

THE UNITED REPUBLIC OF TANZANIA



MINISTRY OF WATER

LAKE VICTORIA ENVIRONMENTAL MANAGEMENT PROJECT
(LVEMP II)



COMMUNICATION STRATEGY
(2011-2015)

***(Towards a shared vision for conserving LVB
and improving of livelihoods)***

JANUARY 2013

LIST OF ABBREVIATIONS

| | |
|---------|--|
| BMUs | Beach Management Units |
| BOD | Biochemical Oxygen Demand |
| CBOs | Community Based Organisations |
| CDD | Community Driven Development |
| CMC | Community Management Committee |
| DED | District Executive Director |
| DLFT | District LVEMP II Facilitation Team |
| EAC | East African Community |
| GEF | Global Environmental Facility |
| GIS | Geographical Information System |
| GoT | Government of Tanzania |
| IEC | Information, Education and Communication |
| LAN | Local Area Network |
| LGA | Local Government Authority |
| LVB | Lake Victoria Basin |
| LVBC | Lake Victoria Basin Commission |
| LVEMP | Lake Victoria Environmental Management Project |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| MoW | Ministry of Water |
| NEMC | National Environment Management Council |
| NPC, | National Project Coordinator LVEMP II |
| NPCT | National Project Coordination Team LVEMP II |
| NPSC | National Policy Steering Committee |
| NTAC | National Technical Advisory Committee |
| PMORALG | Prime Minister's Office – Regional Administration and Local Government |
| SLM | Sustainable Land Management |
| SAP | Strategic Action Programme |
| VC | Village Council |
| WB | World Bank |

CONTENTS

| | |
|--|----|
| LIST OF ABBREVIATIONS | 2 |
| EXECUTIVE SUMMARY | 4 |
| CHAPTER ONE: INTRODUCTION..... | 5 |
| CHAPTER TWO: CONCEPTUAL FRAMEWORK | 9 |
| CHAPTER THREE: FRAMEWORK OF THE STRATEGY | 12 |
| CHAPTER FOUR: STRATEGY IMPLEMENTATION..... | 19 |
| CHAPTER FIVE: MONITORING AND EVALUATION | 21 |
| ANNEXES | 22 |

EXECUTIVE SUMMARY

This communications strategy sets out a framework for communicating key messages on the Lake Victoria Environmental Management Project Phase II through the collaboration of all key stakeholders. The primary aim is to enlist greater dialogue. This will be achieved through the institutionalisation of two-way communication between LVEMPII through government and other stakeholders and by way of raising awareness, facilitating opportunities for public discourse, sharing of knowledge, and enabling information from grassroots level to reach decision makers to inform evidence-based planning at all levels.

The strategy will also ensure the availability and access of information on the implementation of the LVEMPII at all levels, thus encourage debate between and amongst stakeholders on the Project's initiatives. This will be achieved through awareness creation, and the establishment of communication channels that can be used to share information with different audiences. The strategy assesses the current communication situation, sets out objectives, and outlines key audiences, key messages and channels. It also includes a section on monitoring and evaluation. The strategy will be used to refine and synthesise the knowledge generated and share it through various communication tools and learning foray that meet the needs of different stakeholders.

The coordination of the strategy will be provided by the LVEMP II key civil society organisations, community, religious and sector professionals, all the way down to the village level, will play pivotal roles in defining implementation strategies and specific activities on the ground. A generic set of information, education and communication (IEC) materials will be developed and availed for distribution through established channels. Central to the strategy is the institutionalisation of a national stake holders' dialogue on environmental management through the utilisation of appropriate feedback mechanisms for communication between and among different technical and non-technical audiences, government and non-government audiences, development partners and the wider population.

This communication strategy is presented in five main parts: **Chapter One** presents the introduction, **Chapter Two** has the situation analysis which delves into current communication practices and challenges, and sets the foundation for the strategy. **Chapter Three** is the strategy framework which details the communication goal and objective, identifies target audiences and proposes a media mix that will enable the directorate to communicate effectively remove hard return. **Chapter Four** looks at strategy implementations, giving details of the timeframe and spelling out implementation essentials, including budget (estimates) required to rollout this strategy for the five-year period. **Chapter Five** presents monitoring and evaluation framework which shows the means by which progress will be tracked and strategy reviewed.

1.1 Background and Institutional Context for the Communication Strategy

The Government of Tanzania is implementing the 2nd Phase of the Lake Victoria Environmental Management Project (LVEMP II) covering the period 2009—15. The Project is funded by the EAC partner states, the World Bank through International Development Association (IDA), SIDA, GEF and the beneficiaries.

The goal of LVEMP II is to contribute towards the achievement of the EAC's Lake Victoria Basin Development Vision and Strategy of having: ***"A prosperous population living in a healthy and sustainably managed environment providing equitable opportunities and benefits to the riparian communities."***

The objectives of the Project are to contribute to: (i) The improvement of the collaborative management of the trans-boundary natural resources of the LVB among the ECA partner states and (ii) The improvement of environmental management of targeted pollution hotspots and selected degraded sub-catchments for the benefit of communities that depend on the natural resources of LVB.

These objectives are to be achieved by implementing four main components:

- (i) Strengthening institutional capacity for managing shared water and fishery resources;
- (ii) Point sources pollution control and prevention;
- (iii) Watershed management and
- (iv) Project coordination and management.

Component 1: Strengthening Institutional Capacity for Managing Shared Water and Fisheries Resources

This component focuses on strengthening the existing institutions to improve the cooperative management of shared transboundary natural resources of the LVB, and hence contribute to the achievement of the first PDO/GEO. Its objectives are to:

- (i) Improve the effectiveness of key regional and national institutions, through harmonisation of national policies, legislation, and standards;
- (ii) Develop options for long-term mechanisms for financing natural resources management interventions; and
- (iii) Develop regional frameworks for the management of key transboundary natural resources – water and fisheries. The sub-components are:
 - (a) Harmonisation of policy, legislations, and regulatory standards and
 - (b) Ecosystem monitoring and applied research.

Component 2: Point Sources Pollution Control and Prevention

The main objective of this component is to reduce within the lake and littoral zone environmental stresses, through the implementation of mitigation and prevention measures. The component finances investments aimed at reducing point sources of pollution in priority hotspots, identified during LVEMP I, complementing

ongoing activities supported by other government projects in water and sanitation. There are three sub-components:

- (i) Rehabilitation of wastewater treatment facilities;
- (ii) Promotion of cleaner production technologies and
- (iii) Pollution risk management and safety of navigation.

Component 3: Watershed Management

This component seeks to reduce environmental stresses from the lake basin, through the implementation of non-point sources pollution mitigation and prevention measures. The reduction of the non-point sources of pollution (sediment loads, nutrients, and agro-chemicals); by scaling up successful models of watershed management practices piloted under LVEMP I will improve water use efficiency, and generate positive downstream externalities.

The project will support community driven investments in rehabilitating in selected priority degraded sub-catchments of Lake Victoria, including the catchment of River Simiyu (11,577 Km²) in Tanzania. There are two sub-components:

- (i) Natural resources conservation and livelihoods improvement and
- (ii) Community capacity building and participation.

Component 4: Project Coordination and Management

This component provides resources necessary for the effective coordination and communication, and monitoring and evaluation of the project activities. This component has two sub-components:

- (i) Project coordination and communication and
- (ii) Monitoring and evaluation.

Implementation Arrangements:

The project implementation arrangements are based on a two-prong institutional set up provided in the Protocol on the Sustainable Development of the LVB, i.e. at the EAC/regional level and at national levels.

The LVBC is mandated by the protocol to coordinate programmes and other interventions undertaken by the EAC partner states in the LVB. Therefore, while project implementation is primarily the responsibility of national institutions, the coordination of the project regionally among the EAC partner states, and implementing regional activities is the responsibility of the LVBC.

According to the Protocol, the LVBC coordinates with the partner states through the appointed national focal point officers (NFPOs), who are senior officials in the designated NFPMs. The focal point ministry in Tanzania is the Ministry of Water (MoW).

At the regional level, there is a Regional Policy Steering Committee which provides overall guidance to the Regional Project Coordination Team to ensure that project components and activities implemented both regionally and nationally blend as intended to fulfil the regional objectives of LVEMP II. The RPSC will play an important role in:

- (i) Approving the annual work program and budget submitted by LVBC;
- (ii) Coordinating and monitoring the overall progress in project implementation; (iii) providing advice about collaborative needs and arrangements vis-a-vis other related regional initiatives and project activities ongoing in the LVB and
- (iii) Approving the funding criteria for investment projects at the regional level.

In each country, there is a national project coordination team headed by a national project coordinator (NPC) and embedded in the national focal point Ministry. The NPCT includes technical specialists/experts from all relevant sectors including water, fisheries, agriculture, forestry, and environment/social sectors. The NPCT is tasked with the coordination of the respective sector activities within the project to ensure that they are implemented effectively and in accordance with approved work plans and budgets, in close liaison with the implementation staff in the field.

Implementation of the various project activities, involves a host of agencies and partners, including local government entities, NGOs, universities and research institutions, and private sector agencies.

The national project activities and their implementation are overseen by two committees: the National Policy Steering Committee for policy issues and the National Technical Advisory Committee, for harmonization of technical issues.

District facilitation teams have been established in all districts to ensure adequate technical support and supervision of the subprojects drawing their members from technical departments in the respective local government authorities and the existing community-based organizations, such as the beach management units (BMUs), environmental committees, water user associations, and local NGOs or CBOs.

1.2. The Rationale and Justification for the Communication Strategy

The LVEMP II Project activities involve multiple stakeholders with diverse expectations and attitudes on this project and utilisation of the natural resources. There is also no uniformity in the level of awareness on the project goals and objectives, thus the need for a comprehensive communication strategy to manage these challenges and ensure sustainable management of the natural resources.

This strategy provides mechanisms and ways of conveying accurate and timely information to all stakeholders in the most appropriate manner. It will inform stakeholders on the objectives, activities as well as the procedures that govern LVEMP.

LVB stakeholders have growing demands for reliable, harmonised and easily understandable information with which to inform policy priorities and plans directed at sustainable environmental and socio-economic management of the basin.

Thus project implementation data must be well-analysed and packaged to produce environmental information that is responsive to policy needs and public information requirements and communicated efficiently and effectively to the stakeholders so that it can be used appropriately to improve environmental and socio-economic interventions.

Communication is central to the successful attainment of any organisations' vision. All strategic goals and objectives remain mere ideas if they are not communicated to relevant stakeholders and implementers. To influence, create understanding, instruct or even orient people to take up organisational responsibilities, a lot of communication must take place.

Considering the project's mandate, vision, mission and functions and its pivotal role on social and economic growth, one sees the significance of communication for the institution. Achieving its strategic goals and objectives could be a daunting task without an effective and dynamic communication function in the project

Therefore, effective communication is critical for LVEMPII. The project serves a wide range of stakeholders all with high expectations at regional, national, district, ward and village level — as well as at international level. Important institutions such as the government, line ministries, grassroots communities, civil society organisations are among the many that need to understand the importance of LVEMP II in the socio-economic development and sustenance of natural ecosystems. It is important for the project to communicate with all those groups and meet their information and communication needs.

There are numerous development partners who are investing in LVEMP II and they all expect results and these judge the project by international standards. For purposes of transparency, accountability and sustenance of their goodwill, the project must engage in continued meaningful communication with these partners. Internally too, the staff at the project and field levels need to know what is going on and need to be constantly awakened to their role and motivated.

There are numerous efforts that the government and the Project are putting into the management of the natural resources in the Lake Victoria Basin (LVB). The project is expected to deliver a lot of outputs in the form of processed data and information, maps that can be used in planning and development of natural resources. A lot of these need to be known to the general public. Public education through strategic communication would go a long way in making all these issues better known and appreciated.

In managing Project resources, NPCT experiences numerous challenges, some of which would be aptly addressed if they would be better understood by the key stakeholders. This also calls for effective communication with such stakeholders, hence underscoring the significance of communication for the Project.

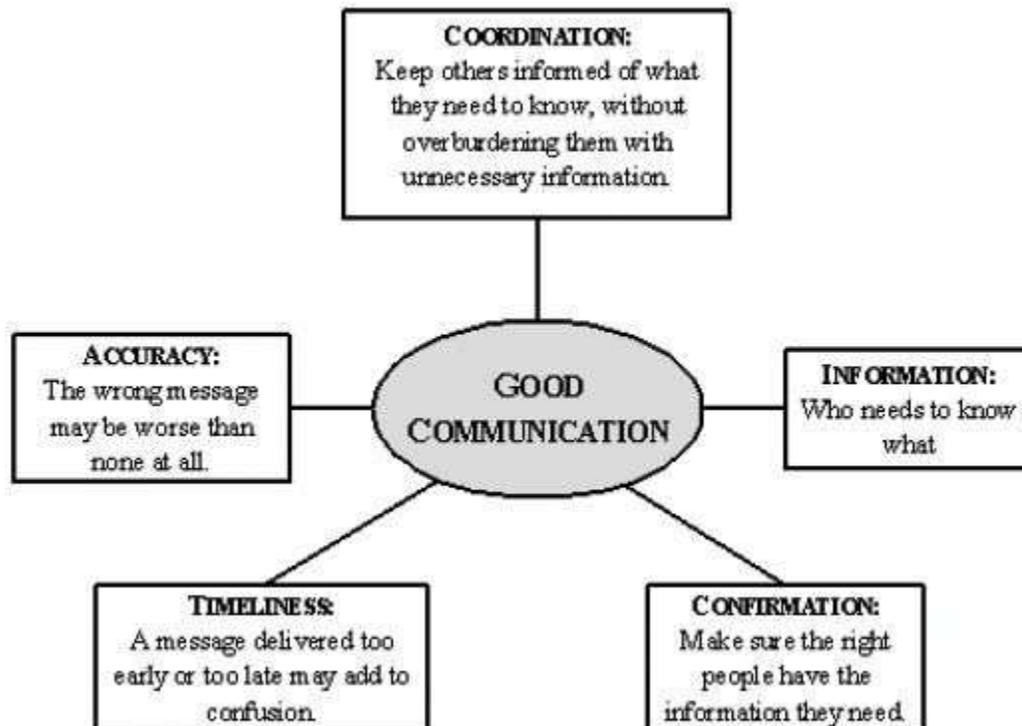
2.1 Overview:

In order to create a conceptual framework for the strategy, it is important to look at what entails communication and the various approaches that underpin the formation and implementation of this strategy.

There are many definitions of the word “communication”, one of which says: “Communication is the process by which information and feelings are shared by people through an exchange of verbal and non-verbal messages”. (LVFO: 2005)

By communication, we are in essence referring to a dynamic process in which a transmitter and a receiver exchange and share information, ideas, opinions, feelings and responses. It is not a mechanical transfer of facts and figures. Instead, it is an interactive process that works in a circular dynamic and ongoing way. It is talking with people – a process with no permanent sender and no permanent receiver. In communication, the role of sending and receiving keep changing depending on who is talking and who is listening. This implies freedom, equality and shared interest.

This two-way concept of communication places emphasis on how people use it or messages. It stresses genuine dialogue, free and proportioned opportunity to exert mutual influences. Here feedback is imperative; its importance lies in the opportunity it creates for understanding the other person’s point of views and therefore, for ensuring co-orientation influences. The following diagram illustrates the basic aspects of communication:



Communication objectives directly address issues such as awareness, knowledge, attitude, practice, behaviour and participation. Each of these represents a communication level, which needs to be dealt with separately. If for instance your objective is to induce change in behaviour concerning environmental management practices, first you need to make the people concerned aware that there is a problem with the previous behaviour. You then make sure that the knowledge and the attitude that is necessary for the necessary change to take place are available. It is only when all these prerequisites are met that you can hope to achieve your communication objectives.

2.2 Elements of Communication

The following are the key elements of communication:

- (i) **Communication is a two way process:** It involves a sender and receiver. The sender or receiver can be an individual or a group.
- (ii) **There has to be a message:** The message can be information, a directive, an enquiry, a feeling, an opinion, an idea or any other.
- (iii) **Commonness of understanding:** Communication can occur only when there is commonness of understanding between the sender and the receiver. The commonness includes factors like common culture, common language and common environment. Words, phrases, idioms, proverbs, gestures and expressions are deeply influenced by culture and possess high communicative potential for people from similar background.
- (iv) **Modifying the behaviour of other individuals:** The information transmitted to the receiver evokes a response in the form of some change in his behaviour.
- (v) **Method of giving information:** Information can be delivered by means of words or other means such as signs gestures and expressions.

2.3 Essentials of Effective Communication

It must be ensured that communication messages and materials are acceptable, appropriate, relevant, understandable, attention-getting, memorable, attractive and credible based on the Seven C's of effective messages as follows:

- **Command attention**—The messages should get noticed and stand out in the 'clutter'.
- **Clarify the message**—The message should be simple and direct. It will not be remembered if it is not understood, Complex issues should be compressed into themes that have simplicity and clarity.
- **Communicate a benefit**—Messages should tell the target audience what they will get in return for taking an action called for in the message
- **Be Consistent**—All the messages in a campaign should convey the same themes in all forms of media. People learn by repetition through a variety of media contributes to both learning and persuasion. Penetration requires repetition of a consistent message.
- **Cater to the heart and head**—The messages should offer emotional values as well as practical/logical reasons to change.
- **Create trust**—Communication starts with a climate of credibility. This climate is built by the performance of the source of the message, and a desire to serve the target audience. The audience must have confidence in the source and a high regard for the source's competence on the subject.
- **Call to action** —The message must ask the audience to do something. The target audience wants to know what is expected of them what they are supposed to do upon hearing or seeing the message.

3.1 Introduction

Although previously the Project did not have a formal communication strategy, numerous communication-related activities have been implemented based on perceived needs and requirements.

Examples of communication activities undertaken have included:

- Printing and dissemination of training manuals;
- Training of DLFTs, community development workers, CBOs, NGOs on natural resources conservation activities;
- Support for community based education, communication programmes (drama, music, etc)
- Sensitisation of key stakeholders on marine pollution risk management and safety of navigation;
- Refresher TOTs on CDD implementation for DLFTs and other implementing institutions;
- Sensitisation of communities on environmental issues using local NGOs, CBOs and LGA staff;
- Quarterly NPSC, NTAC Meetings
- Seminars for district leaders from LV Basin
- Outreach activities and exhibitions during Lake Victoria Day, WED, Wetlands Day, Maji Week, NaneNane shows including media briefings
- Mass media sensitisation meetings and workshops
- Production of Annual Project Calendar
- Production of T-shirts, leaflets, etc.

Currently, the Project is using the following tools with varying degrees of effectiveness in:

- (i) Communicating with internal audiences i.e. electronic mail (e-mail)/ Internet, meetings, bulletin boards/notice boards, memos and loose minutes, telephones/faxes, physical/direct communication, labels and signposts and
- (ii) Communicating with external audiences i.e. publicity and information leaflets, brochures, banners, exhibitions, mass media, celebration of special national and international events e.g. World Environment Day, branded items like T-shirts, vehicles and caps, signposts, headed papers, training and technical back-up, telephones and faxes, direct communication meetings and workshops/seminars.

All in all, communication within the Project needs to be well planned and coordinated in order for it to play a vital role in the attainment of the goals and objectives of the Project. Ideally it should be strategic, institutionalised, evaluated and optimised.

To establish the LVEMP II key communication issues and challenges, a situational analysis was conducted through various means including two workshops organised and represented by a wide range of key stakeholders across sectors and borders, LGAs, urban water and sewerage authorities and the findings of formed the basis for the strategy framework. The analysis was conducted using mainly qualitative methods including: workshops, document reviews and sharing of experiences from other LVB wide stakeholders.

For the purpose of ensuring objectivity and relevance of this strategy, the process of developing this communication strategy was highly participatory, employing a wide range of methods as indicated hereunder:

- Review of documents;
- Consultative workshops;
- Media content analysis;
- Consultations with other LVEMP II Implementing Teams of LVBC, Kenya and Uganda and
- Meetings with key stakeholders.

3.2. Purpose and Objectives of the Communication Strategy

3.2.1 The purpose the CS is to ensure that all LVB stakeholders are well informed, knowledgeable and appreciative of LVB resources management and its importance to the economic growth of Tanzania and other EAC partner states and LVB stakeholders.

3.2.2 The objectives of the strategy are to:

- Create awareness and effective information flow on the Project's objectives and activities among stakeholders;
- Ensure that communications within the Ministry of Water, across sectoral ministries and LVEMP II itself are well coordinated, effectively managed and are responsive to the diverse information needs of the public;
- Enhance participation of the Lake Victoria Basin communities in environmental management i.e. to provide a mechanism for the provision of timely, accurate, clear, objective and complete information on LVEMP II, services and initiatives related to management of LVB resources to Tanzanians;
- Influence conservation policies on environment and natural resources management;
- Build the knowledge base of the stakeholders towards behavioural and attitude change in environmental conservation;
- Provide a framework to enable LVEMP II communicate openly with the public on management of LVB resources, services and initiatives for which NPCT have responsibility and
- Promote the image and visibility of LVEMP II i.e. to ensure that all stakeholders involved in the management of LVB resources planning, development and overall management work collaboratively to sustainably harness resources thus achieve coherent and effective communication with the public.

3.3 Strategic Interventions

The following are the strategic interventions for the Communication Strategy together with the specific activities:

3.3.1 Establishment of LVEMP II Website

- Negotiate with MoW to use Ministry's Website, design link with MoW Website.
- Prepare ToR for consultancy by mid of November, 2010.
- Review and approval of ToR by World Bank by the end of November 2010.
- Request for expression of interest – refer to Procurement Plan.
- Short listing.
- Call for proposals.

- Evaluation of proposals and selection of Consultant.
- Award of Contract and signing of contract.
- Designing of website as per Procurement Plan.
- Submission of draft report.
- Review of draft report.
- Submission of draft report.
- Selection and negotiation of internal service provider.
- Launching of Website.
- Training of users – this task included in ToR.
- Regular updating of Website

3.3.2 Promoting Networking among Stakeholders

- Identification of stakeholders
- Promote experience sharing
- Develop messages for specific category
- Exchange visits
- Establish media relation
- Conducting stakeholders meetings/workshops

3.3.3 Promoting Community Involvement and Participation in LVEMP II Programmatic Activities

- Establish drama groups for creating awareness on environmental conservation
- Establish environmental conservation groups
- Environmental conservation education
- Establish tree nurseries
- Establish environmental management committees, which will be responsible for planning and management of environmental issues at community level
- Involve community leaders in various project activities
- Establish exchange of knowledge and collaboration between project staff and communities
- Bridge the gaps, seek trustworthy dialogue with communities, restore confidence and enhance support for project implementation
- Support local communities to establish income generating activities which are environmentally friendly.
- Establish reward scheme/ mechanism
- Organise environmental related competition
- Involve the community in identifying their calendar events so as to fit LVEMP II environmental management/conservation issues
- Empowering communities through IEC initiatives

3.3.4 Establish Communication and Documentation Unit

- Allocate the office for the unit
- Recruit Communication specialist and to part-time assistants
- Procurement of office furniture and communication equipment and accessories:
- Subscription to journals, newspapers, magazines, research materials,
- Establish a small document library.

3.3.5 Produce & Disseminate Communication Materials (print and electronic)

- Gathering of relevant materials
- Developing communication material
- Pre-test the communication materials
- Production/Print – fliers, brochure, bulletins, new articles, feature, press/news releases, memo, reports, minutes, mailing lists
- Calendars, T-shirts, caps, khanga, banner, stickers, pamphlets, billboards
- Produce materials for electronic media - TV documentaries, TV, programmes, radio documentaries, radio programmes, TV & radio news, films, drama, music, theatre, photographic, album.

3.3.6 Establish Communication Monitoring and Evaluation Systems

- Establish general objectives for strategic actions of Communication Strategy
- Identify information need to be included in CS (audience, key messages and channels)
- Set appropriate indicators for monitoring CS (Number and frequency = qualitative and quantitative)
- Develop M&E plan for CS
- Operationalize ME system of the CS
- Review ME system of the CS (for action improvement)
- Impact assessment

3.4 Target Audiences

The Lake Victoria Environmental Management Project Phase II is a multi-sectoral environmental and natural resources management project. It has diverse stakeholders who constitute the main target audience of the project's communication strategy and plan. The Table below shows a list of prioritized audiences by categories.

Table 1: Audience Prioritisation

| Allies | Neutrals | Opponents |
|--------------------------------------|--|---|
| Directorate of Water Resources (MoW) | Council Directors | Large Scale Miners |
| EAC | Directorate of Commercial Water Sanitation Unit | Artisanal Miners |
| LVBC | Directorate of Community Water Supply | Car Washers |
| NEMC | Ministry of East Africa Cooperation | Informal Solid Waste Collectors |
| NFPO | Councilors | Unplanned Settlement dwellers |
| NTAC | Development Partners | Encroachers (e.g. farmers along rivers, pastoralists) |
| Relevant Sectors (mention them) | Regional Administrative Secretaries | Marine transporters |
| VPO (Environment Department) | National Land Use Planning Commission | Developers (e.g. along the shorelines) |

| Allies | Neutrals | Opponents |
|---|---------------------------------------|-----------|
| Permanent Secretary of MoWI | Regional Policy Steering committee | |
| Relevant Sectoral Directors | Nile Basin Riparian Countries | |
| LVBWO | National Policy Steering committee | |
| LVFO | Parliamentarians | |
| Water User Associations (water resource management) | Parliamentary Environmental Committee | |
| BMUs | Journalists | |
| SUMATRA | General Public | |
| EWURA | Urban Water and Sewerage Authorities | |
| Nile Basin Initiative | TCCIA | |
| Media (e.g. JET) | Government Agencies | |
| Directorate of Water Laboratory Services | Technology Institutes | |

3.5 Key Messages for Targeted Audiences

Messages and material on which they are delivered should support the overall goal and objectives of the strategy and appeal to the intended audiences to accomplish this. The following key messages have been developed for the identified top-priority audiences:

Table 2: Key Messages to Some Selected Priority Audiences

| | Audience | Messages |
|---|--|---|
| 1 | Permanent Secretary. Ministry of Water | For sustainable use of Lake Victoria Basin natural resources, the Government should avail adequate resources to support the LVEMP II activities; The Government should support the preparation and implementation of integrated water resources management plan to ensure sustainable use of shared water resources in Lake Victoria Basin; There is a need to mainstream environmental conservation in all national development programmes so as to preserve the bio-diversity of Lake Victoria Basin; Sectoral plans should be integrated in order to promote sustainable use of shared Lake Victoria Basin resources. |
| 2 | Informal solid waste collectors | Stop! Poor handling of solid wastes is dangerous to the environment and your life; Do not overload wheelbarrows for environment conservation. Deposit wastes at the designated areas. |
| 3 | Sector Ministries/Institutions | Strengthen participatory conservation of natural resources in LVB for the benefit of all; Enhance multi-sectoral approach in environmental management in Lake Victoria Basin; |
| 4 | Local Government Councillors | Sensitise the community on environmental conservation, personal hygiene and sanitation to improve community livelihood; |

| | | |
|---|---|--|
| | | Promote women involvement in environmental conservation; Enforce environmental management by-laws for health, safety and environmental Sustainability |
| 5 | Mass Media | Report fairly and accurately on Lake Victoria Basin environmental issues as the mass media is one of the key stakeholders Advocate for the environment friendly utilisation of Lake Victoria Basin natural resources for prosperity of the riparian community. |
| 6 | TCCIA | Promote environmentally friendly commercial, industrial and agricultural production for sustainable business; Promote compliance with the existing set environmental standards Adopt cleaner production technology for a healthy environment; Promote green production for green environment. |
| 7 | General Public | Protect water sources and environment for your survival Conservation of water sources and environment is a responsibility of all of us; Avoid environmental destruction (encroachment on wetlands, deforestation, poor farming practices and illegal fishing, poor management of wastewater and solid waste) Observe and abide by environment related by-laws for sustainable environmental management; Promote construction and use of latrines at the community level; Destroying the environment is like destroying yourself and future generations; protect it; Plant trees to ensure sustainable forests and forest products; Follow proper and correct use of pesticides; Control soil erosion from your shamba, follow agronomic practices. |
| 8 | Encroachers (e.g. Farmers along rivers, pastoralists) | Stop agricultural activities near water sources; to avoid being taken to court of law; Do not build within 60 metres from water sources, |

3.6 Communication Channels

Communication channels are the delivery systems for messages to reach target audiences. They are the routes along which messages are transmitted and along which feedback may be obtained. Channels of communication need to be kept open if they are to remain viable. Criteria for assessing/selecting channels for communication are as follows:

- **Credibility** — is the channel worthy of the target audiences' confidence?
- **Availability** — Are the media/channels needed available in the area where the proposed audience lives and works?
- **Accessibility** — is the audience able to obtain and use the media/channels?
- **Affordability** — Can the audience afford the proposed channels? Think in terms of time, and money.
- **Impact** — Does the channel have an attraction for the target audience? If so, then chances are high that the message will be seen, heard and possibly acted upon.
- **Participation** — Does the channel encourage participation of the target audience?

The channels proposed for the implementation of this communication strategy are mainly:

3.6.1 Interpersonal Channels — These focus on either one-to-one or one-to-group communication. An example of one-to-group communication may be a community-based outreach worker meeting with a women’s cooperative. Interpersonal channels use verbal and nonverbal communication.

The advantages of this type of channels is that they are very direct and personal, Feedback is spontaneous, immediate, and of high quality since communicators rarely plans their contributions in advance. The roles of speaker and listener are freely exchanged which guarantees a two-way flow of information.

3.6.2 Community Oriented Channels — These focus on spreading information through existing social networks, such as a family or community groups. The advantage of these types of channels is that they are effective when dealing with community norms. They also provide opportunity for audience members to reinforce one another’s behaviour. They often match the values and logic systems of the community of which they are part. They are low cost. Examples are: water user associations, village water committees, women groups, farmers’ associations, environment clubs in schools, etc

3.6.3 Mass-media Channels — these reach large audiences simultaneously. Mass media channels, particularly radio and Internet reach even the most isolated locations. These channels are particularly effective at agenda setting i.e. giving the public issues to think about in their daily lives. These can include mainstream media such as *TV, radio, magazines, newspapers, Outdoor and transit boards, The Internet, and non-mainstream media, organisational newsletters, fliers, fact sheets, posters, memos, letters, briefing papers, wall calendars,*

3.6.4 Promotional Items — these are branded give-away items - umbrellas, T-shirts, desktop diaries, business card holders, pens, pocket calendars, wall calendars, key rings, mugs, lapel badges, etc.

Table 3: Proposed Communication Channels for Targeted Audiences

| S.N. | Targeted Audience | Channels |
|------|---|---|
| 1 | The Permanent Secretary (PS), Ministry of Water | Face to face meetings; Letters; Officiating functions; Field visits; Cabinet memo/circular; Official meetings |
| 2 | Informal solid waste collectors | Radio, Meetings |
| 3 | Officials of Project-Implementing sectors | Face to face (workshops, briefing, seminars, function officiating) |
| 4 | LGA Councilors | Training workshops; Full Council Meetings; Field visits |
| 5 | Mass Media | Seminars and field visits (media owners/ journalists/editors) Briefing Papers |
| 6 | TCCIA | Signboards; Seminars; TV Documentary; Website |
| 7 | General Public | Mass Media (Print and electronic media); Public meetings; Dissemination of fliers (leaflets; T-shirts/caps; Khangas; Sensitization groups; Posters and banners; Theatre, Traditional dances/songs; Cartoons |
| 8 | Encroachers | Public meetings; Print and electronic media (Community radio); Warning signs; Focus group discussions; Drama |

CHAPTER FOUR: STRATEGY IMPLEMENTATION

4.1 Implementation Plan

This is a five-year communication strategy, starting 2011 and ending on 2015. Over the five years of implementing this strategy, the project will closely collaborate with all its partners both internal and external. The implementation of the strategy will be phased according to the financial year. At the beginning of every year, an annual work plan will be drawn based on the five year implementation schedule shown below.

| SN | Strategic actions | Implementation Time Frame | | | |
|----|--|---------------------------|---------|---------|---------|
| | | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
| 1 | Establish LVEMPII Website | | | | |
| 2 | Promoting networking among stakeholders (promote experience sharing and exchange visits) | | | | |
| 3 | Promote community involvement | | | | |
| 4 | Establish communication and documentation unit | | | | |
| 5 | Produce & disseminate communication materials | | | | |
| 6 | Establish Monitoring & Evaluation System | | | | |

4.2 Strategic Linkages and Alliances

There are a number of institutions and departments with which the Project has to cooperate, collaborate and communicate for successful implementation of its mandate and this communication strategy, such as the National Bureau of Standards, Directorate of Population and the Office of the Prime Minister.

4.3. Financial Resources Mobilisation and Sustainability

The implementation of this strategy will require nearly US\$1.1 million over its five year span. Some of the sources to consider include:

- The government counter part funds allocation from the Ministry budget;
- Support from donors and development partners including international agencies;
- Non-government organisations, Inter-governmental Agencies, etc;
- Support from private sector or individuals and

- Use of available opportunities at national and international levels, at schools and Mwanza Press Club.

4.4 Roles and Responsibilities: Various officers will have responsibilities for implementation of the Strategy as outlined below:

Table 5 – Roles and Responsibilities for the Communication Strategy

| Position | Responsibilities |
|--|--|
| Permanent Secretary, Ministry of Water | Official Spokesperson for LVEMP II; overall over-seer of implementation of the Communication Strategy |
| DWR | As chairman of the National Technical Advisory Committee, has responsibility for overall technical supervision of the Communication Strategy |
| NFPO | Day-to-day liaison between the NFPM and other Ministries |
| National Project Coordinator, LVEMP II | At operational level, the National Project Coordinator is the lead implementer of this strategy. The NPC will also be the spokesperson for day-do-day technical issues |
| Communication Specialist | A recruited communication specialist is the focal person for communication activities, under the guidance and supervision of the NPC. |
| NPCT | Although the communication specialist takes the lead in coordination and technical role, all members of the NPCT carry out communication activities in relation to their specialties and functions within the Project. |
| DWR | As chairman of the National Technical Advisory Committee, is responsible for overall technical supervision of the Communication Strategy |
| NFPO | Day-to-day liaison between the NFPM and other Ministries |
| DLFOs and DLFTs | District LVEMP II Focal Officers and LVEMP II Teams are responsible for communicating with other stakeholders at district level |

CHAPTER FIVE: MONITORING AND EVALUATION

Introduction

It is important to conduct monitoring and evaluation. In the context of this project, monitoring and evaluation will seek to answer the following questions:

- Design of strategy and activities: Were the strategy and activities developed according to known norms; are they relevant?
- Activities: Did the planned activities take place as planned (in relation to the nature of activities, implementation schedule and expected outcomes)? Were the planned messages produced and delivered to intended audiences? If not, what and why the differences?
- Resources (inputs) - e.g. personnel, financial flow, information flows, material flows and technical support: Were they available or adequate?

NPCT shall assess the progress, successes or failures of the planned communication activities. Supported by the MoW, the NPCT will monitor and evaluate the communication strategy for three main reasons:

- To determine whether the objectives of the communication initiatives are being met;
- For continuous improvement and
- For accountability

The NPCT office in Mwanza acts as the hub of information for project operations. In this regard it serves to appreciate the effects achieved by the activities and products in terms of changes at the level of the target group and the attainment of the overall goal. Questions that have to be answered include: Were population level outcomes achieved? Were there any attention, knowledge attitudes, motivation, behavioral changes observed?

The detailed monitoring and evaluation plan is attached in Annex 2. Evaluation of the implementation of the communication strategy will be conducted at the end of 2015. All the information gathered during monitoring and evaluation should be used to make necessary adjustments during the implementation of the strategy.

ANNEXES

Annex 1: Summary of the Overall List of Audiences

| | | | | |
|--------------------------------------|---|---|--|---|
| Car washers facilities | Vice President (NEMC, DOE) | Lake Victoria Basin Office (Water Authorities), Zonal & District Irrigation Officers | Transport and transportation systems | Private sector (industrialist potty traders) |
| Beach Management Units | M EAC | LGAs, DED, Counselors, VEO, WEO, DLFTs | Artisanal miners, Mining (Small & large scale), Brick mallets | Unplanned settlement (dwellers) |
| Development partners | RPSC, NTAC | NGOs, CBOs, WUAs | Livestock keeper, Bee-keepers, Hunters | Farmers, Fishers |
| Informal solid waste collectors | EAC, LVBC, LVFO | Contractors | Industries factories, Artisanal fish processors and traders, Fish processing factories | Community leaders: VEOs Sungu sungu |
| Regional secretariats | Politician, Parliament committee on environment | CSUs CBOs/CUWSO /FBOs | Learning institutions, Schools, Prisons, Hospitals, Security organs | Riparian communities, Local leaders Village government |
| LVEMP II | NPSC | Relevant sector ministries Sumatra, TPA, Mass media | Business people (traders) Factories | Tourists |
| MOWI | Religions leaders | Regulatory Authorities: - NEMC, SUMATRA, EWURA | District facilitation teams, RAS, Ward and Village environment committees, | Development partners:- World Bank, SIDA , Higher learning & Research institutions |
| Urban Water and Sewerage Authorities | DHO, Plant Health Services Director, | BWO Water users assistant Community water organisation ownership group Regional Health Officers National water projects: - (Kahama, Kyabakari). Land user | DCWS, DCWSS NFPO, IECC, VPO DWR, Security organs, Simiyu catchment communities Equipment/materials suppliers Land developers Investors | |

Annex 2: Monitoring and Evaluation Plan