



**REGIONAL AWARENESS
AND COMMUNICATION STRATEGY
FOR THE
SADC WATER SECTOR**

May 2008

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Table of Contents

EXECUTIVE SUMMARY	i
CHAPTER 1. INTRODUCTION.....	3
1.1 HOW TO USE THE STRATEGY.....	3
1.2 BACKGROUND.....	3
1.2.1 Awareness Creation in the SADC Water Sector.....	3
1.2.2 SADC Information and Communication Sector Policies and Programmes.....	4
1.3 SADC WATER SECTOR COMMUNICATION CHALLENGES AND OPPORTUNITIES	4
1.3.1 Understanding the SADC Institutions.....	4
1.3.2 Understanding Regional Water Issues.....	4
1.3.3 Recommendations from the Mid-term Review of the RSAP	5
1.4 STRATEGY FORMULATION PROCESS.....	5
1.5 THE PURPOSE OF THE AWARENESS AND COMMUNICATION STRATEGY	6
1.6 THE GOAL AND STRATEGIC OBJECTIVES.....	6
1.7 THE GUIDING PRINCIPLES	7
1.8 THE CONCEPTUAL FRAMEWORK OF THE COMMUNICATION STRATEGY	8
CHAPTER 2. THE IWRM APPROACH	10
2.1 STRATEGIC OBJECTIVES	10
2.2 KEY MESSAGE AREAS.....	10
2.2.1 The IWRM Definition and Concept.....	10
2.2.2 The IWRM Brand.....	11
2.2.3 Water is a Finite and Vulnerable Resource.....	13
2.2.4 Stakeholder Participation in Water Resources Development and Management	13
2.2.5 The Recognition of the Role of Women in Water.....	14
2.2.6 Economic and Social Value of Water	14
2.2.7 The Benefits of IWRM to Other Sectors.....	15
2.2.8 IWRM and Water Efficiency Plans	15
CHAPTER 3. INSTRUMENTS FOR REGIONAL COOPERATION ON WATER	17
3.1 STRATEGIC OBJECTIVES	17
3.2 KEY MESSAGE AREAS.....	17
3.2.1 Institutional Framework for Cooperation.....	17
3.2.2 Policy and Legal Instruments for Cooperation.....	18
3.2.3 Regional Water Programme: Cluster of projects	19
3.2.4 Regional Water Programme: Achievements.....	19
CHAPTER 4. CLIMATE CHANGE, VARIABILITY AND WATER-RELATED DISASTERS.....	21
4.1 STRATEGIC OBJECTIVES	21
4.2 KEY MESSAGE AREAS.....	21
4.2.1 International and Regional Conventions and Protocols.....	21
4.2.2 Hydro-meteorological Predictions and Scenarios.....	22
4.2.3 Impacts Specific to the SADC region and/or Watercourses	22
4.2.4 Adaptation and Mitigation Strategies for the Region	23
4.2.5 Floods and Droughts	23
CHAPTER 5. WATER SUPPLY, SANITATION AND HYGIENE.....	25
5.1 STRATEGIC OBJECTIVES	25
5.2 KEY MESSAGE AREAS.....	25
5.2.1 Legal and Regulatory Issues.....	25
5.2.2 Importance of an Integrated Approach to Water Supply, Sanitation and Hygiene.....	26
5.2.3 Ensuring Sustainability of Water Supply Schemes.....	26
5.2.4 Provision of Services to Poor Communities	27

CHAPTER 6. TRANSBOUNDARY WATER RESOURCES MANAGEMENT.....	28
6.1 STRATEGIC OBJECTIVES	28
6.2 KEY MESSAGE AREAS.....	28
6.2.1 <i>Establishment and Support of RBOs and Empowerment of Basin User Communities</i>	28
6.2.2 <i>Ensuring Signing, Ratification of and Compliance with Regional and International Treaties or Agreements and Good Practice</i>	29
6.2.3 <i>Exchange of Information and Dissemination</i>	29
6.2.4 <i>Benefits Sharing</i>	30
6.2.5 <i>Cooperation in Joint Water Resource Assessment and Development</i>	30
CHAPTER 7. WATER DEMAND MANAGEMENT.....	31
7.1 STRATEGIC OBJECTIVES	31
7.2 KEY MESSAGE AREAS.....	31
7.2.1 <i>Legal and Regulatory Framework</i>	31
7.2.2 <i>Integration of WDM in Water Development Infrastructure Planning Processes</i>	32
7.2.3 <i>Equitable Water Allocation Within and Across Sectors</i>	32
7.2.4 <i>Environmental Protection</i>	33
CHAPTER 8. SUSTAINABLE WATER RESOURCE DEVELOPMENT AND MANAGEMENT	34
8.1 STRATEGIC OBJECTIVES	34
8.2 KEY MESSAGE AREAS.....	34
8.2.1 <i>Water availability in the SADC region</i>	34
8.2.2 <i>Sustainable Water Resources Development and Management - Everyone’s Business</i>	35
8.2.3 <i>Existing Development, Opportunities and an Analysis of Competitive Advantages and Impacts</i> . 36	
8.2.4 <i>Financing Water Infrastructure</i>	36
8.2.5 <i>Public Safety</i>	37
8.2.6 <i>Environmental Impact Assessments (EIAs)</i>	37
CHAPTER 9. PRIMARY TARGET AUDIENCES	39
9.1 GENERAL PUBLIC	39
9.2 POLICY/DECISION MAKERS.....	39
9.3 POLITICIANS	40
9.4 GOVERNMENT TECHNOCRATS.....	40
9.5 PRIVATE SECTOR/CIVIL SOCIETY	40
9.6 SCHOOLS AND TRAINING INSTITUTIONS	41
9.7 WATER USERS.....	41
9.8 FUNDING AGENCIES.....	41
9.9 THE MEDIA AND OTHER INFORMATION INTERMEDIARIES	42
CHAPTER 10. COMMUNICATION METHODS AND TOOLS	43
10.1 ADVERTISEMENTS	43
10.2 DEMONSTRATIONS	43
10.3 EDUCATION	43
10.4 ART AND ENTERTAINMENT	44
10.5 FACE-TO-FACE BRIEFINGS/EXTENSION SERVICES	44
10.6 THE INTERNET/TELEPHONE.....	44
10.7 MASS MEDIA.....	44
10.8 PERSONALITIES	45
10.9 PUBLIC EVENTS	45
10.10 PUBLICATIONS.....	45
CHAPTER 11. COMMUNICATION ENABLERS FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGY 48	
11.1 STRATEGIC OBJECTIVES	48
11.2 AREAS OF FOCUS.....	48
11.2.1 <i>Information, Communication, and Knowledge Management Systems and Technology</i>	48
11.2.2 <i>Human resources and training</i>	49
11.2.3 <i>Financing</i>	50

11.2.4	<i>Research</i>	50
11.2.5	<i>Institutional Support</i>	51
CHAPTER 12.	MONITORING THE STRATEGY	52
12.1	MONITORING AND EVALUATION.....	52

Executive Summary

Information is a prerequisite for regional integration, poverty eradication and socio-economic development. To effectively deliver its goals, SADC is committed to improve the availability of information to the peoples of the region as expressed through the adoption of the Protocol on Culture, Information and Sport in 2001.

In order to implement the Protocol on Culture, Information and Sports and advance the cause of its agenda, SADC developed the Communications and Promotional Strategy. The Strategy calls for sectors to clarify their specific and thematic messages that should be communicated to different target audiences.

This Awareness and Communication Strategy fulfils the call for establishing sector specific (Water Sector) strategies and crafting, packaging and dissemination of messages and themes which should be based on but not limited to SADC's priority intervention areas. It is basically expanding the SADC Communication Programme of Action presented in the SADC Communications and Promotional Strategy by outlining a communication agenda for the SADC Water Division and the Water Sector as a whole.

Goal and Strategic Objectives

The ultimate goal of this Strategy is: *improved awareness and understanding on water issues and initiatives in the SADC region contributing to poverty eradication and regional integration*

This goal would be achieved through a number of strategic objectives as follows:

- To build awareness, understanding and support of IWRM approach in the SADC region among defined target groups and increase the effectiveness of its implementation as an approach that contributes to SADC goals of poverty eradication and regional integration;
- To advocate and promulgate water related regional instruments and interventions among SADC institutions, relevant regional organizations and cooperating partners;
- To promote understanding of and adaptation to climate change phenomenon in the development and utilization of water resources especially in shared watercourses;
- To increase awareness and commitment among SADC institution, other regional organization, NGOs and agencies on the importance of water supply, sanitation and hygiene in poverty reduction and related IWRM issues;
- To encourage peaceful and cross-boarder investments in shared watercourses or transboundary water resources management and utilization that further promotes regional integration;
- To increase awareness and advance the importance of water demand management in the development and utilization of water resources especially in shared watercourses; and
- To advance water resources development, socio-economic and environmental aspects that promote investment in and use of water resources in poverty eradication and regional integration.

To achieve these, the SADC Water Sector will communicate the following messages to different target audiences as specified in this strategy:

Key Message Areas: What will the SADC Water Sector Communicate?

The IWRM Approach

The SADC Water Sector will:

- Communicate that water management is everyone's business: "SADC citizens must work together to manage water and related resources and services to ensure equity, maximum contribution to regional integration, economic investments and development, poverty eradication and a sustainable environment;"
- Communicate the IWRM approach as "Watering life together forever";
- Communicate that people should conserve the finite and limited resource for present and future use;
- Communicate that water is everyone's interest and, as such, everyone should participate in its development, management and conservation;
- Communicate that women are key custodians of water and their needs must be considered through their effective participation in decision-making and implementation;
- Communicate that water has an economic and social value: Water users have the right to access water and also the responsibility to invest in water resources or pay for the services taking cognisance of their ability to pay;
- Communicate that IWRM benefits all sectors by ensuring more crops per drop, more energy per drop, more profit per drop, more jobs and income per drop, and better life per drop for today and tomorrow; and
- Communicate that IWRM/WE Plans are key to achieving water related MDGs and, therefore, SADC Member States should ensure their development and implementation.

SADC Instruments for Regional Cooperation on Water

The SADC Water Sector will:

- Communicate that SADC has an effective institutional arrangement that is driving regional cooperation and integration in water resources development and management;
- Communicate that SADC has developed and is implementing key policy and legal instruments for regional cooperation and integration in water resources management;
- Communicate that SADC is not just about meetings and summits but is delivering its commitment to citizens through a number of water programme and projects; and
- Communicate that SADC water programme and projects are achieving a lot in contributing to poverty eradication, and fostering regional integration and cooperation in SADC.

Climate Change, Variability and Water-Related Disasters

The SADC Water Sector will:

- Communicate that regional and national climate change related instruments and activities should be adapted to the provisions of the relevant regional and international agreements that Member States are party to;
- Communicate that SADC needs to develop, adopt and implement proactive strategies that anticipate, reliably predict and give advance warnings of such disasters;

- Communicate that climate change and variability have negative and positive impacts on water availability and demand in southern Africa;
- Communicate that there is a need to develop, adopt and implement mitigation and adaptation measures, technologies and opportunities specific to the SADC region and best practices from the region and other parts of the world; and
- Communicate that flood and droughts should not be emergencies but part of everyday, planning and development issues, which must be prepared for at any time, anywhere and by everyone.

Water Supply, Sanitation and Hygiene

The SADC Water Sector will:

- Communicate that it is critical to create a legal and regulatory framework that promotes the universal access to water supply and sanitation services;
- Communicate that integration of water supply provision with sanitation services and hygiene education is vital in improving socio-economic welfare and health;
- Communicate that sustainability of water supply should be improved by increasing beneficiary ownership and human and financial resources for continued operation and maintenance; and
- Communicate that making clean water accessible and productive to the poor is a responsibility and not a choice.

Transboundary Water Resources Management

The SADC Water Sector will:

- Communicate that RBOs and Basin Water User Communities are important institutions in implementing regional instruments and initiatives and there is need to capacitate them enough to effectively carry out their functions;
- Communicate that shared watercourse, regional and international agreements are critical to regional integration and in guiding the water resources development and management activities in Member States;
- Communicate that information sharing is critical for effective and transparent transboundary water resources development and management;
- Communicate that transboundary water resources utilisation should be based on collective benefits sharing with promotion of payments for ecosystem services, and the incorporation of virtual water trading principles; and
- Communicate that joint water resources assessments should form the basis for transboundary agreements in order to build trust and achieve a common understanding.

Water Demand Management

The SADC Water Sector will:

- Communicate that Southern Africa needs to create a legal and regulatory environment that mainstream WDM in water resources development and management, and implement all the provisions in the guiding and binding instruments;
- Using models of best practice, communicate that incorporating WDM principles in water infrastructure planning, development and operations creates options for utilising the limited resources optimally;

- Communicate best practices that demonstrate that WDM creates opportunities for providing water to all sectors equitably; and
- Communicate best practices that emphasise that WDM, if properly applied, minimizes possible negative impacts to the environment.

Sustainable Water Resource Development and Management

The SADC Water Sector will:

- Communicate that the SADC region is largely water deficient due to a mismatch between water availability and water demand arising from high variability of rainfall in both space and in time - to build a case for sound management of water that promotes integrated use of surface and ground water resources;
- Communicate that interested and affected stakeholders should be empowered to actively participate in water resources planning, development and management in order to ensure ownership and sustainability of the water resources infrastructure;
- Communicate that besides existing water infrastructure, there are water resource development opportunities in various river basins of southern Africa that can help the region achieve water security;
- Communicate that in order to ensure financial sustainability, the Water Sector must run as a business with financial discipline and accountability, and it must explore all available avenues of financing including existing funds, ICPs, local financiers and Public-Private Sector-Civil Partnerships; and
- Communicate that water developments and operations have risks and hazards that require development and implementation of emergency plans, compliance to precautionary provisions, and welfare provisions for affected communities.

Primary Target Audiences: Who will the SADC Water Sector Communicate to?

In delivering these messages, the SADC Water Sector will endeavour to reach the following primary target audiences (other audiences could be reached as secondary targets):

- The general public: all SADC citizens;
- Policy and decision-makers: Senior government officials, ministers, SADC institutions (such as SADC Committees, SADC tribunal and international court), River Basin Organizations (Commissions, Authorities, Joint and Committees);
- Politicians: cabinet ministers, parliamentarians and councilors;
- Government technocrats: technical experts within relevant departments especially departments of water affairs and River Basin Commissions, River Basin Authorities, and Joint Committees. Examples include engineers, hydrologists, climatologists, economists, sociologists as well as government extension workers who have direct contacts with other target audiences such as water users;
- Private sector/civil society: Non-Governmental Organisations (NGOs), water service providers and the entire business and private sector;
- Schools and training institutions: school-going youth, school clubs, teachers and teacher associations, academics and curriculum developers;
- Water users: recipient communities or beneficiaries and user communities such as farmers, irrigators, community water committees and other sectoral water users such industries, commercial undertakings and mines;

- Funding agencies: Cooperating partners or donors, Ministries of Finance and other partners that provide technical assistance; and
- The media and other information intermediaries: Media houses, media bodies and journalists (print, electronic and photojournalists).

Communication Methods and Tools: How will the SADC Water Sector Communicate?

The SADC Water Sector will implement innovative activities to get the messages outlined above to respective primary audiences. These activities will include the following:

- Advertisements: billboards, corporate merchandise (shirts, t-shirts, hats, coffee mugs, pens and conference and corporate stationery - bags, note pads, pens, bills and invoices); stickers, jingles, infomercials, promotional posters, banners, transit shelter posters, ceramic tiles (with relevant messages), mouse pads, and many more;
- Demonstrations: field visits, fairs, exhibition and learning journeys;
- Education: edutainment, school clubs, school contests, speakers, summer camps, educational posters, stickers, tours, in-class demonstrations, adult education classes, school curriculum, workshops, etc.;
- Art and entertainment: costumed clowns and puppets; music, concerts, drama, games, contests, films, cartoons, poetry, puzzles and short stories;
- Briefing and extension service: face-to-face, one-on-one or group meetings;
- The Internet and telephone: web based tools such as web and email advertisements, e-mail alerts, newsgroups, websites, blogs, chat-rooms, online videos and podcasts; and telephonic tools such as facsimile services, sms, mms and voice communication;
- Mass media: media releases, communiqué, press conferences, photography, video clips, soap opera, news and features, documentaries and TV slots, infomercials or jingles, and media packs;
- Personalities: goodwill ambassadors, opinion leaders, public figures, political figures and celebrities, as well as respected academics and experts;
- Public events: workshops, conferences, international events, dialogues (such as the SADC Multi-stakeholder Water Dialogue), inaugurations and launches, special and international days, marches, expeditions, marathons, exhibitions or expos, and village meetings; and
- Publications: leaflets, magazines, newsletters, brochures, posters, CDs, videos, books, booklets, etc.

Implementation of the Strategy

To enable the effective implementation of this strategy, the SADC Water Division, RBOs and Member States need to improve in such areas as information/knowledge systems, human resources and training, financing, research, institutional support and monitoring and evaluation. Enabling activities include:

- Development of a meta-database for knowledge management in SADC Water Division;
- Development of systems for internal and external communications in SADC Water Division;
- Transforming the SADC Water Division website into a water information portal and improving its content and access;
- Recruitment of an information and communication specialist in SADC Water Division;

- Training in basic communication and media relation and management for water specialists in RBOs and water ministries;
- Capacity building activities for the media and other communication specialists in the Water Sector;
- Establishment of the Information and Communications Reference Group for the SADC Water Sector;
- Mapping of communication activities within existing SADC projects and aligning them with the Strategy;
- Inclusion of adequate communication budgets in project proposals;
- Developing and fundraising for communication and awareness project proposals;
- Linking communications specialists in the SADC Water Sector with water researchers in the region through the Information and Communications Reference Group for the SADC Water Sector;
- Developing linkages with the relevant policy frameworks and institutional arrangements to support the strategy; and
- Developing a comprehensive monitoring and evaluation framework for the Communication Strategy.

PART I

THE CONTEXT

CHAPTER 1. INTRODUCTION

1.1 How to use the strategy

This Strategy is a broad framework of what needs to be communicated and outlines the possible target audiences as well as communication tools. The strategy will be used as a basis for developing national specific or theme specific implementation plans. In line with this purpose, the Awareness and Communication Strategy has three main target users namely the SADC Water Division, Member States and regional organizations dealing with communications in the Water Sector (such as RBOs and regional NGOs). It is also intended for the SADC funding agencies.

The Strategy is accompanied by the Implementation Toolkit which is available electronically and contains background information as well as a link between messages, target audiences and communication methods and tools. The Toolkit also has indicative activities from which implementers can choose depending on their situation and realities. The Toolkit is for the communication specialists who will be responsible for the actual implementation of the strategy through respective implementation plans.

The Implementation Toolkit will be made available as an electronic book on both the website and CD. This will allow regular updates of facts and reference information as and when new developments occur.

1.2 Background

1.2.1 Awareness Creation in the SADC Water Sector

The first comprehensive regional strategic action plan for the Water Sector, namely the Regional Strategic Action Plan (RSAP) consisting of 31 priority projects was adapted in June 1998 by SADC Ministers responsible for water. Awareness creation and stakeholder participation were identified in the RSAP as critical elements to be addressed for SADC to improve and advance good water resources development and management among Member States and stakeholders.

The RSAP was revised in 2004 and the programme was re-focused. The projects were grouped into four clusters, namely, water infrastructure, water resources assessment and monitoring, capacity building, and water governance. Projects on awareness creation and stakeholder participation were rationalised and consolidated under the water governance cluster of the RSAP.

SADC recognises that there are still serious gaps in communicating information and knowledge on the water initiatives among the stakeholders. These gaps have inhibited the drive towards making water everyone's business, which is necessary to ensure success in achieving stakeholder based peaceful, equitable and reasonable utilisation of the water resources.

1.2.2 SADC Information and Communication Sector Policies and Programmes

SADC desires to improve the availability of information to the peoples of the region as expressed through the adoption of the Protocol on Culture, Information and Sports in 2001. This Protocol recognises that information is a prerequisite for political, economic, social and cultural development and, therefore, the need to co-operate in removing barriers for its (information's) dissemination.

In order to implement the Protocol on Culture, Information and Sports and advance the cause of its agenda, SADC developed the Communications and Promotional Strategy. This overall communications strategy, once implemented, would create an environment that ensures increased access to SADC information by all its Member States and its cooperating partners. Its detailed objectives are highlighted in the Implementation Toolkit of this Strategy.

This Awareness and Communication Strategy fulfils the call for establishing sector specific (Water Sector) strategies and crafting, packaging and dissemination of messages and themes which should be based on but not limited to SADC's priority intervention areas. It would basically expand the SADC Communication Programme of Action presented in the SADC Communications and Promotional Strategy by outlining a communication agenda for the SADC Water Division and the Water Sector as a whole.

1.3 SADC Water Sector Communication Challenges and Opportunities

1.3.1 Understanding the SADC Institutions

The communication challenges for the SADC Water Sector are rooted in the broader SADC communication challenges as identified in the SADC Communications and Promotional Strategy. These challenges include ensuring that SADC, its regional instruments and interventions do not remain the "best kept secret" to the citizens in the region.

There is inadequate awareness of the existing SADC structures and visible lack of institutional understanding on roles, responsibilities, relationships and procedures amongst the public and within SADC institutions (SADC Secretariat, with Member States Departments of Water, and shared watercourse institutions).

1.3.2 Understanding Regional Water Issues

The SADC region has a wealth of information on water, but this information is not reaching the required targets due to the absence of a clear communication framework in SADC Water Sector. Different organisations simply do what they feel is best for awareness, thereby risking duplicated, ineffective and uncoordinated efforts in the Sector.

Water resources information acquisition and management in the SADC region continues to be constrained by incompatible data and information management systems between riparian states, poor communication infrastructure for information transmission and dissemination, as well as language and format differences. This has affected the transfer of data, information, research, knowledge and best practices to appropriate institutions and audiences.

SADC Secretariat, Shared Watercourse Institutions and Member States have difficulties in creating public awareness of water issues and ensuring that the public in the region have

access to relevant and understandable water resources information impacting on their health, safety and economic interests.

Awareness challenges for specific issues are covered in the Implementation Toolkit. It is however important to note that lack of awareness is a constant thread in the Regional Water Policy (RWP), the Regional Water Strategy (RWS) and the Regional Strategic Action Plan (RSAP). Albeit this, there is no regional framework to guide the communication and awareness aspects of water resources management. As a result, it is still not clear how the good awareness creation intentions could be translated into action at regional and Member States levels.

Finally, there are a number of affiliate water related programmes and projects of regional nature that are carried out by other organisations which cannot be comprehensively articulated due to poor coordination. It could have been easier if these programmes outside the direct mandate of the Water Division could have been coordinated in some way so that communicating their good intentions is done within the framework of this Strategy.

This Awareness and Communication strategy, therefore, provides a framework that guides the SADC Water Sector in translating into action a number of awareness-related statements, commitments and intentions scattered in the SADC strategic documents and instruments mentioned above and those outlined in Chapter 3.

1.3.3 Recommendations from the Mid-term Review of the RSAP

The Mid-Term Review of the first RSAP identified a number of information and communication problems within the SADC Water Sector. The SADC Water Division was challenged to embark on proactive and aggressive communication of SADC intentions, the water resources management instruments, and water programmes being implemented in the region. This should include creating awareness on the SADC institutions (its structure, roles and responsibilities), the Treaty, the Regional Indicative Strategic Development Plan (RISDP), the Revised Protocol on Shared Watercourses, the Regional Water Policy, the Regional Water Strategy, the RSAP and other projects being implemented. These are articulated in Chapter 3.

The review recommended that the main focus areas for the SADC Water Division's communication strategy should include raising the profile of the RSAP, improving the linkage between the SADC Secretariat and Member States, improving linkages between the SADC National Committees and the respective role-players within each Member State; and disseminating information to the wider public. In doing this, the SADC Water Division would also facilitate the exposure of regional and national water technicians to global developments in water development and management. The Regional Water Strategy identifies the awareness and communication strategy for the SADC Water Sector (this Strategy) as a priority intervention for closing the communication gap.

1.4 Strategy Formulation Process

Based on the context above, the SADC Water Division put together the Strategy Working Group to consult SADC Water Division, SADC Member States and relevant stakeholders to define possible pathways for filling the existing awareness gaps.

A series of brainstorming sessions were carried out and these meetings involved Member States and selected stakeholders. The sessions also included a facilitated discussion on unpacking the IWRM approach to communicate the approach to non-water sectors.

Side consultations were held during some key meetings such as the SADC Multi-stakeholder Dialogue, the 2007 WARFSA/WATERNET Regional Water Symposium, and the Okavango Delta Management Plan Launch. The broad Regional Consultative Workshop involving all stakeholders was held in March 2008 to review and give input to the draft.

The Awareness Creation Component of the SADC/DANIDA Regional Water Sector Programme has been piloting some communication activities. Experiences from the activities informed the development of this strategy in terms of what works or not. The pilot activities include field visits, dialogues, commissioning of feature articles for the media, Media Awards, presentation of IWRM in non water sector and distribution mechanism of stories in the media. Some of these activities have been included in this Strategy and in the Implementation Toolkit and others were found to be based on wrong assumption and hence not taken further.

SADC Water Division facilitated the approval process of the Strategy and the final document was adopted by the SADC Integrated Committee of Ministers in June 2008.

1.5 The Purpose of the Awareness and Communication Strategy

The Strategy provides the SADC Water Division with a road-map that enables SADC to close the information gap at international, regional and Member State levels. Chapter 11 provides a detailed outline on how the SADC Water Division will create an enabling environment for achieving the purpose of this Strategy. Chapter 12 outlines how this strategy and the accompanying Implementation Toolkit will be accessed and used. It also provides an outline of the monitoring and evaluation framework for the Strategy.

Given the mandate and role of the SADC Water Division, it is expected that some of the regional activities would be carried out in close collaboration with River Basin Organizations and selected regional NGOs, where possible, with Member States and cooperating partners providing some technical and financial support.

Communication within national target audiences is the responsibility of Member States who should be encouraged to undertake the necessary measures. The Implementation Toolkit therefore provides guidance on how Member States and communications specialists could address the communications issues herein through national level communication strategies and plans. It also provides guidance on how, on the basis of this regional framework and relevant national instruments, Member States could develop national communication strategies and action plans. It should be noted that in doing the above, this Strategy enables the region to contribute to the SADC Communication Programme of Action presented in the SADC Communications and Promotional Strategy.

In line with this purpose, the Awareness and Communication Strategy has three main target audiences namely the SADC Water Division, Member States and regional organizations working in the Water Sector (such as RBOs and regional NGOs). It is also intended for the SADC funding agencies.

1.6 The Goal and Strategic Objectives

In view of the current communication challenges in the sector, this Strategy seeks to ensure that the SADC citizens are fully informed of the SADC Water Sector, regional water issues

and key intervention areas. The main goal for the Awareness and Communication Strategy for the SADC Water Sector is guided by that of the SADC Treaty and is therefore:

Improved awareness and understanding on water issues and initiatives in the SADC region contributing to poverty eradication and regional integration

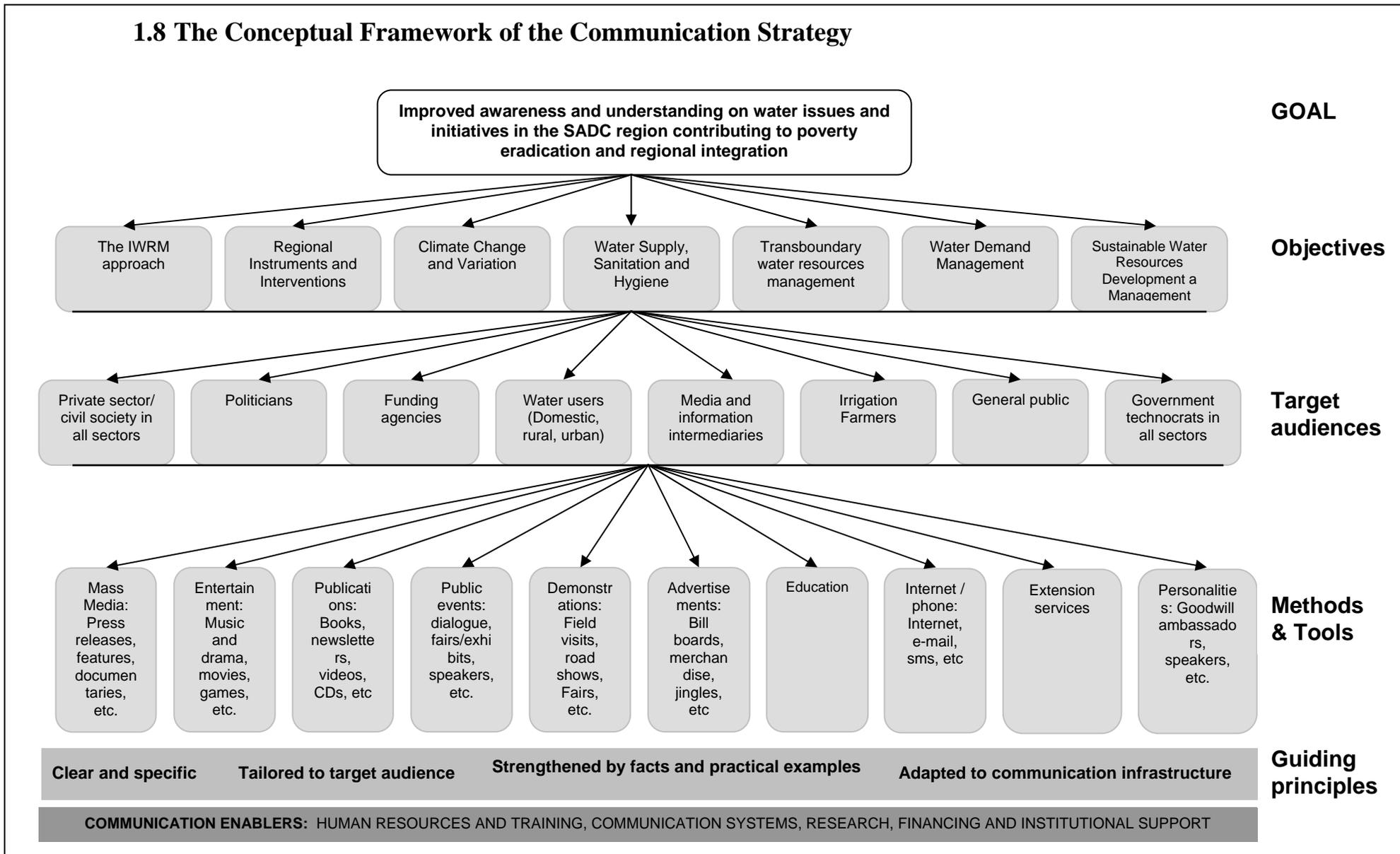
This goal would be achieved through a number of strategic objectives as follows:

- To build awareness, understanding and support of IWRM approach in the SADC region among defined target groups and increase the effectiveness of its implementation as an approach that contributes to SADC goals of poverty eradication and regional integration;
- To advocate and promulgate water related regional instruments and interventions among SADC institutions, relevant regional organizations and cooperating partners;
- To promote understanding of and adaptation to climate change phenomenon in the development and utilization of water resources especially in shared watercourses;
- To increase awareness and commitment among SADC institution, other regional organization, NGOs and agencies on the importance of water supply, sanitation and hygiene in poverty reduction and related IWRM issues;
- To encourage peaceful and cross-boarder investments in shared watercourses or transboundary water resources management and utilization that further promotes regional integration;
- To increase awareness and advance the importance of water demand management in the development and utilization of water resources especially in shared watercourses; and
- To advance water resources development, socio-economic and environmental aspects that promote investment in and use of water resources in poverty eradication and regional integration.

1.7 The Guiding Principles

- *Message should be clear and specific:* In crafting communication messages, implementers of communication activities should always ensure clarity of message and be able to outline specific issues and required action.
- *Tailored to target audience:* In communication, the notion of “one-size-fits-all” does not usually apply. This is more so because the public is not homogeneous.
- *Strengthened by facts and practical examples:* For effective communication, messages must be backed by specific facts generated by credible research, images and practical examples which may be in the form of case studies.
- *Adapted to existing communication infrastructure:* Implementers of communication activities should understand the communication environment of their target audiences and adapt their communication methods and tools to that reality.

1.8 The Conceptual Framework of the Communication Strategy



PART II

THEMATIC COMMUNICATION AREAS, TARGET AUDIENCES AND COMMUNICATION METHODS

CHAPTER 2. THE IWRM APPROACH

2.1 Strategic Objectives

The primary objective is to build awareness and understanding of Integrated Water Resources Management (IWRM) approach in the SADC region among the general public as well as defined target groups and so make water everyone's business. In doing this, the Strategy articulates the benefits of IWRM. This should increase the effectiveness of IWRM implementation as a tool for maximising water resources' contribution to poverty eradication and regional integration in SADC.

Thus the implementation of the Strategy should, in line with the Dublin Principles, seek:

- a) To improve the understanding of the IWRM approach;
- b) To create understanding that fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment;
- c) To raise awareness on the importance of stakeholder participation in water resources development and management among users, planners and policymakers at all levels;
- d) To highlight and promote the role and participation of women in decision making and in the provision, utilization, management and safeguarding of water; and
- e) To create recognition that water has an economic value in all its competing uses and should be treated as an economic and social good.

2.2 Key Message Areas

2.2.1 *The IWRM Definition and Concept*

Communicate that water management is everyone's business: "SADC citizens must work together to manage water and related resources and services to ensure equity, maximum contribution to regional integration, economic investments and development, poverty eradication and a sustainable environment."

To who: *Politicians and decision makers, Government communicators at national level, the media and SADC citizens*

How: *Face-to-face briefing, learning journeys/field visits, publications, presentations in non-water sectors, mass media, public events, and dialogues (such as the SADC Multi-stakeholder Water Dialogue)*

IWRM can be defined as the "coordinated, collaborated and scientific assessment, planning, development, conservation, allocation and utilization of water and related resources among or by all sectors and stakeholders in a watercourse, in pursuit of sustainable economic and social welfare advancement that does not compromise on the environment" or simplified as the "scientific assessment, planning, development, conservation, allocation and utilization of water and related resources by all, for all and of all stakeholders in pursuit of their happiness without harming the environment and aspirations of future generations".

IWRM should be everyone's business simply because everyone has interest and stake in water especially considering that 'water is life'. The specific messages should centre on demystifying IWRM and produce simple definition statements that everyone can understand. Secondly, all sectors need to work together in investing and managing water and related resources and services to ensure equity, maximum contribution to regional integration, economic development, poverty eradication and a sustainable environment." The message should emphasise the need to consider the different uses of water together and not in isolation.

2.2.2 *The IWRM Brand*

Communicate the IWRM approach as "Watering life together forever"

To who:
SADC Citizens

How: *Animated advertisements, jingles, pop-up posters, banners and promotional items, school stationery, conference stationery (bags, note pads, pens), corporate merchandise (shirts, hats, coffee mugs and pens), costumes for clowns and puppets, entertainment (songs, poems around the slogan), and standard PowerPoint and slide shows.*

The key elements of the definition and the principles were unpacked into a simple slogan following a four-step process outlined in Figure 2.1. The IWRM technical definition could therefore be communicated simply in a single slogan: "**Watering life together forever.**" While this is the broad slogan it can be adapted to reflect the sector being targeted. In this way, a secondary slogan could be included such as:

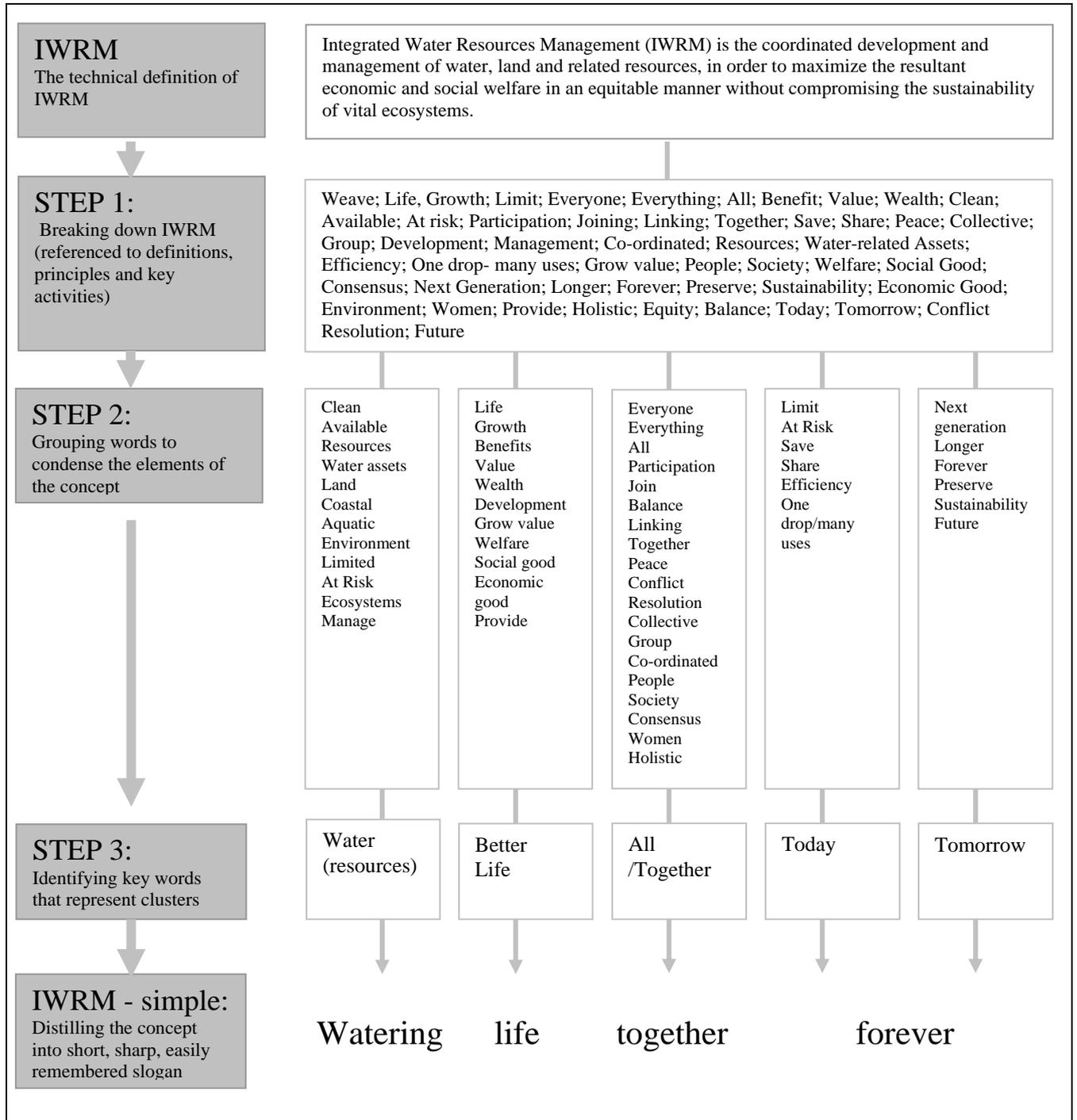
- Economy: "Watering Life Together - More jobs and income per drop for today and tomorrow"
- Agriculture: "Watering Life Together - More food per drop for today and tomorrow"
- Energy: "Watering Life Together - More power per drop for today and tomorrow"
- Business: "Watering Life Together - More profits per drop for today and tomorrow"

This Strategy proposes the development of a simple SADC Water emblem incorporating the SADC logo and the water drop¹ as well as the key message of "*Watering life together forever.*" Consistent use of the SADC Water emblem and slogan would popularize IWRM and ensure its regional recognition by SADC citizens. This should be supplemented by a simple translation of IWRM concepts and principles into common English, Portuguese and French that ordinary people can understand. The countries should be encouraged to translate the messages in local languages. The journalist and media personnel and services should use such terminologies in mass communication on IWRM issues.

The logo and slogans could be communicated through animated advertisements, pop-up posters, banners and promotional items, school stationery, conference stationery (bags, note pads, pens), corporate merchandise (shirts, hats, coffee mugs and pens), costumes for clowns and puppets, entertainment (songs, poems around the slogan), and a standard PowerPoint and slide shows.

¹ The water drop is a universally recognised logo for water management. It is already being used extensively in the SADC region by national departments. It should incorporate the SADC corporate colours and can be designed simply so as not to clutter existing material on which it would share branding.

Figure 2.1 – Breaking down the IWRM definition from technical to simple



2.2.3 *Water is a Finite and Vulnerable Resource*

Communicate that people should conserve the finite and limited resource for present and future use.

To who: *Government technocrats, Politicians and decision makers, Government communicators at national level, Media and SADC citizens*

How: *Face-to-face briefings, dialogues such as the SADC Multi-stakeholder Dialogue, demonstrations (learning journeys, publications, presentations in non-water sector meetings, mass media and public events.*

The amount of water in the hydrological cycle is, on average, a fixed quantity and this cannot be changed significantly by human actions. However, the existing water resources are vulnerable to human actions and can be degraded and polluted by such actions – thereby reducing its economic value and make it hazardous to use. The limited freshwater resource is, therefore, a natural asset when properly managed. This necessitates the need for it to be scientifically monitored, developed, conserved, allocated and utilized in a manner that satisfies and safeguards the different purposes, functions, and services it provides. This integrated approach to the management of water resources necessitates co-ordination of the range of human activities which create the demand for water or impacts on it. The approach is effective when it recognizes the catchment area or river basin as the logical unit for such water resources management. The bottom line is: water is life, yet it is a finite and limited resource so it must be conserved for present and future use.²

2.2.4 *Stakeholder Participation in Water Resources Development and Management*

Communicate that water is everyone's interest and, as such, everyone should participate in its development, management and conservation.

To who: *Agriculture, environment, energy, industry and business, economic planning and fisheries stakeholders, as well as the general public.*

How: *Mass media, public events, breakfasts with business, demonstrations, personalities, publications and Internet (websites).*

Everyone is a stakeholder in water resources management and IWRM calls for real participation – at all levels - in the decision-making process. Such participation requires informed stakeholders - whether they are traditionally marginalized groups such as women and youths or officials managing the distribution of such resources. It should also ensure collective responsibility among stakeholders at all levels in its assessment, planning, development, allocation, conservation and protection. A participatory approach fosters long-lasting consensus and common agreement, stakeholder buy-in, ownership and responsible use of the resources.

² Cap-net IWRM Tutorial

2.2.5 *The Recognition of the Role of Women in Water*

Communicate that women are key custodians of water and their needs must be considered through their effective participation in decision-making and implementation.

To who: *Government technocrats, politicians and decision makers, Government communicators at national level, and the media.*

How: *Face-to-face briefings, demonstrations (learning journeys, publications, mass media and public events.*

Women are most affected by water availability and their specific needs must be incorporated in water management policies and programmes. They must be empowered to participate at all levels in water resources management, including decision-making and implementation of such decisions. Efforts should be targeted at exploring different mechanisms for empowering and increasing women's access to decision-making and widening the spectrum of activities and opportunities through which women can participate. In doing so, consideration should be given to challenging cultural, political and economical influences that hinder women's involvement at all levels of water resources management. This may require scrutinizing the way different societies assign particularly social, economic and cultural roles to men and women.³

2.2.6 *Economic and Social Value of Water*

Communicate that water has an economic and social value: Water users have the right to access water and also the responsibility to invest in water resources or pay for the services taking cognisance of their ability to pay.

To who: *Politicians and decision makers, Government communicators at national level, media and SADC citizens.*

How: *Face-to-face briefing, dialogues such as the SADC Multi-stakeholder Dialogue, learning journeys, publications, mass media, presentations in non-water sectors and public events*

Like any other economic resource, water requires investments and entrepreneurship in its assessment, planning, development, allocation, utilization and conservation in order to sustain benefits accrued from its use. In its utilization, it must be recognized that users have the right to enjoy and - at the same time - the obligation to invest in or pay for the services. Many failures in water resources management are attributed to the fact that the full value of water could not be recognized thereby leading to wasteful and environmentally damaging usage of the resource. This should be avoided with exploration of appropriate uses, good planning and investment strategies.⁴

The value of water in alternative uses, therefore, should be recognized in the rational allocation of water as a scarce resource, whether by regulatory or economic means. Since

³ Cap-net IWRM Tutorial

⁴ Cap-net IWRM Tutorial

water is life and it is not easily accessible due to its scarcity and pervasive poverty in southern Africa, its social value in its allocation and utilization is also recognized in SADC. Charging for water should be used as a means of cost recovery and sustainability of the services. However subsidizing water for domestic use among poor communities should be promoted to support the socially disadvantaged groups.⁵

Water demand management should, however, be used to ensure positive behaviour towards conservation and efficient water usage, buy in and ownership of the services by stakeholders. This will also ensure cost recovery and signal consumers' ability and willingness to pay for additional investments in water services. Water is life and its economic value must be recognized and shared with all.⁶

2.2.7 The Benefits of IWRM to Other Sectors

Communicate that IWRM benefits all sectors by ensuring more crops per drop, more energy per drop, more profit per drop, more jobs and income per drop, and better life per drop for today and tomorrow.

To who: Government and other stakeholders from all sectors.

How: Face-to-face briefing, learning journeys, dialogues such as the SADC Multi-stakeholder Dialogue breakfasts with business, publications, mass media and public events

IWRM approach entrenches the need to integrate rights and obligations in the use of water resources among users in order to maximise benefits from its use by all stakeholders. Through integrated management of water resources, every water user becomes a winner.

2.2.8 IWRM and Water Efficiency Plans

Communicate that IWRM/WE Plans are key to achieving water related MDGs and, therefore, SADC Member States should ensure their development and implementation

To who: Policy makers, government technocrats and civil society from all sectors, and water service providers.

How: Face-to-face briefing, learning journeys, publications, mass media and internet (websites) and e-mail, public events (workshops).

Integrated Water Resources Management and Water Efficiency Plans, IWRM/WE Plans, were called for in the Millennium Development Goals (MDGs), adopted at the World Summit for Sustainable Development, WSSD, of 2002 in Johannesburg, South Africa. The MDGs call for the countries to prepare and adopt the IWRM/WE Plans by 2005, but no single country has adopted one already. IWRM/WE Plans are in various stages of development and implementation in SADC member states. The commitment to IWRM/WE appear to be missing and requirements and processes of their development are not well known among the public. There is need, therefore, to promote public commitment to the formulation and adoption of these IWRM/WE Plans through dissemination of the principles,

⁵ Cap-net IWRM Tutorial

⁶ Cap-net IWRM Tutorial

goals and outputs behind them. The promotion should target publicizing the water related MDGs, in particular the IWRM/WE Plans formulation and implementation processes in order to ensure the successful implementation of the plans.

CHAPTER 3. INSTRUMENTS FOR REGIONAL COOPERATION ON WATER

3.1 Strategic Objectives

Member states and media institutions have responsibilities to disseminate and communicate issues, principles and operations of agreements, treaties and protocols (regional instruments) governing management and utilisation of shared water and related resources in order:

- a) To raise awareness on the regional instruments so that they are known, appreciated, owned and made use of by the people;
- b) To increase awareness of the activities and achievements of the regional water programme so that stakeholders are empowered to actively participate in the development and implementation of the regional initiatives;
- c) To promote buy in and ownership of the institutions, policy and legal reforms and programmes amongst stakeholders; and
- d) To increase awareness of the responsibility by Member States to consult and regularly inform citizens of the commitments and obligations arising from the instruments they are party to.

3.2 Key Message Areas

3.2.1 *Institutional Framework for Cooperation*

Communicate that SADC has an effective institutional arrangement that is driving regional cooperation and integration in water resources development and management.

To who: Policy and decision makers, river basin commissions and subsidiary institutions, the private sector and NGOs and the general public.

How: Flyers and posters, standard Power Point slides, fact-sheets, public events especially workshops, exhibitions, flyers and newsletters, mass media, and internet and e-mail.

The dissemination and communication should emphasize on design and functioning of the institutional arrangement. The institutional arrangement for regional cooperation and integration in water resources management is designed to adequately and efficiently manage and address water issues and other sectoral programmes. In order of hierarchy, the structures are:

- a) The Summit formed by the SADC Head of States and Government;
- b) The SADC Council of Ministers;
- c) The Integrated Committee of Ministers (ICM);
- d) Sectoral Committees of Ministers;
- e) The Senior Officials from each Member State;
- f) The Water Resources Technical Committee (WRTC);

- g) The Steering Committees for cluster of projects such as Groundwater, Capacity Building, Hydrology, Water Supply and Sanitation, Water Quality and lately, Water Infrastructure;

The River Basin Organisations (RBOs) comprising the River Basin Commissions, and River Basin Authorities, play a pivotal role in the development and management of water resources in shared watercourses.

At national level, there are SADC National Committees/National Contact Points that facilitate and coordinate SADC activities and ensure that SADC information is accessed by all citizens. It is equally important that dissemination and communication of the national institutional arrangements, roles, responsibilities and operational arrangements are constantly and routinely done to stakeholders.

All the above structures are serviced by a full time institution, the SADC Secretariat based in Gaborone, Botswana while the RBOs have their own respective institutions. The SADC Water Programme is managed by the Water Division which is one of the divisions or units within the SADC Secretariat's Directorate of Infrastructure and Services.

An illustration of the above institutions and more information on what they specifically do is available in the Implementation Toolkit for this Strategy.

3.2.2 Policy and Legal Instruments for Cooperation

Communicate that SADC has developed and is implementing key policy and legal instruments for regional cooperation and integration in water resources management.

To who: Policy makers, River Basin Commissions, all relevant sectors' role players, the private sector and NGOs, the media, and the general public.

How: Workshops, publications, mass media, internet and e-mail and workshops

The existing policy and legal regional instruments for cooperation in the water sector need to be communicated to the stakeholders. Below are the key instruments that already exist.

- a) SADC Vision for Water, Life and Environment in the 21st Century (1999)
- b) Revised Protocol on Shared Watercourses in the SADC Region (2003);
- c) SADC Regional Water Policy (2005);
- d) SADC Regional Water Strategy (2006);
- e) Regional Strategic Action Plan (RSAP) on IWRM (2005);
- f) Basin and Joint Water Commission Agreements;
- g) SADC Position on the World Commission on Dams (2006).

Additional information on the provisions of these instruments is available in the Implementation Toolkit for this Strategy.

3.2.3 *Regional Water Programme: Cluster of projects*

Communicate that SADC is not just about meetings and summits but is delivering its commitment to citizens through a number of water programmes and projects.

To who: *Policy makers and practitioners in all sectors, river basin commissions, the media and the general public.*

How: *Demonstrations and field visits, presentations in meetings, project flyers, documentaries on the work of the projects, and websites.*

SADC Secretariat's Water Division and its implementing agents are managing a cluster of projects to deliver on the commitments that SADC has made to the citizens of the region. Stakeholders and the general public should know specific intentions, progress and achievements of these projects and programmes but also be encouraged to actively participate in their implementation. At regional scale awareness could be created on the overall programme whilst at national level it could also emphasise the benefit to the Member State of the overall programme or where the Member State could provide support. Key project clusters are:

- a) Regional Water Infrastructure Programme;
- b) Water Resource Assessment;
- c) Capacity Building;
- d) Water Governance.

The specific projects' listing under each cluster and their relationship to the RSAP 1 projects is given in the Implementers' Toolkit for this Strategy.

3.2.4 *Regional Water Programme: Achievements*

Communicate that SADC water programme and projects are achieving a lot in contributing to poverty eradication, and fostering regional integration and cooperation in southern Africa.

To who: *Policy makers (Government Officials, Ministers and Parliamentarians), river basin commissions, practitioners from relevant sectors, the media and the general public.*

How: *Mass media, workshops, demonstrations and field visits, public events (displays, exhibitions and presentations), publications, documentaries on the achievements of the projects, and websites.*

The water programme has registered substantial achievements since inception especially in establishing an enabling environment for cooperation in the Water Sector, nearly real-time hydrological monitoring, groundwater management, and capacity building in the Water Sector as well as establishing institutions for cooperation in transboundary water resources management in various shared basins.

Achievements that need to be communicated are:

- a) Promotion of peaceful and development and utilization of shared water resources arising from the close collaboration of water officials in SADC through the WRTC and other forums that facilitate consultation and resolutions of key issues amicably;

- b) Development and adoption of enabling environment for peaceful utilization of shared water resources that enable the water sector contribution to poverty reduction and regional integration with key outputs on institutional instruments such as the Protocol, Shared Watercourse Commissions, Regional Strategies, etc.;
- c) Disaster risk reduction through dissemination and communicating data and information on floods and droughts with key outputs on Hydrological Monitoring through the work of the SADC HYCOS project;
- d) Creation of regional knowledge base on water and related resources that facilitates joint planning, development and utilization of water resources with key outputs such as those on Groundwater Management (Dissemination of Code of Good Practice and Guidelines for Groundwater Development in the SADC Region, compilation of a Regional Hydro-geological Map and Atlas for the SADC Region (on going) and groundwater Assessment of the Limpopo Basin, dissemination and sharing of data and information on water, etc.);
- e) Joint water resources developments that foster regional integration such as Integrated Water Resources Development Strategies for Zambezi River basin, Pungwe River basin, Okavango river basin, Kunene River basin, etc); and,
- f) Regional institutional capacity building with outputs on capacity building such as Waternet, WARFSA, Training of Practicing Professionals in Integrated Water Resources Management (IWRM), IWRM Demonstration projects, and the Regional Water Infrastructure Programme.

Detailed information on achievements of the Water Programme is available in the Implementation Toolkit for this Strategy and these will be updated regularly by the RSAP Management to provide recent examples of what the SADC Water Sector is delivering to SADC citizens through the RSAP.

CHAPTER 4. CLIMATE CHANGE, VARIABILITY AND WATER-RELATED DISASTERS

4.1 Strategic Objectives

Climate change and variability has become a major influencing factor, among others, in the planning, development and utilisation of water resources in the region. The understanding and appreciation of the vulnerability and adaptation measures to climate change and variability among stakeholders is essential. The strategic objectives in disseminating and communicating climate change and variability phenomenon and water related disasters should, therefore, include: -

- a) To raise awareness on provisions of national, regional and international climate change instruments (including provisions of the UNFCCC convention and other relevant international instruments and agreements) and on the importance of mainstreaming the instruments in their national and transboundary river development and management processes;
- b) To ensure that the climate change phenomenon, scenarios, predictions, and impacts are understood among the general public, public and private sector and other stakeholders;
- c) To promote the available adaptation and mitigation strategies, measures and technologies necessary to minimise negative impacts and accentuate positive impacts with regards to water resource management; and
- d) To increase awareness of region's preparedness for water-related disasters such as floods and droughts.

4.2 Key Message Areas

4.2.1 *International and Regional Conventions and Protocols*

Communicate that regional and national climate change related instruments and activities should be adapted to the provisions of the relevant regional and international agreements that Member States are party to.

To who: Policy makers, departments of Water Affairs, Shared Watercourse Institutions (SWCIs)

How: Workshops, publications, personalities, newsletter articles, mass media, and websites

SADC Member States are involved, from their national mandates, in the development and signing of the relevant international agreements. These international conventions and protocols should be public knowledge, particularly the obligations that southern African states should fulfil. The general public, public and private sector, NGOs should know these so that they can participate and track progress in their implementation. Therefore the key message should emphasise the mainstreaming the provisions of the relevant regional and international instruments into the national development agenda. These instruments are international Conventions and Protocols that pertains to Climate Change and SADC Conventions, Protocols, Policies, Strategies and Guidelines

4.2.2 Hydro-meteorological Predictions and Scenarios

Communicate that SADC needs to develop, adopt and implement proactive strategies that anticipate, reliably predict and give advance warnings of such disasters.

To who: Policy makers, departments of Water Affairs, Shared Watercourse Institutions (SWCIs) and farmer associations

How: Workshops, personalities brochures, newsletter articles, mass media, workshops, websites, and telephone including facsimile services and cell phone related communication (voice, sms, mms etc.).

Disaster preparedness goes beyond national, regional and continental boundaries. It also requires investment in human resources and physical infrastructure. It is recognised that some structures are in place to enable prediction and planning for water-related disasters. These include the SADC regional early warning unit, Drought Monitoring Centre (DMC) and Famine Early Warning Systems (FEWS). The structures are however operating in an environment of complex challenges which include limited accurate long term predictions of some devastating weather related events. The inadequate human resources and poor communication infrastructure in some Member States are also considered challenges in communicating climate change and adaptation measures.

It is very essential that proper and effective communication channels between these institutions and the target audience is established to minimise the impact. At national level a closer collaboration between the Meteorological Departments and Hydrological Departments is strongly recommended to get a full picture of an impending weather related threat.

4.2.3 Impacts Specific to the SADC region and/or Watercourses

Communicate that climate change and variability have negative and positive impacts on water availability and demand in southern Africa.

To who: Policy makers, national water institutions, Shared Watercourse Institutions (SWCIs), business communities, agricultural extension workers, the media, NGOs, co-operating partners, and the general public.

How: Workshops and conferences, dialogues such as the SADC Multi-stakeholder Dialogue, mass media, personalities, publications and Internet, education.

The information is already available for the region but not in forms usable to all deserving stakeholders. The region needs to know negative and positive impacts, on water resources availability and demand, specific to the region and individual watercourses therein. All available resources and technologies for mitigation adverse impacts and accentuating beneficial ones should be widely documented, communicated and shared. Most importantly, the role of the Water Sector in climate change adaptation and mitigation should be emphasised.

4.2.4 Adaptation and Mitigation Strategies for the Region

Communicate that there is a need to develop, adopt and implement mitigation and adaptation measures, technologies and opportunities specific to the SADC region and best practices from the region and other parts of the world.

To who: Policy Makers, national water institutions, shared watercourse institutions (SWCIs), business communities, agricultural extension workers, water service providers, the media, the general public.

How: Field-visits, demonstrations and learning journeys, dialogues such as the SADC Multi-stakeholder Dialogue, workshops; presentations and exhibitions, mass media, Internet, publications and advertisements.

The impact of the climate change phenomenon is enormous and varies from one part of the region to another. Adaptation strategies to mitigate the impact are very crucial but need to be communicated to relevant target audience for effective implementation. The results of National Programme of Action for Adaptation to Climate Change (NAPA) developed by some Member States should be shared widely. Meaningful action against climate change depends on awareness of mitigation and adaptation measures and opportunities specific to SADC Member States and watercourses therein. Also important is the transfer of technologies available for adaptation to climate change, and familiarisation to some best practices from the region and other parts of the world which can inform the development of a Regional Programme of Action for Adaptation to Climate Change (RAPA) for SADC. Processes leading to NAPA and RAPA should be well documented and communicated so that adaptation and mitigation measures, technologies and opportunities are shared among regional and national stakeholders.

Key adaptation strategies that Members States could implement include:

- a) Development and implementation of early warning systems, including those on floods and droughts disasters;
- b) Water resources infrastructure development for creating water security against droughts, flood protection and mitigation measures
- c) Water Demand Management aimed at conserving and avoiding water wastage of any kind and maximizing the use of limited water resources;
- d) Promotion of recycling waste water in order to use the limited water several times; and
- e) Promotion of alternative production of goods and services other than the use of water e.g. use of solar and wind energy instead of hydropower.

4.2.5 Floods and Droughts

Communicate that flood and droughts ought not to be emergencies but part of everyday, planning and development issues, which must be prepared for at any time, anywhere and by everyone.

To who: Policy/decision makers and practitioners from all sectors, cooperating partners, NGOs, the general public in flood prone areas.

How: Workshops, dialogues such as the SADC Multi-stakeholder Dialogue, mass media, personalities, publications, Internet and education.

Floods and droughts in SADC are the major disasters that confront member states and its citizens. Every country has been affected by recurrent droughts in one way or the other. Floods are recurrent problems particularly in member states with large rivers and having low lying and settled area along such rivers. Warnings are not effectively issued to all stakeholders and such warnings are one way communication from forecasting authorities to the affected areas. Feed back or proactive responses from the affected areas do not find the mechanisms to reach the authorities or other affected areas either downstream or upstream. Initiatives of flood forecasting and warnings or water resources infrastructures that can mitigate effects of droughts or floods are not or may not be known among the stakeholders. There is need to bridge this communication gap.

CHAPTER 5. WATER SUPPLY, SANITATION AND HYGIENE

5.1 Strategic Objectives

The access to water supply, sanitation services and hygiene is among the essential services for basic human needs. The universal access to water is one of the targets for measuring poverty eradication. Awareness on water supply, sanitation and hygiene should aim at promoting the development and maintenance of water supply and sanitation infrastructures and the associated public health hygiene services in order to increase and maintain universal access to potable water and sanitation services. The strategic objectives in communicating this should include: -

- a) To empower and create awareness to Member States, implementing institutions and agencies on provision of good water supply and sanitation services as well as hygiene education based on good practices;
- b) To improve awareness and buy-in on the importance of an integrated approach to water supply, sanitation and hygiene; and
- c) To increase understanding on ways of sustaining water supply and the importance of making clean water accessible and productive.

5.2 Key Message Areas

5.2.1 *Legal and Regulatory Issues*

Communicate that it is critical to create a legal and regulatory framework that promotes the universal access to water supply and sanitation services.

To who: *Policy makers in Member States, regional institutions, NGOs, cooperating partners.*

How: *Mass media, flyers, fact sheets, posters (and other forms of publications) and regional workshops*

The legal and regulatory environment, in which water supply and sanitation service provision functions, helps to ensure equity, protection of the environment and support to the poor. The majority of countries in the region do not have adequate policies and legislation that can facilitate universal access to water supply and sanitation service provision, including the achievement of MDGs on water and sanitation. There is a need to enact such instruments to provide an enabling environment for efficient delivery of the service. The messages should target those who facilitate and enact such instruments in their respective countries to always recognise the benefits of such interventions. Even where these instruments exist, there is still a daunting challenge of their reforms, enforcement and programmes for their implementation, mainly due to inadequate human and financial resources and political will.

5.2.2 Importance of an Integrated Approach to Water Supply, Sanitation and Hygiene

Communicate that integration of water supply provision with sanitation services and hygiene education is vital in improving socio-economic welfare and health.

To who: Policy makers, service providers, and recipient communities.

How: Dialogues such as the SADC Multi-stakeholder Dialogue, personalities, Internet and e-mail, publications i.e. leaflets and newsletters, education, field visits, demonstrations, learning journey/field visits, workshops, entertainment, presentations in non-water sectors.

A case should be made that the provision of water supply services alone does not adequately address issues of social and health equity intended to be gained from the services. To reduce time spent on fetching water, and sanitation related diseases (including HIV/AIDS opportunistic infections), there is a need to integrate water supply provision with sanitation services coupled with hygiene education. Research has shown that closeness and availability of water supply services improves the communities' socio-economic welfare and human health. It has also shown that diseases emanating from contamination and ingestion of contaminated food and/or water may still occur if hygiene education is not conducted. This is an area that needs serious attention at Member States' level.

5.2.3 Ensuring Sustainability of Water Supply Schemes

Communicate that sustainability of water supply should be improved by increasing beneficiary ownership and human and financial resources for continued operation and maintenance.

To who: Policy makers, service providers, funding agencies, and recipient communities.

How: Workshops, dialogue such as the SADC Multi-stakeholder Dialogue, education, internet and e-mail, breakfast meetings with business, demonstrations, extension services, and entertainment.

It has been recognised that substantial resources from governments, private sector, NGOs and International Cooperating Partners (ICPs) are generally mobilised and utilised for capital projects for rural water supply schemes without a maintenance component. Unfortunately, sustainability of such schemes is still a challenge in the region - thus hampering any increase in coverage. It is very vital that sustainability of such schemes is improved through sharing and communicating good practices that instil ownership by the recipient communities. It should also incorporate financial sustainability mechanisms.

Integrated Water Resources Management (IWRM) approaches embrace all aspects of sustainability. Development and dissemination of clear procedures for engaging and empowering recipient communities can not be overemphasised. It is also important to ensure that operation and maintenance commitments are built into rural water supply project development either in the form of capital budget for the projects or community-based operation and maintenance schemes.

5.2.4 Provision of Services to Poor Communities

Communicate that making clean water accessible and productive to the poor is a responsibility and not a choice.

To who: Policy makers in health, water, rural development and local government, water service providers and potential recipient communities.

How: Public events especially in the form of workshops, dialogues, advocacy activities, drama, displays and marches; publications i.e. leaflets and brochures, education especially short term training, Internet and e-mail mass media especially community radio and newspapers, and extension services.

Clean water and adequate sanitation is a basic necessity for all people. The challenge is not just the failure to mobilise resources to provide water supply schemes for the poor communities but to also tackle issues surrounding sustainability due to inability as well as unwillingness to pay which further exacerbate the problem.

As a social responsibility for Governments, there is a need to provide water, sanitation and hygiene to the poor communities. This should include subsidisation of the poor on their water tariffs and cross-subsidisation amongst users. The messages may also highlight allowing some free water for the poor whose quantity is defined and tariffs applies. Also important is the provision of productive water in rural water supply schemes where possible. This should be over and above the domestic water requirements and should aim at ensuring that some small income is generated to pull them out from extreme poverty and be able to pay for the water bill.

CHAPTER 6. TRANSBOUNDARY WATER RESOURCES MANAGEMENT

6.1 Strategic Objectives

The region is dominated by shared watercourses and the activities of one riparian country are bound to affect the other. This has been the basis for the development and adoption of regional instruments for joint and coordinated planning, development and conservation and advancement of equitable and reasonable utilisation of the shared water resources that promote peace and optimise benefits. The strategic objectives for disseminating and communicating transboundary water resources management should, therefore, include: -

- a) To promote river basin organisations, basin user communities, and regional and international agreements as important ingredients for improved cooperation on water;
- b) To promote information exchange as a means of empowering role players at all levels of transboundary water resources management;
- c) To improve understanding of benefits in shared resources for the advancement of social and economic development of riparian populations and regional integration; and
- d) To improve understanding on reasonable and equitable utilisation of water resources leading to improved co-operation in and peaceful utilisation of shared water resources.

6.2 Key Message Areas

6.2.1 *Establishment and Support of RBOs and Empowerment of Basin User Communities*

Communicate that RBOs and Basin Water User Communities are important institutions in implementing regional instruments and initiatives and there is need to capacitate them enough to effectively carry out their functions.

To who: *Policy/decision makers in the water sector, River Basin Organizations (RBOs) i.e. river basin authorities and river basin commissions and Water User Communities*

How: *Face-to-face briefings, workshops, riparian stakeholder forums, educational public events, internet/e-mail and mass media*

RBOs and Basin Water User Communities are important for achieving sustainable and equitable utilisation and management of water resources. These are the institutions on the ground whose failures could jeopardise peaceful utilisation of shared watercourses, international relations between riparian states and regional integration. Ideally RBOs and Basin Water User Communities should understand the merit of doing things right. They should also have a commitment to pursue goals of SADC Water Division, the Revised Protocol on Shared Watercourses and sustainable utilisation and protection of the water resources in particular. The message should therefore emphasise on creating an enabling

environment for the establishment and operations of RBOs and other basin institutions and empowering them to transfer good practice to other users.

6.2.2 Ensuring Signing, Ratification of and Compliance with Regional and International Treaties or Agreements and Good Practice

Communicate that shared watercourse, regional and international agreements are critical to regional integration and in guiding the water resources development and management activities in Member States.

To who: *Departments of Water Affairs in watercourse states and national water related stakeholders*

How: *Workshops, Publications such as status reports, letters and newsletters, multi-stakeholder dialogue, and demonstration or learning journeys*

The message should aim at entrenching a sense of responsibility among stakeholders to realise the objective of equity among Member States and create a desire not to cause significant harm to one's neighbour. To achieve this, there is need to recognise the importance of shared watercourse, regional and international agreements. Member States should therefore understand these agreements and where necessary sign ratify and adhere to its provisions. Confidence building and transparent communication through periodic status reports on compliance should contribute to peaceful utilisation of shared water resources. This requires compilation and dissemination of data and information to stakeholders, and to all responsible sectors and other riparian states. Where such reports contain warnings, communication should ensure that local warnings are sent to those communities and institutions to be affected and those institutions that have caused significant harm.

6.2.3 Exchange of Information and Dissemination

Communicate that information sharing is critical for effective and transparent transboundary water resources development and management.

To who: *Departments responsible for water affairs in each riparian state, River Basin Organizations (RBOs), especially watercourse commissions, and river basin stakeholders.*

How: *Fairs, workshops, publications such as newsletters, and websites/e-mail.*

One of the major challenges of managing transboundary water resources and shared watercourses is the effective and timely exchange of information. This could be information on floods, droughts, operation of water infrastructure, planned measures, risk or disaster management, and many more. The Revised Protocol on Shared Watercourses further outlines the type of data and information required to be shared among the riparian States. This data and information need to be communicated not only to Member States but also to the general public and stakeholders for them to make timely decisions. It is therefore important that the communication networks are kept up-to-date and commitment to effectively exchange information are maintained at all levels.

6.2.4 Benefits Sharing

Communicate that transboundary water resources utilisation should be based on collective benefits sharing with the promotion of payments for ecosystem services, and the incorporation of virtual water trading principles.

To who: *Departments responsible for water affairs in each riparian state, River Basin Organizations (RBOs), especially watercourse commissions, and river basin stakeholders.*

How: *Workshops and dialogues, publications i.e. leaflets and brochures, education especially short term training, presentations in non-water sectors, field visits, Internet and e-mail, mass media and extension services.*

The challenge in consensus building, particularly in reaching what can be viewed as an equitable share of water resources and accrued benefits of shared watercourses, is often exacerbated by the difference in the understanding of the distribution and occurrence of the shared water resources and how they can be shared among the stakeholders. The messages should, therefore, dwell on providing examples of equitable and reasonable utilisation of shared water resources.

New innovative ideas are coming up on sharing benefits of water and related resources management. These include payment for ecosystems services where the cost of catchment conservation activities can be paid for by water users down downstream if such activities prove to conserve water for downstream users. The other idea is the virtual water trading in cases where water used in one country on products and services can be traded for the same but produced in another country. The cross border investments and movement of goods and services such as electricity, fish, etc should also be investigated and communicated as means of sharing benefits.

6.2.5 Cooperation in Joint Water Resource Assessment and Development

Communicate that joint water resources assessments should form the basis for transboundary agreements in order to build trust and achieve a common understanding.

To who: *Departments of Water Affairs, River Basin Organizations (RBOs) and major water user stakeholders.*

How: *Internet and e-mail, mass media, public event such as workshops; and publications such as newsletters and leaflets.*

The message should emphasise the joint water resources assessments that promote common understanding among stakeholders of a shared water resource and therefore facilitate trust and confidence building. The process and results of such assessments and its existing utilisation and future potential should be communicated to all stakeholders and be the basis for the resultant agreements.

In keeping with the equity principle, co-operation and coordination are fundamental to reasonable and equitable utilisation of transboundary water resources in shared watercourses. Effective cooperation is sustained by implementing the Revised Protocol on Shared Watercourses and ensuing basin agreements with required transparency and trust among riparian states.

CHAPTER 7. WATER DEMAND MANAGEMENT

7.1 Strategic Objectives

SADC is a water stress area, yet water is a critical element in its development efforts. Every drop, therefore, matters and should be used sparingly without wasting. Water demand management is, therefore, critical tool in this regards and its dissemination and communication should have strategic objectives that include: -

- a) To create awareness and orient the focus of Members States towards Water Demand Management (WDM) through the creation of a legal and regulatory environment that balances water demand and supply to minimise water losses and maximise the benefits from the conjunctive use of surface and groundwater;
- b) To improve awareness and create commitment of all water users in implementing possible options for minimising water losses, encouraging efficient utilisation and creating an environment that promotes investment in water saving technologies and infrastructure; and
- c) To communicate best practices on WDM to policy makers, government officials, NGOs, water users and other key stakeholders.

7.2 Key Message Areas

7.2.1 *Legal and Regulatory Framework*

Communicate that Southern Africa needs to create a legal and regulatory environment that mainstream WDM in water resources development and management, and implement all the provisions in the guiding and binding instruments.

To who: *Policy makers and funding agencies including Ministries of Finance, International Cooperating Partners (ICPs) and financial institutions*

How: *Mass media, workshop, presentations to non-water sectors, dialogues such as the SADC Multi-stakeholder dialogue and personalities/speakers.*

Although many countries within SADC face water stress situations, there is water wastage in irrigation schemes, water supply schemes and other water uses since WDM is still not well enshrined in the policies and regulations of the countries. Member States still use irrigation methods such as flooding with water efficiency as low as 40%, operate water supply schemes that have leakages and high unaccounted-for water losses. As a result, more water supplies are further developed to meet the demand in the presence of such avoidable water losses.

Members States, therefore, need to urgently mainstream WDM in social and economic development processes through the national water policies and legislation. The policy and legal reforms should incorporate WDM in the legal instruments for efficient water use and allocation. Programmes should be developed and implemented to encourage and promote WDM strategies and interventions.

The message should, therefore, include promotion of WDM with incentives such as prohibition of new water allocations for users that waste water through leakages or use of inefficient practices and systems.

7.2.2 Integration of WDM in Water Development Infrastructure Planning Processes

Using models of best practice, communicate that incorporating WDM principles in water infrastructure planning, development and operations creates options for utilising the limited resources optimally.

To who: Policy and decision makers service providers including government, NGOs and water utility companies, water users including irrigators, community water committees, and the general public

How: Mass media, public events including workshops and dialogues (such as the SADC multi-stakeholder Dialogues, personalities (goodwill ambassadors), publications, internet/e-mail and demonstrations.

It is the responsibility of all Member States to meet the water demand for all the water using sectors in order to realise social and economic development. In trying to achieve this, it may be necessary for Member States to opt for building of huge water storage infrastructure. It is fully understood that the current water storage infrastructure in the region is shockingly inadequate to meet the demand or even mitigate the impact of climate change. Incorporating WDM principles in water infrastructure development avails opportunities and options of utilising the limited resources optimally. There is need to communicate the benefits of WDM and how governments could save on the development of new infrastructure and use the saved financial resources to finance other priority projects.

7.2.3 Equitable Water Allocation Within and Across Sectors

Communicate best practices that demonstrate that WDM creates opportunities for providing water to all sectors equitably.

To who: Policy makers, water supply service providers such as government, water utility companies and NGOs, water users such as irrigators, and domestic water users; and the general public.

How: Mass media, education, public event such as marathons, field demonstrations/visits, and the extension services.

The historical perspectives of water resources development in southern Africa has tended to be for single purpose, despite opportunities for multi-purpose development for such infrastructure. This takes place while Governments are faced with challenges on how to provide water resources for the deprived sectors.

The use of WDM in the planning and development of water infrastructure can help alleviate the challenge of water resources allocation for all sectors within the originating country as well as meeting the in-stream requirements and other downstream riparian needs. This is important since water resources need to be shared equitably within and across the water-using sectors, and among riparian states.

Messages should emphasise that all sectors should be allocated an equitable share in the available resource, with reasonable amount of water being reserved for downstream States. Member States should develop and promote criteria for water allocation to the sectors and also within the sectors.

7.2.4 Environmental Protection

Communicate best practices that emphasise that WDM, if properly applied, minimizes possible negative impacts to the environment.

To who: *Policy makers including parliamentarians and senior government officials, water supply service providers including government, water utility companies, NGOs and municipalities, and water users including industries, commercial undertakings, mines, irrigators and recipient communities.*

How: *Mass media, publications, advocacy activities, workshops and dialogues (such as the SADC Multi-stakeholder Dialogue), and environmental education focusing on educational workshops.*

WDM also advocates for environmental protection by minimising negative impact to the environment and allocating some water resources for environmental use, such as in-stream use or environmental flows. WDM also advocates for recycling of waste water and utilizing it for less sensitive uses such as use of treated domestic wastewater for irrigated agriculture which also has the benefit of closing the nutrient cycle.

WDM demands pollution control and prevention measure aimed at safeguarding and conserving water resources from being degraded so that water is of usable quality to most of the water using sectors. WDM also promotes the control of invasive alien species that reduce water quality and quantity. Within the SADC region, many Member States are infested with these alien invasive species that reduce flows and there is therefore a need to control the spread of these undesirable plants from the water courses and thus increase water availability.

CHAPTER 8. SUSTAINABLE WATER RESOURCE DEVELOPMENT AND MANAGEMENT

8.1 Strategic Objectives

Availability of and access to water is a critical element of poverty alleviation, economic development and regional integration in SADC, which is a water stress area. It is, therefore, important that dissemination and communicating sustainable water resources development and management should promote the integrated use of surface and ground water resources, the reuse of water, and the provision of environmental requirements. This should be achieved with strategic objectives that include:

- a) To improve understanding of the amount of water (surface and groundwater) available in the region;
- b) To empower and increase popular participation and commitment in the development planning and management of the water resources among the water sector as well as water-using and water-influencing sectors;
- c) To promote opportunities for and investment in water resources development and management by the general public, public and private sectors, cooperating partners and investment banks;
- d) To increase understanding of the impacts, risks and hazards of water developments and operations.

8.2 Key Message Areas

8.2.1 *Water availability in the SADC region*

Communicate that the SADC region is largely water deficient due to a mismatch between water availability and water demand arising from high variability of rainfall in both space and in time - to build a case for sound management of water that promotes integrated use of surface and ground water resources.

To who: *The general public (special focus on communities, youth and women) Politicians (cabinet, parliamentarians and Councillors) government ministries especially development planners, public and private and business sector (industry, mining, electricity etc), farming sector (commercial and small scale), NGOs, environmentalists and cooperating partners.*

How: *Primary education, public awareness campaigns, public events, publications (including maps), mass media, advertisements, personalities, entertainment, demonstrations, and extension services.*

The SADC region needs to be fully aware of the mapping of water resources (surface water, groundwater, and rainfall) which are unevenly distributed in time and space. On a regional basis the average renewable freshwater resources (ground and surface water) are enormous. However, there is tremendous variability in climate across the region, which in turn

significantly affects the availability of water resources. Surface runoff is higher in the northern parts of the region and most rivers are perennial; but surface runoff is lowest in the southern and western parts of the region, and many rivers are ephemeral. In addition, the region is prone to extreme meteorological events - such as droughts and floods - that affect water availability.

This high variability in availability of water resources has led to localized deficits in water. Projections of population, water demand, and water development indicate that by 2025 some SADC countries will experience water quality and quantity problems in the dry season, other countries will experience “water stress” and “absolute scarcity”.

SADC countries are dependent on groundwater for both domestic and commercial water needs. The projections cited above are threatening the traditional surface water sources resulting in SADC member states becoming increasingly dependent on groundwater. Groundwater is the source of water for over 70 percent of the population in the SADC region, yet there is inadequate awareness and capacity to implement effective management of groundwater and drought in the region.

8.2.2 Sustainable Water Resources Development and Management - Everyone’s Business

Communicate that interested and affected stakeholders should be empowered to actively participate in water resources planning, development and management in order to ensure ownership and sustainability of the water resources infrastructure.

To who: *The general public (special focus on communities, youth and women), government ministries especially development planners, public and private and business sector (industry, mining, electricity etc), farming sector (commercial and small scale), NGOs, environmentalists and cooperating partners.*

How: *Primary education, public awareness campaigns, public events, publications, mass media, advertisements, personalities, entertainment, demonstrations, multi-stakeholder dialogues, presentations in non-water sectors, and extension services.*

The centrality of water in the achievement of MDGs and advancing SADC regional cooperation, integration and poverty eradication, makes water resources development and management to be a universal responsibility. It is, therefore, important that everyone should be aware of the cardinals of managing water and related resources in order to successfully contribute and participate in creating the necessary water security in southern Africa.

The messages should, therefore, be positioned to encourage everyone to play role in creating the necessary water security that ensures water availability for all sectors, facilitates climate change adaptation measures, protects vulnerable communities from effects and impacts of floods and droughts and protect water itself from pollution and degradation.

8.2.3 Existing Development, Opportunities and an Analysis of Competitive Advantages and Impacts

Communicate that besides existing water infrastructure, there are water resource development opportunities in various river basins of southern Africa that can help the region achieve water security.

To who: Policy makers i.e. politicians and senior government officials, technical experts i.e. engineers, hydrologists, climatologists, economists, sociologists, cooperating partners i.e. donors, advocacy groups i.e. NGOs, and stakeholder representatives.

How: Publications, public events, Internet, personalities, multi-stakeholder dialogues, demonstrations, radio advertisements and extension services.

Findings of the World Commission on Dams (WCD) indicate that many large dams often fall short of their economic, social and environmental targets. In the SADC region, however, the messages should be clear that water security would only be guaranteed with development of dams and other water resources infrastructure that conserve or convey water to areas of demand.

Therefore the increased scrutiny of planned and existing projects is necessary but also implies a growing need for making decisions based on scientific information and not populist information. This calls for an analysis of the priorities for development in each basin in a national, regional and continental context and creating awareness amongst the affected stakeholders who are sometimes ignorant of existing or planned projects that do or would affect their lives. Economic, social and environmental impacts (positive and negative) of the potential and existing developments; and lessons from other projects should be part of the message.

8.2.4 Financing Water Infrastructure

Communicate that in order to ensure financial sustainability, the Water Sector must explore all available avenues of financing including existing funds, ICPs, local financiers and Public-Private Sector-Civil Partnerships; and it must run as a business with financial discipline and accountability.

To who: Policy and decision makers, public and private sector, ICPs, local financiers and community beneficiaries

How: Workshops, donor round-tables, mass media, the internet, breakfasts with financial institutions, and face-to-face briefing.

The financial sustainability is about successful financing of capital, operation and maintenance costs of water resources management, which has been lacking most in southern Africa. This appears to be due to low priority being given to financing water resources infrastructure and general management of water resources. There is need to turn this around and increase the financial support for water resources infrastructure development and water resources management as called for by SADC. This requires, among others, good and

effective communication strategies for marketing water resources infrastructure developments projects and other water resources management programmes to the Member States, cooperating partners and investment banks. It also requires necessary project management systems and financial discipline that would win the confidence of the financing institutions, whether from Member States or cooperating partners.

The soliciting of investments should also target private sector, either through Public-Private Partnership (PPP) or private sector directly investing in water resources infrastructure developments. Cross-border investments by private sector or other governments should also be targeted. The message should therefore concentrate on creating awareness among the private sector on potential PPP project investments as well as other projects that would attract private sector investments. It is also important that the messages include promotion of investments and interventions by NGOs in the infrastructure developments to compliment efforts by Member States.

The messages should also promote Member States Governments' investments in water resources infrastructure developments and water resources management. This can be through demonstration of savings or benefits the region/governments could make by investing in water resources infrastructures. The Governments may also use fund raising techniques such as selling bonds to the public in financing the projects. The "water user pays principle" should be applied taking cognisance of the willingness and ability to pay.

8.2.5 Public Safety

Communicate that water developments and operations have risks and hazards that require development and implementation of emergency plans, compliance to precautionary provisions, and welfare provisions for affected communities.

To who: National policy makers, cooperating partners, SADC tribunal and international court, national judiciary, all stakeholders, health workers, and NGOs.

How: Mass media, publications, public events, internet, personalities, field visits, advertisements, demonstrations, and education.

Construction, operation and maintenance of water resources infrastructures such as dams and waterworks can be hazardous to public, the operators and the infrastructures themselves. To minimise the hazards, such activities are carried out by observation of safety standards and guidelines. The operation and maintenance of dams and waterworks use manuals that are intended to safeguard public safety, that of the operators and the infrastructures themselves. The messages in this regard should, therefore, emphasize on the development and use of public safety standards, guides and manual. The messages should also dwell on promoting, development and putting into use of emergency contingency plans that used during infrastructure failures. In addition, there is a need for the SADC secretariat to maintain an effective monitoring and communication centre that is able to release warning messages when danger is pending.

8.2.6 Environmental Impact Assessments (EIAs)

Communicate that environmental impacts assessments are important in ensuring sustainable water resources development and management, sound environmental health and safety, and

development and implementation of a comprehensive mitigation plan against adverse environmental impacts

To who: *Politicians, senior government officials, non-governmental organizations (NGOs), media sector, cooperating partners, and affected communities.*

How: *Mass media, public events, publications, personalities, internet, advertisements, and entertainment.*

The message should be centred on promoting water resources developments only after an EIA that supports the projects with or without mitigation measures. This requires, among others, assessing and evaluation of information gathered through public scoping meetings involving interested and affected parties (IAPs). The exercise also identifies positive impacts of the development. Issues like poverty reduction, health and educational facilities are dealt with at this stage.

For existing projects there are environmental audits which cover similar issues albeit after the fact. However this can still provide information for better management of socio-economic and environmental impacts. The limitation of EIAs is their scientific jargon. The unclear boundaries of IAPs are limiting. Those IAPs who are reached often do not fully appreciate their rights and privileges with regard to the consultations.

CHAPTER 9. PRIMARY TARGET AUDIENCES

Most of the messages in this Strategy are suitable for almost everyone. However, target audiences need to be divided in three specific groups namely primary, secondary and tertiary. This chapter presents primary target audiences for these messages. Implementers will make their own decision on the secondary and tertiary target groups and target them if funds are available. The Implementation Toolkit does link the target audiences below to specific messages to ensure targeted communication.

9.1 General Public

All SADC citizens.

SADC citizens should be reached to know and appreciate the SADC institutions, river basin commissions and their subsidiary institutions and other relevant institutions dealing with regional cooperation and integration in water resources management. The purpose would be to inform and educate the general public on the objectives, purpose and functions of these institutions and their relevance to the general public. They also should be sensitized on specific water issues as outlined in the Strategy.

9.2 Policy/Decision Makers

Senior Government Officials, Ministers, SADC institutions (such as SADC Committees, SADC Tribunal and International Court), River Basin Organizations (Commissions, Authorities, Joint and Committees).

The institutions where these officials work are essentially the pillars of SADC and its regional institutions. They initiate, direct and approve what regional institutions should do. This can only be done efficiently when these officials have an in-depth knowledge and appreciation of the institutional instruments for regional cooperation and integration in water resources management. Senior government officials - over and above policy development - also play a critical role in the development of frameworks to engage and empower the communities to cultivate ownership and technical ability to maintain water supply schemes in most Member States.

The institution of SADC should be empowered in order to effectively play their respective roles. These institutions include technical committees, committees of senior officials and ministers, national committees, etc.

Finally, the River Basin Organizations come in various forms such as river basin commissions, river basin authorities and other shared basin organisational structures. They are responsible for managing part or an entire river basin or governing shared watercourses in part or in full. Some River Basin Commissions may cover more than one basin as a way of optimising resources.

The river basin commissioners are critical target audience for implementing the provisions of the Protocol as well as the Regional Water Policy and Strategy.

9.3 Politicians

Cabinet ministers, parliamentarians and councillors.

The institutions where these politicians work are also the pillars of the SADC and its regional institutions. This target group should be reached because it approves what regional institutions should do. They are also responsible for incorporating provisions of regional and international instruments in their spheres of influence and mandate.

9.4 Government Technocrats

Technical experts within relevant departments especially departments of water affairs and River Basin Commissions, Authorities, and Joint Committees. Examples include engineers, hydrologists, climatologists, economists, sociologists as well as government extension workers who have direct contacts with other target audiences such as water users.

These are normally linked to SADC programmes through the Water Resources Technical Committee (WRTC) Members and other departmental representatives to other sub-committees or project steering committees. They are a strategic point for further dissemination of information within a Member State. Where network organisations or groupings exist such as Global Water Partnership (GWP) country entities (CWPs), the Departments of Water Affairs' ability to disseminate information is further enhanced - especially in reaching grassroots levels.

This target audience should be reached because it is very pivotal in implementing the aspirations of the SADC Water Vision and the Regional Water Policy as well as the corresponding Strategy. There are a number of areas covered by the three instruments that needs interventions of other sectors which includes agriculture, energy, environment, health, etc.

The extension workers are in a better position to reach out to the farmers and other water users. They are in close contact with communities and, in most cases, they are change agents that are respected and accepted by communities.

9.5 Private Sector/Civil Society

Non-Governmental Organisations (NGOs), Water Service Providers and the entire business and private sector.

The Regional Water Policy and Regional Water Strategy contain provisions which specifically call for NGOs and the Private sector to play certain roles in advancing the water agenda.

The private sector and NGO institutions should be reached because they play a pivotal role in regional cooperation and integration in water resources management. NGOs also play an important role especially at grassroots level, hence their involvement and empowerment on issues outlined in this Strategy is vital.

The service providers include government agencies involved in water supply, sanitation and hygiene, NGOs and Water Utility Companies. They should be reached because they generally play an implementation role in putting up water supply schemes to communities. Service providers are responsible for the actual delivery of water to the recipient communities thus have a big role to play in ensuring equitable access and utilisation of the resource.

9.6 Schools and Training Institutions

School-going youth, School clubs, academics, curriculum developers. etc

The school is the best avenue for reaching the youth and influencing future leaders. This method employs both formal and non-formal types of education. The formal type targets the curriculum while the other targets extra-mural or extra-curricula activities. Entertainment (especially edutainment), publications and education should be deployed adequately for this target group.

9.7 Water Users

Recipient communities or beneficiaries and user communities such as farmers, irrigators, community water committees and other sectoral water users such industries, commercial undertakings and mines.

Communities may be groups or individuals in a basin who have related interest in water issues. In most cases, communities have interest beyond domestic water use where water is available for productive use.

This target audience should be reached and empowered to ensure ownership. These are the central role-players on issues of sustainability as they remain with the water supply on a day-to-day basis and are the ones who immediately pick the impact of a collapsing water supply scheme.

They need to know how services are being offered to them so that they are better prepared to sustain them. As end users, they have the ultimate responsibility to control their use of water. They can individually employ WDM and the cumulative savings can make a huge difference in ensuring equitable access between water user groups. In addition, they have to be encouraged to protect the environment by ensuring clean production technologies and treatment of their wastewater before disposal.

9.8 Funding agencies

Cooperating partners or donors, Ministries of Finance and other partners that provide technical assistance.

These should be reached in order to increase their understanding of priority capacity gaps within the Water Sector.

As the region is still facing serious financial constraints to address the impact of climate change with available resources, there is a need to get external funding from cooperating partners. Therefore, the cooperating partners need to be reached so as to inform their investment choices.

They also should be familiarised with the importance of the sustainability of water supply schemes so that a small maintenance budget could be built into the capital budget. This is important since, in most cases, communities are only able to repair small faults within their small budgets but are unable to fix major defects like replacing old pipelines or big water pumps which may require more money.

9.9 The Media and other Information Intermediaries

Media houses, media bodies and journalists (print, electronic and photojournalists).

The regional media institutions should be empowered enough to be effective communication intermediaries on water issues. With adequate capacity, the media can reach wider audiences and shape positive opinion. They also have the potential to move non-performing decision-makers or service providers into action. The media, for example, is key target audience because they are also a communication channel for reaching other audiences (see Chapter 10).

CHAPTER 10. COMMUNICATION METHODS AND TOOLS

Selection of communication methods is influenced by a number of factors including effectiveness of the method in reaching the target audience, cost and the timing. In most cases, it is necessary to use a combination of methods in getting the same message across.

10.1 Advertisements

Billboards, corporate merchandise (shirts, t-shirts, hats, coffee mugs, pens and conference and corporate stationery - bags, note pads, pens, bills and invoices); stickers, jingles, infomercials, promotional posters, banners, transit shelter posters, ceramic tiles (with relevant messages), mouse pads, and many more.

Banners, jingles, bill-boards, posters are useful in communicating short and flash messages. These may take a form of a jingle or a page-spread or bill board advert. These must be used for sensitizing the public as well as reaching out to the business sector. Corporate merchandise should be the way of exposing a new brand or concept such as IWRM especially where an identity and a slogan are agreed upon. It should also be used for other short messages on any of the issues raised in the Strategy.

10.2 Demonstrations

Field visits, fairs, exhibition and learning journeys.

These are effective tools in transferring knowledge and good practice. These methods should provide first-hand exposure to issues. They are most suitable for rural communities and the youth on specific projects and activities that may be piloted. They should also be used to change the perceptions of senior decision-makers. They are even effective when the media are involved as many interesting stories can come out of these thereby reaching wider audiences. Field visits are premised on the belief that “an achievement of one is the motivation of the other.” They should be arranged to take water users to areas that have employed efficient water using technologies and this would encourage the others to follow.

10.3 Education

Edutainment, school clubs, school contests, speakers, summer camps, educational posters, stickers, tours, in-class demonstrations, adult education classes, school curriculum, workshops, etc.

This method combines both formal and informal education. This method is necessary for imparting in depth knowledge and skills as it allows interaction and possibilities for seeking clarification. Building the communication into school and college/university curricula should reach the youth at their most receptive stages thereby building a more water-aware generation.

10.4 Art and Entertainment

Costumed clowns and puppets; music, concerts, drama, games, contests, films, cartoons, poetry, puzzles and short stories.

This is also an effective way of exposing a new brand, concept or logo. The costume should be made to look like a logo and be worn by a clown who performs in public events. This has proven to be popular with children, the youth and the general public as one way of sensitizing them to a new concept. Proper packaging of key messages into an entertainment programme - especially in the form of drama, games and poetry - should be the most effective communication method and tools when targeting primarily communities and young people.

10.5 Face-to-face Briefings/Extension Services

Face-to-face, one-on-one or group meetings, business briefings, breakfasts with business

This involves face to face and closer interaction with the target audience and mostly takes the form of one-on-one or group meetings. This should be used as an effective way to create ambassadors for IWRM among politicians in Member States. This method and related tools provides room for feedback and an opportunity to clear any misconception that could easily be dealt with in question-answer sessions. Direct contact with community members through extension services has the most impact in communicating key messages regarding options of sustainable service delivery, among others.

10.6 The Internet/Telephone

*- Web based tools: web and email advertisements, e-mail alerts, newsgroups, websites, blogs, chat-rooms, online videos and podcasts; and
- Telephone tools: facsimile services, sms, mms and voice communication.*

The telephone (especially sms) should be used as an effective tool for basin stakeholders especially in emergency situations. The internet allows for a broad range of information to be disseminated quickly and easily to stakeholders who have access to this form of media. The major advantage of this communication method is the transmission time, worldwide access to information as well as very high volume of documentation that could be transmitted or accessed. The internet should be used to offer a platform for uploading such information as the regional instruments i.e. placing them on the SADC website for access and download. It does not only serve the SADC region but also the international community. However, this tool is only suitable where there is communication infrastructure for this service and often proves to be costly.

10.7 Mass Media

Media releases, communiqué, press conferences, photography, water newswires, video clips, soap opera, news and features, documentaries and TV slots, jingles, and media packs.

Given the diversity of interest, this tool is effective when print; radio and television are used in combination. This method should target key decision-makers (politicians and senior government officers) as most of them are alert to what is appearing in the press and regularly

do monitor the news. It should also be used as a tool to reach the general public as the media is capable of influencing and shaping public opinion. The mass media is also a key tool for publicising what SADC is doing especially to the Member States and the tax-payers at large. The use of radio for rural audiences should be considered as an effective method in the SADC region given the literacy levels and the limited access to newspapers and television.

10.8 Personalities

Goodwill ambassadors, opinion leaders, public figures, political figures and celebrities, as well as respected academics and experts.

Making use of personalities should be used as an effective way for influencing decision makers and the public at large especially through use of respected, influential and adored personalities. This method is formalised by the term “good-will ambassadors”. The ambassadors are often believed because of their neutrality and not being directly involved with the issue that they communicate. Political figures should be engaged in getting the message across especially to their constituencies. Usually, communication is enhanced by their popularity and the media that they attract because of their status.

10.9 Public events

Workshops, conferences, international events, dialogues, inaugurations and launches, special and international days, marches, expeditions, marathons, exhibitions or expos, and village meetings.

Special water and international days, weeks and months should be used to create news and give opportunities for campaigns. Some of the special international days are: 2 February – World Wetlands Day, 22 March – World Water Day, 23 March – World Meteorological Day, 22 May – International Day for Biological Diversity, 5 June – World Environment Day, 17 June – World Day to Combat Desertification and Drought, 22-30 September – World Maritime Day during this week, Second Wednesday of October – International Day for Natural Disaster Reduction, 6 November – International Day for Preventing the Exploitation of the Environment in War and Armed Conflict, 5 December – World Aids Day. To be effective, these should involve high-level personalities in the form of “good-will ambassadors” or eloquent and articulate speakers on a particular subject matter.

10.10 Publications

Leaflets, fact-sheets, flyers, magazines, newsletters, brochures, posters, CDs, videos, books, booklets, etc.

These should be used in situation where there is need for depth in terms of messages to be communicated. This should ensure consistency and uniformity of messages as once written, it will be read as it is (of course, it can be interpreted differently). Depending on the distribution, publications are often believed to reach where the writer cannot practically reach at the same time. Publications should also be seen as one of the most effective ways of giving accurate a snap-shot of the contents of the regional instruments on water especially through news letters and brochures. They should be given the advantages of providing pictorial presentations for ease of reading. However publications only reach the literate audiences and also thrive on a reading culture which is increasingly collapsing with the advent of television.

PART III

IMPLEMENTATION OF THE STRATEGY

CHAPTER 11. COMMUNICATION ENABLERS FOR EFFECTIVE IMPLEMENTATION OF THE STRATEGY

11.1 Strategic Objectives

- a) To enhance the communication, information and knowledge management systems within the SADC Water Division and established RBOs for innovative internal and external communications;
- b) To develop the human resources and institutional capacity of SADC Water Division and established RBOs in the area of communication and information management;
- c) To mobilize and build the capacity of communication specialists in the Water Sector, other communication intermediaries (such as media houses) and technical practitioners in the Water Sector to effectively engage in the delivery of the Awareness and Communication Strategy;
- d) To secure funding for the Strategy through development of project proposals and the integration of communication objectives into planned or existing projects;
- e) To strengthen mechanism for ensuring the use of research findings in communication and public awareness efforts in the Water Sector.

11.2 Areas of Focus

11.2.1 Information, Communication, and Knowledge Management Systems and Technology

- *Development of a meta-database for knowledge management in SADC Water Division;*
- *Development of systems for internal and external communications in SADC Water Division; and*
- *Transforming the SADC Water Division website into a water information portal and improving its content and access.*

There is need to improve the systems for managing information within the SADC Water Division and the established RBOs with secretariats to ensure effective documentation, management and sharing of information. Communication within Member States is the responsibility of Member States but SADC Water Division and RBOs need to facilitate the mobilisation and sharing of information between and with the Secretariat and the SADC structures (such as the SADC National Committees, Water Resources Technical Committee and the Water Sector Reference Group) and within and between river basins.

For the SADC Water Division, emphasis should be on systems for managing converging information from various sources and managing it to support information sharing and communication activities. Most importantly, such systems should be capable of processing the needed data into information, knowledge and wisdom.

A meta-database should be developed within SADC Water Division and this should link to existing databases in Member States and RBOs such as ZAMWIS (Zambezi) and ODIS

(Okavango) an SADC Hycos. Existing and relevant regional projects should also be included in the database. The SADC Water Division website should be positioned as a regional web-based water information portal. The content of and access to the SADC Water Division website should therefore be improved.

Also important are systems for communicating updates on the implementation of the RSAP, linkages between SADC Secretariat and Member States and between the SADC National Committee and the respective role players within the Member States.

11.2.2 Human resources and training

- *Recruitment of an information and communication specialist in SADC Water Division;*
- *Training in basic communication and media relation and management for water specialists in RBOs and water ministries;*
- *Capacity building activities for the media and other communication specialists in the Water Sector*
- *Establishment of the Information and Communications Reference Group for the SADC Water Sector*

The implementation of this Strategy rests on the availability of requisite skills in the Water Sector to deliver the communication activities and reach as many target audiences. In this regard, the Water Sector needs to focus attention in human resources development in the area of communication and information management. The human resource development should be looked at in different dimensions such as:

- f) Development of communication capacity in the SADC Water Division;
- g) Development of the communication capacity in RBOs and water ministries within the Member States and improving basic communication and media relations skills; and
- h) Engaging and building the capacity of communication specialists in the Water Sector and communication intermediaries (for example media houses) in the region.

To steer the implementation of this Strategy, SADC Water Division needs to bring on board an information and communication specialist as part of its internal capacity strengthening effort. The 2007 report on Capacity Support to the SADC Water Division recommended that the SADC Water Division should address key areas of responsibility including RSAP management and the management and dissemination of information. The report recommended Technical Assistant (TA) Support to the Water Division on information and communication. The TA will assist the Water Division in dealing with short-term communication, information, and stakeholder confidence building functions.

Communication specialists in the RBOs, water ministries and other communication intermediaries should be mobilized to support communication activities of Member States. This should include the establishment of the Information and Communications Reference Group for the SADC Water Sector comprising the media, communication officers, and educators. This will provide a link between the SADC Water Division and members States in the delivery of this Strategy.

In addition, capacity of communication intermediary organizations, such as media houses, should be strengthened to enable them communicate water issues competently. Activities such as media training, media visits and awards should be facilitated and the targeted media should be included in the Information and Communications Forum for the SADC Water Sector.

The involvement of the media in the Water Sector necessitates that a deliberate capacity building mechanism be put in place to ensure that technocrats in the Water Sector are able to engage with the media effectively and be able to harness communication opportunities presented by the mass media. Media efforts should be recognised through the implementation of regional and national Media Awards. In addition, the increasing media involvement in the Water Sector demands that a Crisis Management Plan be put in place within the SADC Water Division. This mechanism will include training of key personnel in media relations and facilitation of a speedy response whenever controversial issues come up.

11.2.3 Financing

- *Mapping of communication activities within existing SADC projects and aligning them with Strategy;*
- *Inclusion of adequate communication budgets in project proposals; and*
- *Developing and fundraising for communication and awareness project proposals*

The existence of this communication Strategy and its implementation plans offer the basis for sourcing funds from donors, foundations, private sector and other funding agencies.

The Strategy will also enable project and programme proposal developers to incorporate communication activities within their proposals to ensure that relevant communication activities are integrated into national and regional programmes to ensure their linkages with thematic activities. Existing projects and programmes should be reviewed to ensure that their communication aspects are aligned to this Strategy and thereby allocating resources for the implementation of some aspects of the Strategy that are relevant to respective projects or programmes.

The proposed Information and Communications Specialist Reference Group for the SADC Water Sector will play a coordination role to ensure that all aspects of this Strategy have been taken up by various funding agencies and implementers.

11.2.4 Research

Linking communications specialists in the SADC Water Sector with water researchers in the region through the Information and Communications Reference Group for the SADC Water Sector

As its guiding principle, this Strategy seeks to ensure that communication is strengthened by facts and not just perceptions and opinions. This justifies a strong link between communication and research considering that research generates some factual information that strengthens communication messages.

In addition, although great strides are being made in research in the different fields of water, the uptake and application of research results by relevant authorities, civil society groups and the broader public often lags behind. Occasionally, these groups receive research results at the end of the research. However the research findings are often not in the appropriate format, as researchers usually have a bias towards publishing in academic journals. There is a significant role for communication specialists in repackaging research findings for specific target groups (in line with the strategic objectives outlined in this Strategy) and ensuring research uptake by various stakeholders in the sector. This role should also aim at ensuring that researchers are informed enough to respond to the existing information gaps in the Water Sector.

To facilitate this, there is a need to establish and strengthen mechanism for research communication and the link between researchers and communication intermediaries such as communicators, learning alliances, educators and the media. Such mechanism could include the establishment of the Information and Communications Specialist Reference Group for the SADC Water Sector comprising the media, communication officers, and educators. This network should be proactive in engaging with the researchers through such relevant forums as the annual Regional Water Symposium and through following up on the products of such initiatives as WATERNET and WARFSA.

11.2.5 Institutional Support

Policy framework and institutional arrangements to support the strategy

This strategy is guided by SADC's desires to improve the availability of information to the peoples of the region as expressed through the adoption of the Protocol on Culture, Information and Sport in 2001. In order to implement the Protocol on Culture, Information and Sports and advance the cause of its agenda, SADC developed the Communications and Promotional Strategy.

Implementation of this broader SADC Communication and Promotion Strategy will create an environment that ensures increased access to SADC information by all its Member States and its cooperating partners. This environment will be conducive to the implementation of the thematic strategies such as this one for the Water Sector.

The regional strategic and policy instruments on water such as the Regional Water Policy, the Regional Water Strategy (RWS); and the Regional Strategic Action Plan (RSAP), (RWP), provide a number of awareness-related statements, promises and intentions. Mechanisms for implementing these will be at the core of this Awareness and Communication Strategy.

SADC Water Division, guided by the Water Resources Technical Committee will facilitate and coordinate the implementation of this Strategy. Member States and River Basin Organizations through their strategies and implementation plans will take lead in the implementation. The Water Division will work closely with the SADC Corporate Communications Unit who will provide linkages with the SADC National Media Coordinators.

NGOs - such as the Global Water Partnership and regional media bodies - media houses and the private sector that are active in public information dissemination will be called upon to play an important role in the implementation of some aspects of this Strategy.

The Communicators' Forum for the SADC Water Sector comprising the media, communication officers, and educators will be established to connect the implementers of this Strategy both at national and regional levels.

CHAPTER 12. MONITORING THE STRATEGY

12.1 Monitoring and evaluation

A detailed Monitoring and evaluation framework is included in the Implementation Toolkit for the Strategy to guide the implementers of this Strategy.

Evaluating the effective of this strategy will focus on assessing if the message has been heard, understood and acted upon. Feedback will be obtained through surveys and observations of behavioural change. The monitoring and evaluation results will inform the future development of implementation plans.

Each implementation plan developed on the basis of this strategy will contain a detailed monitoring and evaluation plan. The Implementation Toolkit has a comprehensive list of indicators that should be included in the implementation plan. At strategic objective level the monitoring and evaluation plan will work with the following indicators:

Performance area	What to measure
The IWRM Approach	<ul style="list-style-type: none"> • Understanding of the IWRM approach; • Understanding that fresh water as a finite and vulnerable resource, essential to sustain life, development and the environment; • Understanding of stakeholder participation in water resources development and management among users, planners and policymakers at all levels; • Understanding of the role and participation of women in decision making and in the provision, utilization, management and safeguarding of water • Recognition that water has an economic value in all its competing uses and should be treated as an economic and social good.
Regional cooperation on water	<ul style="list-style-type: none"> • Understanding and use of regional instruments • Participation levels in the development and implementation of the regional initiatives and instruments.

- Understanding and appreciation of the institutions, policy/legal reforms and programmes
 - Understanding by citizens of the commitments and obligations arising from the instruments Member States are party to.
- Climate change
- Availability of information for mainstreaming climate change into national and transboundary river development and management processes
 - Understanding of climate change phenomenon, scenarios, predictions, and impacts
 - Understanding of available adaptation and mitigation strategies, measures and technologies necessary to minimise negative impacts and accentuate positive impacts with regards to water resource management
 - Level of preparedness for water-related disasters such as floods and droughts
- Water supply, sanitation and hygiene
- Understanding of the importance of good water supply and sanitation services as well as hygiene education based on good practices
 - Understanding and appreciation on the importance of an integrated approach to water supply, sanitation and hygiene
 - Understanding of ways of sustaining water supply and the importance of making clean water accessible and productive.
- Transboundary water resources management
- Understanding of the role of river basin organisations, basin user communities, and regional and international agreements in improved cooperation on water;
 - Existence of empowered role players at all levels of transboundary water resources management;
 - Understanding of benefits in shared resources for the advancement of social and economic development of riparian populations and regional integration
 - Understanding of reasonable and equitable utilisation of water resources leading to improved co-operation in shared water resources
- Water demand management
- Understanding of Water Demand Management (WDM) as a tool for balancing water demand and supply to minimise water losses and maximise the benefits that can be achieved from the available resources including conjunctive use of surface and groundwater.
 - Commitment of all water users in implementing possible options of minimising water losses, encouraging efficient

- Sustainable water resource development and management
- utilisation and creating an environment that promotes investment in water saving technologies
 - Understanding of best practices on WDM
- Capacity building
- Understanding of the amount of water available in the region
 - Commitment to the development planning and management of the water resources
 - Investment in water resources development and management
 - Understanding of impacts, risks and hazards of water developments and operations.
- Existence of communication, information and knowledge management systems within the SADC Water Division and established RBOs for innovative internal and external communications
 - Human resources capacity of SADC Water Division and established RBOs in the area of communication and information management
 - Capacity of communication specialists in the Water Sector, other communication intermediaries (such as media houses) and technical practitioners in the Water Sector to effectively engage in the delivery of the Awareness and Communication Strategy
 - Availability of funding for the Strategy
 - Use of research findings in communication and public awareness efforts in the Water Sector.
 - Existence of and linkages with the policy framework and institutional arrangements that support the Communication Strategy.