media (Yes or No)	Yes	Yes	Yes	Yes
If Yes to the above, how?	Media Statements, Spot Announcements, Advertorials etc	In cases whereby there are natural disasters like floods, drought and during emergency water releases.	By invites	Media briefings, issue media statements, place adverts on mainstream and sector media, radio interviews, advertorials
Do you have a media kit (Yes or No)	Yes. Name of kit …	No	No	Yes
Do you share media contacts with other Departments? (Yes or No)	Yes		Yes, it depends on activities if the are overlapping	Yes
Do you have a media spokesperson? (Yes or No)	Yes	No, but the Head of the Department assumes that responsibility	yes	Yes

4.   TECHNICAL INFRASTRUCTURE

Do your Info/Comms staff have access to a computer? (Yes or No)	Yes	There are computers within the Department	Yes	Yes
If Yes to the above, are these computers connected to the internet (Yes or No)	Yes	Yes	Yes	Yes
Is internet connectivity a problem (Yes or	Sometimes. Mostly no.	No	No	No

No)				
If Yes to the above, could you briefly describe the nature of these problems?				N/A
Do the computers have software for desktop publishing? (Yes or No)	Yes	Yes	No	Not all
If Yes, what software?	In Design, Corel Draw, Page Maker and Microsoft Office Publisher	Microsoft word Publisher		Macromedia Freehand, Adobe Photoshop, In-design, Flash, Coreldraw
Do you think Info/Comms staff requires (additional training in desktop publishing? (Yes or No)	Yes	Yes	Yes	Yes
If Yes to the above, what should this training focus on?	Production and design of promotional Materials such as Newsletters, Brochures, flyers, pamphlets etc		How to make use of this programme	Design and layout, latest trends and tools in design and communications, design and layout software, conceptualisation skills
Do your Info/Comms staff have a • Printer • Scanner • Digital camera (Yes or No for each item)	▪ Yes ▪ Yes ▪ Yes	▪ Yes ▪ Yes ▪ Yes	▪ yes ▪ no ▪ no	▪ Yes ▪ Yes ▪ Yes

5. NATIONAL WATER EVENTS

Kindly name all national water (related) events and activities in your country this year	▪ World Wetlands Day -Feb ▪ World water day -March ▪ National water week- March ▪ Water awareness month-monthly ▪ Road-shows-annually ▪ School water awareness activities	▪ World Water Day ▪ World Wetlands Day	▪ World water and wetland day ▪ World Water Monitoring Day (.org)	▪ World Wetlands Day -2 Feb ▪ Nat. Water Week – 2- 8 Mar ▪ 5th World Water Forum- 16 – 22 Mar ▪ Sanitation Week – May ▪ Enforcement and Compliance Week – 23 – 27 Nov ▪ Weedbuster Week Oct ▪ World Water Monitoring Day ▪ World Toilet Day ▪ Hand Washing Day

ANNEX III: SUGGESTIONS FOR ORASECOM EVENT/DAY

1. ORASECOM Day

1.1 Organisation of an ORASECOM Day

The ORASECOM Day is proposed to be held in the capital cities of the respective Member States. This Report recommends that this will not happen synchronically, but on a rotating basis, so as to ensure maximum presence of high profile invitees and speakers at the same time and at the same place. Moreover will an ORASECOM Day in one place at the same time allow a more concentrated and centralised presence of (regional) print and broadcast media, with consequently better chances of media coverage of the event.

This Report suggests that the venues of ORASECOM Days follow the venues of the ORASECOM Council Meetings, but in reverse order, in order to ensure that not too much attention is focussed on just one Member State during the same year.

It is proposed that a launching ceremony or reception will be held with the respective Ministers of Water Affairs, ORASECOM Commissioners and representatives of the ORASECOM Projects and high profile representatives of the ORASECOM donor agencies.

Media coverage should be ensured through the presence of regional (Basin-wide) and local journalists.

The Day is suggested to consist of various educational and cultural events and focus on other key constituents such as academia/students, media representatives, representatives of water using industries companies and civil society.

2. What needs to be done?

2.2 Preparations and Newspaper Inserts/Supplements

In the run-up to the ORASECOM Day, CTT Members will commission a series of newspaper inserts with key national newspapers in all Member States, but with the most prominent newspapers in the host country in particular. The newspaper inserts will be developed on the Theme of the ORASECOM Day and will list the variety of activities organised during the Day.

2.3 Launch Ceremony

Given that the ORASECOM Day is a new initiative, much attention should be paid to the 'opening' ceremony.

2.4 Press Conference

In the event that high-level officials attend the ORASECOM Day, a press conference is recommended to be organised in order to allow senior staff time with media representatives for in-depth discussion and examination of relevant issues.

2.5 Reception

Prior to the ORASECOM Day (evening before), a reception could be organised, hosted by the Minister of Water Affairs of the host country, together with the ORASECOM Chair. The reception will be targeted at high-level attendees and media.

2.6 High Level Media Meetings/ One-on-one Meetings

For the ORASECOM Day to have credibility, high-level ministerial participation is vital (particularly for the opening ceremony). For high-level attendance of the Day, individual press strategies will need to be developed by the CTT, e.g. one-on-one interviews, profiles, feature (newspaper), opinion-editorials, broadcast interviews.

One-on-one Meetings. These can be scheduled in the week running up to the ORASECOM Day for key ORASECOM staff and the day before and/or during the Day's launch for high profile speakers and attendees. Key media outlets would be local media, regional newspapers and broadcasters.

2.7 Photos

Photos of the Orange-Senqu Basin should be requested from the ORASECOM Secretariat, the Member States and ORASECOM Projects and made available on CD for distribution to media outlets and inclusion in media kits.

2.8 Opinion Editorials

Opinion editorials (op-eds) on ORASECOM should be prepared in advance of the ORASECOM Day and pitched for placement at least a week ahead of time. Ideally a lead op-ed (with the Minister of Water Affairs and ORASECOM Chair as co-signatories) could be placed with a regional outlet and then modified for placement across the other Member States (ideally with the respective Ministers of Water Affairs and ORASECOM Commissioners as co-signatories). If possible local statistics or information should be included in the local op-eds.

2.9 Information Packs

Information packs could be compiled for the ORASECOM Day andfocus on ORASECOM Projects, related activities and information.

2.10 Artistic Competitions

- Contests amongst university students to design posters which symbolise/depict the collaborative ORASECOM spirit could be held prior to the ORASECOM Day. Winners will receive prizes and have designs used for promotion of the ORASECOM Day, and an exhibition during the Day will be prominently displayed. Moreover can the posters be used at ORASECOM functions and displayed at Departments of Water Affairs of the Member States.
  Poster designs can also be used for postcards that can be sent out to contact lists in the run up to the next ORASECOM Day.
- T-Shirt Design Competition – University students in each country will design a t-shirt on ORASECOM and Member States' collaboration.
  The winner's design will be printed and distributed during the opening ceremony of the ORASECOM Day. This will at the same time provide photo opportunities for the media on the Day.

The CTT in close liaison with the national PROs will oversee the organisation of the competitions, award ceremonies and production/distribution of winning materials.

2.11 Regional arts tours

A Basin-wide Arts Tour (e.g. a theatrical presentation or arts exhibition) will start in the ORASECOM Chair Member State and subsequently, 'move' around the region in the months following the ORASECOM Day. This is aimed at building on and continuing visibility gained from the ORASECOM Day. The Tour will provide media and educational opportunities in each of Member States.

2.12 Funding of the ORASECOM Day

The ORASECOM Day will be funded by the EU until the EoP. It is therefore recommended that ORASECOM seeks alternative sources for funding well before EU support to ORASECOM comes to a close in order to ensure sustainability of this activity.

ANNEX IV: ORASECOM INFORMATION PRODUCTS CHECKLIST

1. What is the information about?
2. Why is the information important?
3. Where is the information product to be distributed?
4. When is the information product to be distributed?
5. How will the information product be distributed?
6. Who will produce the information product?
7. Who are the target audiences for the information product?
8. What is the objective of the information product?
9. Which key and/or sub-message message does the information product support?
10. Does the information product support the overall ORASECOM Communications Strategy?
11. Is the information product supported by other information tools and materials?

ANNEX V: CONTENTS OF ORASECOM MEDIA KIT

- **A printed cover letter note to the press**
  This should be fairly short – no more than one printed page. This letter is an introduction to the press and gives a quick explanation for why ORASECOM is sending the media kit.

- **A brochure or fact sheet about ORASECOM**
  The main purpose of a media kit is to inform the press about ORASECOM 'products' or services, so the brochure or fact sheet should be the heart of the kit. It should give a clear description of ORASECOM's services and explain the uniqueness of these services.

- **Business cards or current, accurate contact information**
  Business cards of ORASECOM individuals must be added to the kit for the press to add to their card files.

- **A press release**
  If ORASECOM is sending the media kit to the media, it must include a press release so that reporters and editors can quickly understand the purpose of the kit. The press release should provide an interesting "angle" on why ORASECOM is newsworthy.

- **Corporate history**
  ORASECOM's history includes its mission and mandate. It should be brief – no more than one page – and should be consistent with the message or image ORASECOM is trying to portray with the kit.

- **Biographies of principals, key staff**
  These are particularly important when the services provided by ORASECOM are synonymous with the people providing it. Biographies should highlight experience, credentials and important facts about the key persons of ORASECOM.

- **Past coverage**
  If ORASECOM has already been covered in any print or broadcast media, copies should be enclosed in the media kit.

- **Mode of presentation**
  Glossy, two-pocket folders

ANNEX VI: PROVISIONAL TASKS OF THE COMMUNICATIONS EXPERT

- Ensure the maintenance and updating of the RAK and ORASECOM website
- Replying to questions and comments from the ORASECOM websites visitors
- Establishing and Maintaining mailing lists
- Hosting online forum
- Establishing and maintaining contacts with print and broadcast media
- Acting as media spokesperson
- Coordinating Communications efforts with CTT

ANNEX VII: ORASECOM COMMUNICATIONS LOGICAL FRAMEWORK

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objectives	1. Stakeholders in the Basin States are better informed about ORASECOM, its institutional set-up, mandate and functioning	50% of stakeholders reply more positively to ORASECOM questionnaire by EoP	Stakeholder Questionnaires at beginning, mid-term and towards end of Project	• MS* take a 'Client-based' approach • Stakeholders are willing to respond to Questionnaires
	2. ORASECOM profiles itself as a prominent transboundary water resources management organisation at the national, regional and international level	▪ Number of national, regional and international events organised by ORASECOM, or organised in collaboration with other RBOs ▪ Amount of media coverage on ORASECOM	▪ ORASECOM conference handbooks and papers ▪ ORASECOM workshop attendance lists ▪ ORASECOM seminars attendance lists ▪ Minutes of meetings ▪ Media clippings	MS avail human and financial resources for Information, Communication and Promotion activities
	3. ORASECOM collaborates with other transboundary water commissions	Number of ongoing initiatives with other RBOs	▪ Quarterly Reports ▪ Annual Reports ▪ Progress Reports ▪ Mission Reports ▪ Memos of Understanding	MS avail human and financial resources
	4. ORASECOM communicates to stakeholders and target audiences how the organisation's actions contribute to improved management of the water	Number of ORASECOM information products distributed to stakeholders and target audiences Number of ORASECOM	▪ Progress Reports ▪ URL updates tracking system	

	resources of the Orange-Senqu Basin	website updates		
Specific Communications Objectives (Purposes)	1.1 Regular, consistent and timely delivery of relevant ORASECOM information to stakeholders using print, broadcast and electronic media	• Number of ORASECOM information outputs • Number of interactions with print and broadcast media • Number of interactions with stakeholders	• Posters • Folders • Brochures • Leaflets • Newsletter • Guides • Radio announcements • TV announcements • Website uploads • Media briefings • Media clippings • Press conferences • Emails • Contributions to web forum • Hits on ORASECOM website	• ORASECOM continues to receive donor support • Sustainability of Communications activities • MS avail human resources for media outreach
	2.1. Consistent and ongoing ORASECOM visibility and promotion	Amount of national, regional and international coverage of ORASECOM	• Annual Reports of Water Portfolios in Member States • Annual Reports of stakeholders • Annual Reports of other basin commissions	

	3.1 Ongoing information exchange between ORASECOM and other transboundary water management institutions	- Number of Reports exchanged - Number of cross visits - Number of joint initiatives	- Annual Reports - Progress Reports - Communications Progress Reports - Mission Reports - Workshops - Conferences - Seminars	ORASECOM is committed to information sharing
	4.1 Ongoing delivery of information about ORASECOM's achievements to relevant stakeholders and target audiences	Number of ORASECOM information products on achievements	- Posters - Folders - Brochures - Leaflets - Newsletter - Radio announcements - TV announcements - Website uploads - Media briefings - Media clippings - Press conferences	
Result Areas	1. CTT identified, (if required trained) and operational	By April 2009 eight CTT members are identified, appointed and fully operational, in line with the TTT and LTT	- Recruitment notices - ToRs approved by Council - Training certificates / Workshop attendance lists	Member States and Council recognise the need for skilled Communications staff
	2. ORASECOM Communications Strategy and Plan developed	By October 2009 the ORASECOM Communications Strategy and Plan have been approved by Council	ORASECOM Communications Strategy and Plan	Member States and Council recognise the need for a structural Communications approach
	3. Appropriate channels for national and regional	By the end of 2009 all CTT	Status Reports,	Member States and

	communication identified and operational	members are actively engaged in electronic information exchange on transboundary water management	Progress Reports, Quarterly Reports, Annual Reports	Council recognise the value of information exchange
	4. Themes and (sub-)Messages developed and messages distributed	By the end of 2009 at least 7 formats (print, mailing list, ORASECOM website, notices, conferences, seminars and workshops) are deployed by ORASECOM to internally and externally convey the message of transboundary water management	ORASECOM information output records	Council recognises the importance of information output
	5. Appointment of a permanent Communications Expert to the Secretariat	By April 2010 one permanent Communications Expert has been appointed to the Secretariat	• Recruitment notices • Employment contract	Council recognises the importance of a permanent Communications Expert
	6. Communications equipment deployed for permanent Communications Expert	By April 2010 the permanent Comms Expert will have been provided with internet connected desktop/laptop computer, colour printers, scanners and digital cameras	Procurement reports	• Member States are willing to invest in improvement of Communications 'environment' • Equipment is provided for by one of the Projects

Activities and sources for funding per Result Area	
Result Area 1 CTT identified, (if required trained) and operational	1.1 Identification and appointment of CTT members 1.2 If required Communications training for CTT members, funded by EU 1.3 ToRs for CTT designed and approved by Council 1.4 Communication with stakeholders, funded by EU

Result Area 2 ORASECOM Communications Strategy and Plan developed	2.1 Draft an ORASECOM Communications Assessment Report 2.2 Draft an ORASECOM Communications Strategy and Plan 2.3 Conducting base line surveys for target audiences, funded by EU 2.4 Development of stakeholders contacts database 2.5 Development of media contacts database 2.6 Development of national, regional and international contacts database
Result Area 3 Appropriate channels for national and regional communication identified and operational	3.1 Establish and maintain an updated ORASECOM web-presence, funded by gtz 3.2 Development and maintenance of mailing lists 3.3 Identification of dates for media briefings 3.4 Establishment of structure and identification of dates for annual ORASECOM events
Result Area 4 Themes and (sub-)Messages developed and messages distributed	4.1 ORASECOM annual themes, Messages and sub-Messages developed 4.2 Design and distribution of folders, brochures, pamphlets, flyers, leaflets, etc. on transboundary water management, funded by EU 4.3 Production and distribution of ORASECOM media kit, funded by EU 4.4. Pre-testing of ORASECOM information products
Result Area 5 Appointment of a permanent Communications Expert to the Secretariat	5.1 Identification and appointment of Comms Expert 5.2 Development of ToRs of the Comms Expert
Result Area 6 Communications equipment deployed for permanent Communications Expert	Procurement of desktop and laptop computer/desktop publishing software/printer/scanner/digital camera, funding TBD

* Member States

ANNEX VIII: APPROVAL PROCES ORASECOM INFORMATION PRODUCTS

Step 1:
The Information Source forwards the information product to the relevant Task Team for verification of correctness of the information.

Step 2:
Once verified on correctness the information will be forwarded to the CTT, who verifies if the information product complies with the agreed ORASECOM Communications products requirements.

Step 3:
Once verified the CTT will forward the information product to the ORASECOM Secretariat for approval. At this particular stage the Secretariat will also decide if the information product requires additional approval by the ORASECOM Council. If so, the information product will be submitted to the ORASECOM Commissioners, from where it goes back to the Secretariat.

Step 4:
Once approved by the Secretariat / Council, the Information Source ensures reproduction of the information product, after which it will be submitted to the CTT Members in the respective Member States. The latter will then ensure timely distribution of the information product among the relevant target audiences.

ANNEX IX: SUGGESTIONS FOR ORASECOM THEMES AND SUB-THEMES

Uses of water
o In the home /school
o On the farm
o Within industry and commercial activities
o For recreation
o Sources of water - aquifers, rainwater, streams, irrigation, dams

Related Issues & Topics:
❑ Delivery cost of water
❑ Amount of water available for use
❑ Water rationing
❑ High users of water ie car cleaning, food outlets
❑ The quality of water required
❑ How is water supplied – pipes, truck
❑ Comparing local, national and international differences

Water conservation
o Sources of water - aquifers, rainwater, streams, irrigation, dams
o Ways of wasting water
o Ways of saving water
o Water cycle

Related Issues & Topics:
1. Charging for water
2. Water recycling/reuse
3. Incentives for saving water
4. What value people place on water
5. Effect of climate and seasonal changes i.e. drought

Water Quality
o What do we mean by good water quality?
o Sources of pollution
o Effects of poor water quality on peoples health on wildlife and plants
o Ways of improving water quality
o What do we do to check / monitor water quality?

Related Issues & Topics:
❑ Water borne diseases
❑ Long term cumulative effects on wildlife
❑ Fluoridation
❑ Protecting springs
❑ Leaching from landfills and farming activities
❑ Effect of water runoff from roads
❑ Comparing two stretches of the same waterway or waterways from different localities
❑ How to reduce the litter nuisance

Waterway and Wetland Habitat
o Waterways or wetland habitats
o Plants
o Wildlife - birds/fish/invertebrates
o Local waterway or wetland

- o Restoring a waterway and wetland habitat

   Related Issues & Topics:
   - ❑ Effects of urban landuses and encroachment
   - ❑ Effects of rural landuses on water quality
   - ❑ How close should you build or farm alongside a waterway or wetland?
   - ❑ Biodiversity
   - ❑ Native planting versus exotic planting
   - ❑ Managing eels and other species for commercial and cultural harvesting
   - ❑ How has the development of your city, town or rural activities changed the natural environment

<u>Hydrology</u>
- o Catchment
- o Storm events
- o Water cycle

   Related Issues & Topics:
   - ❑ Effects of storm events on waterways and wetlands and other areas
   - ❑ Ways to minimise the effects of flooding
   - ❑ Managing waterways and wetlands for a range of values – ecology, recreation, cultural, recreation, landscape and drainage
   - ❑ Affects of urban development on stream flows
   - ❑ Where does water go when it hits the ground?
   - ❑ Diary of a drop of water

<u>Water and Recreation</u>
- o Types of recreation
- o Fishing
- o Boating/canoeing/rafting
- o Swimming/
- o Walking alongside waterways and wetlands
- o Type of water environment required

   Related Issues & Topics:
   - ❑ Impact of activity on wildlife
   - ❑ Impact of activity on water quality
   - ❑ Safety/Risks
   - ❑ Public access alongside and into waterways and wetlands

<u>Properties of Water</u>
- o Chemical and physical properties
- o Water cycle

   Related Issues & Topics:
   - ❑ How can these properties be used by the human body, people activities, industry etc
   - ❑ Consider states of matter, surface tension/bonding, heat exchange, dissolving

<u>Different perspectives on Water</u>
- o Different cultures
- o Changes in perspectives over time
- o Stories, legends, traditions, folklore, Customs

- o Landscape features

Related Issues & Topics:
- ❑ Science versus creation
- ❑ Use and meaning of water – locally, nationally and internationally? i.e. spiritual significance
- ❑ How easily seen are your local waterways and wetlands?
- ❑ What importance do you place on waterway and wetland habitats as a place to look at and/or visit?

Water and Health
- o Water in the Body
- o Human need for water

Related Issues & Topics:
- ❑ Effects of not enough or too much water in the body
- ❑ Water borne diseases
- ❑ Water quality

Water Related Legislation
- o UN Agenda 21
- o Treaties
- o Resource Management Acts
- o Local Government Acts
- o Regional and District Plans

Related Issues & Topics:
- ❑ What does 'sustainability' mean?
- ❑ Resource Consent process
- ❑ Esplanade reserves/strips and public access
- ❑ Development of business plans for the long term management of waterways, wetlands and piping structures?
- ❑ Cultural harvesting
- ❑ Who and how are decisions made about the management of the water resource?
- ❑ Who looks after your local waterway or wetland?

Raising Water Awareness
- o Current community awareness and understanding
- o Importance and values people place on water

Related Issues & Topics:
- ❑ What groups within the community should we be focusing on?
- ❑ How should we be promoting water awareness?
- ❑ How can people become involved in the management of waterways and wetlands? i.e. adopt a waterway

ANNEX X: ORASECOM ICP-SUPPORTED COMMUNICATIONS ACTIVITIES

Themes				
Theme 1. Institutional and Organisational Strengthening				
ICP	**Activity**	**Sub-Activity**	**Target Audience**	**Communications Product**
EU	1.1 Review of Legal issues	1.1.1 Identify potential legal constraints and opportunities for implementing recommendations	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations (NGOs & INGOs resp.). Community-based Organisations, water user associations, etc.	"Know Your Transboundary Water Rights" Booklet
	1.2 Review of Institutional arrangements	1.2.1 Identify roles, responsibilities, mandates and operational procedures of ORASECOM Institutions (linked to 1.5.2)	Water Portfolios of Member States, SADC, Political Decision Makers, Academics, National and International Non-Governmental Organisations (NGOs & INGOs resp.). Community-based Organisations, water user associations, etc.	Poster
	1.5 Definition of ORASECOM's relationship and linkages with other basin bodies	1.5.1 Review the ORASECOM Stakeholder Roadmap for its pros/cons to propose a structure for the establishment of a stakeholder forum in each basin state designed to bring primary and secondary stakeholders together (EU4.2) (linked to 1.8.1)	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, NGOs, Community-based Organisations, water user associations	Poster
gtz / UNDP-GEF	1.8 Creation and support to sub-basin stakeholder councils /committees	1.8.1 The establishment of and support to a basin wide forum and a national stakeholder forum in each basin state (Timing: following 1.5.1)	NGOs, Community-based Organisations, water user associations	Stakeholder forum on GEF TDA/SAP approach and IWRM
Theme 2. Specific Capacity Building on Shared Watercourses Management				
ICP	**Theme & Activity**	**Sub-Activity**		**Communications Product**
	2.2 Capacity building for technical staff and water resources practitioners in IWRM	2.2.5 Training courses on water resources management - content to be defined (Timing: following 2.2.1)	TTT, NGOs, Community-based Organisations, water user associations	Training courses/materials

ICP	Theme & Activity	Sub-Activity		Communications Product
	2.3 International Congress on Basin Commissions, lessons learnt and secondments	2.3.2 GEF Biennial International Waters Conference	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Biennial Conference
gtz	2.2 Capacity building for technical staff and water resources practitioners in IWRM	2.2.3 Capacity building on decision support models and systems and maintenance for managers and decision makers	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations (NGOs & INGOs resp.). Community-based Organisations, water user associations, the general public	Video Documentaries on the work, role, and importance of transboundary water management in the SADC Region
Theme 3. Development of Shared Information System				
ICP	**Theme & Activity**	**Sub-Activity**		**Communications Product**
gtz	3.1 Creation of an integrated database (GIS based)	3.1.1 Development of the Orange-Senqu River Basin Awareness Kit (Web- and CD-based)	From the general public to political decision makers	Website (RAK) & CD, School Box
EU	3.1 Creation of an integrated database (GIS based)	3.1.3 Create "fitness for use" display system	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Poster (paired with 3.3.3)
	3.3 Design of a common basin observation and monitoring system	3.3.3 Determine and agree most appropriates sites for water quality monitoring, and propose method to harmonise sampling	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Poster (paired with 3.1.3)
Theme 4. Enhancing ORASECOM Communication and Awareness Building				
ICP	**Theme & Activity**	**Sub-Activity**		**Communications Product**
gtz	4.1 Awareness raising on ORASECOM Products	4.1.1 Establishing ORASECOM Website	From the general public to political decision makers	ORASECOM Website
		4.1.2 Develop and present awareness programme for political decision makers (incl.African diplomats in key centers)	From the general public to political decision makers	Written journalism (articles, papers), e.g. through the Southern African Waterwire or, for example, through the cooperation with the ICPDR (1)

The ORASECOM Communications Strategy

		How people living in the Orange-Senqu River Basin meet the challenge of (growing) water scarcity (2)	From the general public to political decision makers	Radio journalism, e.g. for German-speaking audiences in Austria, Germany, and Switzerland
EU	4.1 Awareness raising on ORASECOM Products	4.1.3 Develop and present awareness materials for portfolio committees in all member countries	Water Portfolio Committees	PP Presentation
	4.2 Raising awareness among general public	4.2.1 Support annual ORASECOM event	From the general public to political decision makers	Annual event
	4.3 Preparation and publication of the "State of the Environment report"	4.3.1 Develop and agree on methods and sites for assessing transboundary aquatic ecosystem health, and pilot assessment tool towards development of baseline	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Poster
UNDP-GEF	4.4 TDA revised, updated and disseminated			
		Challenges of water conservation and introduce cost effective strategies to preserve water resources		**????**
		The Orange-Senqu river being at the heart of Southern Africa's modern development and the stakeholder activities to protect the river system	From the general public to political decision makers	Photographic project and production of a film
		Transboundary Water'	From the general public to political decision makers	World Water Day 2009
		Emphasize low cost, hands on activities to study water quality, ecology, flow rates, seasonal variation, climate change adaptation	Primary and Secondary Schools	Materials in self contained activity kits
		Traditional uses of the river through oral history projects	Schools and Communities	"River culture centres" guides
		Water Conservation	From the general public to political decision makers	Social marketing campaign & Official Orange-Senqu River Awareness Day
FGEF		On the six FGEF Projects	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Colour A3 leaflet for each project

ICP	Theme & Activity	Sub-Activity		Communications Product
		4.2.3 Prepare, print and disseminate awareness materials on IWRM (EU:WR availability, per sector water use, water demand projections; UNDP-GEF: materials for environ education, awareness, eco-tourism and social marketing, etc.)	From the general public to political decision makers	Posters, folders, brochures, booklets, media kit
**Theme 5. Specific Transboundary Projects and Studies**
ICP	**Theme & Activity**	**Sub-Activity**		**Communications Product**
EU	5.7 Assessment of Environmental Water Requirements in the Lower Orange-senqu and other selected points and proposal of harmonised methodologies	5.7.3 Strategic environmental assessment of the Orange-Senqu River Mouth	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Booklet
	5.9 Assessment of water quality and catchment degradation issues	5.9.2 Scoping study on transboundary nature of urban water pollution	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Booklet
**Theme 6. Promotion of Conservation and Environmental Strategies and Policies**
ICP	**Theme & Activity**	**Sub-Activity**		**Communications Product**
EU	6.1 Development of a basin wide IWRM Plan	6.1.1 Develop principles for water and benefit sharing	Commissioners, Technical Task Team (TTT), Legal Task Team (LTT), Water Portfolios of Member States, SADC, ICPs, Political Decision Makers, Academics, National and International Non-Governmental Organisations	Booklet