ZAMBEZI WATERCOURSE COMMISSION

ZAMCOM

ZAMCOM Communication and Visibility Strategy 2018 - 2021

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APPENDIX: Logframe

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ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
AMCOW	African Ministerial Council on Water
BASCs	Basin Stakeholders' Coordination Committees
CBOs	Community Based Organisations
CSOs	Civil Society Organisations
DVD	Digital Video Disk
EIA	Environmental Impact Assessment
GWP SA	Global Water Partnership – Southern Africa
HIV	Human Immune Deficiency Syndrome
ICPs	International Cooperating Partners
IPCC	Intergovernmental Panel on Climate Change
M&E	Monitoring and Evaluation
MPs	Members of Parliament
MOUs	Memoranda of Understanding
NASCs	National Stakeholders' Coordination Committees
NGO	Non-Governmental Organisations
RSAP	SADC Regional Strategic Action Plan
RT	Retweet
SARDC	Southern African Research and Development Centre
SADC	Southern African Development Community
SADC PF	SADC Parliamentary Forum
SWOT	Strengths, Weaknesses, Opportunities, Threats
WEF	World Economic Forum
ZAMCOM	Zambezi Watercourse Commission
ZAMSEC	Zambezi Watercourse Commission Secretariat
ZAMTEC	Zambezi Commission Technical Committee
ZAMWIS	Zambezi Water Resources Information System
ZICP	Zambezi International Cooperating Partners
ZSP	Strategic Plan for the Zambezi Watercourse

EXECUTIVE SUMMARY

The purpose of this three year Communication and Visibility Strategy (2018 – 2021) is to build on the ZAMCOM Communication Strategy of March 2013, as well as on the review of strengths and opportunities available to ZAMCOM. In addition, it identifies and seeks to address gaps in the implementation of the 2013 Strategy.

The strategy recognises that ZAMCOM is not well known beyond the water sector. As such, it focuses on building awareness by expanding knowledge to a much broader audience about the river basin, its benefits and individual, local, national and regional responsibility for its conservation and sustainability for citizens and future generations.

Historical gender as well as growing age, geographical, ethnic and income inequalities are expected to be mainstreamed throughout as key considerations. As such, opening up dialogue platforms between stakeholders and amplifying the voices of marginalised groups are essential to the implementation of the strategy.

The strategy seeks to increase and improve ZAMCOM's engagement with stakeholders ranging from decision makers and implementers responsible for harmonising the management and development of the Zambezi river basin, to communities living within the basin and in particular those along the course of the river and whose livelihoods are directly affected by the degree of cooperation in the implementation of the ZAMCOM Agreement.

It further seeks to highlight and ensure ZAMCOM's awareness of external constraints that may be beyond its control, such as language differences, geographical reach and limited financial support, amongst others, but which must be internalized and taken into consideration in terms of how they affect its communication planning and execution.

The strategy seeks to enhance ZAMCOM's communication and visibility by ensuring that in communicating its mission, vision, and objectives -- in line with its guiding principles and the strengths, weaknesses, opportunities and threats identified – knowledge, awareness and action extend to, and encourage feedback and input from all stakeholders, including the general public. This can be achieved by employing a thorough and targeted approach that maximises existing and new strategies and tools.

This strategy will also serve as a tool for raising the necessary investment for communication, which has historically been quite limited.

Specifically, the strategy identifies and details the following:

- **Key target audiences** – through a target audience mapping process;
- **Gaps in the implementation of the 2013 strategy**;
- **Communication activities based on ZAMCOM's stated key output areas** designed for maximum visibility and impact on and through its target audiences. Based on these output areas, this Communication and Visibility Strategy proposes detailed actions, integrating gender mainstreaming and capacity development throughout;
- **Tactics, channels and tools** that ZAMCOM will employ in order to effectively and efficiently roll out its communication activities. This mix of tools will utilise experiences of what has worked and delivered the most impact so far, as well as an

exploration of new tools, including social media platforms, content management systems and multimedia options;

- **Messaging framework** planned for consistency to ZAMCOM's brand in keeping with its mission, vision, guiding principles, and overall objective while remaining open to adaptation to changing contexts and emerging developments;
- **A monitoring and evaluation plan** as part of a learning agenda and to ensure the impact of the implementation of its communication and visibility strategy, build on successes, identify areas of weakness, and review and re-align accordingly and in line with changes in context, demands and opportunities. This includes not only M&E for external audiences but also clearly showcasing the impact of ZAMCOM separately and collectively through its internal stakeholders, such a the Council of Ministers, ZAMCOM Technical Committee (ZAMTEC), Basin Stakeholder's Coordination Committees (BASCs), National Stakeholder's Coordination Committees (NASCs), and national cooperating partners in riparian states, toward maximising its own learning;
- **A framework for the management of the strategy**, that will focus ZAMCOM in the identification of strategic partners, promoting shared ownership, development of a detailed and costed action plan, a resource mobilisation strategy for communication and visibility activities, and a human resource assessment and plan for attracting and managing additional communication support talent within the organization in order to achieve its strategy; and
- **A logical framework** for the strategy that provides an overview of the actions, output, indicators, and assumptions toward their achievement.

1. BACKGROUND

1.1 INTRODUCTION

The Zambezi Watercourse Commission (ZAMCOM) was established in 2004 under the ZAMCOM Agreement[1] and in accordance with the revised SADC Protocol on Shared Watercourses of 2000[2]. It covers the countries that share the Zambezi River Basin, namely the Republic of Angola; Republic of Botswana; Republic of Malawi; Republic of Mozambique; Republic of Namibia; Republic of Tanzania; Republic of Zambia, and the Republic of Zimbabwe. The Zambezi is the largest river basin in southern Africa, and the fourth largest in Africa.

ZAMCOM seeks to "promote the equitable and reasonable utilisation of the water resources of the Zambezi Watercourse as well as the efficient management and sustainable development thereof". The goal is to assist the Riparian States achieve regional cooperation and integration through sharing the treasured benefits from the water resources of the

[1] http://www.zambezicommission.org/sites/default/files/clusters_pdfs/ZAMCOM%20agreement.pdf

[2]http://www.zambezicommission.org/sites/default/files/publication_downloads/Revised_Protocol_on_Shared_Watercourses_-_2000_-_English.pdf

Zambezi river basin and the contribution that such cooperation could make towards the peace and prosperity of the basin and the Southern African region as a whole.[3]

ZAMCOM's Vision is "…a future characterized by equitable and sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations.[4]"

ZAMCOM's Mission is "…to promote the equitable and reasonable utilisation of the water resources of the Zambezi Watercourse as well as the efficient management and sustainable development thereof"[5].

ZAMCOM's Overall Objective under the Zambezi River Basin Integrated Water Resources Strategy (ZAMSTRAT 2008)[6] is the "Equitable and sustainable utilisation of water for social and environmental justice, regional integration and economic benefit for present and future generations". The strategy has been constructed around four "Challenges":

1. Integrated and coordinated water resources development
2. Environmental management and sustainable development
3. Adaptation to climate variability and climate change
4. Basin-wide cooperation and integration.

ZAMCOM's primary strength is that it is mandated under the ZAMCOM Agreement to:

- Collect, evaluate and disseminate all data and information on the Zambezi Watercourse for implementation of the Agreement;
- Promote, support, coordinate and harmonize the management and development of the water resources of the Zambezi Watercourse;
- Advise Member States on the planning, management, utilization, development, protection and conservation of the Zambezi Watercourse as well as on the role and position of the Public with regard to such activities and the possible impact thereof on social and cultural heritage matters;
- Advise Member States on measures necessary for the avoidance of disputes and assist in the resolution of conflicts among Member States with regard to the planning, management, utilization, development, protection and conservation of the Zambezi Watercourse;
- Foster greater awareness among the inhabitants of the Zambezi Watercourse of the equitable and reasonable utilization and the efficient management and sustainable development of the resources of the Zambezi Watercourse;

[3] Zambezicommission.org/newsite/index.php/about-us/

[4] http://zambezicommission.org/newsite/wp-content/uploads/2017/08/ZAMCOM-General.pdf

[5] Ibid

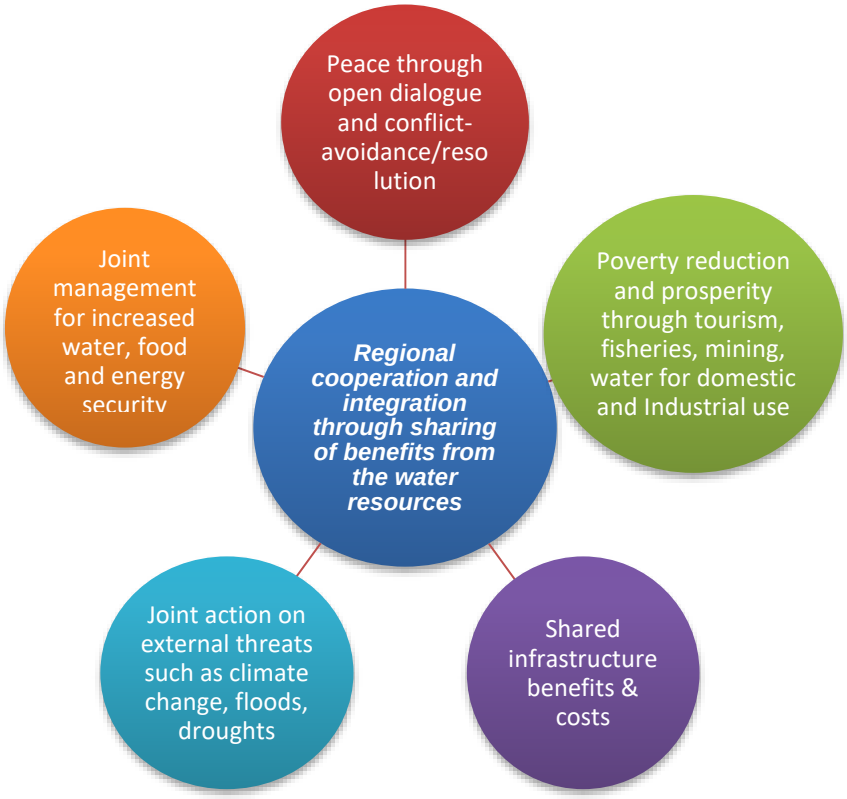
[6] Integrated Water Resources Management Strategy and Implementation Plan for the Zambezi River Basin. April 2008, SADC-WD/Zambezi River Authority, SIDA/DANIDA, Norwegian Embassy Lusaka. http://www.zambezicommission.org/sites/default/files/clusters_pdfs/Zambezi%20River_Basin_IWRM_Strategy_ZAMSTRAT.pdf

- Cooperate with the institutions of SADC as well as other international and national organizations where necessary;
- Promote and assist in the harmonization of national water policies and legislative measures; and
- Promote the application and development of the ZAMCOM Agreement according to its objective and the principles.

ZAMCOM's guiding principles are:

- Sustainable development;
- Sustainable utilisation;
- Prevention of harm;
- Precaution;
- Inter-generational equity;
- Assessment of trans-frontier impact;
- Cooperation; and
- Equitable and reasonable utilisation.

The graphic below demonstrates ZAMCOM's vision of the various benefits of integrated water resources management that can contribute to deepened regional cooperation and integration and vice-versa.



ZAMCOM's mission, vision, and guiding principles are key to its brand, which should always align to these for consistency and recognition.

2. CONTEXT

The Zambezi watercourse is a major source of water for Riparian States in Southern Africa and a significant contributor to social and economic development in the region as a whole. It is projected to support 51 million people by 2050 and is faced with many challenges including water pollution, land degradation, deforestation and extinction of biological resources. The Basin is increasingly affected by climate change and, according to the 5th Intergovernmental Panel on Climate Change (IPCC) report, temperatures within the basin are predicted to increase by 0.3 – 0.60 degrees over the next century[7].

A sustainable, safe water source is known to help break the cycle of poverty by sustaining industry, agriculture and food production in the form of crops, fishing, aquaculture and livestock, all sources of livelihoods and jobs for the poor. It is critical for energy production, which also feeds into economic potential. Sustainable and safe water also improves health outcomes and reduces vulnerability to climate change. It has been shown to have significant positive outcomes for girls and women not only in terms of livelihoods and health but also opportunities for education where women and girls' time spend fetching water and engaged in other water related activities is reduced and can be spent on other productive activities, including education, at the same time increasing personal security as distances travelled to fetch safe water sources are reduced.

Mounting socio-economic pressure on the basin therefore requires cooperation, efficient management and sustainable development through integrated water resources management based on cooperation amongst Riparian States in order to achieve development goals while ensuring sustainability of increasingly scarce water resources and peace. Although southern Africa is one of the most peaceful regions on the African continent, the risks of water related intra and inter country instability and conflicts in other regions of the world are rising as climate change intensifies, leading to violence, resource conflict and migration to more water-abundant areas. . According to the World Economic Forum (WEF) Global Risk Perception Survey 2015, water crises are the number one risk facing the world in terms of its potential impact. Improved dialogue and cross-border cooperation have contributed to mitigating such conflicts.

2.1 STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

A SWOT analysis conducted by ZAMCOM in preparation for its 2013 communication strategy revealed a number of strengths, weaknesses, opportunities and threats (SWOTs). In defining the existing SWOTs, this strategy takes into account the fact that while some strengths and opportunities have remained relevant, the identified weaknesses and threats have since either been addressed or overtaken by events. The SWOT below takes into account the

[7] ZAMCOM, SADC, SARDC, 2015. Zambezi Environmental Outlook 2015. Harare, Gaborone

factors that remain relevant from the 2013 Strategy and builds in the new and emerging SWOTs as identified.

2.1.1 Strengths

The existence of Legal and Institutional frameworks such as the SADC Revised Protocol on Shared Watercourses of 2001 and the ZAMCOM Agreement are indication of political will for a coordinated approach to planning and management of the Zambezi River Basin;

Existence of instruments for institutional development and basin-wide cooperation such as Rules and Procedures for Sharing of Data and Information Related to the Management and Development of the Zambezi Watercourse, is a strong indication of how seriously the Riparian States take information sharing for the benefit of the basin. This will impact strongly on the success of implementation of the communication strategy.

Demonstrated commitment from Riparian States through financial contribution to the operations of the ZAMCOM Secretariat - Implementation of the communication strategy requires adequate resourcing and the Riparian States' annual contributions will ensure sustainability for implementation of ZAMCOM activities including the communication strategy.

Peace within and between the Zambezi Riparian States provides for an enabling environment for cooperation, paving way for the successful operationalization of the communication strategy. Activities such as awareness campaigns would not be possible in a conflict situation;

Existing Information Structures within ZAMCOM and within the Basin as a whole provide for the ease of implementation and fast-tracking of communication and visibility goals and activities. These include:

- *National Stakeholders' Coordination Committees (NASCs)*
- *Basin Stakeholders' Coordination Committees (BASCs)*;
- The **Zambezi Water Resources Information System (ZAMWIS)** and other information databases already in place and which can be expanded upon for improved and more accessible information;
- The development of the **Strategic Plan for the Zambezi Watercourse (ZSP)***;*
- The **SADC Promotional and Communication Strategy**, which also provides an avenue for ZAMCOM to reach wider audiences;

Interest and commitment from International Cooperating Partners (ICPs) to support the goals and activities of ZAMCOM**.** Commitment is demonstrated by the establishment of *the Zambezi International Cooperating Partners (ZICP)* towards, among other objectives, coordination of support and reducing duplication of efforts;

Sustained partnership with organisations implementing projects in the Zambezi River Basin, is demonstrated through the signing of Memoranda of Understanding (MOUs) between ZAMCOM and its partners to ensure coordination in the implementation of projects.

2.1.2 Opportunities

The opportunities, as identified in the 2013 strategy, are very much in line with the strengths. These provide a number of opportunities that further strengthen the implementation of the communication strategy, specifically:

Regional cooperation demonstrated by the SADC Treaty and, the **SADC Revised Protocol on Shared Watercourse and the Regional Strategic Action Plan (RSAP).** These provide an enabling environment for data and information sharing in the Basin.

A politically stable operating environment allows for the coordinated and cooperative sharing of information among the Riparian States and the strategy's implementation would benefit from that.

Communication technology advancements – the increased reach of mobile telephone access, internet, affordable sophisticated handsets that allow for images, voice and video and rapid development of accompanying software and applications for diverse and affordable communication platforms gives ordinary citizens the power to engage through social media and make their voices heard on issues that affect them. This development provides ZAMCOM with options in the dissemination of its messages to various target groups.

2.1.3 Weaknesses

Language and cultural diversity creates barriers to communication – The Zambezi River Basin is home to more than 40 million people with many languages and diverse cultural practices. In trying to raise awareness about the ZAMCOM activities, it will be prudent to take into consideration the challenges that come with such diversity – language barriers, different traditional beliefs, different literacy levels, different economic development levels etc. these require adequate financing – e.g. for publication of knowledge materials in different languages.

2.1.4 Threats

The threats faced by ZAMCOM are largely external and affect the institution's ability to deliver on its mandate but also provide an opportunity to ZAMCOM for storytelling, particularly through influencing media reporting that can raise these issues to agenda status and inform the development agenda. ZAMCOM has to internalize these, taking into consideration how they affect its communication planning and execution and how it can make itself more relevant in the broader poverty reduction global debates by charting and documenting these threats.

- **Climate change and variability** – through forward planning and integration of climate adaptation and mitigation in its core messaging, including the potential of climate change to increase conflict, poverty, and climate induced migration – with significant impacts on women and girls – and the resulting threats to their safety, security, working hours (time spent in accessing safe water, for example) which will also affect education opportunities and time spent on income earning activities;
- **Poverty** – ensuring that this component is recognised, highlighted, and addressed through its dialogue platforms and other communication activities between local community, private sector, and governance and legislative bodies as a cross-cutting thematic issue that relates water to poverty and how partnerships between the different groups can help to overcome poverty;
- **HIV and AIDS**, as this relates to poverty that can arise from a potential decline in access to and use of safe water resources and how this may increase poverty -- a key driver of HIV transmission rate increases amongst affected women and girls in particular in terms of safety considerations in fetching water resources further afield, migration in times of droughts and floods, vulnerability to gender based violence during times of water stress, and resorting to unsafe sexual practices to gain access to safe water;
- **different literacy levels** in the region inevitably mean that ZAMCOM has consider how its communication actions reach all target groups and this is affected by its ability to raise resources that enable it to employ a range of communication channels that include video, audio, radio, face-to-face engagement, and translation of materials for a diversity of local languages beyond the two official languages that it currently employs. As part of this it will need to take into consideration how it engages community based organisations as partners;
- **conflicting sectoral interests** in the context of private sector, such as tourism and hydro power, and community needs to be taken into account. ZAMCOM can

facilitate dialogue between communities -- through their representatives, for example -- and private sector representatives for cross-benefit needs to be realised as a key long-term strategy that can have a huge impact in ZAMCOM's achievement of its vision and success story in the long-term

- **political influence** through greater engagement with members of parliament as the representatives of riparian communities will play a significant role in amplifying the voices of local peoples affected by water issues along the river basin;
- **poor infrastructure** – engagement through dialogue platforms on private-public partnerships, how local and wider communities benefit through infrastructural water development, including agricultural infrastructure, tourism, and power generation, amongst others;
- **lack of harmonization of policies** through story telling on how this affects local, national, and regional economic development;
- **variable internet, mobile and landline connectivity hampers communication and information access** – this is an important factor to communication that cuts across all development sectors and ZAMCOM has its own story to tell on how infrastructural and funding limitations affect its ability to deliver on its goal of contributing to regional cooperation and integration through sharing of benefits from the water resources.

3. KEY TARGET GROUPS

ZAMCOM has a multi-layered audience, ranging from policy makers at regional and national level to grassroots partners, the general public and private sector, with many more in between. All these audiences and key stakeholders have broad expectations of ZAMCOM. In communicating with these different audiences, ZAMCOM will map and prioritise its audiences for maximum impact.

The communication and visibility strategy identifies ZAMCOM's target groups as follows:

National Government include Government Water, Energy, Mining, Tourism, Education and other relevant Ministries/Departments of the **Riparian States** as the primary target group.

ZAMCOM here refers to the governing body -- the Council of Ministers, the Technical Committee (ZAMTEC) and the Zambezi Watercourse Commission Secretariat (ZAMSEC).

Local Government is often located closest to water resource management "actions" and is in a good position to assess and effectively articulate national government policies and convey sentiments of local people back up to national government and the river basin organisation.

The Basin-wide Stakeholder Coordination Committee **(BASC)** and National Stakeholder Coordination Committees **(NASCs)** are comprised of government, Civil Society Organisations (CSOs), Non- Governmental Organisations (NGOs), Community Based Organisations (CBOs), academia and traditional leadership.

SADC Water Division, which has several platforms for information sharing to support the Regional Strategic Action Plan (RSAP) and facilitate regional dialogue.

African Minister's Council on Water (AMCOW), which provides a platform for information sharing continentally and internationally.

Disaster risk and planning agencies and parastatals form additional target groups linked to national governments/Riparian States.

3.1 Stakeholder Mapping

Stakeholder mapping was conducted in September 2017 as part of the design of the communication strategy for the Strategic Plan for the Zambezi Watercourse (ZSP). It was

developed with the participation of over 100 stakeholders from the Zambezi River Basin, southern Africa and beyond, who gather annually under the Zambezi Stakeholder's Forum to share knowledge and experiences, and to provide advice and inputs that contribute to ZAMCOM initiatives, and Zambezi Basin developments.

The exercise identified the need for ZAMCOM to prioritise engagement with the right people with potential to leverage its work. This initial step allowed ZAMCOM to undertake a comprehensive mapping exercise of all of the organisation's key audiences. This contributes to a better understanding of audiences, the organisation's current reach, and gaps remaining.

The mapping exercise will be used for sharing information, ensuring that key events target strategic audiences, developing partnerships as well as relationship management.

3.2 Prioritisation of Target Audiences

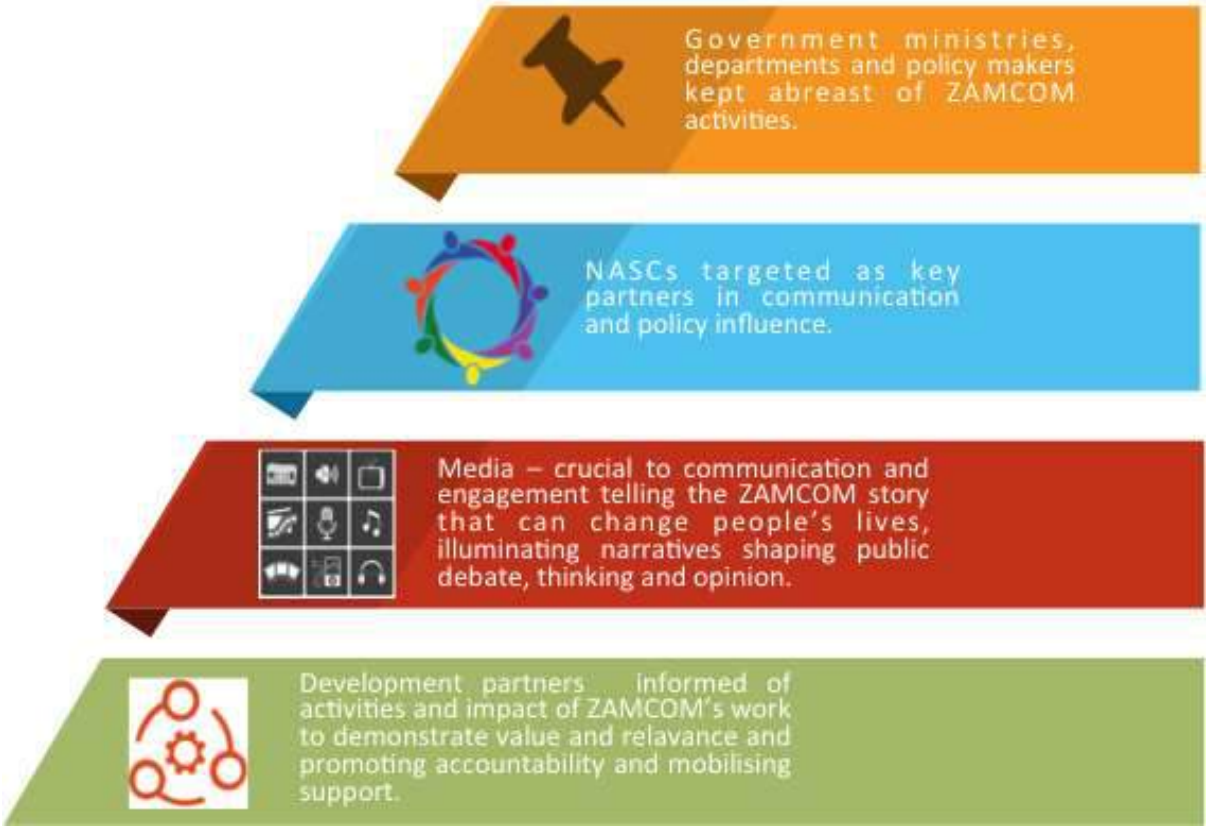
ZAMCOM will prioritise its different audiences based on the key result areas outlined in this strategy. Prioritising audiences will allow ZAMCOM to channel its energies in areas that will bring about the greatest impact for the Commission and position it for maximum brand visibility.

The strategy will prioritise ZAMCOM's key internal stakeholders such as its Council, Technical Committee, ICPs, and NASCS. These internal audiences will get up-to-date information on the organisation's activities to improve communication and foster brand coherence.

ZAMCOM will determine what activities, information and resources will be deployed to each target audience in order to maximize the limited communication resources while simultaneously increasing their reach and visibility.

ZAMCOM will disaggregate the stakeholders into specific clusters according to the following categories with the goal of determining the most strategic stakeholders to prioritise and engage with:

- External audiences such as government ministries, government departments and policy makers will be kept abreast of ZAMCOM's activities.
- NASCs will be targeted as key partners in communication and policy influence activities within countries.
- Media is crucial to communication and engagement -- enabling ZAMCOM's activities to be told in stories that can change people's lives and to illuminate narratives that are shaping public debate, thinking and opinion.
- ZAMCOM will keep development partners informed of activities and impact of its work to demonstrate value and relevance as well as to promote accountability and mobilise support.


Government ministries, departments and policy makers kept abreast of ZAMCOM activities.
NASCs targeted as key partners in communication and policy influence.
Media – crucial to communication and engagement telling the ZAMCOM story that can change people's lives, illuminating narratives shaping public debate, thinking and opinion.
Development partners informed of activities and impact of ZAMCOM's work to demonstrate value and relavance and promoting accountability and mobilising support.

4. KEY OBJECTIVES AND FUNCTIONS

This communication and visibility strategy is based on the Commission's stated objectives and functions according to the ZAMCOM Agreement[8] as follows:

Advisory to Member States on the planning, management, utilisation, development, protection and conservation of the Zambezi Watercourse.

- Harmonising national water policies and legislation.
- Encouraging a level of equivalence in legal instruments across Riparian States.

Promotion, support, coordination and harmonisation of the management and development of the Zambezi water resources.

- Facilitation and oversight of inter-State notification procedure of planned measures and compliance with international law obligations to take all reasonable measures, including an environmental impact assessment (EIA) to prevent significant transboundary harm and utilise shared waters in an equitable and reasonable manner according to the ZAMCOM Notification procedures.
- Collection, evaluation and dissemination of all data and information on the Zambezi Watercourse as may be necessary for the implementation of the Agreement.
- Zambezi Water Resources Information System (ZAMWIS).

Foster greater awareness among the inhabitants of the Zambezi Watercourse regarding the equitable and reasonable utilisation and efficient management and sustainable development of the resources of the Zambezi Watercourse

- Stakeholder consultation – for greater awareness, ownership and legitimacy of outputs, products and outcomes through the Basin-wide Stakeholder Coordination Committee (BASC); National Stakeholder Coordination Committees (NASCs).

Gender mainstreaming to ensure the integration of a gender perspective in ZAMCOM's efforts by ensuring that programmes benefit men and women equally, in accordance with their different needs, and with their input and equal participation at all levels.

Capacity Development through the development of institutional procedures, policies and frameworks as well as skills and knowledge enhancement.

Based on these identified output areas, this communication and visibility strategy proposes the following actions, integrating gender mainstreaming and capacity development:

4.1 ADVISORY TO MEMBER STATES

[8] Agreement on the Establishment of the Zambezi Watercourse Commission, August 2000, http://www.zambezicommission.org/sites/default/files/publication_downloads/zamcom-agreement.pdf

- ***Policy Briefs*** – ZAMCOM has produced various information products and should continue to do so in a consistent manner. The regular publication of policy briefs can serve as a useful information tool for Member States and can be distributed to relevant ministries and Parliaments. These can be produced in partnership with like-minded NGOs in Riparian States with 10 issues produced over 12 months – eight covering each riparian state and two from a regional perspective. The policy briefs should be available online and marketed through the website and social media. An evaluation of the content and use of current policy briefs would enable the organisation to produce content that is in line with audience needs.
- ***Zambezi Environment Outlook country launch events and media training*** should be undertaken through production of abridged versions or updates of the Environment Outlook report more regularly. The launch events will provide an opportunity to attract media attention and coverage in each country. A one-day media training which could be undertaken during the annual Water Weeks together with partners such as GWP Southern Africa preceding the launch to ensure journalists are fully equipped to participate and cover the event. Media participation at the launch will provide journalists with access to policy makers and technical experts for interviews.
- ***Engagement and information for Parliamentary Committees*** relevant to the water sector at national level and regionally through the SADC Parliamentary Forum on Zambezi River Basin related issues as they relate to their portfolios would benefit lawmakers' informed decision-making. Toward improved oversight of the water sector and the goal of achieving a level of equivalence in legal instruments across riparian States, ZAMCOM can make presentations, disseminate policy briefs and provide regular briefings from ZAMWIS and community representatives on indigenous knowledge systems.
- ***Key Parliamentarians representing communities within the Zambezi River Basin*** should be identified and engaged as spokespersons and champions for planning, management, utilisation, development, protection and conservation of the Zambezi Watercourse. These champions can serve to promote the goal of achieving a level of equivalence in legal instruments within the institution of Parliament as well as information brokers to their constituents in partnership with NASC members.
- ***ZAMWIS data should be regularly compiled into briefs*** and pushed directly to an email list of policy makers, relevant ministries, parliaments and cooperating partners.
- ***Providing platforms for dialogue between private sector, local communities and policy makers*** on the planning, management, utilisation, development, protection and conservation of the Zambezi Watercourse.

4.2 PROMOTION, SUPPORT, COORDINATION AND HARMONISATION

- ***Media training on effective use of ZAMWIS*** for development of story ideas and informed and analytical reporting.
- ***ZAMWIS update briefs published regularly in identified national newspapers.*** This will involve approaching editors and negotiating an agreement for space for regular publication of new data in an abridged format from ZAMWIS.
- ***Media engagement training for decision makers and technical officers*** to improve their interview skills and raise their awareness and understanding of how to work with the media.
- ***Developing an indigenous knowledge awareness toolkit*** based on research with local groups, hydrological, and climate monitoring, that can potentially accompany ZAMWIS data.

4.3 FOSTER GREATER AWARENESS

- ***Water weeks held annually should be used as a platform to raise awareness of ZAMCOM*** and the Zambezi Watercourse with activities that may include school visits and/or media tours and can also be tied into the Zambezi Stakeholder's Forum.
- ***"What the Zambezi Means to Me" campaign*** should be developed, generating interest through focused marketing of ZAMCOM, photo stories, video and audio clips featuring a diversity of sources including marginalised groups, regular ZAMWIS update briefs, analysis of legislation and other relevant news and information over the course of the year, culminating in the Water Week. The campaign will run online with information pushed through the website and social media platforms, encouraging input and feedback from the general public through a dedicated Twitter campaign page and through Facebook as well as on the ground working with the BASCs and NASCs.
- ***Develop and launch a competitive media reporting fellowship*** as part of the "What the Zambezi Means to Me" campaign, for print journalists, filmmakers, photojournalists, radio, television, online journalists and cartoonists with resources, training and support for developing a comprehensive set of media/information outputs over the course of six months.

The fellowship can be advertised widely through media houses, environmental media networks, NGOs, international cooperating partners, media training institutions in addition to ZAMCOM's own website and social media platforms.

The fellowship should encourage inclusive gender sensitive reporting as one of the proposal requirements. For distribution, media houses and national radio and television broadcasters should be approached to carry the outputs. The outputs should also form part of the online and DVD resources and will be featured (screened/exhibited etc.,) at major events.

- ***Quarterly newsletter providing a roundup of news on Zambezi river basin and other water related issues*** should be published and distributed online and

physically to partners. The newsletter should feature a piece on indigenous knowledge systems on hydrological and climate change and adaptation methods – interviews, feature stories facts and figures. Content should include original stories that can be commissioned from freelance journalists as well as news and information from local, regional and international partners.

- ***Continuous development and updating of a comprehensive online and DVD water resources library*** that will be marketed to learning institutions and distributed to schools and students. The library will include a range of materials primarily focused on the Zambezi River Basin, including existing ZAMCOM materials, historical information which can be drawn from newspaper archives and other sources with permission, and digitised, images, videos, and even children's books related to the Zambezi River Basin.
- ***Update and improve the ZAMCOM website to make it more user friendly and relevant*** to a broader audience with the home page regularly updated with news, information, facts and figures, images from ZAMWIS, reminders of the availability of existing ZAMCOM and other sources, the latest resources available and social media links. The Home page should be the platform for the water campaign.
- Work with partners to provide a link on their websites to the ZAMCOM website.
- Draw lessons and develop case studies from the "Equivalence Assessment of National Water Laws among the Riparian States in the Zambezi Basin" to develop a series of short engaging publications in an accessible language and style for the general public.
- ***Develop a media resources page on the website*** that provides images, biographies of ZAMCOM officials, key contact details, fact sheets, reporting toolkits – including a glossary of terms, and country updates in brief from ZAMWIS.
- ***Develop a schools programme together with NASC partners and in cooperation with Education Ministries,*** where multimedia presentations can be made and discussions held on the importance of cooperation for equitable and reasonable utilisation and efficient management and sustainable development of the resources of the Zambezi Watercourse. A schools programme can also include information input and support (fact sheets/toolkits) to school field trips along the Zambezi.
- ***Develop a regional schools competition*** that incorporates research projects, art or writing. The judging panel may include ZAMCOM officials, and private sector. The prize should ideally be related to a trip to one of the tourism destinations along the Zambezi and can be facilitated in partnership with a tourism partner. Gender considerations should be taken into account in terms of ensuring schools encourage girls to apply as well as the output having a gender inclusive perspective.
- ***Use social media actively*** by daily pushing facts and figures on the Zambezi river,

for example, creating hashtags and following other water related twitter accounts.

5. BRAND VISIBILITY

Brand identity is what sets ZAMCOM apart from other institutions and how well it is recognised, for example its name and/or logo. Brand identity is the consistency of its message on a “product” or “service”, in this case the the Zambezi River Basin or the Zambezi Watercourse Commission respectively. Brand visibility seeks to increase positive public recognition of ZAMCOM as a brand. Brand visibility should be considered a key strategic issue within the Commission with sufficient resources allocated for:

- Developing clear guidelines for media and public visibility;
- Developing brand understanding across the entire institution, including BASCs and NASCs, to communicate what ZAMCOM stands for and its values and to foster brand coherence;
- Developing a branding factsheet that is regularly updated;
- Cultivating an understanding and visibility of the ZAMCOM brand in the local, regional and international media, CSOs, and international cooperating partners;
- Raising ZAMCOMs profile with media outlets to raise awareness of water-related activities;
- Strengthening story-telling and core scripting of organisational key competencies;
- Consistently undertaking reviews of the website’s impact and gaps and adjusting it accordinlgy;
- Ensuring the brand is constantly refreshed through a multiplatform approach to content production of information products, user-friendly website and interactive social media platforms;
- Consistently using video clips and images, throwbacks and talking heads;
- Sourcing endorsements from key stakeholders and Opinion Leaders;
- Scheduling and marketing upcoming events;
- Developing templates for the organisation’s key products to streamline content production

Building a shared and common understanding of the ambitions of ZAMCOM amongst ZAMTEC members, partners, including ICPs and and Secretariat staff is crucial.

6. DOCUMENTING LESSONS & MESSAGING

Documentation of lessons from processes and activities that will tell the story of ZAMCOM -where the Commission has come from, its successes, challenges, and how it has overcome these – are what defines ZAMCOM. A record of ZAMCOM's evolution will allow the institution to consistently assess its progress and, through this, adapt, refine and build on its messaging according to what has worked towards the achievement of its goals. Documenting lessons and messaging is valuable for building trust and credibility with stakeholders and cooperating partners as well as engaging new audiences. It also contributes to institutional memory for future planning. Documentation can be in text, figures, images and multimedia, and should include:

- Reviewing and updating existing ZAMCOM resource materials for contextual relevance and publishing;
- Telling the ZAMCOM organisational story through case studies and stories of change for use in fundraising, awareness building, and advocacy functions.
- Consistently engaging in research and publication, and targeted dissemination of research results;
- Development of core scripts targeted at diverse audiences, prioritizing cooperating partners for resource mobilization;
- Developing a system for lesson learning through reflective and iterative processes that capture after action reviews, key lessons and messages, and learning workshops.
- Ensuring that reports of all events are done and key lessons are captured and reflected upon.

7. TACTICS, CHANNELS AND TOOLS

In order to effectively deliver key messages and achieve visibility, ZAMCOM will use a diverse range of appropriate channels, tactics, content and tools to reach its audiences.

This mix of tools will utilise experiences of what has worked and delivered the most impact so far, as well as an exploration of new tools, including social media platforms, content management systems and multimedia options.

7.1 TACTICS

7.1.1 Events

There are many water related events that take place every year and these provide an ideal opportunity for ZAMCOM to strengthen its visibility and reinforce its brand Events provide an opportunity to engage face-to-face with audiences, exhibit and disseminate materials, re-inforce key messages, make presentations, and demonstrate its relevance.

- The ZAMCOM Secretariat will leverage events to share key messages and consolidate visibility through consistent use of branding and messaging;
- ZAMCOM Secretariat will identify events where the organisation's work, results, goals, and values can be showcased, highlighting opportunities for collaboration;
- ZAMCOM, working with NASCs and some partners, will develop an annual collective calendar of events for better planning and mutual support during events;
- ZAMCOM will plan for events meticulously to ensure they reach the right audiences and achieve mileage for the organisation in its key output areas.

7.1.2 Branded products

Audiences need to be regularly reminded of ZAMCOM in an environment with so many other competiting issues. Branded products disseminated through various channels, including events, are an ideal way of re-inforcing audience recognition of and attachment to ZAMCOM. Branding should be consistent in appearance and message across all platforms in order not to confuse audiences. As such, ZAMCOM should:

- Develop branding guidelines for the production of consistent ZAMCOM products;
- Develop templates for communication products to build brand recognition, consistency and visibility. This includes templates for all social media infographics, multimedia and external contributors;
- Develop editorial guidelines for all staff to utilise when creating communication outputs;
- Use templates consistently and regularly across all ZAMCOM platforms.

7.1.3 Multimedia

Multimedia is key today for engaging audiences faced with an information overflow and limited time. Technology advancements have made tools, for example affordable smartphones, accessible to large numbers of people. Short, interesting and engaging multimedia pieces, such as videos and infographs that can be shared through the website and social media platformsare an excellent way of drawing audiences. This also has the benefit of extended reach as audiences share with their own networks and are able to provide feedback. Multimedia can also be tracked for monitoring of reach and feedback using online analytics tools.

To enhance effective multimedia use, ZAMCOM will:

- Strategically deploy multimedia outputs such as short videos, infographics, data visuals and promotional materials across the range of ZAMCOM platforms.
- Use short videos to explain key concepts around the whys and hows of promoting the equitable and reasonable utilisation of the water resources of the Zambezi Watercourse and their efficient management and sustainable development as well as challenges confronted by the organisation,
- Use of citizen voices to highlight the value and role of ZAMCOM.
- Use social media tools to disseminate targeted messages.

7.1.4 Information campaign

Carefully planned information campaigns keep a particular issue on the agenda for a sustained period of time, ensuring that, unlike an event, it is not transient. As part of its communication strategy, ZAMCOM should identify a campaign message and its dissemination, using various channels, over a three, six month or one year period. The campaign should be launched at an event and, here, the annual water weeks present an opportunity to gather audiences and media

interest that will effectively push the campaign through their own networks and media reporting for the period of the campaign. As part of the campaign, ZAMCOM must regularly provide new and newsworthy information in brief and in the form of longer reports that can also be presented as press releases and briefings. Getting buy-in from BASC and NASC partners is critical as campaigns depend on networks to extend the message. Building media relations by identifying and engaging editors, radio and television producers, and journalists who will regularly report on the campaign issue, thus keeping it on the news agenda, will take the campaign a long way. It is imperative to keep abreast of new developments in water issues through monitoring of local and international media to tie the campaign in to emerging issues as a way of keeping it fresh. Encouraging and keeping track, through monitoring and evaluation of feedback and inputs in the form of new followers (who should be acknowledged and thanked for following always RT) of the ZAMCOM social media campaign pages is critical. The close of the campaign should be include feedback and reporting to audiences on its successes and challenges.

In developing and implementing a campaign, ZAMCOM should:

- Draw on partnerships for input, content, access to audiences, distribution and marketing of the campaign for maximum reach and impact.
- Use social media, regularly developing hashtags and making use of graphics, images and facts and figures to keep audiences engaged, solicit feedback and input and create and maintain a conversation.
- Be flexible and adapt campaign messages regularly to reflect and tie into current trends and events to maximise campaign visibility and attract new audiences.
- Use citizen voices to attract other supporters, making sure that the broad spectrum, particularly women, youth, the disabled and the elderly are represented.
- Identify high profile individuals (such as MPs and celebrities/influencers) who can champion the campaign.
- Develop a set of visually exciting campaign-specific materials (logos, posters, slogans, etc.) for print or that supporters, including schools, can access online, download and print or add to their own websites or display in their offices and own exhibitions.

7.2 CHANNELS AND TOOLS

7.2.1 Media

Media is a critical channel for extending messages and increasing visibility. However, engaging the media is a long-term and intensive process on its own, requiring

ZAMCOM to make itself available to journalists at any time, identifying and building a network of journaists interested in specialising on reporting water issues (most countries have environmental journalist networks and this is a good starting point), inviting journalists to events and field trips and bringing editors, who are the news gatekeepers, on board. Effort also needs to be put into repackaging information for media, identifying sources in the form of policy makers, technical persons and partners who can be trained on interview techniques, dealing with media in terms of responding to questions in clear and simple language that is clear to journalists, and therefore avoiding misinterpretation, and who are willing and ready to be accessed as media sources. Training of sources for multimedia is as important as training media on the key water-related issues. This includes training of sources on how to articulate issues, understanding media and media principals (news-worthiness and different types of news, i.e. hard and soft news), tactics of television and radio presentation and even how to dress for television. To attract media attention, ZAMCOM will need to employ the following strategies:

- Generate interesting content that resonates with prevailing media agendas and narratives, including regular press releases, media profiles, visuals, and innovatively packaged content. Always looking for the 'most interesting' and newsworthy aspects of ZAMCOM's work that resonates with the target audience.
- Developing a diary of stories to issue as content, assigning responsibilities within the organisation and identifying the appropriate media formats while remaining constantly aware of changes in context and environment and being flexible to change accordingly.
- Providing a news wire service to boost content generation in line with ZAMCOMs strategic goals that will provide an outlet for ZAMCOM membership among media practitioners to put into practice knowledge and skills gained through ZAMCOM.
- Acknowledge 'the demand side' of communication i.e. find ways in which stories from ZAMCOMs work resonates with bigger news agendas and piggyback on events and opportunities where the organisation's story/ies can be framed in different ways.
- Special supplements/exclusives with specialist media e.g. news agencies (supplement on women in elections/economy as these stories relate to ZAMCOM water issues).
- Create short, informative fact sheets and press packages that provide useful and synthesised information highlighting key messages.

7.2.2 Social Media

Social media is distinct from mainstream media in that social media allows individuals to tell their own stories outside of the professionalised mainstream

media. As such, it is an alternative medium. Social media has become one of the foremost avenues for information exchange, fuelled by the growing accessibility of smartphones and reach of data networks. The greatest value of social media is that it is interactive and extends networks as audiences exponentially "share" information with their own networks. As such, ZAMCOM cannot afford to ignore social media as a tool in extending it reach, reinforcing its brand and disseminating messages. To make the best use of social media, ZAMCOM must:

- Regularly update the ZAMCOM website with more news materials. Include some multimedia materials as well as infographics on useful information and press statements on topical issues. Press statements should also be distilled into shorter key messages that can be shared across social media platforms on branded materials.
- Design the Home page to be a place where visitors will want to return regularly by ensuring content is relevant according to prevailing news agendas, latest events or special days, is constantly updated with resources developed internally and sourced locally, regionally and internationally for access by users and ZAMCOM commentary on news and events.
- Partner with other organisations to share information on each other's websites, beginning with national water ministries, SADC and others.
- Update broken links on website and update contact information and ensure that partner links are working as well.
- Develop a content schedule to ensure that materials are refreshed more often.
- Regularly update social media accounts in response to key issues in the media, topical issues and thematic news. Keep social media engagement consistent to grow your audience.
- Use social media to profile media institutions (including institutions of higher learning) and media practitioners and the key issues emerging from them.
- Develop a unique social media voice that communicates to your key audiences and does not only share information but engages in conversation (encourage feedback and comment) and builds strong relationships. Become the 'go to' social media 'voice' on all things pertaining to the Zambezi River Basin.
- Map social media audiences and future audience profiles to improve targeting of messages and interactions.
- Create partnerships with key social media actors in the water Twittersphere. This can be done through retweeting, engaging in conversation through contributing to debates, providing an expert voice on issues, sharing reliable information and linking audiences to the larger ZAMCOM portfolio of information i.e. website and publications.
- Develop editorial and communication guidelines to promote consistency of

outward facing communication and to build a positive brand and reputation.

- Regularly monitor web activity and social media outputs using analytical tools to ensure that content is responsive and monitor most popular outputs and how these can be replicated in future.
- Utilise social media management tools such as Hootsuite or TweetDeck to schedule, monitor and manage content to ease the load on staff responsible for social media content.

7.2.3 Messaging Framework

Messaging should be carefully planned for consistency based on ZAMCOM's overall goal, while still open for adaptation to changing contexts and emerging development. ZAMCOM needs to carefully monitor emerging trends and media in the Riparian States in order to tailor its messaging as these emerge. As such:

- Targeted messages specifically designed for identified audiences and stakeholders will be an integral part of message development when necessary. Effective messaging will allow ZAMCOM to tell its compelling story and build a strong brand.
- ZAMCOM will craft messages that present a clear picture of the organisation's vision and its unique brand value. Messages will be targeted at key audiences with clarity of the desired outcome.
- Messages will take a thematic approach informed by the organisation's campaigns and crucial debates and activities that the organisation seeks to influence,
- ZAMCOM will also work through partners to ensure that its messages are unified and crafted to resonate at different levels.
- For better impact and to showcase ZAMCOM, a theme will be selected annually to act as a rallying point for the organisation's communication and visibility activities. This will allow for deeper focus on an issue and promote linkages with other issues the organisation and its partners are working on.
- Key messages will be woven into all of ZAMCOM's communication and visibility efforts, especially special events.
- Efforts will be explored to link and publicise key messages through relevant global events and international days. ZAMCOM will draw up a comprehensive map of these global and national events for planning and monitoring.
- In crafting its messages, ZAMCOM will take into account the diversity of its audiences and their cultural sensitivities, prioritising use of local languages (where needed and resources permit), utilising images and multimedia formats when possible.

- Deliberate efforts will be made to ensure that messages do not perpetuate gender stereotypes.
- The organisation will focus efforts on developing human centred messages that highlight environment, water, climate change, biodiversity, integrated water resource management and sustainable development issues.

8. MONITORING & EVALUATION

ZAMCOM has systems in place for monitoring and reporting to its donors against agreed indicators. However, the organisation's systems could further benefit from an integrated framework that clearly showcases the impact of ZAMCOM separately as well as collectively linked to its partners in other riparian states. This framework will highlight the efficacy and impact of communication and visibility activities. In order for ZAMCOM to maximise its own learning, there is a need to closely monitor its effectiveness and efficiency as it relates to communication, knowledge management, sharing, visibility, etc., as according to the graphic below.

To improve the already existing M&E systems, the following activities will be explored:

- Undertake a baseline survey of ZAMCOMs communications.
- Update the M&E system to reflect more communication and visibility engagement centred indicators.
- Engage with communication officers at national level to help collect relevant indicators and share findings with ZAMCOM at agreed intervals.
- Provide resources and guidelines on how data can be collected.
- Ensure that all activities undertaken by ZAMCOM are measurable and have clear indicators to measure their success.
- Hire an M&E specialist to review communication indicators and processes.
- Organisational learning should be a key M&E outcome. ZAMCOM should explore convening an annual learning event to help the team reflect on M&E data, troubleshoot any problems and refine indicators to suit overall strategic aims.

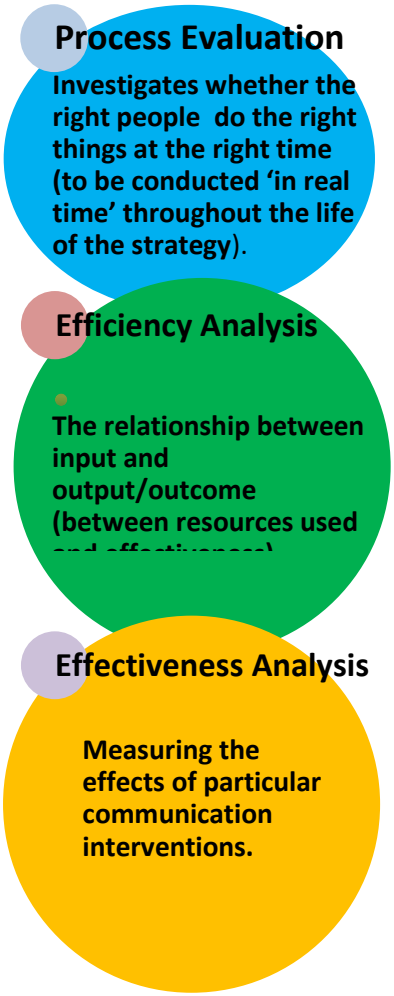
Three types of communication evaluation should be considered and a set of indicators should be identified for each of the communication objectives and should capture, at a minimum:

- awareness of the ZAMCOM brand;
- cohesive and consistent communication of key messages;
- efficient use of platforms to promote ZAMCOM activities and successes;
- funding arising from the increased emphasis on more strategic communication

The use of free analytic tools such as Google Analytics, Buffer and TweetReach may be useful in analysing website traffic as well as social media reach and impact. Some indicators that could be of use are:

- # of unique visitors (by country, region, interest area)
- # page impressions
- # visits

- # subscribers to news feeds
- # 'share' button clicks
- # comments (non-spam)
- # track-backs
- # instances of references in media
- # retweets
- Twitter impressions



Clipping Service: - The organisation will design a multimedia clipping service that will monitor coverage of ZAMCOM, Zambezi River Basin as well as water issues. This clipping service will highlight the nature of coverage the organisation receives and the gaps. This is a crucial tool in media targeting as well as capacity building. Communication Officers in the water ministries can be allocated with responsibility for monitoring at national level. They should be trained and provided with skills for cataloguing clippings.

9. MANAGEMENT OF THE COMMUNICATION AND VISIBILITY STRATEGY

- ZAMCOM Secretariat is the prime driver of this strategy. In implementing the different aspects of the strategy, the Secretariat will be assisted by NASCs. The Programme Manager Information, Communication and Partnerships is already overloaded with key functions within the organisation over and above the communication role. The institution must therefore be innovative in how it attracts and manage talent within the organisation.
- ZAMCOM will consider strategic outsourcing of some of its activities, such as writing of case studies, stories, management of all outward facing platforms and social media, collection of monitoring data, design and editorial of publications, development of editorial guidelines, etc.
- Implementation of this and future communication and visibility strategies by ZAMCOM require a level of sustained funding as well as public support. In order to attract and sustain interest and funding support from international cooperating partners and citizens of the Riparian States, ZAMCOM must prioritise storytelling that showcases its history, achievements and challenges and the role that ICPs have played. The story must show a clear trajectory that traces the past and some scenarios of what the Zambezi River basin will look like.
- Given the capacity constraints, the organisation will build on its secondment programme for staff from the Riparian States. ZAMCOM can also actively seek qualified and talented interns who will go through a structured mentoring programme to add value and help to build the necessary strategic capacity that the organisation needs.
- There are some established processes that help to guide, systematise and standardise communication work such as Editorial Guides for some publications, and a general House Style etc. There needs to be a comprehensive set of Guidance Notes for all communication products and activities e.g. events management, post event report guidelines, writing for non-specialist audiences, social media reporting etc. as part of a drive to make the organisation's approach to communication and engagement smarter and more effective.

10. TWELVE MONTH ACTION PLAN

ZAMCOM will develop a costed action plan to outline activities for implementation in the next twelve months.

ACTIVITY	PROCESS	RESPONSIBLE
Skills Training	▪ Identify key competencies for capacity building workshop. ▪ Identify key individuals to be trained.	
Stakeholder Mapping & Social Listening	▪ Map key audiences and identify strategies for engaging with the most critical actors. ▪ Agree on activities that will be utilised to raise visibility within each target group.	
Key Message Development	▪ Identify key messages for communicating to different audiences.	
Development of Editorial Guidelines and Branded Materials	▪ Identify suite of materials and products needed. ▪ Contract a designer to develop a suite of products. ▪ Provide basic training for all staff and Ministry contact points on how to use materials.	
Setting up of M&E Frameworks	▪ Development of indicators for communication activities. ▪ Determine how indicators will be collected. ▪ Who is responsible for collection of indicators? ▪ What is the reflective process afterwards?	
Event Planning and Horizon Scanning	▪ Identify key events for piggybacking.	

	▪ Decide on how best to contribute to events to raise visibility.	
Reflection and Review of Communication Strategy		