

**AFRICAN WATER FACILITY**

**AWF/GC/WP/2006/04.REV.**

October 30, 2006

FOR CONSIDERATION

MEMORANDUM

**TO: THE GOVERNING COUNCIL**

**FROM: K. BEDOUMRA**

Director, Africa Water Facility

**SUBJECT: AFRICAN WATER FACILITY – COMMUNICATIONS  
STRATEGY**

Please find attached hereto, the above-mentioned document for your consideration.

Attach.: 1



**African Water Facility**  
**Facilité africaine de l'eau**

*Mobilising Resources for Water in Africa*



## **AWF COMMUNICATIONS STRATEGY**

**October 2006**

---

**African Water Facility | Facilité africaine de l'eau**

African Development Bank | Banque africaine de développement

BP 323 – 1002 Tunis Belvédère - Tunisie

Tel : + 216 71 102 055 Fax: + 216 71 103 744

E-mail: [africanwaterfacility@afdb.org](mailto:africanwaterfacility@afdb.org)

[www.africanwaterfacility.org](http://www.africanwaterfacility.org)

## TABLE OF CONTENT

<b>EXECUTIVE SUMMARY .....</b>	<b>III</b>
<b>1 INTRODUCTION .....</b>	<b>1</b>
1.1 BACKGROUND.....	1
1.2 CONTEXT .....	1
1.3 ASSESSMENT OF AWF COMMUNICATIONS.....	2
<b>2 THE AWF COMMUNICATION STRATEGY .....</b>	<b>3</b>
2.1 RATIONALE .....	3
2.2 OBJECTIVES OF THE STRATEGY.....	3
2.3 EXPECTED OUTPUTS .....	4
<b>3 STRATEGY ELEMENTS AND ACTIONS.....</b>	<b>4</b>
3.1 BUILDING A SOUND BASIS FOR IMPLEMENTATION .....	4
3.2 PRIMARY TARGET AUDIENCES.....	6
3.3 CHANNELS AND TOOLS FOR COMMUNICATIONS.....	7
3.4 AWF MEDIA ENGAGEMENT.....	9
<b>4 LINKAGES WITH THE AFDB WATER SECTOR OPERATIONS.....</b>	<b>12</b>
<b>5 SUSTAINABILITY AND PERFORMANCE INDICATORS.....</b>	<b>12</b>
<b>6 FINANCIAL REQUIREMENT AND IMPLEMENTATION .....</b>	<b>13</b>

## ANNEXES

Annex 1: Logical Framework Analysis

Annex 2: AWF Communications Strategy Action Plan and Provisional Budget

## **EXECUTIVE SUMMARY**

### **PURPOSE**

The purpose of the African Water Facility (AWF) Communications Strategy (AWF-CoS) is to propose strategically planned communications activities to foster the achievement of its mandate, notably mobilising resources and effectively applying these resources for sustainable development and management of water resources in Africa. The attainment of the objectives of the AWF and the effective implementation of the AWF programme will require efficient and systematic communications with a focus on resource mobilization and stakeholders' awareness and participation. In addition, the AWF-CoS would develop and establish a specific "brand" identity of AWF and enhance its visibility to the African and international stakeholders.

### **OBJECTIVE AND OUTPUTS**

The main objective of the AWF-CoS is to support the AWF in achieving its overall goal of resource mobilization and increased investments in the water sector in Africa. It also enables the AWF to advocate and inform stakeholders on its operational activities. The specific objectives had been defined:

- Communicating the AWF mission, mandate and expected results to enhance its perception as a *'Major Water Sector Financing Instrument in Africa'*
- Communicating efficiently and proactively on AWF's progress in the achievement of its operational activities and results.
- A communication tool to support AWF Resource Mobilization Strategy

In order to achieving these objectives the following outputs are targeted:

- A specific visual and communicable AWF identity contributing to a perception of the AWF as an efficient financing instrument in the African water sector
- Key messages for the various target audiences developed
- Targeted communications activities which raise awareness of potential contributors and partners to support the AWF in its resource mobilization drive
- Targeted communications activities which raise awareness among beneficiaries of AWF support including high-level decision-makers, local authorities, River Basin organizations in Africa
- Identifying and Building partnerships with International and Regional Water Sector Institutions, the media and other potential African partners and beneficiaries

## **STRATEGY ELEMENTS**

The key elements and essentials of the strategy include the following:

### **Creating a sound basis for AWF Communications**

The new AWF corporate identity was approved officially by the AWF Governing Council in June 2006. Based on this, there is the need to develop key messages and basic information pieces for the various target audiences. It is also essential to establish a simple contacts databases as well as a flexible language policy to reach as many language communities in Africa as possible when ever the need arises.

The AWF Corporate identity will be used for establishing the new website, which has been accepted as the priority information channel of AWF. Accompanying the Corporate identity is one strong message that encapsulates the AWF mission. The message is “*Mobilising Resources for Water in Africa*”

### **Identifying and using appropriate communications channels and tools**

The approved corporate identity, the key message as well as the key information and background documents, AWF reports and publications are posted on this new AWF Website and will constitute and serve as the basis of any future AWF communications products and support items (publications, leaflets etc.) as mentioned further in this document. The purpose of these activities is to adequately inform African water sector ‘stakeholders, including decision makers about AWF’s activities, achievements and progresses.

In combination with the website, the strategy furthermore proposes a variety of other information items such as general brochures, a media kit, press releases, posters, and a public relations movie.

### **Identify and adapt AWF messages to the various AWF target audiences**

The strategy proposes how information products can be disseminated as well as the various communication channels that can be used to effectively reach the agreed target audiences. The suggested communications activities and channels include among others more targeted and planned information dissemination through involvement of the AWF key stakeholders, the promotion of the new AWF website, continuous pro-active media engagement and the establishment of an AWF media network.

To enhance networking and information exchange, it is suggested to establish an AWF information network which will ensure that all major AWF stakeholders receive up to date information on a regular basis via e-mail. This will also serve as a channel for information sharing on the activities of all partners involved.

In order to reinforce external communications it is proposed to continue engaging proactively with the African media and use various other communications means to

reach specific AWF target audiences. It is proposed to build a qualitative network of professional journalists in Africa from various backgrounds (finance, health, environment etc.) with expertise and interest in water issues. Once established, the network is constantly enlarged and reinforced by conducting e.g. an annual AWF media workshops and eventually AWF media competitions.

### **Engaging with the African and International Water Community**

The AWF communications activities would proactively promote AWF as a platform for interactivity and thus contribute to a perception of AWF as the ‘Major Water Sector Financing Instrument in Africa’. Building partnership through involving international partner organisations from the water sector and media partners in AWF media workshops, an AWF media competition, but also in joint participation in major international or regional water-related events would combine enlargement and diversification of the water sector and media partners network. Such a network will further contribute to the exchange of best practices, approaches and experiences to the benefit of all. These activities would support and contribute to reaching an overall African water objective - “Sustainable Water Resources Development and Management in Africa”

### **Ensuring sustainable communications in synergy with the AfDB Water and Sanitation Department**

The plurality of water related programmes and activities within the AfDB would necessitate the establishment of effective linkages between the AWF and the relevant programme in order to achieve synergies. This is of specific importance when it comes to communications as clear, common and harmonized messages to the various target audiences will be to the benefit of all AfDB water initiatives and programmes. The AWF-CoS provides the potential for harmonising and streamlining all AfDB water messages and communications. Such messages would enhance understanding of African water issues among all target audience and promote stakeholder participation in water activities.

### **COST IMPLICATION**

The cost estimated for implementing the AWF-CoS including a budget for a communication consultancy services is given as Euro 200,000. Currently the AWF-Cos is supported by the assignment of a Communications Officer from the AfDB. The consultancy services will be required to support the Communications Officer in implementing the strategy

# **1 INTRODUCTION**

## **1.1 Background**

1.1.1 The African Water Facility (AWF) is an initiative led by the African Ministers' Council on Water (AMCOW) to mobilize financial resources for water resources development in Africa. The African Development Bank (AfDB) is hosting the Facility on the request of AMCOW. The AWF was legally established by the Board of Governors of the African Development Bank, at the AfDB annual meeting in Kampala on 25 May 2004, by approving the Instrument for the Establishment of the African Water Facility Special Fund. The AWF management at AfDB was set up in July 2005 when it started its operations.

1.1.2 The AWF objective is to attract and make effective use of increased and appropriate investments needed to achieve the national and regional water sector targets. Two broad areas of support have been defined in that regard:

- Improving the enabling environment to attract more investments; and
- Direct capital investment for the purpose of triggering larger investment for sustainable development.

1.1.3 The AWF Communication Strategy document was submitted for consideration at the 3<sup>rd</sup> Governing Council meeting on 24 June 2006 and was approved in principle, subject to incorporation of comments made by members of the Governing Council. This current document incorporates the observations and comments made by the Governing Council and resubmitted for final approval at the 4<sup>th</sup> Governing Council meeting on 30 October 2006.

## **1.2 Context**

1.2.1 In October 2005, the AWF Governing Council (GC) requested the AWF to develop a Communications Strategy based on the approved outline. This document is in response to the request of the Governing Council. In addition to the overall framework in which AWF Communications operates, the following documents were taken into consideration in preparing this strategy:

- AfDB Disclosure of Information Policy, adopted by the AWF;
- AWF Communications strategy outline adopted by Governing Council on 31 October 2006

1.2.2 The AWF Communications strategy was prepared with the view to support and serve as an advocacy tool of the AWF. In addition, the strategy will support the implementation of the Resource Mobilisation Strategy, which can be successfully implemented if appropriate information on AWF is available and disseminated to all the target audiences.

1.2.3 It is worth noting that the AfDB is in the process of finalising its new Communications strategy which will be submitted to the Bank's Board of Directors for approval in 2006. The AfDB draft communications strategy has been taken into account in formulating the AWF-CoS. In addition, it takes into account the Governing Council's specific requests as contained in the minutes of its 2nd Meeting held in Tunis on 31 October 2005.

### **1.3 Assessment of AWF Communications**

1.3.1 An assessment of AWF communication activities since its establishment, provided insights into the achievements made and the improvements that are required. The assessment showed that AWF publications were i) distributed at conferences and events where AWF is participating, ii) downloaded from the temporary AWF website, iii) supplied on demand and iv) print-products picked up by individuals from AfDB Public Information Centre in Tunis.

1.3.2 AWF media engagement and collaboration with African journalists has been proactive. Several press conferences were organised by AWF during the first year of its existence and started to build up a qualitative network of African journalists from various backgrounds and media with interest and expertise in water issues. As a consequence of these actions, coverage of AWF and AfDB water sector activities in African media was relatively broad. AfDB had a strong involvement at the 4th World Water Forum (WWF), as the « Regional Beacon » for Africa, in March 2006 in Mexico City. AfDB supported the participation of 13 journalists from Africa. The AWF used this group of journalist from the 4th WWF as the building blocks for establishing a network to engage with the African Media.

1.3.3 The existing AWF website, hosted by the AfDB website, was launched in February 2006 by the AWF management to make basic information on the AWF available. A new Website is under development and would benefit from the planned installation of ICT tools including the possibility to generate information on user statistics.

1.3.4 With regards to internal communications, the AWF is at the beginning of conceptualising a system of internal information exchange that could contribute to its work. This would include an interactive data base and information management system to centralize the information on the water sector and facilitate information exchanges. The findings from the assessment undertaken have been taken into account in developing the Communications Strategy.

## **2 THE AWF COMMUNICATION STRATEGY**

### **2.1 Rationale**

2.1.1 The communication strategy will respond to the need for building the specific identity and enhancing the visibility of the AWF to fulfil its objectives. The strategy portrays AWF as a major Water Sector funding initiative in Africa and a tool to strengthen the financial base for sustainable and effective water sector development. The achievement of these goals will require efficient and systematic communication focusing on increased resource mobilization, and stakeholders' engagement.

2.1.2 There is a strong linkage between the implementation of the Disclosure of Information Policy and the Communication Strategy and the ability and willingness of the public to be engaged with the AWF.. Furthermore, these communication instruments will allow interested members of the public to monitor the outcomes of specific AWF interventions.”

2.1.3 In addition, the communications tools and channels developed in the context of this strategy will complement the programme elements of the AWF such as the water Information and Knowledge systems as well as the Monitoring & Evaluation components.

### **2.2 Objectives of the Strategy**

2.2.1 The main objective of the AWF-CoS is to support the AWF in achieving its overall goal of resource mobilization and increased investments in the water sector in Africa. It also enables the AWF to advocate and inform stakeholders on its operational activities. The specific objectives are:

- Communicating on the AWF mission, mandate and results to enhance its perception as ‘Major Water Sector Financing Instrument in Africa’ and consequently assist in promoting AWF to all stakeholders and target audiences
- Communicating on AWF’s progress in the achievement of results, at the operational and strategic level to ensure timely dissemination of information to stakeholders. These actions will enhance AWF credibility and trust of both potential beneficiaries in the Regional Member Countries and potential donors around the World.
- The AWF Communications activities will become an important tool to support the Resource Mobilization Strategy, which can be successfully implemented if appropriate information on AWF is available and disseminated to all target audiences including the donors.

2.2.2 The Strategy would provide a mechanism for information exchange through the establishment of an “internal AWF communications network”. This network will enhance interaction and foster dialogue among the key stakeholders.

## **2.3 Expected outputs**

2.3.1 The outputs of the AWF-CoS, as stated in the Logical Framework Analysis (LFA) in Annex 1, will allow monitoring of the strategy. These include but are not limited to the following:

- A recognizable and unique AWF Corporate Identity (CI)
- The definition of clear and strong messages and basic information on AWF
- Positive outreach performance and potential for integrating, streamlining, harmonizing and communicating AfDB water sector messages
- Increased awareness of water sector stakeholders on the AWF’s mission and objectives
- Increased awareness of potential contributors and technical assistance partners on the objectives and value added aspects of the AWF support.
- Availability of appropriately developed AWF information products reaching all target audiences
- The establishment of a functional, basic contacts database which will support information exchange on all levels and with all stakeholders
- Building new partnerships as well as reinforcing existing partnerships among international and African water sector institutions including River Basin Organisations, multilateral and bilateral institutions, UN agencies, and NGOs, CSOs
- The establishment of a network among the several internal AWF stakeholders for efficient, up to date and fast information diffusion

## **3 STRATEGY ELEMENTS AND ACTIONS**

### **3.1 Building a Sound Basis for Implementation**

3.1.1 The AWF Communications strategy outlines the establishment of a sound basis for professional communications. It provides AWF with medium and long-term framework for applying various communication mechanisms and tools to reach specific target audiences. The Logical Framework (LFA) attached as Annex I, has been developed to show the linkages between the impact, outcomes and activities with indicators of achievement in accordance with the AWF adherence to Results based Management (RBM) approach. The main steps for achieving the anticipated outcomes of this strategy are outlined in the following sections.

3.1.2 As AWF is at early stage of activating its operations, there is the need to develop all the basic tools for efficient communications management in the medium and long term. The creation of a sound basis for implementing AWF-CoS can be achieved by:

- creating an AWF corporate identity
- elaborating and defining the AWF key messages and basic information content
- implementing the new AWF website as a core base for the subsequent development of other AWF communications support items
- creating and establishing an easily manageable AWF contacts database
- adopting a flexible language approach to ensures outreach to the target audience.

### **The AWF corporate identity**

3.1.3 Specific corporate design features identifying AWF publications and website had been elaborated following the approval of AWF logo and corporate colours by the Governing Council members on June 2006 in Cairo. The Corporate Identity comprises a logo, corporate colours, fonts etc. to help ensure that AWF is recognisable to its audience.

### **The AWF key messages**

3.1.4 During the process of elaboration of the “Key messages” it became clear that it is important to articulate a single key message that encapsulates the main mission of AWF. The message is “**Mobilising Resources for Water in Africa**”. In addition, supplementary key messages that combine information and visual items will feature in the appropriate places in the AWF website. Some of these messages are:

- The African Water Facility is a major Water and Sanitation Sector funding instrument in Africa;
- The African Water Facility enhances the enabling environment to attract financing for the Water and Sanitation sector in Africa ;
- The African Water Facility is a financial and coordination instrument to support AMCOW’s mission to attain the Africa Water Vision targets for 2025;
- The African Water Facility provides support for the implementation of IWRM as a key to reduce poverty reduction and sustainable economic development in Africa;
- The African Water Facility promotes cooperation on transboundary water resources management as tool for regional integration, peace and economic development
- The African Water Facility funding leverages larger investment funds from other development partners and donors;
- The African Water Facility ensures fast processing of funding requests through quick approval and disbursement of funds;

- The African Water Facility provides funds to a wide variety of beneficiaries from Central Governments to municipalities, local communities, NGOs, CSOs – to ensure that local government authorities are empowered to support their citizens.
- The African Water Facility prioritizes gender empowerment through its assistance to local communities.

### **3.2 Primary Target Audiences**

3.2.1 AWF's communication will be targeted to two main groups. Reaching these target groups, is essential for a successful implementation of the AWF-CoS. The primary target groups are delineated as the **External and Internal audiences**.

#### **Primary External Target Audiences**

3.2.2 A key objective of the AWF-CoS is to communicate to the primary external target audiences on AWF activities and progress towards reaching its results. It is essential that they are properly identified and adequately engaged. Some of the AWF External Primary target audiences are as follows:

- Political Leaders, national and/or regional decision-makers / Ministries with responsibility for water issues in Africa
- Political Leaders, national and/or regional decision-makers / Ministries with responsibility for development cooperation in donor country governments
- River Basin Organizations
- Local Governments, Municipalities, Local Communities organizations / Local authorities in Africa
- Civil Society and Non-governmental organisations working in the African water sector
- Regional organizations and Regional Economic Communities (RECs) in Africa
- International Water organizations with offices in Africa and other development Partners
- Academia, Scientists and African Water Sector's resource centres, Environmental and Science organizations
- Water Sector Business stakeholders/Private sector

#### **Internal Target Audiences**

3.2.3 One of the objectives of the AWF-COS is to support an efficient information flow among AWF's close partners through the establishment of a functional internal information network. AWF needs to gather the contact details of all individuals in this "**internal information network**" and include them as such in the AWF contacts database. Some of the stakeholders for an internal information network:

AWF Governing Council Members (13)  
AMCOW TAC and AMCOW EXCO members, representatives and offices  
AfDB (Water Sector Staff, Regional and Country Offices)  
NEPAD Secretariat  
African Union representatives  
Bilateral and multilateral donors and development agencies

3.2.4 Essentially, each information item would be circulated to the entire network as an e-mail in blind copy, which ensures that AWF remains in charge of disseminating other stakeholders' information items to the entire network. The Communications officer would be in charge of managing such an internal network and ensuring that its participants are being kept up-to-date on AWF activities via e-mail.

### **3.3 Channels and tools for communications**

3.3.1 The next section introduces various channels and information products which will be used by the AWF in communicating to its target audiences. In particular, proactive media engagement will ensure that information on critical issues, achievements and opportunities are communicated via the media with a focus on regional media.

#### **The AWF website**

3.3.2 WF has developed and implemented a completely new website using the new AWF logo, corporate colours etc. in order to reinforce the new AWF brand. The site will be regularly updated in order to keep it alive to ensure increased frequency and number of accesses to the site. The new site was launched at the end of October 2006.

#### **Interactive communications via the AWF website**

3.3.3 In order to allow feedback and interactive engagement with AWF target audiences, a mechanism is installed on the website to enable such interactive discourse with the audience. This will make the website a tool for communication not only from AWF to the outside world but also to receive communications from the audience. In this regard, various alternative web-based interactivity (intranet with login area, electronic discussion forum etc.) have been explored.

#### **The AWF contacts database**

3.3.4 Although it has almost become standard to use e-mail for easy communication, it is proposed to establish an AWF contacts database to include other pertinent contacts information in addition to e-mail addresses of individuals. Such a contacts database, once its structure and categories have been designed, needs to be constantly updated and managed in a manner which allows for the provision of quick results upon specific requests. All AWF communications can then be sent (via e-mail or usual mail) to the relevant target audiences in e.g. a specific country or region and from one or several

target groups. This will ensure that AWF can, send out “targeted” communications to one or several pre-defined target groups.

### **Publications and Corporate Identity Support Items**

3.3.5 The development and dissemination of information items should be in the following order of implementation:

- The AWF website
- Multi-purpose template for any future power point presentation of AWF
- E-newsletters
- AWF Projects documents and reports
- A general AWF leaflet and/or brochure
- The AWF Quarterly Progress report

3.3.6 All suggested items will be based on the agreed basic AWF information which will be developed according to the individual character of the respective information item. All newly developed information items will reflect the AWF Corporate identity in order to make AWF recognisable via all its various communication means.

### **Dissemination and distribution of AWF publications**

3.3.7 As stated in the Disclosure of Information Policy, the quarterly progress and the annual reports should be disseminated to various stakeholders. In addition to this the AWF Projects documents and reports such as appraisal and completion reports, project information sheets etc. will be published on the AWF web site. Additional information dissemination would require that the order of dissemination and the manner in which information is disseminated will be modelled to the need of the target audience.

3.3.8 It is proposed to involve all AWF key stakeholders on information dissemination i.e. to use their own network for distribution of information on AWF. Such an approach could be reinforced if the various stakeholders are recognised by including e.g. their logo on the back cover or alternatively inside front cover) on the relevant AWF publications. Being visible partner to the AWF, such organisation will receive copies of each new AWF information product for their own network to redistribute.

### **Events**

3.3.9 Events present a rich opportunity for two-way communications between AWF and its interlocutors and target audiences on water sector issues. AWF participation in such events will be carefully planned and managed in manner as to take full advantage of their potential for getting AWF’s messages across. In addition to events initiated by the AWF and those jointly organised with other partners, the following represents a list of important events to be considered for AWF participation:

- AMCOW meetings

- Annual meetings of the AfDB Group
- Water weeks
- Meetings of regional water sector partner organisations
- Important conferences on water issues on the African continent
- World Water Forum

### **3.4 AWF Media Engagement**

3.4.1 Projecting AWF as a major water sector funding instrument in Africa and its role as a tool for strengthening the financial base for sustainable water development is one of the goals of the AWF-CoS. As an example, AfDB, with the assistance of the AWF, coordinated the participation of 13 African journalists in the 4th WWF and as a result media coverage was ensured in over ten African countries where people could read about AfDB's and AWF's activities.

3.4.2 This experience in Mexico City with journalists sponsored by the AfDB has demonstrated how proactive media engagement, networking and investment in Africa-based journalists can contribute to informing the African populations on African water issues. Pan-African media coverage was ensured by the inclusion of a journalist from the newswire service Panapress, where reporting was in four languages to media in all countries of the continent. Depending on the activity and the main target audience to be reached, press releases and other information may be translated into languages other than French and English.

#### **Establishing a media network**

3.4.3 In the medium and long term it is proposed to establish a strong media network of (Africa-based) journalists with interest and knowledge of water issues. A good working relationship will be ensured through a constant information flow with professional journalists from various backgrounds i.e. financial, environmental, health, etc. This engagement will ensure that the right information reaches various target audiences via the media.

3.4.4 A priority activity regarding the establishment of such a network is the integration of all AWF media contacts (Journalists, Information Officers, PR agencies etc.) into the overall AWF contacts database. In the medium and long term, the category "media representatives" in the overall contacts database would be managed and updated by the AWF Communications Officer.

#### **Press Releases, Media Alerts**

3.4.5 Press Releases often constitute the starting point of most development communication as they provide the most important up-to-date information to the media. As such, the AWF will encourage the use of Press releases to journalists for production in English or French as well as in local languages in print, radio or TV media. A "media

alert” can constitute an alternative to a Press Release i.e. it “alerts” the media on a forthcoming event (launch of report, signing ceremony etc.) in order to ensure that the media is kept well informed to enable them prepare the coverage and presence at the relevant event. The Press release will be disseminated to all media contacts in the respective countries as well as:

- Circulated through the listserv “Water-L”
- Distributed to all communications officers of partner organisations
- Disseminated to newswire agencies such as AFP, PanaPress, and Inter Press Service IPS etc.

### **The AWF Media Kit**

3.4.6 A basic media kit will be produced to ensure that appropriate information on AWF is readily available for distribution to media representatives at various occasions such as conferences, events, targeted dispatch, upon request, as a pdf file for download from the AWF website etc. Such an AWF media kit could contain among others:

- All agreed texts with relevance to the media, as they are posted on the AWF website
- The three most recent Press Releases of AWF in the respective language
- The general AWF leaflet
- The most recent annual report of AWF

### **The AWF Media award**

3.4.7 In the long-term, a Media Award on African water issues could be sponsored by AWF and possibly co-sponsored by other key stakeholders, partner organisations and media partners. Such a media competition contributes to raising the quality of coverage on water in African media and therefore ensures that the issues are being understood. It will also enhance the visibility of AWF and all partner organisations joining AWF in this project.

3.4.8 The planning, coordinating, conducting, implementing of such a media competition including an award ceremony require time and resources i.e. human resources which would need to be made available to AWF. At the same time, the involvement of partner organisations (e.g. AWF stakeholders) could support AWF in this project by contributing human resources i.e. making time available from their own communications officer(s) who would collaborate with AWF on the preparation, planning and conducting of the competition as well as the award ceremony.

### **AWF collaboration with (Pan-African) media partners**

3.4.9 AWF should engage with African media organisations (NGO’s, private companies etc.) to help build capacity for reporting on water issues and to use the platform they provide to disseminate knowledge and clarify issues. This could be achieved through partnerships with major national and regional media organizations and by constantly feeding them with information that is of direct relevance to their

audiences and readers. The organisations mentioned above could be involved in various joint activities such as the AWF media workshops, production of radio features on African water issues etc.

### **International media**

3.4.10 The international media represents both a potential force for positive change and a means for further AWF resource mobilisation effort. AWF's media engagement should therefore not solely focus on African media but also include non regional media. A concrete activity would be to involve the communication officers of the various AWF key partners by providing them with information on AWF which they could disseminate to their own network.

### **Radio**

3.4.11 Radio is without doubt the most important and far-reaching medium of mass communication in Africa today. An exponential growth in private radio in the urban areas is currently matched by growth in community radio in rural areas. Community radio stations are being established quite rapidly in rural Africa, further segmenting the radio audience but giving information sources an even more powerful tool for sending specific messages to communities that are often the most difficult to reach. An important advantage of community radio is that broadcasters deliver the news and other programs in the language of the community. Radio, in all its forms, should be considered by AWF as the best message delivery channel to the African populations, and will be included in the AWF's target audiences.

### **Television and the AWF Public Relations movie**

3.4.12 Television is a primary source of information for a growing number of urban citizens in Africa. In addition to Africa's urban elite, the audiovisual medium of Television can bring AWF's work and messages to critical regional and non-regional audiences in ways that no other medium can. Producing for television can be undertaken through entering into partnership arrangements with TV outlets within and beyond the region to reduce costs and ensure broadcast of its messages.

3.4.13 A professional AWF PR movie has a high potential of being well received by some stakeholders as TV is a means of communication preferred by many of them. Along side video footage material this could be used for various opportunities such as viewing at conferences; made available to TV channels for showing to their audience free of charge as well as during AWF activities such as conference, commissioning of AWF funded projects. The material could be also made available on the AWF website as digital video-file for download

## **4 LINKAGES WITH THE AfDB WATER SECTOR OPERATIONS**

4.0.1 The African Development Bank stated that the plurality of water related programmes and activities within the Bank would necessitate the establishment of effective linkages between the AWF and the relevant programmes in order to achieve synergies and avoid unnecessary competition and duplication. This is of specific importance when it comes to communications.

4.0.2 In response to this concern and within its current reform process, the AfDB reaffirmed its focus on water and sanitation issues by integrating all water operations and the major water initiatives implemented by the AfDB into the Water and Sanitation Department. This new department would benefit from reinforced cooperation in terms of communications and promotion of water activities.

4.0.3 Such collaboration will allow AfDB to disseminate clear, common and harmonised messages to the right target audiences regarding the various water activities, initiatives and programmes in the African water sector. It will also support more efficiently the resource mobilisation efforts not only for the AWF but also for its complementary programmes implemented by the AfDB. The AWF-CoS provides the potential for harmonising and streamlining all AfDB water messages and communications. Such messages would enhance understanding of African water issues among all target audience and promote stakeholder participation in water activities.

## **5 SUSTAINABILITY AND PERFORMANCE INDICATORS**

5.0.1 The AWF Operational Procedures states that its activities shall be subjected to performance monitoring following result-based management approaches. Communications on the performance of AWF funded-projects will be an important tool to reach the potential contributors to the AWF and a vehicle to attract more investments. This information will also be destined to prospective beneficiaries, to inform and reassure the performance of the AWF in achieving results. The feedbacks from the audience will provide AWF with more ideas, in designing projects under new funding requests.

5.02 Simultaneously, the communications activities would also be submitted on a regular-basis to performance and impacts evaluations, following the Annexed Result Based Management matrix. This will be achieved through mechanisms for monitoring the AWF Website utilisation and subscription to the e-newsletter, a regular and update Press Review in the regional and international media etc.

5.0.3 Performance measurement of the AWF operations and dissemination of the results will be the justification for donors to replenish the resources as trust and confidence will be developed in donors and beneficiaries about the credibility of the

AWF. There is need for the communications activities to be sustained with adequate financial resources, material and human resources. Currently the AWF-Cos is supported by the assignment of a Communications Officer from the AfDB. The requirement for a permanent Communications Officer will be determined on the basis of the long term AWF communications core activities.

## **6 FINANCIAL REQUIREMENT AND IMPLEMENTATION**

6.0.1 The cost estimated for the implementing the AWF-CoS including a budget for a communication consultant is given as Euro 200,000. The consultant services will be required to support the Communications Officer in implementing the strategy. The Table 1 below summarises the main cost elements. The detailed action plan and cost estimate are provided in Annex II.

Table 1: Summary of Strategy Implementation Cost

Activity	Total costs (Euro)
Building a sound basis for implementation of AWF-CoS”	<b>5,000</b>
Implementation of AWF-CoS to reach internal and external audiences	<b>30,000</b>
Communications Channel & AWF Media Engagement	<b>115,000</b>
Supplementary consultancy services	<b>50,000</b>
Grand Total	<b>200,000</b>

6.0.2 Implementation of the core activities of AWF-CoS has commenced in March 2006 through engagement a Communication Expert supported by Austria and secondment of Communications Officer from the AfDB. The accomplished activities include preparation of the AWF-CoS, design of the web site, corporate identity, classification of target audiences and development of AWF key messages and the contacts database.

6.0.3 Planning for production of the most important information items using the new corporate identity and implementation requirement will start in the last quarter of 2006. Full implementation of the AWF-CoS will proceed in 2007. The requirement for a permanent Communications Officer will be determined on the basis of the long term AWF communications core activities.

## LOGICAL FRAMEWORK ANALYSIS FOR AWF - COMMUNICATION STRATEGY (AWF-CoS)

HIERARCHY of OBJECTIVES	EXPECTED RESULTS	Reach (BENEFICIARIES)	PERFORMANCE INDICATORS, SOURCE, PERIODICITY	INDICATIVE TARGETS and TIMEFRAME	RISKS > MITIGATION STRATEGIES
<p>GOAL: Improving the enabling environment and strengthening water resources management so as to attract the massive and appropriate investments necessary to achieve the national and regional objectives</p>	<p>IMPACT RMCs have increased capacity to manage their water resources effectively based on IWRM principles Riparian countries and regional organisations have increased capacity to manage transboundary water resources under a cooperative framework RMCs and regional organisations benefit from increased water resources investment for their water sector development programmes</p>	<p>RMC national governments; Regional and sub regional organisations; Water users Donors and financing agencies; International organisations, Research institutions</p>	<p>Indicators: % of RMCs with IWRM policies and strategies No of shared river basins with effective shared vision framework and joint programme Level of investment to meet basic services Source: National statistics and reports, AMCOW &amp; AFDB reports, regional and international organizations reports Periodicity: Annual</p>	<p>By year 2009: All RMCs with IWRM based policies, strategies and implementation plans All the 10 prioritised basin defined by NEPAD and AMCOW having vision frameworks and joint programmes % of increase in investment for basic water needs</p>	<p>Inadequate AWF institutional capacity and resources Increased staff numbers of permanent professional staff; develop relationships with AFDB operations departments; use consultants to meet short term needs</p>

<p><b>OBJECTIVES</b></p> <p>To inform agreed target audiences about AWF</p>	<p><b>OUTCOMES</b></p> <p>Greater awareness of AWF created Positive impact on resource mobilisation Increased funding requests</p>	<p>RMC national governments; Regional and sub regional organisations; Local / municipal authorities Communities NGOs, CSO and private sector; African governments;</p>	<p>Indicators quality of applications received The amount of resources raised annually</p> <p>Source AWF Annual reports</p> <p>Periodicity Annual</p>	<p>% of applications approved % annual budget secured</p>	
<p><b>ACTIVITIES</b></p> <p>Create corporate identity; Establish an AWF contacts database; Identify communication target audience; Improve AWF web site Develop AWF info support items; Participate in water events; Ensure media coverage; Establish Network of African Journalist on Water;</p>	<p><b>OUTPUTS</b></p> <p>AWF corporate identity; Contact database established; Agree hierarchy of target audiences; Positive user statistics of Web site; High quality media network established;</p>	<p>Local authorities; RBOs; Beneficiary population; Donors</p>	<p>Indicators Number of media coverage of the AWF Increased resource mobilised Number of request for funding</p> <p>Source Number of media reps in AWF media network Number of Subscriptions to AWF e-news letter</p> <p>Press reviews AWF Annual reports Web site log file</p>	<p>Website renewal 10/06 Corporate identity (including log) 12/06 Info support items: planned: 03/07 Implementation support items: 2007 onwards Network of media: Ongoing</p>	

## ANNEX 2

### AWF COMMUNICATIONS STRATEGY ACTION PLAN AND PROVISIONAL BUDGET

#### AWF COMMUNICATIONS STRATEGY ACTION PLAN AND PROVISIONAL BUDGET

##### 1.1. Building a sound basis for implementing the AWF-CoS

Action	Objective / Product	Action by	Indicative Timing	Costs (Euro)
Develop AWF corporate identity and logo	An AWF style sheet with strong colours, fonts and recognisable AWF logo	Graphic designer AWF Comm. Consultant AWF Comm. Officer	Achieved	5,000
Develop and implement the AWF Website	Restructure AWF website using the new AWF Corporate identity	AfDB IT Department Graphic designer AWF Comm. Consultant AWF Comm. Officer	Achieved	Hosted by AfDB Website
Promoting the new website after finalisation	Promotion plan and Media alert for the launching of the AWF Website		Ongoing Date defined 30 October 2006	
Develop a Contact Database Develop a common AWF contacts database 1) choose software 2) elaborate categories 3) collect contacts 4) establish database	A functional contacts database for targeted information dissemination	Support from AfDB ICT Team AWF Comm. Officer for media contacts	Three months	Cost of the software if not provided by AfDB
Total estimated costs for Building a sound basis for subsequent implementation of AWF-CoS				5000 Achieved

##### 1.2. Internal AWF target audiences

Action	Objective / Product	Action by	Indicative Timing	Costs (Euro)
Identify all AWF internal stakeholders, categorise and establish information network	An internal contacts database for more frequent and close communication	AfDB ICT, AWF Communications Officer	Ongoing activity	None
Total estimated costs				None

### 1.3. External AWF target groups

Action	Objective / Product	Action by	Indicative Timing	Costs (Euro)
Define external AWF target audiences	Clear identification of external target groups/ approval of respective priority communication activities to be implemented	AWF Communications Officer	before AWF GC meeting	None.
Identify all AWF external audience, categorise and establish a hierarchy	Elaborate communication support items including publications and reports, visual support items and dissemination of media related items	AWF Communications Officer		25,000
Develop an “AWF quarterly” e-newsletter in English and French	produced and disseminated “AWF quarterly” e-newsletter	AWF Comm. Officer Graphic designer AWF Management	First version to be disseminated three months after approval. Further versions on a quarterly basis	5,000
Establish AWF media contacts database 1. Inclusion of all media contacts in the overall AWF contacts database 2. Update the database regularly with new media contacts	up-to-date database with contacts of key African journalists and media representatives / Comm. Officers working on water issues	AWF Comm. Officer	No deadline. To be updated on a regular basis.	None.
Total estimated costs for reaching external target audiences Activities				30,000

#### 1.4. Communications Channels & AWF Media Engagement

Action	Objective / Product	Action by	Indicative Timing	Costs
Start collaboration and establish partnerships with Pan-African media agencies	The major media agencies, newswire services, NGOs in the media sector	AWF AWF Comm. Officer	After AWF information products are available.	25,000
Plan and conduct a first AWF media workshop	Reinforce AWF's engagement with the media	AWF Comm. Officer in partnership with other institutions Communications Units (WWC, GWP, IUCN etc...)	To be implemented before 2009	50,000
Elaborate a concept for an AWF media competition	A media award on African water issues will ensure broad media coverage and contribute to AWF's visibility in Africa.	AWF Comm. Officer AWF Management PR agency Media Partner (BBC / Reuters / Radio France / PanaPress )	To be implemented before 2009	20,000
Elaborate a concept for an AWF PR movie	A multi-purpose PR movie to communicate on AWF mission and achievements	AWF Comm. Officer AfDB Communications Unit AWF Management. AMCOW and other AfDB water sector departments for joint messages!	To be implemented before 2009	20,000
Total estimated costs for Communications Channels & AWF media engagement				115,000