The Republic of Uganda
**MINISTRY OF WATER AND ENVIRONMENT**

COMMUNICATION, EDUCATION, PARTICIPATION AND AWARENESS (CEPA) STRATEGY (2019 -2023)

"God created for us a wonderful environment to live in but by degrading it, we are going against His will. Water is our life and survival. Not even animals, or ourselves, can survive without water. There is no reason why we should interfere with anything related to water and the environment,"

- President Yoweri Museveni

Foreword

It gives me great pleasure to present to you this first edition of the Communication Education Participation and Awareness (CEPA) Strategy for the Ministry of Water and Environment (MWE) for the period 2019 – 2024.

For many years, Ugandans have taken water and environment resources for granted, expecting these resources to always be available. The continuous striving for a better life and increasing population growth have put unprecedented pressure on water and environment resources. The drastic changes in weather and climate across the globe, the declining condition of the nation's rivers, lakes, groundwater, forest and wetland cover as a result of unregulated conflicting human action represent an important aspect of environmental issues that require urgent attention.

Increasing understanding of the importance of water resources and the environment as the ultimate support for all life, together with some highly visible and destructive incidences of floods, droughts, air and water pollution, land degradation and water-borne diseases, are causing concerns among Ugandans.

There is generally limited knowledge and appreciation of water and environment resources by the public, media coverage on the subject is low and the capacity for communication among water and environment professionals and institutions is very limited.

This CEPA strategy is a product of extensive stakeholder consultations on prevailing climate, water and environment resource issues and assessment of the existing government legal, policy and institutional frame-work. Its goal is to ensure that all stakeholders are informed, knowledgeable, appreciative of the Ministry of Water and Environment, its importance to the socio-economic growth of the country and most importantly, the role that each individual has to play to ensure sustainable utilization of the endangered water and environment resources as a means of reducing the drastic impact of climate change.

Particularly, the CEPA Strategy will help to improve communication, education participation and public awareness in water, environment and climate change issues, promote fair and balanced coverage in the media, strengthen internal communication and increase visibility of the MWE. In this way perception, attitudes and practices by water, environment and climate change management stakeholders will be improved which will in turn contribute to sustainable socio-economic development.

Increasing the degree of 'climate change, water and environment literacy' among people can substantially contribute to wise use of water and environment resources. Effective communication is one of the key instruments in promoting sustainable water and environment utilization as it enhances stakeholder participation in water and environment resource management.

This document conveys to policy makers, service providers and the public the situation with respect to public awareness on climate change, water and environment resource issues; the level, scope and quality of corporate communication in the MWE, stakeholder awareness and participation, the reason for the low levels of communication, awareness and participation.

The strategy is evidence of the Government of Uganda's continued efforts to fulfill her commitment to her citizens and provide a mechanism for relaying government programs and achievements while meeting the basic requirements for transparency and accountability for the services delivered to the people. The MWE will be responsible for spearheading implementation of the strategy. However, successful implementation will only be possible with continued support and participation from all stakeholders starting with individual responsibility.

Finally, on behalf of the Government of Uganda we express our gratitude to all the staff of the ministry, the World Bank and all the stakeholders who were instrumental in one way or the other in providing critical support, information, guidance and supervision to facilitate the design and development of this strategy.

For God and My Country,

Hon. Sam Cheptoris
Minister for Water and Environment

Acknowledgement

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Executive Summary

Chapter One highlights the background information of the Ministry of Water and Environment (MWWE), conceptual framework, strategic objectives and rationale for developing the Communication Education Participation and Awareness (CEPA) Strategy. In particular, the strategy is designed to ensure that the following concerns are addressed: (a) Increase in stakeholder participation in water resource and environment planning, development and management through education and creation of public awareness (b) Both internal and external stakeholders are identified and mobilized for positive actions that are geared towards sustainable use of water and environment (c) Promotion of inter and intra directorate and sector semi-autonomous agency collaboration with an understanding of what roles each plays (d) Appropriate media channels and platforms to communicate with the various stakeholders are identified as well as being able to receive feedback (e) Ensuring that publicity and regular dissemination of information to the public through diverse media channels and platforms (print, broadcast and online) are amplified (f) Increased visibility of MWE, its directorates and departments, both internally and externally through raising awareness and boosting outreach activities as well as carrying out advocacies targeting key actors within the ministry, collaborating ministries and Development Partners.

To create change, we must find ways of managing communication and learning across cultures and disciplines, and collectively creating and managing new knowledge for sustainable solutions. Change management describes a structured approach to transformation in individuals, organizations and societies, moving the target from a current to a desired state. The CEPA strategy therefore, provides the guard rails for steering MWE's directorates, departments, programs and projects in the implementation of effective communications in all the appropriate media channels and platforms for sustainable utilization of water and environment resources.

Chapter Two provides key insights that emerged from the situational analysis. These comprised of both institutional and technical issues such as: low awareness about MWE and its activities; poor communication between MWE and MDAs that implement government programs and policies; limited capacity of the communication unit in terms of human and financial resources to implement CEPA and related publicities; low image of both the communication unit and MWE in the public space; It also comprised increased demand towards water for production; low public participation in programs and activities of MWE; rising water demand for use in homes and feeding animals; poor coverage of water and environment issues by the media; increasing environmental pollution and degradation; the others were low awareness, knowledge and support for communications towards water and environment; most consumers, especially in rural areas are dissatisfied with the costs of accessing clean water, and encroachment and deforestation are increasing at such alarming rate that is not matched with possible attempts to remedy the situation.

Chapter Three provides details about strategic objectives, target audience, respective channels and the CEPA Strategy Matrix, which incorporates all the three directorates and departments in MWE. Broadly, two strategic objectives were established to facilitate the strategy design; (a) increase awareness, knowledge and understanding around water and the environment by building support with key stakeholders, and (b) promote positive water and environment management and conservation practices among all key stakeholders.

The following strategies shall be deployed in order to achieve the above objectives:
1. Strengthening internal communications so as to build consensus and support among the staff in MWE.
2. Establishing public participation mechanisms that provide information sharing platforms to engage opinion leaders and implementation partners as information disseminators, and to feedback stakeholder views in a process of two-way communication.
3. Developing and implementing a branded, phased multimedia communication program to entrench the Strategy among stakeholders so that they get motivated to adopt positive water and environment practices.
4. Leveraging the media as a program advocacy partner in the coverage of the water and environment issues.
5. Strengthening the communication capacity of the Ministry to effectively handle CEPA Strategy
6. Mainstreaming climate change mitigation and adaptation measures.

Chapter Four recognizes the fact that the implementation of this strategy must be carried out in a phased manner beginning with the internal stakeholders before embarking on the process with the external audiences.

Chapter Five underscores the need for Monitoring and Evaluation through various strategies and their corresponding milestones.

Chapter Six highlights resource mobilization, budgets and activity work plans. It is projected that during the first year of implementation of the CEPA Strategy the expenditures will be UGX 4.1billion and will further rise in the successive years due to anticipated increase in inflation. Therefore at the end of the five-year period the projected total expenditures will be UGX 21.4 billion, representing an equivalent of 0.2% and just under 1.24% respectively of the total financing to the sector during the FY2018/19.

Acronyms and Abbreviations

CBO	Community-Based Organization
CEPA	Communication, Education, Participation and Awareness
Consultant	Songa Communications Ltd in association with Mizizi Ensemble
CSO	Civil Society Organization
DEA	Directorate of Environmental Affairs
DESS	Department of Environmental Support Services
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
FBO	Faith Based Organization
FSSD	Forestry Sector Support Department
GoU	Government of Uganda
IEC	Information Education Communication
IGAD	Intergovernmental Authority on Development
JICA	Japan International Co-operation Agency
JTR	Joint Technical Review
LGFS	Large Gravity Flow Schemes
MDA	Ministry, Department and Agency
MEMD	Ministry of Energy and Mineral Development
MWE	Ministry of Water and Environment
MFPED	Ministry of Finance Planning and Economic Development
MOES	Ministry of Education and Sports
MOH	Ministry of Health
MLOG	Ministry of Local Government
MLHUD	Ministry of Lands, Housing and Urban Development
MTTI	Ministry of Trade, Transport and Industry
NARO	National Agricultural Research Organization
NDPII	National Development Plan II
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NWSC	National Water and Sewerage Corporation
PEST	Political, Economic, Social and Technological
REDD+	Reducing Emissions from Deforestation and Degradation
RWSSD	Rural Water Supply & Sanitation Department
SDGs	Sustainable Development Goals
SOW	Scope of Work
SPR	Sector Performance Review
SWOT	Strength, Weakness, Opportunities and Threats
NRM	National Resistance Movement
TOR	Terms of Reference
TSU	Technical Support Unit
ULGA	Uganda Local Governments Association
UNDP	United Nations Development Programme
UNMA	Uganda National Meteorological Authority
UO	Umbrella Organization
UWASNET	Uganda Water and Sanitation NGO Network
WASH	Water, Sanitation and Hygiene
WfP	Water for Production
WMDP	Water Management and Development Project
WSDF	Water and Sanitation Development Facility
WMZ	Water Management Zone

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CHAPTER 1:
Introduction

1.1 Background

The Ministry of Water and Environment (MWE) is the lead government institution is responsible for developing, managing and regulating water and environment resources in Uganda.

1.1.1 Vision:
Sound management and sustainable utilisation of water and environment resources for the betterment of the population of Uganda

1.1.2 Mission:
To promote and ensure the rational and sustainable utilisation, development and effective management of water and environment resources for socio-economic development of the country

1.1.3 Mandate:
The contextual and legal frameworks guiding the implementation of the ministry's mandates are provided for in the Water Act, the Environment Act and the Local Government Act, all of which are entrenched in the 1995 Constitution of the Republic of Uganda.
Additionally, the Clients' Charter has also been developed indicating key result areas as well as performance standards that MWE's clients and users should expect. It also lays down core values to guide MWE's staff in service delivery.

Finally, the ministry's key functions include to initiating legislation, formulating policy, setting standards, carrying out inspections and monitoring, coordinating and offering back-up technical support for efficient and effective service delivery, including tracking overall success towards the attainment of MWE's Sector Policy; NDPII; UN Sector SDG's and the NRM's Manifesto.

For several years MWE has been carrying out communication and publicities through its directorates, departments and programmes to keep stakeholders abreast with the activities taking place in the water and environment sub-sectors. However, the ministry now needs to have a more effective communication with its diverse groups of stakeholders by harmonizing activities of the directorates, departments and programmes through an integrated Communication Education Participation and Awareness (CEPA) Strategy which leverages all the available media channels and platforms. The availability of an effective strategy will facilitate efficient communication and translation of policy initiatives to action thereby supporting key sectors of the economy such as agriculture, health, trade, tourism, education, energy, industries, fisheries and transport.

1.2 Institutional Framework

The executive and political arm of the ministry comprises of the Cabinet Minister and State Ministers for Water and Environment, respectively. The technical arm, headed by the Permanent Secretary operates under the Water and Environment Sector Working Group (WESWG) to provide policy and technical guidance for the sector in terms of formulating sector policies and strategies, approving sector plans and projects, preparing Medium Term Expenditure Framework (MTEF) papers and reviewing sector performance. The composition of WESWG is made up of representatives from all the key sector institutions (Government, Development Partners and NGOs).

The ministry also works closely with other Government ministries, departments and agencies, Local Governments, the Private Sector and Non-Governmental Organizations (NGOs) and other stakeholders at Community, District, National and International levels. For example, MWE has signed a Memorandum of Understanding with Ministry of Health and Ministry of Education and Sports regarding sanitation and hygiene activities. The role of the MWE is limited to the development of public sanitary facilities and promotion of good practices of hygiene and sanitation in small towns and rural growth centres.

Water and Environment Sector Institutional Framework
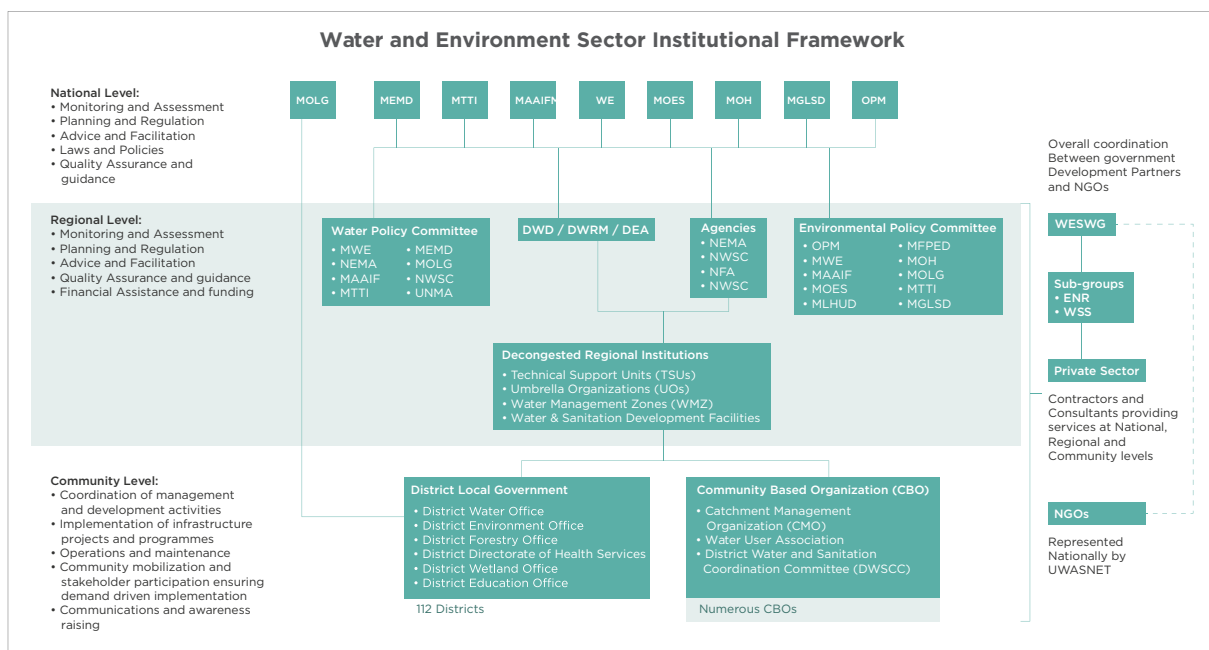
FIG 1

1.2.1 Institutional framework and its relationship:

There are three directorates and four semi-autonomous agencies that comprise the ministry. These are the Directorate of Water Development (DWD); Directorate of Water Resources Management (DWRM) and Directorate of Environmental Affairs (DEA). The four agencies are: National Forest Authority (NFA); National Water and Sewerage Corporation (NWSC); National Environment Management Authority (NEMA) and Uganda National Meteorological Authority (UNMA).

The Directorate of Water Development (DWD) is responsible for providing overall technical oversight for the planning, implementation and supervision of the delivery of urban, rural water and sanitation services, and water for production across the country. DWD is responsible for regulation and provision of water supply, sanitation, the provision of capacity development and other support services to local governments, private operators and other service providers. DWD comprises four departments; Rural Water Supply and Sanitation Department (RWSSD); Urban Water and Sewerage Department (UWSD), Water Utility Regulation Department (WURD) and Water for Production (WfP).

The Directorate of Water Resources Management (DWRM) is responsible for managing and developing water resources of Uganda in an integrated and sustainable manner in order to provide water of adequate quantity and quality for all social and economic needs for the present and future generations. The directorate comprises of four departments, namely; Water Resources Monitoring and Assessment Department (WMA), Water Resources Planning and Regulation Department (WRPRD), Water Quality Management Department (WQM) and the International and Trans-boundary Water Affairs Department(ITWA).

The Directorate of Environmental Affairs (DEA) is responsible for environmental policy, regulation, coordination, inspection, supervision and monitoring of the environment and natural resources as well as the restoration of degraded ecosystems and mitigating and adapting to climate change. DEA comprised of Department of Environmental Support Services (DESS), Forestry Sector Support Department (FSSD) and Wetlands Management Department (WMD).

1.2.2 DE-CONCENTRATED STRUCTURES

The Directorates implement their activities through the following de-concentrated structures.

1.2.2.1 Water and Sanitation Development Facility (WSDF)

There are four WSDFs namely West, Central, North and East headquartered at Mbarara, Wakiso, Lira and Mbale respectively. These are substantially semi-autonomous branches planning and implementing small town and rural growth centre water and sanitation projects.

1.2.2.2 Umbrella Organizations (UOs)

The Umbrella organizations (UOs) provide technical and management support, training, advocacy, water quality monitoring, financial and audit services to the local water authorities or boards. UOs have regionally elected committees. They ensure functionality, financial viability and sustainability of small piped water schemes. There are six UOs in the country.

1.2.2.3 Technical Support Units (TSU)

The Directorate of Water Development set up 10 TSUs to support District Local Government water offices in rural water and sanitation planning and implementation activities.

1.2.2.4 Water for Production Regional Centres (WfPRC)

There are 3 WfPRCs namely East, North and South West.

1.2.2.5 Water Management Zones (WMZ)

WMZ have been set up to de-concentrate water resources management for easy mobilization of communities through IWRM for effective coordination with other related activities being undertaken, such as environment, forestry and water supply.
The WMZ structures are delineated along the four drainage basins of Uganda;

- Kyoga Water Management Zone in Eastern Region, with offices in Mbale.
- Upper Nile Water Management Zone in Northern Region, with offices in Lira
- Victoria Water Management Zone in South Western Region, with offices in Mbarara
- Albert Water Management Zone in Western Region, with offices in Fort Portal

The Environmental Regional Technical Support Units. These are four in number: East, North, Central and West.

1.3 Conceptual Framework for the CEPA Strategy

CEPA stands for Communication, Education, Participation and Awareness. This is a social tool used to effectively engage and manage multi-stakeholder dialogue, plan and implement policy. Its effectiveness is hinged on a planned systematic approach to really understand the interests of stakeholders and beneficiaries. Approaches are tailor-made to the local context, culture and traditions. During implementation, CEPA is used to mobilize networks and stakeholders, to explain benefits of participation and to build social responsibility, and different tasks around monitoring, evaluating and ensuring sustainable utilization of water and environment resources to mitigate climate change effects.

Conceptual Framework for the CEPA Strategy
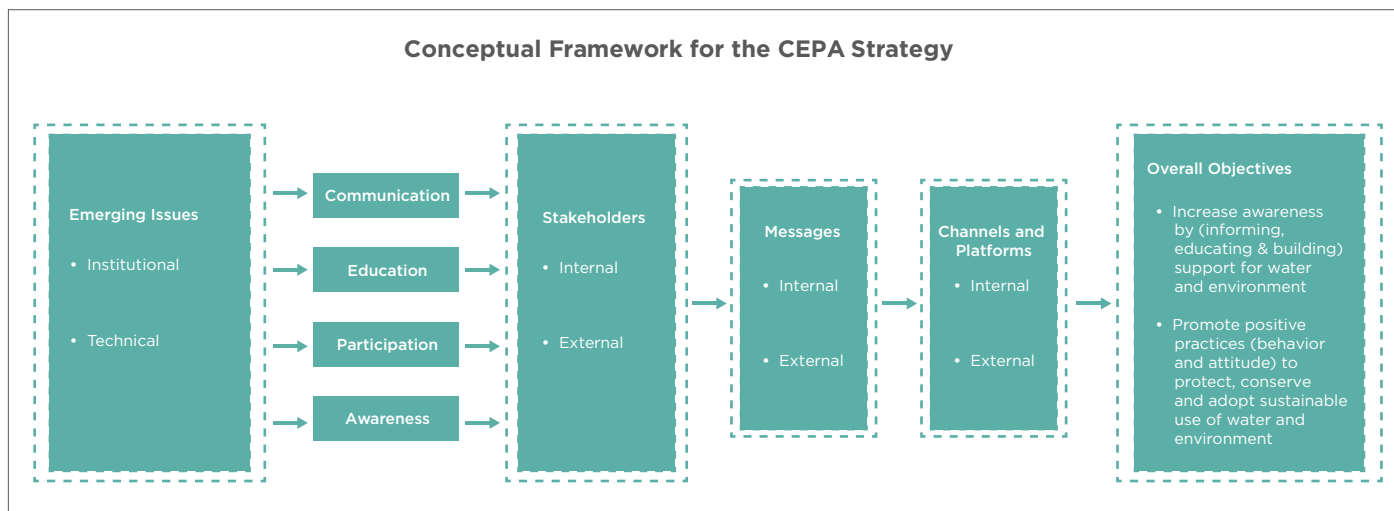
FIG 2

Communication is about the exchange of information. It is based on establishing a dialogue between sectors and stakeholders to increase understanding of issues and to support collaborative planning and acting for resources and environment. It also refers to connecting, capacity building and behaviour change. Communication enhances individual skills and social groups, often through participatory training. It also develops the policies and procedures of organizations so that they can work more effectively for the environment.

Education – This is about empowerment through learning and professional updates. It develops understanding, clarifies values, and develops attitudes of concern as well as creating the motivation to act responsibly.

Participation – This is about public awareness, participation and policy instrument. It is the first step in developing understanding and concern, and it helps people to know of the issue and make it part of public discourse or put the issue on the agenda. During participation, stakeholders share in the learning process that builds their abilities and empowers them to take responsibility and action to bring about the desired changes. "Participation" also ensures that stakeholders are: informed, consulted, helped to build consensus, involved in decision making and become risk takers to achieve the overall objective. It must be noted that as the stakeholders collaborate, they add value to each other's contributions in work on a project or task. Partners can contribute different skills, ideas, financial and technical support to each other.

Awareness – This emphasizes action. Action is required to make a change since awareness alone is not sufficient. Therefore in awareness there is an action learning process designed to build capacity by using reflection and assessment on the effectiveness of the action taken.

1.3.1 Why CEPA is needed

There exists a complex interplay between the underlying drivers that impact on the available resources and environment, and their causes. Therefore many sectors need to be involved in order to reduce the impacts of these drivers. For this reason, CEPA has a role in identifying these drivers as well as in bringing about the learning and change processes in society to deal with them.

The multi-sectoral nature of resource management has led to the development of complex and often fragmented programs and action plans, with some MDAs being responsible for parts of the problem. CEPA is the means to setting up the enabling conditions for collaboration so that policies, incentives and regulations across sectors encourage conservation and sustainable use of water and environment. It also allows for development of relationships and learning processes. This process of change entails much more than releasing information through reports and memos.

Apart from other government departments, it is important to solicit for support at varying times and places, from NGOs, communities, business and industry, scientists, farmers and fishing associations, women's groups, youth, consumer associations and community-based groups. To work with these different groups of stakeholders, CEPA facilitates building trust, understanding and shared agreements for action and minimization of conflicts.

Roles of CEPA in ensuring sustainable utilization of water and environment resources.

There exists a complex interplay between the underlying drivers that impact on the available resources and environment, and their causes. Therefore, many sectors need to be involved in order to reduce the impacts of these drivers. For this reason, CEPA has a role in identifying these drivers as well as in bringing about the learning and change processes in society to deal with them.

Linkage in CEPA

PRIMARY DRIVERS

• Democratic Change
• Economic Change (Inc. globalization, markets & policy frameworks)
• Social & Political Change (Incl. governance, institutional & legal framework)
• Technological Change

DIRECT CAUSES

• Climate Change
• Land Use & Cover Change
• Factor inputs (irrigation, fertilizer)
• Pollution
• Harvests
• Nutrient Release
• Species introduction

WELLBEING & POVERTY REDUCTION

• Health
• Disease
• Environmental Security
• Cultural Security
• Economic Security

ECOSYSTEM

• Supporting ecosystem processes
• Providing (water, food, fuel)
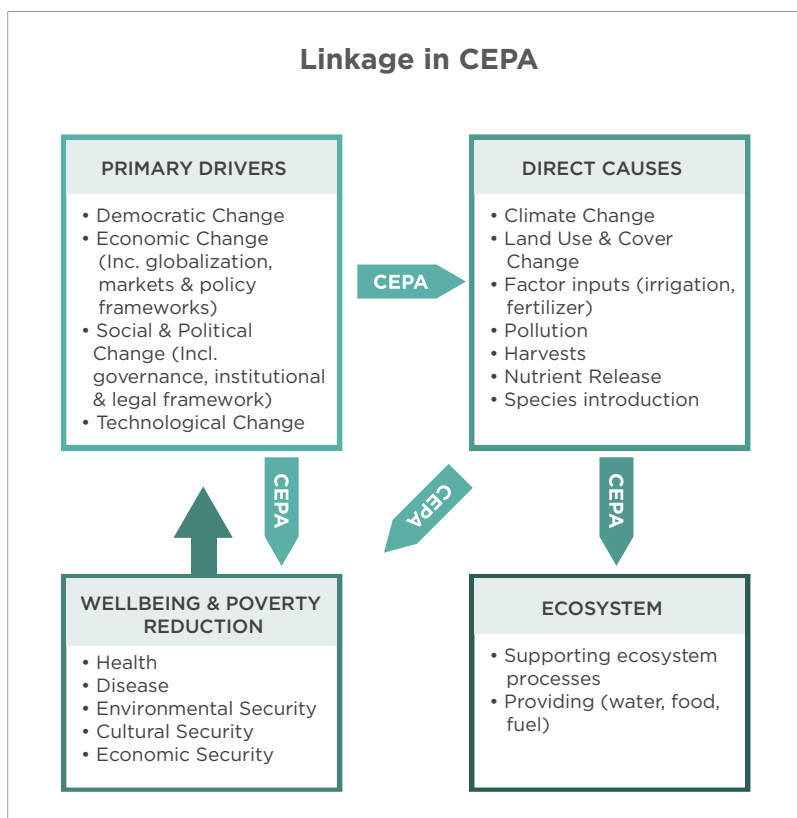
CEPA

FIG 3

1.3.2 Roles of CEPA

CEPA has many important roles in the management of natural resources and the environment. It provides the necessary tools to manage the social processes through:

Facilitating participation:
•	Gives voice to less powerful groups (minorities or disadvantaged groups);
•	Enhances participants' involvement in planning environmental programs;
•	Supports stakeholders to engage in decision-making
•	An informed, motivated and committed population helps to achieve the strategy goal. Importantly, the communication has to be strategic, positive and tailored to different circumstances and cultural situations.

Making information understandable and meaningful:
•	Explains and conveys information for the purpose of training, exchanging experience, sharing know-how and technology;
•	Provides factual information to those who will be affected by environmental development projects or activities.

Fostering policy change and acceptance:
•	Sharing knowledge from practice to policy makers
•	Promoting policies, especially when they bring new opportunities for people to access services and resources;
•	Helping to reduce negative environmental and social attitudes and behavior among policy makers and the public.

Supporting project management
- Understanding audience concerns to better target messages;
- Motivating beneficiaries of a project to participate in the process;
- Improving efficiency of projects by informing internally and externally.

Branding the Ministry
- Facilitating internal communication so that all staff understands its mission and goals; roles and functions
- Raising the ministry's profile in the public domain
- Enhancing the image and visibility of the Ministry
- Providing reports on the achievements of the Ministry to support fund raising;

Promoting accountability and transparency
- Development partners who provide bilateral and direct support in terms of finance, materials and equipment for several programmes and projects in the ministry expect to see meaningful outcomes from the partnership both physically and socially. CEPA Strategy will therefore promote participation, transparency and accountability in this regard.

Feedback
- Ensures that the stakeholders provide responses on the activities and programmes

1.3.3 Possible limitations to the implementation of the CEPA Strategy

1. Inadequate human and financial resources
2. Lack of integration of the strategy into other policies of the collaborating MDAs
3. Lack of knowledge and added value brought by CEPA
4. Conflicting interests by the implementers
5. Failure to understand the complex processes involved, and hence the need for expertise
6. Lack of clarity in the roles of the local stakeholders leading to little change or impact.
7. Inability to develop sufficient networks
8. Lack of support from the decision makers within the collaborating MDAs
9. Developing appropriate strategies, methods and media to market and communicate to different target groups and the general public.

CHAPTER 2:
Situational Analysis

A Situational Analysis is the process of identifying and evaluating existing internal and external elements that may impact an organization's ability to achieve its objectives. The analyses carried out were SWOT & PEST analysis which stands for an assessment of strengths, weaknesses, opportunities and threats; and political, economic, social and legal environment in which the organization operates.

The situational analysis is a critical step to establishing a long-term relationship with all the stakeholders and therefore in this assignment, several methods have been used to analyse both the internal and external environments. Using this approach, the Consultant was able to clearly understand the prevailing situations and have a clear guide to the stakeholders' mapping processes. Other proceedings comprised of several activities:

- Formal and informal meetings with some of the officials from MWE to clarify on the major issues of concern;
- Review of relevant documents;
- A workshop was conducted with the steering committee to facilitate the Mapping of Stakeholders;
- Carrying out stakeholders' engagement meetings across the regions;
- Conducting key In-depth interviews with selected groups of respondents, especially senior government officials;
- Direct face-to-face interviews with the general public in the regions;
- Field trip observations in the regions and
- Attended the Joint Technical Review (JTR) workshops organized by the Ministry at Masaka, and also other work-shops in Kampala.

The findings and insight gleaned from the above process have guided the formulation of this CEPA Strategy.

2.1 Summary of the Emerging Institutional and Technical issues:

2.1.1 Desk reviews and meetings with MWE

Limited capacity of the Communication Unit
There are only 10 communication officers covering the current 127 Local Government administrative districts. In addition, the existing ministry website is not interactive, hence a limitation to a quick response about any possible queries from the public. It was also noted that the head of the Communication Unit is not a member of the top team-who are the policy makers and does not have a strategic communication plan for the ministry.

Limited inter and intra-departmental communication
The three directorates and the four semi-autonomous agencies within MWE have low levels of communications amongst themselves.

Blurred roles of the sociologists versus communication officers
Often times the sociologistsand communication officers appear to implement the same activitieswhen mobilizing and sensitizing communities thereby causingunnecessary friction, lack of responsibility and accountability in their work.

2.1.2 Consultations with stakeholders

Insufficient water quality controls and management
Inadequate monitoring systems of water quality and its impacts on environment are further exacerbated by the weak enforcement of controls over pollution discharges. This is largely attributed to conflict in interests, in favor of political and economic considerations versus the environment.

Stakeholders' communication needs and preferences are various and many
A single approach or method may not adequately address the communication needs of all the stakeholders, let alone preferences. There is no one size fits all approach in this regard.

Increasing environmental pollution and degradation
Increasing environmental pollution and degradation caused by: (a) solid and liquid wastes dumped in forests, drains and water bodies (b) mining of the earth for sand and minerals – for example gold mining in Mityana-Mubende; Busia; etc and other parts of western Uganda.

Contamination of water bodies due to frequent mudslides
People living and cultivating along the slopes of mountainous areas like Mt Elgon experience frequent landslides during the rainy seasons are experienced by people living and cultivating along the slopes of mountainous areas like Mount Elgon. As landslides occur, water bodies, especially, rivers and streams on which the communities depend for domestic usage get polluted and contaminated thus leading to health hazards like the Cholera outbreak in Bulambuli. Communities usually prefer to use water from the rivers and streams over boreholes because these sources are free of charge; convenient; easily accessible and do not dry up. Besides, some of the boreholes experience frequent break down.

Poor quality of media coverage regarding water and environment
Media coverage of the water and environment subsector is relatively ad hoc, event-driven and, in most cases, not analytical. Also, media outlets are increasingly demanding payment for coverage of development related issues, and there is poor relationship between the Government and journalists, which hinders investigative and strong coverage of water and environment issues.

Land tenure systems
The smooth implementation of government programmes is at times are negatively affected by the present land tenure systems, e.g. customary, mailo etc, because of the need to discuss and mutually agree on the terms and conditions for acquisition, which may take long to conclude.

Increased Demand for Water for Production
Due to increasing economic activities it was noted that there are growing demands for water for production, that is, for irrigation by small and large commercial enterprises, valley tanks and dams, hydro-electric power generations projects at (Karuma, Isimba, Nyagak, Ayago, Bujagali, etc) The ministry is thus faced with the dilemma of regulating the exploitation of water resources without looking like it is sabotaging other development plans.

Low Awareness of MWE as an entity and its activities in the communities
There was mixed feeling in the communities, especially in rural areas, about activities carried out by the Ministry and its agencies, the NWSC. Most participants acknowledged that the NWSC has more visible presence with a stronger recognition, possibly due to its frequent interactions with the public for one reason or the other than the Ministry does.

Accessing safe and affordable sources of water
Water is the basis for the wellbeing of the population and, therefore, safe drinking water and sanitation are emphasized. The majority rural consumers are considered the costs of piped water charged by both (NWSC & UOs) unaffordable.

Below are critical issues from the Stakeholder Engagements:

Different media usage by different categories of stakeholders
The 2017 UAMPS report by IPSOS shows a strong usage of mass media - radio, print (newspapers, magazines) and TV. Other platforms which were considered useful include the local council meetings, religious gatherings, cultural and social events, SACCO meetings, political rallies convened by legislators, caucus meetings by legislators; school assemblies, regular meetings by organized groups (e.g. Rotarians, Lions, school alumni, boda-boda association, local CSOs, women groups), exhibitions, open days and market days. Also available are the digital platforms such as the social media (Facebook, Twitter, WhatsApp, Instagram, LinkeIn, etc).

Improved water quality controls and management
Managing water quality emerged as one of the key issues to be tackled. However, this is linked to the existence of an effective pollution control and implementation systems. A lack of monitoring systems for water quality and environmental impact, coupled with poor enforcement of controls over polluting discharges (mainly wastewater), make water quality management a challenging issue. Economic and political considerations must be balanced with the need to save the environment for the future.

Communication needs and preferences
Consumers prefer to receive information through mass media, e.g. local FMs, community announcements on public address systems, newspapers and television. Besides, consumers requested for intense sensitization using all the available media and platforms, events and public gatherings to generate increased awareness. Prominent issues include: knowledge about water resources and conservation methods and benefits to the users of any particular activity being undertaken.

Low literacy levels in the communities
Most communities have low literacy levels hence they are not able to properly comprehend issues contained in the environmental Laws. This calls for intensified efforts by the Government to educate and sensitize the local people about such important issues and their consequences.

Increasing deforestation
High population settlements around the forests, charcoal business, lack of affordable alternative sources of energy especially for the majority rural population, bush burning practises, indiscriminate cutting of trees including endangered tree species like Shea butter trees, and weak enforcement of requisite laws.

Need to enhance communication capacity of the MDAs
Capacity must be built against the communication requirements for handling CEPA, for all the directorates, programs and agencies at MWE. This entails raising implementation support, human and financial resources from various partners.

Poor communication between the MDAs that implement government policies
There is general lack of communication between the MDAs and the public as manifested by:
- Low synergy between the ministries' headquarters and regional centres. The agencies at times take over the roles and responsibilities of the Ministry instead of drawing a clear line of working together as one.
- Lack of clarity and conflict about the roles and responsibilities of the MDAs. For example, Ministry of Land issues a title to an investor to set up physical investments (i.e. manufacturing facilities, warehouses etc) in a wet land.
- Low accountability by government officials in terms of physical and social projects.

Increasing degradation of the protected wetlands and water catchments
Increasing invasion of wetlands due to unchecked human activities such as mushrooming commercial investments, high population growths leading to increased demands for shelter and farming, conflict of interests (both economic and political), and weak enforcement of requisite laws for the protection of wetlands. Many communities would want to see clearly exposed boundaries with marked stones for avoidance of doubts. Also, related to this is the need for the Government to better protect the wetlands by putting in place relevant procedures for issuance of land titles that should be implemented right from the sub-county level.

Need for better access to clean water and sanitation
Sanitation in some rural communities including those districts hosting refugees is low. To this end, some NGOs are working with communities and the Government to remedy this situation. For instance, World Vision and Oxfam are providing clean water to the camps hosting Sudanese and Congolese refugees. In Bugsiu area, a local community based organization called Marita teamed up with tourists and is working to improve sanitation in schools with two water purification points in Muyende.

Environmental social safeguard
There is a need to address societal issues in terms of environmental social safeguard (ESS) arising from the infrastructural projects; for example roads construction which changes the access to water collection points for the community who may then be forced to cross roads or walk longer distances to collect water from the same points. Lately, many brand new roads passing through remote rural territories have been constructed. There is need to balance the concerns of local area communities with the overall development agenda through appropriate ESS guidelines.

2.2 Present Structure of the Communication Unit
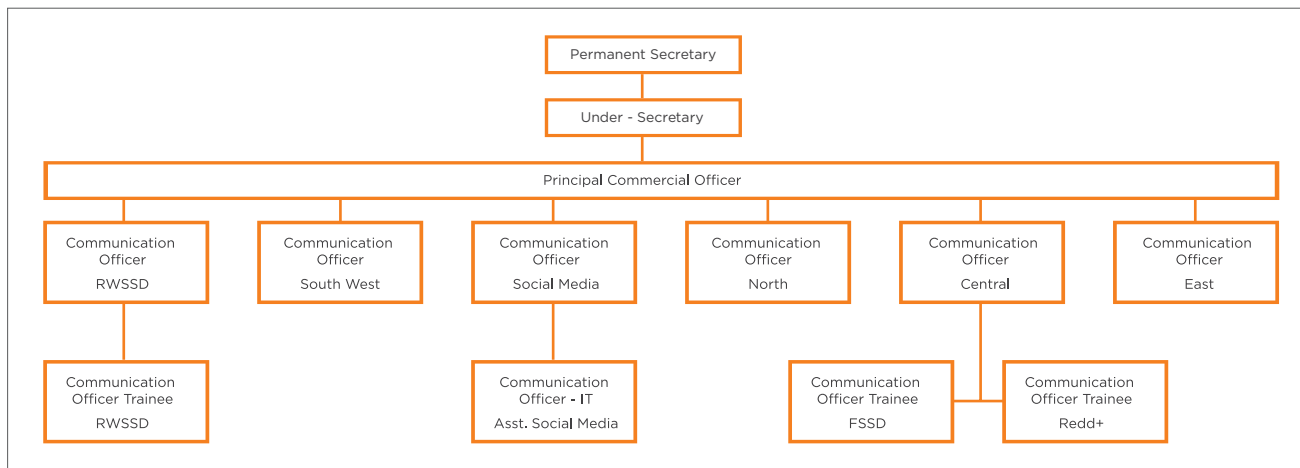
FIG 4

2.3 SWOT and PEST analyses

SWOT analysis is a framework that measures what an organization can and cannot do; and the potential opportunities and threats it faces. This tool is, therefore, foundational in ensuring proper planning of a strategy for an organization.

Strengths - Build on	Weaknesses: Address
• Decentralized officers in the regions supporting the de-concentrated facilities • Enabling laws and regulations in place • Enforcement personnel including environmental police in place • Regular get-together events (Friday tea) to bond and share experiences	• Weak communication between the ministry and MDA • Head of Unit is not a member of top policy team who are the decision makers • Low profile of the unit despite its major role in ensuring awareness, education and participation of stakeholders about the several activities undertaken by MWE • Inadequate staffing to facilitate effective coverage of all the districts • Lack of a well articulated communication strategy to guide MWE and its directorates • Skills and knowledge gaps in developing and handling strategic communications • Limited capability to run effective and efficient Digital communications • Lack of transport means and equipment to ensure proper execution of mandate • Insufficient budget allocation to the unit
Opportunities: Capitalize	Threats: Mitigate
• Young energetic and trainable communication officers • Goodwill from the top political and technical Leadership as well as Development Partners • Support from NGOs and other collaborating partners in the districts • Platforms to share info and experiences (Government Communication Forum, World Bank Communications Group, Breaking on Line, WEL)	• Own agencies like NWSC, NEMA have a better rating and visibility in public space • Unclear roles and responsibilities of the Sociologists who also interact with stakeholders

Political	Economy
• Since 1986 when the present government came to power the country has remained largely peaceful. • Regular elections are held in Uganda with the adoption of a multiparty system of governance. There is active participation by the public in the political affairs. • High levels of corruption are witnessed in the public service domain despite the efforts of anti-corruption institutions like the Inspectorate of Government, Public Accounts Committee, Auditor General etc. Enforcements of laws is weak in key areas. • Policy and legal frameworks continued to improve over the years, mainly through the Public Finance Management Act (2015), although implementation gaps in procurement and anti-corruption remain high.	• Uganda's GDP grew at an average of 7.1% from 1992 to 2011 courtesy of the implementation of general reforms within the economy. • There are high expectations of more revenues from the discovery of oil whose production is planned to start from 2021/22. Exploration of oil is likely to have significant impacts on the environment. • It noteworthy that since the 1990s Uganda has made significant investments in the infrastructure development as fundamental priority areas that will spur further economic growth, development and transformation of the economy.
Social	**Technology**
• • High enrollment into formal education has been registered since the present government took charge courtesy of the Universal Primary and Secondary Education programs. Nonetheless the quality of some of these graduates is wanting. • • Youth unemployment continues to rise because of the high population growth rate that is not matched with the requisite skills, and the limited opportunities in the world of employment. • • Ingrained poverty and inequality as a result of geographical, historical, political and economic factors need more attention. Northern region is particularly disadvantaged as a result of the legacy of prolonged violent conflict between the Government and Lords Resistance Army. • • Status of women in Uganda is affected by high poverty levels, low literacy rates, limited access to resources and negative socio-cultural practices that foster violation of their rights.	• Uganda's GDP grew at an average of 7.1% from 1992 to 2011, courtesy of the implementation of general reforms within the economy. • There are high expectations of more revenues from the discovery of oil, whose production is planned to start from 2021/22. Exploration of oil is likely to have significant impacts on the environment. • It noteworthy that since the 1990s Uganda has made significant investments in the infrastructure development as fundamental priority areas that will spur further economic growth, development and transformation of the economy.

2.3.1 Implications of The SWOT And PEST Analysis

The analysis needs to be translated into the following actions so as to improve the status quo:

1. Enlist and leverage support of the top political leadership, that is, ministers and top policy and decision makers, including the PS, Under Secretary and Commissioners / Directors in the Ministry for implementation of a proper functioning Communication department.

2. Strengthen the communication unit by elevating the position of the head of the unit to a commissioner level, so that he or she is able to influence decisions made about this important unit from the beginning, that is, at the top level. In addition, it is important to reinforce the out-reach team by deploying additional staff per region to augment the regional communication officer, who hitherto has been over burdened by the increasing workload in several districts under his or her supervision.

3. Ensure that the communication unit galvanizes support from collaborating MDAs and retains the mandate of co-ordinating the planning, execution and implementation of their communication activities around water and environment.

- Build internal support by sensitizing and updating ministry staff on the structural and operational changes taking place with regard to communication unit to facilitate the implementation of the CEPA Strategy.

- Advocate for improved resource allocation to fund the procurement of transport means, ICT equipment; and remuneration of additional staff to be deployed in the regions.

- Provide for trainings to equip the present communication staff with relevant skills in developing and implementing strategic communications.

- Uganda's economy is expected to grow by more than 5% in 2018, according to projections by the Central Bank. The growth will be propelled by recovery in the private sector credit, favourable weather conditions, increased Foreign Direct Investments and continued robust government investments in the infrastructure development. The economy is, therefore, poised to attract more local and foreign investors to invest in all the available sectors since the political and economic environments remain largely stable and peaceful.

- Government is expected to strengthen its oversight role and policing to minimize corruption, especially when it involves public finances. Furthermore, the government needs to increase its ties with the other member states within the region to remove the threats from international terrorism.

  Given the findings from the SWOT and PEST analyses and other valuable insights here-below is the proposed structure of the communication unit that takes into account the need to strengthen the communication unit within the ministry.

2.5 Proposed Structure of the Communication Unit

The communication unit is an important component of the organization's function that helps management to realize its objectives. The benefits pertaining to this are:
- Identifying the drivers of change and the best means of engaging with them;
- Providing practice guidelines and clear direction for everyday activities;
- Ensuring the most efficient use of scarce resources through a process of prioritization and rationalization and
- Ensuring predictability, continuity and being able to continuously review the existing organizational activity and indicative milestones against which to measure success.

Proposed Structure of the Communication Unit
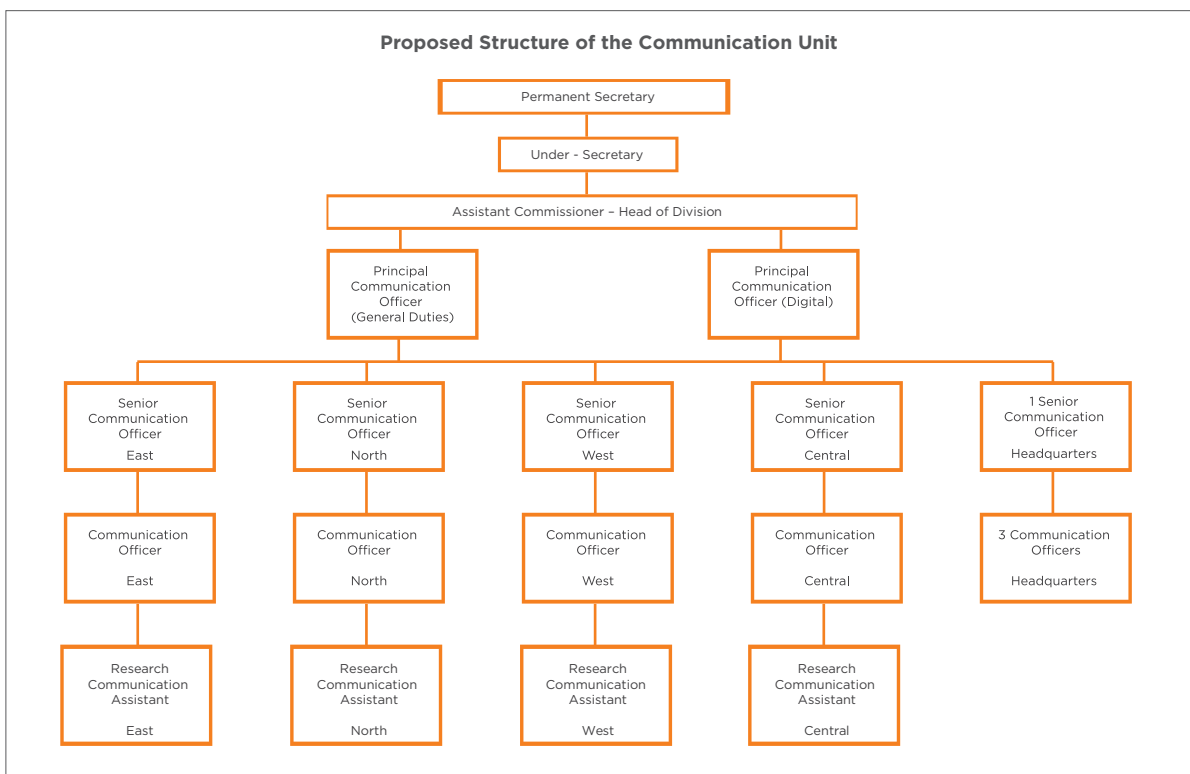
FIG 5

Presently the ministry uses some of the following tools with varying degrees of effectiveness while communicating with.

Presently the Ministry uses some of the following tools with varying degrees of effectiveness while communicating with.

(a) Internal audiences

- Print media:- Publications such as JTR, SPR etc; and publicity and information leaflets such as brochures, letter heads, newspaper inserts, flyers and banners
- Electronic media:- radio, TV, internet-based services like the official MWE website, Twitter, Facebook, WhatsApp, intranet, sms and telephone
- Office materials:- letterheads, note pads, calendar
- Face-to-face
- Meetings
- Bulletin boards and notice boards
- Suggestion box
- Memos and loose minutes
- Physical or direct communication
- Labels and signposts
- Announcements at staff joint Friday tea.

(b) External audiences

- Print media:- Publications such as JTR, SPR etc; and publicity and information leaflets such as brochures, letter heads, newspaper inserts, flyers and banners
- Electronic media:- radio, TV, internet based websites, twitter, face book, what's app, sms and telephone
- Office materials:- letterheads, Note pads, calendar
- Outdoors: billboards, km markers, signposts
- Exhibitions and trade shows
- Celebration of special national and international events e.g. World Water Day
- Branded materials and items like business cards, stickers, wheel covers, T-shirts, vehicles and caps
- Tours to the Directorate premises and facilities e.g. by schools
- Training and technical back-up
- Certificates and permits
- Meetings, workshops and seminars

Most of the staff cited poor information flow within the ministry itself as well as with other directorates and departments. In their view, internal communication needs to be strengthened to ensure cohesion in the way the ministry functions and delivers its mandate for the attainment of overall objectives and vision. However it was not possible to verify the effectiveness of the tools referred to above in terms of reach, frequency and usage by the target audiences. Note that the outcomes from verifications usually influence the decision to attract further funding and investments by the development partners.

Budget allocation to the Communication Department remains low, thus affecting the execution of planned activities. And although most staffs at different levels are involved in communication activities, the element of communication is yet to be fully integrated in every directorate, department and agency's communication strategy.

Finally, communication within the ministry needs to be well planned and coordinated in order for it to play a vital role in the attainment of the set goals and objectives. Currently communication is happening in an ad-hoc or unplanned manner.

CHAPTER 3:
CEPA Strategy

This chapter presents the framework for the five-year CEPA strategy. It identifies the overall CEPA goal, strategic objectives, target audiences and the different channels of communication.

During our stakeholder engagement sessions we learnt that information alone does not change behaviour and therefore there is need to ensure that the Strategy:
• Links stakeholders' behaviours to positive desires and aspirations
• Uses clear and consistent messages to enhance absorption and better understanding
• Creates sufficient condition to elicit positive behaviour before asking them to do so
• Targets segments of audiences rather than individuals
• Uses trusted, credible and recognised messengers or opinion leaders
• Uses emotions and impactful visuals for effective communications with the public
• Deploys a sustained campaign approach for meaningful changes to be realized
• Remains consistent with MWE's mission, vision, values and mandates for all the messages developed
• Establishes effective collaboration with other government ministries and agencies for improved and powerful delivery of messages rather than a lone voice

3.1 Overall goal of the CEPA Strategy

To plan and implement government policy of sustainable utilization of water and environment resources,by engaging and effectively managing the use of multi-stakeholder dialogues, platforms and media.

3.2 Strategic Objectives of the CEPA Strategy

Here below are the key objectives to deliver this strategy:
1. To increase awareness, educate and build support for water and environment.
2. To promote positive practices among all the stakeholders about conservation, protection and sustainable use of water resources and environment

The first objective is short-term and could be accomplished in two to three years. The second objective is a longer-term behaviour change communication objective targeting sustainable changes in specific behaviours of stake-holders. It will be started in the first year with more activities getting underway during the second and third year of implementation.

The above overall objectives will be achieved through the following specific strategies:
1. Internally at MWE, increase awareness, knowledge and understanding of water and environment so as to build support for the implementation of this Strategy by the staffs.
2. Provide public participation mechanisms such as platforms for engaging stakeholders, for example, opinion leaders, implementers, private sector and the general public.
3. Instituting branded phased multimedia communication that ensures increased awareness, knowledge and the inspiration of stakeholders to participate and adopt positive practices.
4. Media advocacy that promotes accurate and analytical coverage of water and environment issues.
5. Strengthening the capacity of MWE's Communication unit to implement the CEPA Strategy and longer term behaviour change programs.
6. Mainstream climate change mitigation and adaptation measures.

3.2.1 Explanations of the specific strategies

Here below are narrations of the six specific strategies mentioned.

3.2.1.1 Internal Communication

Communication needs to be strengthened internally within MWE by increasing knowledge, understanding and building a strong case for the benefits of ensuring sustainable use of Water and Environment resources. A motivated staff with adequate knowledge is likely to champion the message amongst his or her peers and other members of the public with whom he or she interacts. More importantly, it is morally right to ensure that the internal staffs are adequately equipped, motivated, committed and correctly aligned to the overall objectives of the CEPA Strategy in order to encourage other stakeholders to do the same.

The following approaches could be used to motivate or bring out the correct responses:

• Arrange for special events e.g. drama and comedy shows.
• Production of a quarterly internal newsletter with inputs from all the directorates
• Off-site retreats to share relevant information, motivate and sensitize the staffs
• Circulation of minutes of meetings to inform staffs
• Regular sharing of information on social media platforms including MWE's webpage
• Top management briefings
• Increased use of notice boards to educate and inform staffs
• Electronic communications including intranet services, call centers etc

3.2.1.2 Public participation

Public participation is the cornerstone of this strategy because it encourages inclusiveness and commitment by the public. Opinion leaders (cultural heads and religious heads), and celebrities (popular local musicians, local radio presenters and DJs etc) as influencers within their stakeholder communities, can play a vital and cost effective role as an interpersonal way of reinforcing the messages. Information sharing and consultation forums will create the opportunity for the influencers to become informed partners that both disseminate information and receive feedback from stakeholder groups. During the first year, the forums will be formed and used a platform for communicating with the relevant stakeholders. In the longer term, which is after two years, the grass root forums comprising of the UOs, LC1 and LC2 will be formed to ensure that continuous messages are driven to the right audiences for change in behaviour. The ministry is urged to mobilize the public to participate in the celebrations marking World Water Day, Water Week and Open Day exhibitions. An award that will recognize excellence in leadership on water and environment issues should be created and awarded at local, regional and national levels during the annual water week.

3.2.1.3 Media exposure

The media will be leveraged as a strategic partner through a positive media relation's plan and a media award scheme. The activities include the following:
*   Establishment of media practitioners' database
*   Refresher training of media practitioners every year
*   Training of MWE's staff and key partners in journalism &media relations
*   Involvement of the media more in the Ministry's activities
*   Conduct quarterly media dialogues covering the WMZ
*   Making regular courtesy calls to key media houses
*   Generating information to be given to the media (state of water resources reports; research studies; statistics on water resources
*   Organising press conferences at the government Media Centre

3.2.1.4 Multi Media Communication Campaign

In order to deliver maximum impact in terms of creating awareness, knowledge and driving the right behavioural changes, it is proposed that a branded phased multi-media and multi channel thematic campaigns are organized and executed in two phases:

3.2.1.4.1 Phase 1
During this phase wide-ranging information is delivered to all the stakeholders so as to build a critical mass of people in the communities who are aware and knowledgeable about water and environment. The mass media drive will be boosted by public participation mechanisms that engage relevant stakeholders with the aim of reinforcing key messages through the various forums. These forums include regional meetings by TSUs, UOs as well as regular meetings by the community based organizations (Catchment Management Organizations, Water and Sanitation Development Facilities, Water User Association) and District Local Government including LC1 and LC2; Special Events like Water Week; Edutainment shows; Open Day Exhibitions.

3.1.1.4.2 Phase 2
The second phase focuses on motivating consumers to adopt positive water and sanitation management practices. At this point it is important to progressively build on the successes attained during the first phase. Therefore all the subsequent communications will not only be thematic but based on issues that have emerged over the first year. A behavior change approach is adopted and further integrated with all the communication efforts. Rather than focus on the use of mass media as a vehicle, this phase should focus on making use of community based platforms such as social, religious, civic and political organizations, individuals and networks in Uganda as channels and influencers for a more direct communication with stakeholders. Examples would be speaking through local SACCOs, religious groups, etc. Also important is a radio entertainment in which educational serial drama is linked to the community activities.

The school systems, especially at the primary and secondary levels are a great partner in terms of educating each generation of children about water and environmental issues. The syllabus is in-built with relevant issues to be taught in the schools as well as establishment of the extracurricular clubs such as Environment and Sanitation Clubs. Schools are also an integral part of the community for adult education and project demonstration purposes (e.g. rainwater harvesting, etc.).

3.2.1.5 Strengthening Capacities of the Communications' Unit

Capacity strengthening will be required to implement the CEPA Strategy. Firstly, at present the Head of Communication needs to be elevated to a more senior position, that is, at least assistant commissioner level so that he or she is in a position to actively participate in making decisions relating to communications within the ministry. Additionally, the Ministry will have to recruit additional outreach and IT officers to support those in the regions, provide relevant communication trainings to focal persons in each directorate and agency, and procure equipment and materials that facilitate public interactions with the ministry.

The unit also needs to hold regular meetings and staff retreats to get feedback from the field regarding performances of the various actors in the ministry.

The unit will also act as a liaison point for all the focal persons from all the directorates and departments to avoid duplication of activities, coordination of messages and maximization of communications impact.

3.2.1.6 Mainstream Climate Change Mitigation and Adaptation Measures

Climate change affects humanity through its impacts on crucial activities in our lives. Therefore addressing the challenges of climate change is key to enhancing sustainable economic and social development. The policy designed to tackle challenges of climate change in Uganda is multi-sectorial. It provides the framework for coordinated action, with attention to capacity requirements and the development of financial mechanisms. This policy is the guiding document for national implementation strategy detailing actions by respective sectors.

3.2.1.7 Target Audience

Target audiences have been identified based on the overall objectives and specific activities for the Communication Strategy. The audiences are both internal and external.

Audience segment	Sub-segment of audience	Reason for selecting the audience
1. Internal audiences		
MWE Staff	Staff members at MWE • Ministers • Permanent Secretary • Directorates' staff • Agencies' staff (NWSC, NFA, UNMA, NEMA) • Water and environment Sector Working Group • Water Policy Committee Other bodies formed to support water and environment such as (TSUs, UOs, WMZ and WSDFs)	MWE staffs are the primary implementers and are front-line ambassadors in articulating the vision and objectives of this strategy. Their responsibilities include: • National planning for water resources • Policy formulation, regulation and enforcement • Coordination, Quality Assurance, Supervision • Monitoring /assessment & Evaluation • Setting standards and guidelines • Technical backstopping • Information dissemination They need to be fully informed and supportive in order to guarantee success of the strategy.
2. External audiences		
(a) Collaborating partners	Government Ministries: MOLG, MTTI, MEMD, MAAIF, MOES, MFPED and MOH Agencies & authorities (UWA, ULGA) NGOs and CSOs (UWASNET, CBOs, FBOs) Academia, Research & Training Institutions (NARO, Namulonge, Serere, Kawanda, Kabanyolo) Development Partners: Donor Agencies like World Bank, European Union, GTZ	Several of the MDAs also play direct or indirect roles as communicators to key audiences in particular. Partnering with such entities will help leverage outreach, particularly if they are mobilized to add key messages and relevant activities to promote positive behavioural changes in their agendas. NGOs & CSOs usually have very strong interface with the general public. They are development catalyst whose roles include providing sector support in terms of service delivery, advocacy for improved services and accountability of government projects. Information exchange; internship placement for students; further training of staff DPs have a critical role in providing the necessary financial support for developmental activities, programmes and projects in the country.
(b) Media Practitioners	Media practitioners: Editors, Program Directors Media Executives Journalists. Presenters on radios & TV	Media coverage of the water and environment subsector is poor. It is ad-hoc, event driven and, in most cases, not analytical. Media gatekeepers will be valuable partners in helping reframe the way issues are covered and increase public knowledge, understanding and support of the CEPA Strategy. Media practitioners are also important partners in disseminating information on water and environment and helping building a supportive environment among priority audiences

(c) Users and consumers	Industrial (factories, plants etc) Commercial (traders, business owners, Large and small scale farmers) Institutional customers (hospitals, schools, Government MDAs). Urban and Rural residents. Refugees in camps. Small scale service providers (clients retailing water). Schoolchildren and youth.	All the groups shown have unique perceptions and needs to be addressed. Therefore each group must be carefully targeted by the application of tailored messages that address their respective concerns through the most appropriate channels of communication.
(d) Important Persons in the society	Religious and cultural leaders Members of Parliament Local Councillors Members of Wealthy Business Association Professionals (doctors, lawyers)	These persons are opinion leaders whose credibility is very important in communicating appropriate behaviour change messages to their respective communities. They are spokes persons that represent the views of groups they influence. It is therefore important to involve when seeking feedback information. MPs and Local government officials help in the implementation of catchment management plans.

TABLE 1

3.2.1.8 Channels Of Communication

Channels of communication are the delivery systems for messages to reach target audiences. They are the routes along which messages are transmitted and along which feedback maybe obtained. Channels of communication need to be kept open if they are to remain viable.

Communication channels and the challenges faced in using them.

Channel	Advantage	Disadvantage
Interpersonal channel This channel focuses on either one-on-one or one to a group and uses both verbal and non-verbal communications. This could be applied in staff meetings, community meetings, group discussions, key note addresses, public lectures, school lessons, award presentations	Direct and personal Spontaneous feedback. Guaranteed two-way exchange of information between the listener and speaker	Some facts may be distorted since there is only one voice communicating. There is limited possibility of immediate verification of information provided by the sender
Community Oriented Channel This channel focuses on spreading information through existing social networks, such as a family or community Groups e.g. Water User Association; youth groups; Women groups	Effective when dealing with community norms & practices; often match the values and logic systems of the community of which they are a part There is an opportunity for other members to reinforce one another's views. Low cost to use	It is not easy to control this channel and can be easily manipulated by the community leaders
Mass-media channel This channel focuses on reaching large audiences Simultaneously e.g. radio, TV, internet, billboard, magazines, newspapers The non mainstream include flyers, fact sheets, newsletters, posters, memos, business cards, branded give-away items (T-shirts, caps, pens, calendars)	Some mass media like radio, TV and internet reach even the most isolated locations. This channel is particularly effective at agenda setting i.e. giving the public issues to think about in their daily lives.	Can easily target the wrong audience Relatively high cost of equipment, production and flighting of messages. Many of the mass media channels require specialists to ensure that only the right ones are selected and used.

TABLE 2

3.3 Overall CEPA Strategy Matrix for the Ministry

The CEPA Strategy matrix summarizes the key aspects of each specific strategy provided for all the directorates. It integrates all aspects of the strategy, indicating the logical link between the audience, key message themes, methodology, channels and tools, expected outcomes and implementing partners. Key message themes are based on the objective for communication to each audience and the findings from the situation analysis.

3.3.1 Strategy 1: Internal Awareness Campaign

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators	Partners
Ministry of Water and Environment staff: Political leadership (ministers) Permanent Secretary Directorates Agencies Water and environment Sector Working Group Water Policy Committee	Benefits and Opportunities created by the CEPA Strategy. Roles and mandates of each Directorate, Departments and Agency under the Ministry Advantages of good management and sustainable use of water & environment for Uganda and the general public	Communi-cate with staff members using established and informal communication systems in each MDA. Utilize team briefing methods to communi-cate with staff through the institutional hierarchy. Leverage the existing forums and their meeting schedules, E.g. TSUs, UOs, WSDFs.	Staff briefing kits e.g. fact sheets on Water and environment. Staff retreats to motivate and energize members to participate in the implementation of CEPA Strategy Quarterly Information bulletin on progress of strategy implementation. Team briefing sessions cascaded through the hierarchy of the Ministry. Use of Internet based webpage for the Ministry. Leverage social media as well.	Increase in knowledge and support on the CEPA strategy amongst the MWE staffs.	Environmental Policy Committee established from the collaborat-ing ministries; WESWG

TABLE 3

3.3.2 Strategy 2: Public Participation Mechanisms

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators	Partners
Religious and Cultural leaders Members of Parliament Local Councillors	Conservation activities that will ensure water resources are properly managed and catchment areas are protected. Advantages of good management and sustainable use of water resources & environment for Uganda and the general public Different initiatives being undertaken by the Ministry & communities to promote better use of water and environment. Contribution of the CEPA Strategy to sustainable supply of water	Disseminate information to The cultural and religious leaders, local area councillors, and legislators through focal persons in these institutions Mobilize the public to participate at the Water Forums at the national, regional and local levels Talking points about water and environment handed over to very important and influential persons who in turn reach out to the communities	Briefing materials. Seminars and workshops. Meetings. Water forums. Articles in sector publications. Quarterly Progress newsletter. Leadership Award mobilization at national, regional, local level.	Functional public Participation mechanisms established. Increase in knowledge of water and environment among policy and decision makers. Consensus building and stakeholder concerns addressed through public participation mechanisms.	Development partners. Parliamentarians and collaborating MDAs. NGOs active in the water sector. CSOs & FBOs. Office of the President (RDCs)

TABLE 4

3.3.3 Strategy 3: Multi Media Communications

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators	Partners
Industrial (factories, plants) Commercial (Traders, business owners, Large and small scale farmers) Institutional customers (Hospitals, Schools, Government MDAs etc). Urban and Rural residents. Refugees in camps. Small scale service providers (clients retailing water).	Roles of institutions under the Water Act. Mechanisms set up by the Government to regulate water service provision and to control price of water. Benefits and opportunities created by the CEPA Strategy. Aspects of changes such as increase in accessibility and reliability of water. Improved water service delivery through better governance by the ministry. Water scarcity and the need to conserve water, and manage resources for sustainable supply. New water conservation and management initiatives in communities	Raise awareness through a six-month branded multi media campaign delivered utilizing both paid for advert and earned media. Reinforce campaign messages by mobilizing UOs, WSDFs, TSUs NGOs, CBOs to disseminate information materials to communities within their reach. Develop and implement rolling thematic communication programs on Water & environment themes. Run educational radio dramas linked to community conservation activities. Annual award scheme to recognize and reinforce good water resource management & conservation practices from community to national level. Incorporate water conservation in the curriculum & Extracurricular activities through MOES	Radio Infomercials. Information materials – posters, brochures, bumper stickers. Radio and TV Discussion programs. Series of print advertorials in the newspapers. News and feature articles generated through the media award scheme. Community meetings. Water forums. Information materials. Edutainment serial radio program. Community meetings and presentations to women's groups, church groups etc. Drama, theatre, sports in schools and at community level.	Increase levels of awareness on the changes among adult population within the first six months. Increase in quality of knowledge on water and environment. Increase in percentage of population supporting the Strategy. Raised public interest levels in WSS and WRM issues. Increase in number of consumers aware of their rights and responsibilities. Increased number of people practicing positive water management activities. Increased number of entries to the Award scheme. Increased number of organizations supporting water conservation and resource management issues.	Media houses. NGOs. FBOs CSOs All institutions established under the Water Act. Collaborating MDAs. Entertainment

TABLE 5

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3.3.4 Strategy 4: Media advocacy

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators	Partners
Media practitioners Editors, Program Directors Media Executives Journalists Presenters on radios & TV	Roles and responsibilities of different MDAs. Progress made and challenges faced in implementing the Strategy Holistic nature of the activities in the Ministry and their positive contribution to efficient water provision and sustainable environmental management Benefits of the changes in the water sector focusing on success stories and lessons learnt locally and internationally	Training workshops and editorial briefings Facilitate accurate coverage of issues by developing and disseminating a media kit. Increase the breadth and depth of coverage by leveraging the media as a program partner through a three month media award scheme designed to build a corps of knowledgeable reporters on water and environmental issues	Media kit. Training workshops, media award guidelines, radio and TV discussion programs, editorial briefings. Case studies of successful water service providers as well as environmental protection service providers. Media awards entry guidelines promoted through media houses.	Increased knowledge on the holistic nature of the Water and environment among editors and reporters. Percentage increase in coverage of water and environmental issues by the media. Percentage increase of accurate and analytical articles on water and environmental issues.	Media houses. Directors, departments and agencies under Water and Environmental sector School of Journalism

TABLE 6

3.3.5 Strategy 5: Strengthening The Capacity Of MWE's Communication Unit

Audience	Methodologies	Tools and Channels	Indicators	Partners
MWE's Communication Unit	Engage top management for their support at the implementation of the CEPA Strategy Elevate the post of the Head of Communications Unit to at least a commissioner level to enhance his influence at the top management level Hire and train additional communication officers to support those in the regions. Provide technical assistance to build capacity of MDAs to develop and implement communication plans appropriate to their mandates. Monitor and evaluate the specific plans developed and provide feedback. Create a national 'Communication Coordination Committee' to provide coherence and guidance on communication activities across the ministry.	Workshops, seminars and short courses Communication Planning templates. Field visits and study tours. Strengthen MWE's Web site on the with current information. The website must be interactive and managed by dedicated IT official	Increased resources and implementation of communication plans Better coverage of the Ministry's activities, programs and projects geographically as well as by quality Number of MDAs that have integrated communication as a strategic component of their operations.	MWE Communication Unit Communications focal persons from MDAs Development Partners

TABLE 7

3.3.6 Strategy 6: Mainstream Climate Change Mitigation and Adaptation

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators	Partners
Government MDAs Parliament Opinion leaders (cultural, religious and local celebrities) Academia Private Sectors Institutions (hospitals, schools, etc) Manufacturers Professionals Entrepreneurs, Large and small scale Urban and Rural residents. Civil Society, NGOs Development Partners Refugees	Roles and responsibilities of MWE. Holistic nature of the activities in the Ministry and their positive contribution to efficient water provision and sustainable environmental management Advantages of good management and sustainable use of water resources & environment for Uganda and the general public Different initiatives being undertaken by the Ministry & communities to promote better use of water and environment.	Engage top management for their support at the implementation of the CEPA Strategy 'Communication Coordination Committee' to provide coherence and guidance on Climate Change Mitigation and Adaptation activities across the ministry and the collaborating MDAs. Facilitate accurate coverage of issues by developing and disseminating a media kit. Provide technical assistance to build respective capacity of MDAs to develop and implement CEPA plans appropriate to their mandates. Monitor and evaluate the specific plans developed and provide feedback.	Media kit. Training workshops, media award guide-lines, radio and TV discussion programs, editorial briefings. Case studies of successful water service providers as well as environmental protection service providers.	Increased knowledge on the holistic nature of the Water and environment among editors and reporters. Percentage increase in coverage of water and environmental issues by the media. Percentage increase of accurate and analytical articles on water and environmental issues.	Media houses. Directors, departments and agencies under Water and Environmental sector School of Journalism Development Partners MWE Communication Unit Communications focal persons from MDAs

TABLE 8

3.4 Strategy For Each Directorate

3.4.1 Directorate of Water Development

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 1: Improved internal communication for increased awareness, knowledge and understanding of water and environment				
Director

Senior Management-DWD

Focal Person - DWD

Other staff- DWD

Water Policy Committees | Roles and mandates of:
MWE;
DWD &
Departments under DWD | Communicate using formal & informal methods

Leverage the current forums and their meeting schedules, e.g. TSUs, UOs, WSDFs. | Regular staff briefings
Communicate on Website
Twitter, Blogs, WhatsApp.)
In-house journals
Policy Manuals
Orientation program
Intranet
Telephone
E-mail
Notice board
(print & electronic)
Trainings
Workshop
Staff retreat | Increased knowledge and support of the CEPA Strategy. |
| **Strategy 2: Strengthen public participation to promote inclusiveness and commitment for a successful application of CEPA Strategy** | | | | |
| Religious leaders

Cultural leaders

Members of Parliament

District Leaders

Local Councillors

General Public | Water Supply

Water for prod – animals

Water for prod - crops

Sanitation | Mobilize the public to participate in Water Forums - at national, regional and local levels

Disseminate information through opinion leaders (MPs, Religious, Cultural, LCs, Celebrities)

Run educational radio drama linked to community conservation activities. | Meetings
Water Forums
Workshops
Seminars
Talk shows (radios & TVs)
Social events (coronation, Market Day)
Public Events
(Independent, Heroes Day) | Increased knowledge of water use; management; protection; conservation, rights among the public.

Functional public participation mechanisms established |

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 3: Mult-Media Communication Campaign				
Beneficiaries: Industries Traders Commercial Farmers Institutions Rural & Urban residents	Water provision and costs Water scarcity and the need to protect water supply New water conservation and management initiatives in communities	Implement a six month branded multi-media campaign delivered through both paid for advertisement and earned media -news-papers, radios, TV, outdoor, digital platform. Mobilize UOs, WSDFs, TSUs, NGOs, CBOs to disseminate information materials to communities Run educational radio drama linked to community conservation activities.	Radio Infomercials. Information materials – posters, brochures, bumper stick-ers. Radio and TV talk shows News and feature articles generated through the Media Award scheme. Community meetings. Water Forums.	Increased quality of knowledge on water Increased number of people practicing positive water management & conservation techniques. Increase in number of consumers who are aware of their water rights and responsibilities.
Strategy 4: Media exposure that promotes accurate and analytical coverage of water and environmental issues				
Media practitioners Editors, Program directors Media executives Journalists Presenters on radios & TV	Roles and responsibilities of different MDAs. Water supply Water for prod – animals Water for prod - crops Sanitation & Health	Develop and implement rolling thematic communi-cation programs on water themes.	Media kit. Training workshops, Media Award guidelines, Radio and TV talk shows, Editorial briefings.	Increased coverage of water and environmental issues by the media. Increased number of accurate and analytical articles on water and environmental issues.

TABLE 10

Strategy 5: Strengthening the capacity of MWE's Communication unit

Audience	Methodologies	Tools and Channels	Indicators
MWE's Communication Unit Staff of the Directorate Focal person from DWD	Engage top management for their support at the implementation of the CEPA Strategy Train engineers to execute communication function as and when required	Workshops, seminars and short courses Communication Planning templates. Field visits and study tours. Strengthen MWE's website with current information from the directorate.	Increased knowledge on the holistic nature of the Water and environment among editors and reporters. Percentage increase in coverage of water and environmental issues by the media. Percentage increase of accurate and Analytical articles on water and environmental issues.

TABLE 11

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3.4.2 Directorate of Water Resources Management

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 1: Improved internal communication for increased awareness, knowledge and understanding of water and environment				
Director Senior Management -DWRM Focal Person - DWRM Other staff- DWRM Water Policy Committees Staff of the Directorate Trainees at the water Resources Training Institute Water Policy Committee	Roles and mandates of MWE; DWRM & Departments	Communicate using formal & informal methods Leverage the current forums and their meeting schedules, e.g. TSUs, UOs, WSDFs.	Regular staff briefings Communicate on Website (Twitter, blogs, WhatsApp.) In-house journals Policy Manuals Orientation program Intranet Telephone E-mail Notice board (print & electronic) Trainings Workshop Staff retreat	
Strategy 2: Strengthen public participation to promote inclusiveness and commitment for a successful application of CEPA Strategy				
Religious leaders Cultural leaders Members of Parliament District Leaders Local Councilors General Public	Water resources Wetland protection Water quality Water rights Water for hydropower and trans-boundary	Mobilize the public to participate in Water Forums - at national, regional and local levels Disseminate information through opinion leaders (MPs, Religious, Cultural, LCs, Celebrities etc) Run educational radio drama linked to community activities.	Meetings Water Forums Workshops Seminars Talk shows (radios & TVs) Social Events (Coronation, Market Day etc) Public Events (Independent, Heroes Day etc)	Increased knowledge of water use; management; protection; conservation, rights etc among the public. Functional public participation mechanisms established

TABLE 12

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 3: Branded, phased multi-media and multi-channel communication campaign				
Industrialists	Water provision and costs	Implement a six month branded multi-media campaign delivered through both paid for advertisement and earned media in newspapers, radios, TV, outdoor, digital platform.	Radio Infomercials.	Increased quality of knowledge on water
Traders	Water scarcity and the need to protect water supply		Information materials – posters, brochures, bumper stickers.	Increased number of people practicing positive water management & conservation techniques.
Commercial Farmers				
Institutions	New water conservation and management initiatives in communities		Radio and TV talk shows	
Rural & Urban residents		Mobilize UOs, WSDFs, TSUs, NGOs, CBOs to disseminate information materials to communities	News and feature articles generated through the Media Award scheme.	Increase in number of consumers who are aware of their water rights and responsibilities.
			Community meetings.	
		Run educational radio drama linked to community conservation activities.	Water forums.	
			Sports and Clubs in schools and at community level.	
Strategy 4: Media exposure that promotes accurate and analytical coverage of water and environmental issues				
Media practitioners	Roles and responsibilities of the different MDAs.	Develop and implement rolling thematic communication programs on Water themes for trainings / workshops / seminars.	Media kit.	Increased coverage of water and environmental issues by the media.
Editors,	Water resources		Training workshops,	
Program Directors	Wetland protection		Media award guidelines,	Increased number of accurate and analytical articles on water and environmental issues.
Media Executives	Water quality Water rights Water for hydropower and trans-boundary	Participate in mass media	Radio and TV talk shows,	
Journalists		Organize events for sensitization	Editorial briefings.	
Presenters: radios & TV				

Audience	Methodologies	Tools and Channels	Indicators
Strategy 5: Strengthening the capacity of MWE's Communication unit			
MWE's Communication Unit Staff of the DWRM Focal person from DWRM	Engage top management for their support at the implementation of the CEPA Strategy Train engineers to execute communication function as and when required	Workshops, Seminars and Short courses Communication Planning templates. Field visits and study tours. Strengthen MWE's website with current information from the department.	Increased knowledge on the holistic nature of the Water and environment among editors and reporters. Percentage increase in coverage of water and environmental issues by the media. Percentage increase of accurate and Analytical articles on water and environmental issues.

TABLE 14

3.4.3 Directorate of Environmental Affairs

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 1: Improved internal communication for increased awareness, knowledge and understanding of water and environment				
Director Senior Management-DEA Focal Person - DEA Other staff- DEA Environmental Commit-tees	Roles and mandates of MWE; DEA & Departments	Communicate using Communicate using formal & informal methods Leverage the current Forums and their meeting schedules, e.g. TSUs, UOs, WSDFs.	Regular staff briefings Communicate on website (Twitter, blogs, WhatsApp.) In-house journals Policy manuals Orientation program Intranet Telephone E-mail Notice board (print & electronic) Trainings Workshop Staff retreat	Increased knowledge and support of the CEPA Strategy.
Strategy 2: Strengthen public participation to promote inclusiveness and commitment for a successful application of CEPA Strategy				
Religious leaders Cultural leaders Members of Parliament District Leaders Local Councillors General Public	Water pollution Catchment protection Forestry sector	Mobilize the public to participate in Water and Environmental Forums - at national, regional and local levels Disseminate information through opinion leaders (MPs, religious, cultural, LCs, celebrities etc) Run educational radio drama linked to community activities.	Meetings Water and Environment Forums Workshops Seminars Talk shows (radios & TVs) Social events (coronation, market day etc) Public events (Independ-ence, Heroes Day etc)	Increased knowledge of environment; management; protection; conservation, by the public. Functional public participation mechanisms established

TABLE 15

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 3: Branded, phased multi-media and multi-channel communication campaign				
Industrialists Traders Commercial Farmers Institutions Rural & Urban residents	New environmental conservation and management initiatives in communities	Implement a six month branded multi-media campaign delivered through both paid for advertisement and earned media in newspapers, radios, TV, outdoor, digital platform. Mobilize UOs, WSDFs, TSUs, NGOs, CBOs to disseminate information materials to communities Run educational radio drama linked to community conservation activities. Incorporate environment management issues in the education curriculum and extracurricular activities through MOES at national level.	Radio Infomercials. Information materials – posters, brochures, bumper stickers. Radio and TV talk shows News and feature articles generated through the Media Award scheme. Community meetings. Water and Environmental Forums. Sports and clubs in schools and at community level.	Increased quality of knowledge on water and environment Increased number of people practicing positive environment management techniques.
Strategy 4: Media exposure that promotes accurate and analytical coverage of water and environmental issues				
Media practitioners Editors, Program Directors Media Executives Journalists Presenters: radios & TV	Roles and responsibilities of the different MDAs. Water pollution Catchment protection Forestry sector	Develop and implement rolling thematic communication programs on Water and Environment themes for trainings / workshops / seminars. Participate in mass media Organize Events for sensitization	Media kit. Training workshops, Media award guidelines, Radio and TV talk shows, Editorial briefings.	Increased coverage of water and environmental issues by the media. Increased number of accurate and analytical articles on water and environmental issues.

TABLE 16

Audience	Methodologies	Tools and Channels	Indicators
Strategy 5: Strengthening the capacity of MWE's Communication unit			
MWE's Communication Unit Staff of the DWRM Focal person from DWRM	Engage top management for their support at the implementation of the CEPA Strategy Train engineers to execute communication function as and when required	Workshops, Seminars and Short courses Communication planning templates. Field visits and study tours. Strengthen MWE's website with current information from the department.	Increased knowledge on the holistic nature of the Water and environment among editors and reporters. Percentage increase in coverage of water and environmental issues by the media. Percentage increase of accurate and Analytical articles on water and environmental issues.

TABLE 17

Audience	Key Message Themes	Methodologies	Tools and Channels	Indicators
Strategy 6: Climate Change mitigation and Adaptation				
• MWE's Communica-tion Unit • Staff of the Directo-rate • Focal persons (DWD, DWRM & DEA) • Religious leaders • Cultural leaders • Members of Parlia-ment • District Leaders • Local Councillors • General Public • Industries • Traders • Commercial Farmers • Institutions • Media Practitioners • CSO • Collaborating Minis-tries	Water supply Water for prod – animals Water for prod - crops Sanitation Water resources Wetland protection Water quality Water rights Water for hydropower and trans-boundary Water pollution Catchment protection Forestry sector	Communicate using Formal & Informal methods Leverage the current Forums and their meeting schedules, e.g. TSUs, UOs, WSDFs. Mobilize the public to participate in Water Forums - at national, regional and local levels Disseminate information through opinion leaders (MPs, religious, cultural, LCs, celebrities etc) Run educational radio drama linked to community conservation activities. Develop and implement rolling thematic communication programs on Water themes.	Workshops, seminars and short courses Communication planning templates. Field visits and study tours. Strengthen MWE's website with current information from the directorate. Media kit. Training workshops, Media award guidelines, Radio and TV talk shows, editorial briefings.	Increased knowledge on the effect of climate on Water and environment Percentage increase of accurate and Analytical articles on climate change issues affecting water and envi-ronmental.

TABLE 18

Note:

• There are some overlaps in terms of audiences, methodologies, tools & channels and indicators for the directorates in order to maintain consistency in MWE.
• The MWE summary of strategies for the three directorates provide more details

CHAPTER 4:
Implementation

4.1 Strategy Implementation Recommendations

It is recommended that the CEPA Strategy is implemented in a phased manner so that lessons learned and all the experiences gained during the first year of implementation are analyzed and used where necessary to make subsequent decisions for the longer term period of driving the desired behavioural change.

4.2 Internal Communication With MWE Staff

At MWE the objective is to increase awareness, knowledge and understanding of water and environment so as to build support for the implementation of this strategy by the staffs.

The following is proposed to constitute the key principles for internal communication:
- Regular departmental meetings to encourage closer links and understanding between top management and staff through regular face to face briefings and sessions;
- Circular communication process that emphasizes consultations, debate and feedback;
- Management debriefing once every week in order to plan or review plans for the week ahead and to report progress to-date;
- Regular meetings with MWE's staff and other implementers, at least once every month to report and review progress;
- Celebrate major accomplishments of the ministry so that all employees are re-energized and empowered with a new sense of direction and fulfilment forged;
- Ensure widespread availability of information through notices, e-mail communication; newsletter, website and all other channels for purposes of general information;
- Publish quarterly and a bi-annual newsletter including books, reports and various IEC materials for circulation and communication with stakeholders;
- Provision of proper orientation to all new and incoming staff, and
- Timely and clear communication to staff.

4.2.1 External Communications

The main channel of communication for all external communication remains the media. This strategy encourages active engagement with all the major media outlets in Uganda to facilitate improved understanding of the roles and mandate of the ministry and challenges it faces. To achieve this, the strategy encourages a proactive approach to promote positive information and campaigns in the media. The key principles of engaging with the media include the following:
- Availability of information to the media through appropriate spokespersons;
- All media inquiries are directed to the Head of Communication, who will offer the professional lead for dealing with the specific inquiry;
- Head of Communication consults with the PS, the relevant directors and heads of departments in order to prepare a well-crafted and informed response;
- Forging a sustained positive relationship with the media, especially the local media, and in particular providing clarifications after consultations, and
- It is very important to note and remember that media houses operate under tight deadlines, hence the need for speed and promptness in dealing with issues.

4.2.2 Public Participation Mechanisms

These are provided to act as platforms for engaging stakeholders such as opinion leaders, implementers, and the general public.

Decision makers in Government at the centre and districts, the private sector, civil society, development partners, professional bodies and community and faith-based organizations have an influential role in matters of national importance. Advocacy efforts will be directed at raising decision makers' awareness on the progress being made, the challenges being faced and the role they can play in helping accelerate the delivery of the ministry's objectives. The decision makers will be reached through specially targeted policy communication materials.

4.2.3 Multi Media Communication Program

Instituting branded, phased multi-media communication that ensures increased awareness, knowledge and the inspiration of stakeholders to adopt positive practices. A theme, logo and slogan will be developed at the beginning of the implementation of this strategy to provide a branded platform for all communication materials. This will enhance coherence of messages and create synergy across the different communication activities. The campaign will be implemented through phased but carefully linked themes beginning with national public information campaign delivered through the mass media.

It is expected that the momentum for the campaign is built through a high profile launch of the ministry's Water and Environment Week that builds up with activities from the local community and regional levels, and finally culminating at the national level.

The second phase will consist of thematic communication programs focused on key behavioural areas that impact on water and environmental issues. It is probable that communication during the second phase will primarily rely on community based media and mass media will only be used for strategic communication support during the launches.

4.2.4 Media Advocacy

It is critical to promote accurate and analytical coverage of water and environmental issues by forming a strong partnership with the media. The media award scheme activities will be linked to the public information campaign to generate the necessary and the right media content early in the implementation of the strategy. The leadership awards are to be presented during the annual Water and Environment Week. This promotion will be hyped in all the mass media and platforms to draw increased excitement for public participations. The consideration will be to promote public interest in water and environmental conservation, management and good practices. Opportunities for participation of the private sector and collaborating partners (NGOs, CSOs) will be created at the national, regional and local level.

a) Relation with the mass media
- Participation in radio and TV talk shows;
- Holding press conferences to profile MWE's activities;
- Ensuring that ministry's information is timely and newsworthy at all times
- Encouraging staff to refrain from making statements that the Ministry would not want to be quoted on, or misunderstood;
- Never forget to frequently refer to, and use the ministry's full and proper name in all its media appearances/ talk shows and in written articles.
- Telling the truth at all times even if it hurts the image of the Ministry.

4.2.5 Strengthening The Capacity Of MWE's Communication

It is important to enhance the existing capacity of the communication unit to implement the CEPA Strategy and longer term behaviour change programs. Communication officers in the ministry will be core to ensuring the success of implementation of several components in this CEPA Strategy. Therefore capacity strengthening of the communication unit is an important task in this strategy. This will include advocating for elevation of the position of head of unit to a higher level where he or she can influence decisions taken on behalf of the unit; training of key officials on how to integrate communication as a strategic input to support their objectives and equipping the unit with necessary skills to integrate and sustain digital platform. Technical assistance for the relevant directorates to build their capacity to develop and implement communication plans appropriate to their mandates will need to be provided.

4.3 IEC Materials

The IEC materials will be disseminated through a demand-driven network to ensure that they are distributed efficiently and used effectively to the stakeholders.

It is important to note that in terms of this messaging; the benefits are mostly emphasized. It has to be recognized that the strategy can only be as good as the efforts geared towards its implementation and support it has on the ground. Therefore promises must match actions. The positive management of the Public expectations will be critical for the successful implementation of this strategy.

A number of IEC materials to be developed include billboards, calendars, banners, pull-ups, T-shirts, caps etc. These shall be procured for use as may be appropriate, especially during events and launch activities in the communities.

Drama Scripts for both TV and Radio

The thematic areas shown below have been cascaded to both radio drama and visuals as well for greater impact in the society. It is important that the CEPA messages are reinforced at all angles for maximum impact in the minds of the target audiences. The messages will become more appreciated by the public and hopefully start to trigger the desired actions.

4.4 Drama Scripts for Radio and TV

Week	Episode	Theme
1	Water Resources	Lakes and rivers are water resources that are useful for life and general development. They are useful in transport, power genera-tion, irrigation, modifying climate
2	Water Quality	Water quality is important for a healthy living. Water can be con-taminated by wastes from human being and if consumed may lead to contraction of water borne diseases such cholera, diarrhoea
3	Pollution From Industrial Waste	Some industries use a lot of water during the production process; and some discharge heavy metals as part of waste materials
4	Deforestation	Cutting down trees for making charcoal reduces vegetation which affects the process of rain formation as well as agriculture.
5	Wetland Protection	Wetland are useful water reservoirs and habitats for fish and some animals
6	Water Resources Maintenance & Functionality	Water supply to rural and urban areas are dependent on its func-tionality
7	Catchment Protection For Water Retention	Land use in wetland reduces the water catchment areas
8	Sanitation And Health	Good sanitation helps to maintain the environment, minimizes re-lated disease and promotes good health
9	Catchment Protection To Reduce Flooding	Over grazing, increased paved surfaces and urbanization leads to increased run-off and flooding.
10	Water For Production - Crops	Water is vital for production of crops. Majority of the population depends on agriculture for their livelihood.
11	Water For Production - Animals	Water is very important in the animal husbandry and must be stored in wet season for use in dry seasons
12	Water Rights - Irrigation	Water from rivers or lakes is finite. Use for irrigation must be known and controlled to minimize negative consequences to the environment
13	Water Rights – Hydro Power Generation	The quantity of water used for hydro-power generation needs to be regulated and controlled since some of the river or water bod-ies are trans-boundary

TABLE 19

4.4.1 Drama Scripts for Radio and TV

	Radio Drama	TV Drama
Time	Prime time slot	Primetime viewing
Episode	13 Episodes	13 Episodes
Length	24 minutes with six minutes reserved for adverts	15 Minutes
Target Audience	All stakeholders in rural and urban	All stakeholders in rural and urban
Language	All the major languages spoken across the country	English and all the main regional languages

TABLE 20

4.5 Crisis Management

In developing CEPA Strategy, it is expected that there will be some threats or negative actions during the implementation phase. Crisis may be defined as significant threats to operations that could bear negative consequences if not properly handled. A crisis can create three related threats: Public safety, financial loss and loss of reputation. Some crisis can result in accidents or loss of lives. All crises tend to threaten the reputation of an organization. It is, therefore, important to plan ahead for any potential mishaps that may befall the ministry. In order to mitigate the potential challenges there are some steps and actions that must be followed.

How Crisis can be handled. Notice that effective crisis management handles the threats sequentially.
•   Pre-crisis - prevention and preparation
•   Crisis response – provision of remedial response
•   Post-crisis – looks at better ways to prepare for the next crisis and fulfilling commitments made during the crisis time.

4.5.1 Pre-Crisis Phase
Prevention involves seeking to reduce known risks that could lead to a crisis. This is part of an organization's risk management program. Preparation involves creating the crisis management plan, selecting and training the crisis management team, and conducting exercises to test the crisis management plan and crisis management team.

4.5.2 Crisis Management Plan
A crisis management plan (CMP) is a reference tool, not a blueprint. A CMP provides lists of key contact information, reminders of what typically should be done in a crisis, and forms to be used to document the crisis response. Pre-assigning tasks presumes there is a designated crisis team. The team members should know what tasks and responsibilities they have during a crisis.

4.5.3 Crisis Management Team
The common members of the crisis team comprise of officers in public relations, legal, security, operations, finance, and human resources. However, the composition will vary based on the nature of the crisis. Each crisis is unique thus the crisis teams should make the right decisions that are applicable to the prevailing crisis on hand.

Crisis media considers the following best practices:

In talking to the media:

•   Avoid the phrase "no comment" because people think it means the organization is guilty and trying to hide something
•   Present information clearly by avoiding jargon or technical terms. Lack of clarity makes people think the organization is purposefully being confusing in order to hide something.
•   Appear pleasant on camera by avoiding nervous habits that people interpret as deception. A spokesperson needs to have strong eye contact, limited disfluencies such as "uhms" or "uhs", and avoid distracting nervous gestures such as fidgeting or pacing.
•   Brief all potential spokespersons on the latest crisis information and the key message points the organization is trying to convey to stakeholders.

    Public relations officials usually play a critical role in preparing spokespersons for handling questions from the news media.

4.5.4 Pre-draft Messages

Create template for crisis messages. Templates include statements by top management and news releases and those to be released to the websites.

4.5.5 Channels to communicate

In case of a crisis the following channels should be considered as a priority
•   Ministry's website
•   Intranet and emails
•   Mass notification (social media platforms – WhatsApp, Twitter

4.5.6 Crisis response

The initial response must be quick, accurate and consistent. It is important to appreciate the value of preparation and templates. The rationale behind being quick is the need for the organization to tell its side of the story. In reality, the ministry's side of the story is the key points that management wants to convey about the crisis to its stakeholders. When a crisis occurs, people want to know what happened. Crisis experts often talk of an information vacuum being created by a crisis. The news media will lead the charge to fill the information vacuum and be a key source of initial crisis information. Early response allows an organization to generate greater credibility than a slow response. Crisis preparation will make it easier for crisis managers to respond quickly.

Speaking with one voice is very important whenever crisis occurs therefore the crisis team needs to share information so that different people can still convey a consistent message. The spokespersons should be briefed on the same information and the key points the organization is trying to convey in the messages.

Initial Crisis Response Best Practices

1. Be quick and try to have initial response within the first hour.
2. Be accurate by carefully checking all facts.
3. Be consistent by keeping spokespeople informed of crisis events and key message points.
4. Make public safety the number one priority.
5. Use all of the available communication channels.
6. Provide some expression of concern/sympathy for victims
7. Remember to include employees in the initial response.
8. Be ready to provide stress and trauma counselling to victims of the crisis

4.5.7 List of Reputation Repair Strategies

1. Attack the accuser: crisis manager confronts the person or group claiming something is wrong with the organization.
2. Denial: crisis manager asserts that there is no crisis.
3. Scapegoat: crisis manager blames some person or group outside of the ministry for the crisis.
4. Excuse: crisis manager minimizes organizational responsibility by denying intent to do harm and/or claiming inability to control the events that triggered the crisis.
   Provocation: crisis was a result of response to someone else's actions.
   Defeasibility: lack of information about events leading to the crisis situation.
   Accidental: lack of control over events leading to the crisis situation.
   Good intentions: organization meant to do well
5. Justification: crisis manager minimizes the perceived damage caused by the crisis.
6. Reminder: crisis managers tell stakeholders about the past good works of the organization.
7. Ingratiation: crisis manager praises stakeholders for their actions.
8. Compensation: crisis manager offers money or other gifts to victims.
9. Apology: crisis manager indicates the organization takes full responsibility for the crisis and asks stakeholders for forgiveness.

CHAPTER 5:
Monitoring and Evaluation Framework

5.1 Monitoring and Evaluation (M&E)

Monitoring and Evaluation is important in determining progress towards the achievements of the objectives of this strategy and in tracking the performance of the activities being undertaken. The key aspects of the M&E framework for this strategy include:
1.   Monitoring performance
2.   Assessing the outcomes and impact regular intervals.

The expected outcomes for the two main objectives of the CEPA Strategy are given below:

Objective 1: To increase awareness, knowledge and support for the strategy:
•   Increased levels of awareness among key stakeholders;
•   Increased accuracy and analytical nature of media coverage of water and environment, and
•   Availability of established and functional public participation mechanisms.

Objective 2: To promote positive practices among all the stakeholders about conservation, protection and sustainable use of water resources and environment
•   Increased public interest levels in water resources and environmental issues;
•   Increased consumer knowledge about their rights and responsibilities;
•   Increased communications capacity within MDAs as evident by increased resources and implementation of communication plans;
•   Increased consensus building and addressing of stakeholder concerns through public participation mechanisms, and;
•   Increased knowledge of the link between water and sanitation and wealth creation.

5.2 Monitoring of the program performance

Monitoring involves tracking and assessing the specific outputs of the communication activities. A mechanism for collecting data and reporting on the specific output indicators for each program activity should be developed and implemented.

5.3 Assessing the outcomes and impact of the communication program

The overall outcome indicators will form the basis for assessing the short and long term impact of the strategy. It is recommended that independent research firms should execute this level of assessment (e.g. IPSOS, TNS, Research World). It was noted that the Ministry has an in-house M&E team; however, their effort needs to be buttressed by engaging external suppliers to ensure accountability of their financial support, especially as demanded by the funders of programmes and projects.

The key methodology will be the stakeholder surveys to assess changes in knowledge, attitudes and behaviours. Tools used for data collection will be:
•   Questionnaires administered to the general public;
•   Media content analysis, and;
•   Feedback through reports, mass media, meetings with stakeholders.

The key methodology will be the stakeholder surveys to assess changes in knowledge, attitudes and behaviours. Tools used for data collection will be:
•   Questionnaires administered to the general public;
•   Media content analysis, and
•   Feedback through reports, mass media, meetings with stakeholders.

The Ministry will generally rely on the following measures to monitor the success and effectiveness of its Strategy:

•   Close monitoring of MWE's media coverage in both print and electronic media;
•   Stakeholder satisfaction and awareness survey undertaken every year;
•   Positive Behavioural change (increased reafforestation, reduced levels of wetland degradation, improved sanitation and hygiene practices);
•   Staff knowledge and satisfaction assessment;
•   Range, quality and depth of communication materials produced by the MWE for different audience segments;
•   Delivery of measurable improvements in the quantity of communications delivered through the website and staff intranet;
•   Increased recognition of the ministry at local, national, regional and international level;
•   Increased participation of communities in Water and Environment activities
•   Delivery of best value communication service, and;
•   Stronger partnerships and collaborations established with different institutions other stakeholders and organized groups.

5.4 Monitoring and Evaluation Matrix

Activity	Methodology	Indicators
To increase awareness, knowledge and support for the Strategy	Engage top management for their support at the implementation of the CEPA Strategy Train engineers to execute communication function as and when required	• Increased levels of awareness among key stakeholders. • Increased accuracy and analytical nature of media coverage of water and environment. • Availability of established and functional public participation mechanisms. • Number of appearances and or references in websites and blogs • Number of clips appearing in the newspapers • Top of mind recall of MWE's message among target audiences
To promote positive practices among all the stakeholders about conservation, protection and sustainable use of water resources and environment	Communicate using formal & informal methods Leverage the current forums and their meeting schedules, e.g. TSUs, UOs, WSDFs. Mobilize the public to participate in Water Forums - at national, regional and local levels Disseminate information through opinion leaders (MPs, religious, cultural, LCs, celebrities) Run educational radio drama linked to community conservation activities. Develop and implement rolling thematic communication programs on Water themes.	• Increased public interest levels in water resources and environmental issues. • Increased consumer knowledge about their rights and responsibilities. • Increased communications capacity within MDAs as evident by increased resources and implementation of communication plans. • Increased consensus building and addressing of stakeholder concerns through public participation mechanisms. • Increased knowledge of the link between water and sanitation and wealth creation. • Number of stakeholder engagement meetings held • Number of workshops held • Number of participants

TABLE 21

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CHAPTER 6:
Approaches For Resource Mobilisation

Successful implementation of this strategy will partly depend on the effective mobilization of the required resources. The following resource mobilization strategies have been highlighted below.

6.1 Mainstreaming Communication Strategy in programs of other stakeholders

The Ministry and all the collaborating MDAs are encouraged to integrate components of this strategy into their operations. These institutions are requested to communicate key messages on the water and environment activities in their programs.

6.2 Leveraging private sectors in communicating water and environmental issuess

The private sector organizations are encouraged to include messages on water and environment in their communication and marketing programs. Firms to be specifically targeted are those involved in:
• Water service provision.
• Water purification and treatment.
• Water harvesting and storage.
• Water technology including drilling.
• Waste management
• Environmental protection advocacy
• Media organizations.

6.3 Developing partnership with organizations that have wide networks

Organizations with large networks, regionally and/or nationally are better suited for dissemination of information materials on water and environmental issues in a cost effective manner. Such organizations include educational institutions, religious entities, large retail trade and supermarket chains and transport companies. Most of these organizations have the capacity to reach a large number of people within a short period of time. Therefore, this mode of information dissemination is suitable for public awareness campaigns.

6.4 Seeking financial support from the development partners

Development partners are very important sources of funding of activities, programs and projects in water and environment. These include the World Bank, European Union, GTZ, SIDA, ADB, DANIDA, Austrian Government, JICA, UN organizations such as UNICEF and UN Habitat, and several others.

6.5 Tapping into the social responsibility programs of corporate companies

Several private sector organizations are increasingly recognizing the value that participating in social responsibility contributes to the success of their businesses. Therefore, as a resource mobilization strategy, these companies would be approached to consider supporting water resources and environment activities as part of their social responsibility programs. This strategy could also be linked to the leadership award.

It would also be worth approaching organizations that are running other well funded socio-civic and health campaigns such as those funded by the Global Fund for HIV/ AIDS, TB and malaria. The link between positive water and sanitation practices and disease prevention and patient treatment could be a natural entry point for collaboration.

CHAPTER 7:
Implementation plan and budget

7.1 Implimentation Plan

Activities	Time Frame																			
	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategy 1: Improved internal communication																				
Produce briefing materials																				
Launch the CEPA Strategy on water and environment																				
Establish structures to implement the Strategy																				
Appoint personnel for Strategy implementation																				
Provide orientation training																				
Commence implementation internally (Staff retreat, etc)																				
Produce progress update																				
Strategy 2: Ensure public participation																				
Produce and distribute briefing materials																				
Organize and convene water and environment forums.																				
Organize and conduct leadership Award																				
Conduct workshops for important persons in communities																				
Strategy 3: Media exposure																				
Produce and disseminate media kits																				
Conduct media training workshops (national & regional)																				
Implement a proactive media relations program																				
Plan and implement the Media Award Scheme																				
Strategy 4: Branded, phased multi-media and multi-channel communication campaign																				
Create campaign themes for execution nationally																				
Produce advertorials and radio infomercials.																				
Coordinate media placements																				
Disseminate materials through relevant channels																				
Organize and convene water and environment forums																				
Mobilize NGOs, private sector and educational institutions																				
Produce radio serial drama program																				
Strategy 5: Strengthen Capacity of communication unit																				
Procure equipment																				
Conduct orientation workshop for top management																				
Set up national coordination communication committee																				
Define roles & responsibility of key players in the function																				
Recruit communication officers to reinforce staff																				
Strategy 6: Climate Change Mitigation & Adaptation																				
Set up national coordination communication committee																				
Define roles & responsibility of key players in the function																				
Produce and distribute briefing materials																				
Organize and convene water and environment forums.																				
Implement a proactive media relations program																				

TABLE 22

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7.2 Budget notes

Inflation

Assume 5% inflation rate in line with the projection from the Bank of Uganda for years 2018 – 2022. The current rate is below 5%.

Exchange Rate

Current Average Exchange Rate (November 2018) is 1 US$ = UGX 3,800

Branding Materials

Branding materials are used to communicate visually as well as by message. The materials budgeted for include flying banners for placement at venues; pull-up banners at the venues; gazebos for outdoor events; over-wrap for waste bins; inflatables; T-shirts; caps; pens; note books; calendars and umbrellas.

Internal Communications

To enhance internal communications, the following items have been considered in the budgeting framework:
- Website will be redesigned in Year 1 and again re-done in Year 3 to be in sync with the prevailing circumstances and trends during the five-year implementation of the CEPA Strategy.
- Website re-development fees are paid once, that is, in Year 1. This site will be maintained by qualified IT officers already working in the Ministry.
- One-time payment will be made for site content management in Year 1. It is expected that this function will revert to the IT department in the subsequent years and therefore attract no charges for Years 2 up to Year 5.
- Sensitization of the MWE staff about the CEPA Strategy and its implementation in Year 1 prior to its fully fledged roll-out.
- Quarterly staff briefings and workshops in Year 1.
- Staff retreats are planned for every other year during the Strategy Implementation period. This item comprises of Hire of venues, meals and workshop equipment.

Public Participation & Advocacy Events

The budgeted contents included:
- Water Forums in the four Water Management Zones. Each zone is budgeted to hold one meeting per year. Meetings include venue hire, facilitations, meeting materials and meals. Key participants include UOs, DWO, TSUs and other key officials from DWD and DWRM.
- Local and International events will be leveraged. A total of 16 International Events have been planned to take place in a year. Local events include Water and Environment Week and an average of two launch event per region (East, North, South, West and Kampala) per year.
- Annual Environmental Awards are intended to recognize the excellence in observing and practicing sustainable use of water and environmental resources by the individual member of the community. This event is hosted by DEA in collaboration with the local government officials. One male and one female will be rewarded in each of the respective regions.
- Community meetings (barazas) is an important channel for interfacing with public. The Ministry will work very closely with the district local government officials (the LCs) to promote public awareness, participation and sensitizations. The budgeted annual costs are for meals and facilitations.
- Community Award by MWE is given to an individual member of the public who has been outstanding in promoting sustainable use of water and environment. This event will be cascaded to all the regions. With the collaboration of local district officials, the public are invited to attend such a function that is enlivened up with music, dance, drama and comedy by popular artists.
- Opinion leaders from the region (cultural, religious) and celebrities are formally hosted to sensitization workshops and seminars with the hope that they too will be able to spread the important message about water and environment. All the three directorates are expected to implement accordingly on an annual basis. The costs provided are for meals and facilitations per region per year.
- Facilitations, t-shirts and branding materials are provided for each directorate on an annual basis.

Public Information campaigns

- Advertorials these are intended to reinforce the free publicities offered to government ministries from the various electronic and print media outlets. 18 one page advertisements in the New Vision and Daily Monitor (once per week for 6 months)
- Radio and TV infomercials are provided for each directorate and their flightings on air will be decided by the central coordination committee for the implementation of CEPA Strategy. The informercials are strictly pieces of information directed to the public. The rates used are the average rate cards value provided by radios and TVs. However, the rate cards in rural areas are much lower than those in urban areas.
- Talk shows on both radios and TVs have been provided for by each directorate. Rates used are average rate cards which were provided by the Radio and TV outlets.
- Radios and TV drama series are provided for each directorate. Applicable values are rate cards per unit of air time offered.

- Outdoor costs include costs for producing the vinyl as well as site holding. These are indicated for each directorate on annual basis. Different executions are rotated on a bi-annual basis at the different sites.
- Branding materials (posters, flyers and stickers) are costed for each directorates. Rates shown are the current average costs offered by suppliers in Kampala.

Media Advocacy
- Annual Medial Awards are intended to recognize the excellence in reporting and writing about water and environment by journalists. This idea is open to all journalists. The best three journalists from each of the four categories will be rewarded at the end of each calendar year. The Categories include Newspapers, TV, Radio and Digital. An award comprises of a token of cash and a plaque. Other criteria such rural, urban and regions will be agreed by the top team and central coordination team for the Implementation of CEPA Strategy. Invitees will be treated to an eventful evening gala, hosted by DEA.
- Other budgeted expenses include annual design, development and production of media kits for each of the three directorates. Rates provided are costs in design and development and printing of necessary materials.

Capacity Strengthening
- Orientation workshops are planned every year to refresh management team, ensure complete realignment and continuous support to the achievement of the Strategy objectives.
- Technical assistance is key to the success of the newly designed CEPA Strategy for the Ministry. The assistance is critical since he or she will provide the necessary expertise for delivery of the Strategy. Annual costs are provided to the Ministry budget as indicated.

Monitoring and Evaluation

Monitoring and Evaluation are key to determining the success of this project. Annual costs are provided to the Ministry budget as indicated.

Administrative costs

Administrative costs are valued at 10% of total costs.
Please note that under capacity development, the Ministry needs to discuss and agree on the position of beefing up the staffing under the Communication unit as provided for in the proposed new structure. This implies advocating for increased allocation of financial resources to hire and recruit new communication officers.

7.3 Summary of CEPA budget for MWE

COMPONENTS	Budget Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total Cost
Internal Communications	Redesign of Website	18,825,000	Nil	Nil	24,472,500	Nil	43,297,500
	Website Fees	941,250					941,250
	Graphic Designer for Internal Newsletter	12,000,000	-	-	-	-	12,000,000
	Site Content Manager	18,000,000	-	-	-	-	18,000,000
	Staff Retreats	30,000,000	-	30,000,000	-	30,000,000	90,000,000
	Quarterly Staff Briefings by Ministers, PS & Directors	16,000,000	-	-	-	-	16,000,000
	Annual Training of Communication team + Focal persons	40,000,000	43,000,000	46,000,000	49,000,000	51,000,000	229,000,000
	Sub Total	**135,766,250**	**43,000,000**	**95,766,250**	**49,000,000**	**81,000,000**	**404,532,500**
Public Participation & Advocacy Events	Community Water Forums	96,000,000	100,800,000	105,840,000	111,132,000	116,688,600	530,460,600
	Environmental Days - Local Initiative (Plan & Organize)	48,000,000	50,400,000	52,920,000	55,566,000	58,344,300	265,230,300
	Leveraging International Events (16 Events)	80,000,000	98,280,000	103,194,000	108,353,700	97,240,500	487,068,200
	Environmental Awards - Annual	50,000,000	52,500,000	52,500,000	-	52,500,000	207,500,000
	Community Meetings with the Public (barazas)	18,000,000	18,900,000	19,845,000	20,837,250	21,879,113	99,461,363
	Community Awards by MWE	35,000,000	36,750,000	38,587,500	40,516,875	42,542,719	193,397,094
	Meetings & Workshops with Opinion Leaders	21,000,000	22,050,000	23,152,500	24,310,125	25,525,631	116,038,256
	Facilitations + T-Shirts for Community Mobilisers	150,000,000	157,500,000	165,375,000	173,645,750	182,325,938	828,844,688
	Assortment of Branding for all Events (Pull up banners, teardrop banners, backdrop banners, trussing)	159,500,000	167,475,000	175,848,750	184,641,188	193,873,247	881,338,184
	Sub Total	**657,500,000**	**704,655,000**	**737,262,750**	**719,000,888**	**790,920,047**	**3,609,338,684**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	171,000,000	179,550,000	188,527,500	197,953,875	207,851,569	944,882,944
	Radio Infomercials	226,800,000	238,140,000	250,047,000	262,549,350	275,676,818	1,253,213,168
	TV Infomercials	460,800,000	483,840,000	508,032,000	533,433,600	560,105,280	2,546,210,880
	Radio Talk Shows	180,000,000	189,000,000	198,450,000	208,372,500	218,791,125	994,613,625
	TV Talk Shows (Urban Contemporary Stations)	15,000,000	15,750,000	16,537,500	17,364,375	18,232,594	82,884,469
	TV Talk Shows (Rural and Local)	21,000,000	22,050,000	23,152,500	24,310,125	25,525,631	116,038,256
	Radio Drama Flighting (30 minutes)	91,000,000	95,550,000	100,327,500	105,343,875	110,611,069	502,832,444
	TV Drama Flighting (30 minutes)	130,000,000	136,500,000	143,325,000	150,491,250	158,015,813	718,332,063
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	542,160,000	569,268,000	597,731,400	627,617,970	658,998,869	2,995,776,239
	Outdoor: Production and Flighting (Billboards)	300,000,000	315,000,000	330,750,000	347,287,500	364,651,875	1,657,689,375
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	79,500,000	83,475,000	87,648,750	92,031,188	96,632,747	439,287,684
	Posters	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375	331,537,875
	Flyers	40,000,000	42,000,000	44,100,000	46,305,000	48,620,250	221,025,250
	Bumper Stickers	40,000,000	42,000,000	44,100,000	46,305,000	48,620,250	221,025,250
	Sub Total	**2,357,260,000**	**2,475,123,000**	**2,598,879,150**	**2,728,823,108**	**2,865,264,263**	**13,025,349,520**
Media Advocacy	Development and Production of Media Kits	72,000,000	75,600,000	79,380,000	83,349,000	87,516,450	397,845,450
	Media Appreciation Training workshops	30,000,000	31,500,000	33,075,000	34,728,750	36,465,188	165,768,938
	Water & Environment Media Awards	60,000,000	63,000,000	66,150,000	69,457,500	72,930,375	331,537,875
	Sub Total	**162,000,000**	**170,100,000**	**178,605,000**	**187,535,250**	**196,912,013**	**895,152,263**
Capacity Strengthening	Orientation Workshops for Management Team	40,000,000	42,000,000	44,100,000	46,305,000	48,620,250	221,025,250
	Technical Assistance for CEPA Implementation	126,000,000	163,800,000	120,990,000	121,589,500	122,418,975	654,798,475
	Sub Total	**166,000,000**	**205,800,000**	**165,090,000**	**167,894,500**	**171,039,225**	**875,823,725**
Monitoring and Evaluation	M&E Technical Assistance	205,000,000	215,250,000	226,012,500	237,313,125	249,178,781	1,132,754,406
	Sub Total	**205,000,000**	**215,250,000**	**226,012,500**	**237,313,125**	**249,178,781**	**1,132,754,406**
	Total	**3,683,526,250**	**3,813,928,000**	**4,001,615,650**	**4,089,566,870**	**4,354,314,329**	**19,942,951,099**
Administrative Costs	10%	368,352,625	381,392,800	400,161,565	408,956,687	435,431,433	1,994,295,110
Grand Total (Incl. Admin costs)		**4,051,878,875**	**4,195,320,800**	**4,401,777,215**	**4,498,523,557**	**4,789,745,761**	**21,937,246,208**

TABLE 23

7.4 Critical budget

7.4.1 Critical budget year 1

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal Communications	Redesign of Website	18,825,000	-	-	-	18,825,000
	Website Fees	941,250	-	-	-	941,250
	Graphic Designer for Internal Newsletter	12,000,000	-	-	-	12,000,000
	Site Content Manager	18,000,000	-	-	-	18,000,000
	Staff Retreats	30,000,000	-	-	-	30,000,000
	Quarterly Staff Briefings	16,000,000	-	-	-	16,000,000
	Annual Training of Communication team + Focal persons	40,000,000	-	-	-	40,000,000
	Sub Total	**135,766,250**	**-**	**-**	**-**	**135,766,250**
Public Participation & Advocacy Events	Community Water Forums	-	48,000,000	48,000,000	-	96,000,000
	Environmental Days - Local Initiative (Plan & Organize)	-	-	-	48,000,000	48,000,000
	Leveraging International Events (16 Events)	-	21,800,000	21,800,000	36,400,000	80,000,000
	Environmental Awards - Annual	-	-	-	50,000,000	50,000,000
	Community Meetings with the Public (barazas)	18,000,000	-	-	-	18,000,000
	Community Awards by MWE	35,000,000	-	-	-	35,000,000
	Meetings & Workshops with Opinion Leaders	-	7,000,000	7,000,000	7,000,000	21,000,000
	Facilitations + T-Shirts for Community Mobilisers	-	50,000,000	50,000,000	50,000,000	150,000,000
	Branding Materials	-	53,000,000	53,000,000	53,500,000	159,500,000
	Sub Total	**53,000,000**	**179,800,000**	**179,800,000**	**244,900,000**	**657,500,000**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	57,000,000	57,000,000	57,000,000	171,000,000
	Radio Infomercials	-	75,600,000	75,600,000	75,600,000	226,800,000
	TV Infomercials	-	153,600,000	153,600,000	153,600,000	460,800,000
	Radio Talk Shows	-	60,000,000	60,000,000	60,000,000	180,000,000
	TV Talk Shows (Urban Contemporary Stations)	-	5,000,000	5,000,000	5,000,000	15,000,000
	TV Talk Shows (Rural and Local)	-	7,000,000	7,000,000	7,000,000	21,000,000
	Radio Drama Flighting (30 minutes)	-	30,500,000	30,000,000	30,500,000	91,000,000
	TV Drama Flighting (30 minutes)	-	43,000,000	43,500,000	43,500,000	130,000,000
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	180,720,000	180,720,000	180,720,000	542,160,000
	Outdoor: Production and Flighting (Billboards)	-	100,000,000	100,000,000	100,000,000	300,000,000
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	26,500,000	26,500,000	26,500,000	79,500,000
	Posters	-	20,000,000	20,000,000	20,000,000	60,000,000
	Flyers	-	13,500,000	13,500,000	13,000,000	40,000,000
	Bumper Stickers	-	13,000,000	13,500,000	13,500,000	40,000,000
	Sub Total	**-**	**785,420,000**	**785,920,000**	**785,920,000**	**2,357,260,000**
Media Advocacy	Development and Production of Media Kits	72,000,000	-	-	-	72,000,000
	Media Appreciation Training workshops	30,000,000	-	-	-	30,000,000
	Water & Environment Media Awards	60,000,000	-	-	-	60,000,000
	Sub Total	**162,000,000**	**-**	**-**	**-**	**162,000,000**
Capacity Strengthening	Orientation Workshops for Management Team	40,000,000	-	-	-	40,000,000
	Technical Assistance for CEPA Implementation	126,000,000	-	-	-	126,000,000
	Sub Total	**166,000,000**	**-**	**-**	**-**	**166,000,000**
Monitoring and Evaluation (M&E)	M&E Technical Assistance	205,000,000	-	-	-	205,000,000
	Sub Total	**205,000,000**	**-**	**-**	**-**	**205,000,000**
	Total	721,766,250	965,220,000	965,720,000	1,030,820,000	3,683,526,250
	Administrative Costs 10%	72,176,625	96,522,000	96,572,000	103,082,000	368,352,625
	Grand Total (Incl. Admin costs)	**793,942,875**	**1,061,742,000**	**1,855,684,875**	**1,133,902,000**	**4,051,878,875**

TABLE 24

7.4.2 Critical budget year 2

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal Communications	Redesign of Website	-	-	-	-	-
	Website Fees	-	-	-	-	-
	Graphic Designer for Internal Newsletter	-	-	-	-	-
	Site Content Manager	-	-	-	-	-
	Staff Retreats	-	-	-	-	-
	Quarterly Staff Briefings	-	-	-	-	-
	Annual Training of Communication team + Focal persons	43,000,000	-	-	-	43,000,000
	Sub Total	**43,000,000**	**-**	**-**	**-**	**43,000,000**
Public Participation & Advocacy Events	Community Water Forums	-	50,400,000	50,400,000	-	100,800,000
	Environmental Days - Local Initiative (Plan & Organize)	-	-	-	48,000,000	48,000,000
	Leveraging International Events (16 Events)	-	22,890,000	22,890,000	52,500,000	98,280,000
	Environmental Awards - Annual	-	-	-	52,500,000	52,500,000
	Community Meetings with the Public (barazas)	18,900,000	-	-	-	18,900,000
	Community Awards by MWE	36,750,000	-	-	-	36,750,000
	Meetings & Workshops with Opinion Leaders	-	7,350,000	7,350,000	7,350,000	22,050,000
	Facilitations + T-Shirts for Community Mobilisers	-	52,500,000	52,500,000	52,500,000	157,500,000
	Branding Materials	-	55,650,000	55,650,000	56,175,000	167,475,000
	Sub Total	**55,650,000**	**188,790,000**	**188,790,000**	**271,425,000**	**704,655,000**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	59,850,000	59,850,000	59,850,000	179,550,000
	Radio Infomercials	-	79,380,000	79,380,000	79,380,000	238,140,000
	TV Infomercials	-	161,280,000	161,280,000	161,280,000	483,840,000
	Radio Talk Shows	-	63,000,000	63,000,000	63,000,000	189,000,000
	TV Talk Shows (Urban Contemporary Stations)	-	5,250,000	5,250,000	5,250,000	15,750,000
	TV Talk Shows (Rural and Local)	-	7,350,000	7,350,000	7,350,000	22,050,000
	Radio Drama Flighting (30 minutes)	-	32,025,000	31,500,000	32,025,000	95,550,000
	TV Drama Flighting (30 minutes)	-	45,150,000	45,675,000	45,675,000	136,500,000
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	189,756,000	189,756,000	189,756,000	569,268,000
	Outdoor: Production and Flighting (Billboards)	-	105,000,000	105,000,000	105,000,000	315,000,000
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	27,825,000	27,825,000	27,825,000	83,475,000
	Posters	-	21,000,000	21,000,000	21,000,000	63,000,000
	Flyers	-	14,175,000	14,175,000	13,650,000	42,000,000
	Bumper Stickers	-	13,650,000	14,175,000	14,175,000	42,000,000
	Sub Total	**-**	**824,691,000**	**825,216,000**	**825,216,000**	**2,475,123,000**
Media Advocacy	Development and Production of Media Kits	75,600,000	-	-	-	75,600,000
	Media Appreciation Training workshops	31,500,000	-	-	-	31,500,000
	Water & Environment Media Awards	63,000,000	-	-	-	63,000,000
	Sub Total	**170,100,000**	**-**	**-**	**-**	**170,100,000**
Capacity Strengthening	Orientation Workshops for Management Team	42,000,000	-	-	-	42,000,000
	Technical Assistance for CEPA Implementation	163,800,000	-	-	-	163,800,000
	Sub Total	**205,800,000**	**-**	**-**	**-**	**205,800,000**
Monitoring and Evaluation (M&E)	M&E Technical Assistance	215,250,000	-	-	-	215,250,000
	Sub Total	**215,250,000**	**-**	**-**	**-**	**215,250,000**
	Total	689,800,000	1,013,481,000	1,014,006,000	1,096,641,000	3,813,928,000
	10%	68,980,000	101,348,100	101,400,600	109,664,100	381,392,800
	Grand Total (Incl. Admin costs)	**758,780,000**	**1,114,829,100**	**1,115,406,600**	**1,206,305,100**	**4,195,320,800**

TABLE 25

7.4.3 Critical budget year 3

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal Communications	Redesign of Website	19,766,250	-	-	-	19,766,250
	Website Fees	-	-	-	-	-
	Graphic Designer for Internal Newsletter	-	-	-	-	-
	Site Content Manager	-	-	-	-	-
	Staff Retreats	30,000,000	-	-	-	30,000,000
	Quarterly Staff Briefings	-	-	-	-	-
	Annual Training of Communication team + Focal persons	46,000,000	-	-	-	-
	Sub Total	**95,766,250**	**-**	**-**	**-**	**95,766,250**
Public Participation & Advocacy Events	Community Water Forums	-	52,920,000	52,920,000	-	105,840,000
	Environmental Days - Local Initiative (Plan & Organize)	-	52,920,000	52,920,000	-	-
	Leveraging International Events (16 Events)	-	24,034,500	24,034,500	55,125,000	103,194,000
	Environmental Awards - Annual	-	-	-	52,500,000	52,500,000
	Community Meetings with the Public (barazas)	19,845,000	-	-	-	19,845,000
	Community Awards by MWE	38,587,500	-	-	-	38,587,500
	Meetings & Workshops with Opinion Leaders	-	7,717,500	7,717,500	7,717,500	23,152,500
	Facilitations + T-Shirts for Community Mobilisers	-	55,125,000	55,125,000	55,125,000	165,375,000
	Branding Materials	-	58,432,500	58,432,500	58,983,750	175,848,750
	Sub Total	**58,432,500**	**198,229,500**	**198,229,500**	**282,371,250**	**737,262,750**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	62,842,500	62,842,500	62,842,500	188,527,500
	Radio Infomercials	-	83,349,000	83,349,000	83,349,000	250,047,000
	TV Infomercials	-	169,344,000	169,344,000	169,344,000	508,032,000
	Radio Talk Shows	-	66,150,000	66,150,000	66,150,000	198,450,000
	TV Talk Shows (Urban Contemporary Stations)	-	5,512,500	5,512,500	5,512,500	16,537,500
	TV Talk Shows (Rural and Local)	-	7,717,500	7,717,500	7,717,500	23,152,500
	Radio Drama Flighting (30 minutes)	-	33,626,250	33,075,000	33,626,250	100,327,500
	TV Drama Flighting (30 minutes)	-	47,407,500	47,958,750	47,958,750	143,325,000
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	199,243,800	199,243,800	199,243,800	597,731,400
	Outdoor: Production and Flighting (Billboards)	-	110,250,000	110,250,000	110,250,000	330,750,000
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	29,216,250	29,216,250	29,216,250	87,648,750
	Posters	-	22,050,000	22,050,000	22,050,000	66,150,000
	Flyers	-	14,883,750	14,883,750	14,332,500	44,100,000
	Bumper Stickers	-	14,332,500	14,883,750	14,883,750	44,100,000
	Sub Total	**-**	**865,925,550**	**866,476,800**	**866,476,800**	**2,598,879,150**
Media Advocacy	Development and Production of Media Kits	79,380,000	-	-	-	79,380,000
	Media Appreciation Training workshops	33,075,000	-	-	-	33,075,000
	Water & Environment Media Awards	66,150,000	-	-	-	66,150,000
	Sub Total	**178,605,000**	**-**	**-**	**-**	**178,605,000**
Capacity Strengthening	Orientation Workshops for Management Team	44,100,000	-	-	-	44,100,000
	Technical Assistance for CEPA Implementation	120,990,000	-	-	-	163,800,000
	Sub Total	**165,090,000**	**-**	**-**	**-**	**165,090,000**
Monitoring and Evaluation (M&E)	M&E Technical Assistance	226,012,500	-	-	-	226,012,500
	Sub Total	**226,012,500**	**-**	**-**	**-**	**226,012,500**
	Total	**723,906,250**	**1,064,155,050**	**1,064,706,300**	**1,148,848,050**	**4,001,615,650**
	10% Administrative Costs	72,390,625	106,415,505	106,470,630	114,884,805	400,161,565
	Grand Total (Incl. Admin costs)	**796,296,875**	**1,170,570,555**	**1,171,176,930**	**1,263,732,855**	**4,401,777,215**

TABLE 26

7.4.4 Critical budget year 4

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal Communications	Redesign of Website	-	-	-	-	-
	Website Fees	-	-	-	-	-
	Graphic Designer for Internal Newsletter	-	-	-	-	-
	Site Content Manager	-	-	-	-	-
	Staff Retreats	-	-	-	-	-
	Quarterly Staff Briefings	-	-	-	-	-
	Annual Training of Communication team + Focal persons	49,000,000	-	-	-	49,000,000
	Sub Total	**49,000,000**	**-**	**-**	**-**	**49,000,000**
Public Participation & Advocacy Events	Community Water Forums	-	55,566,000	55,566,000	-	111,132,000
	Environmental Days - Local Initiative (Plan & Organize)	-	-	-	55,566,000	55,566,000
	Leveraging International Events (16 Events)	-	25,236,225	25,236,225	57,881,250	108,353,700
	Environmental Awards - Annual	-	-	-	52,500,000	52,500,000
	Community Meetings with the Public (barazas)	20,837,250	-	-	-	20,837,250
	Community Awards by MWE	40,516,875	-	-	-	40,516,875
	Meetings & Workshops with Opinion Leaders	-	8,103,375	8,103,375	8,103,375	24,310,125
	Facilitations + T-Shirts for Community Mobilisers	-	57,881,250	57,881,250	57,881,250	173,643,750
	Branding Materials	-	61,354,125	61,354,125	61,932,938	184,641,188
	Sub Total	**61,354,125**	**208,140,975**	**208,140,975**	**293,864,813**	**719,000,888**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	65,984,625	65,984,625	65,984,625	197,953,875
	Radio Infomercials	-	87,516,450	87,516,450	87,516,450	262,549,350
	TV Infomercials	-	177,811,200	177,811,200	177,811,200	533,433,600
	Radio Talk Shows	-	69,457,500	69,457,500	69,457,500	208,372,500
	TV Talk Shows (Urban Contemporary Stations)	-	5,788,125	5,788,125	5,788,125	17,364,375
	TV Talk Shows (Rural and Local)	-	8,103,375	8,103,375	8,103,375	24,310,125
	Radio Drama Flighting (30 minutes)	-	35,307,563	34,728,750	35,307,563	105,343,875
	TV Drama Flighting (30 minutes)	-	49,777,875	50,356,688	50,356,688	150,491,250
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	209,205,990	209,205,990	209,205,990	627,617,970
	Outdoor: Production and Flighting (Billboards)	-	115,762,500	115,762,500	115,762,500	347,287,500
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	30,677,063	30,677,063	30,677,063	92,031,188
	Posters	-	23,152,500	23,152,500	23,152,500	69,457,500
	Flyers	-	15,627,938	15,627,938	15,049,125	46,305,000
	Bumper Stickers	-	15,049,125	15,627,938	15,627,938	46,305,000
	Sub Total	**-**	**909,221,828**	**909,800,640**	**909,800,640**	**2,728,823,108**
Media Advocacy	Development and Production of Media Kits	83,349,000	-	-	-	83,349,000
	Media Appreciation Training workshops	34,728,750	-	-	-	34,728,750
	Water & Environment Media Awards	69,457,500	-	-	-	69,457,500
	Sub Total	**187,535,250**	**-**	**-**	**-**	**187,535,250**
Capacity Strengthening	Orientation Workshops for Management Team	46,305,000	-	-	-	46,305,000
	Technical Assistance for CEPA Implementation	121,589,500	-	-	-	121,589,500
	Sub Total	**167,894,500**	**-**	**-**	**-**	**167,894,500**
Monitoring and Evaluation (M&E)	M&E Technical Assistance	237,313,125	-	-	-	237,313,125
	Sub Total	**226,012,500**	**-**	**-**	**-**	**226,012,500**
	Total	**703,097,000**	**1,117,362,803**	**1,117,941,615**	**1,203,665,453**	**4,089,566,870**
Adminstrative Costs	**10%**	**70,309,700**	**111,736,280**	**111,794,162**	**120,366,545**	**408,956,687**
	Grand Total (Incl. Admin costs)	**1,958,892,450**	**1,229,099,083**	**3,187,991,533**	**1,324,031,998**	**4,498,523,557**

TABLE 27

7.4.5 Critical budget year 5

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal	Redesign of Website	-	-	-	-	-
Communications	Website Fees	-	-	-	-	-
	Graphic Designer for Internal Newsletter	-	-	-	-	-
	Site Content Manager	-	-	-	-	-
	Staff Retreats	30,000,000	-	-	-	30,000,000
	Quarterly Staff Briefings	-	-	-	-	-
	Annual Training of Communication team + Focal persons	51,000,000	-	-	-	51,000,000
	Sub Total	**81,000,000**	**-**	**-**	**-**	**81,000,000**
Public Participation & Advocacy Events	Community Water Forums	-	58,344,300	58,344,300	-	116,688,600
	Environmental Days - Local Initiative (Plan & Organize)	-	-	-	58,344,300	58,344,300
	Leveraging International Events (16 Events)	-	26,498,036	26,498,036	44,244,428	97,240,500
	Environmental Awards - Annual	-	-	-	52,500,000	52,500,000
	Community Meetings with the Public (barazas)	21,879,113	-	-	-	21,879,113
	Community Awards by MWE	42,542,719	-	-	-	42,542,719
	Meetings & Workshops with Opinion Leaders	-	8,508,544	8,508,544	8,508,544	25,525,631
	Facilitations + T-Shirts for Community Mobilisers	-	60,775,313	60,775,313	60,775,313	182,325,938
	Branding Materials	64,421,831	64,421,831	64,421,831	65,029,584	193,873,247
	Sub Total	**64,421,831**	**218,548,024**	**218,548,024**	**289,402,168**	**790,920,047**
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	69,283,856	69,283,856	69,283,856	207,851,569
	Radio Infomercials	-	91,892,273	91,892,273	91,892,273	275,676,818
	TV Infomercials	-	186,701,760	186,701,760	186,701,760	560,105,280
	Radio Talk Shows	-	72,930,375	72,930,375	72,930,375	218,791,125
	TV Talk Shows (Urban Contemporary Stations)	-	6,077,531	6,077,531	6,077,531	18,232,594
	TV Talk Shows (Rural and Local)	-	8,508,544	8,508,544	8,508,544	25,525,631
	Radio Drama Flighting (30 minutes)	-	37,072,941	36,465,188	37,072,941	110,611,069
	TV Drama Flighting (30 minutes)	-	52,266,769	52,874,522	52,874,522	158,015,813
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	219,666,290	219,666,290	219,666,290	658,998,869
	Outdoor: Production and Flighting (Billboards)	-	121,550,625	121,550,625	121,550,625	364,651,875
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	32,210,916	32,210,916	32,210,916	96,632,747
	Posters	-	24,310,125	24,310,125	24,310,125	72,930,375
	Flyers	-	16,409,334	16,409,334	15,801,581	48,620,250
	Bumper Stickers	-	15,801,581	16,409,334	16,409,334	48,620,250
	Sub Total	**-**	**954,682,919**	**955,290,672**	**955,290,672**	**2,865,264,263**
Media Advocacy	Development and Production of Media Kits	87,516,450	-	-	-	87,516,450
	Media Appreciation Training workshops	36,465,188	-	-	-	36,465,188
	Water & Environment Media Awards	72,930,375	-	-	-	72,930,375
	Sub Total	**196,912,013**	**-**	**-**	**-**	**196,912,013**
Capacity Strengthening	Orientation Workshops for Management Team	48,620,250	-	-	-	48,620,250
	Technical Assistance for CEPA Implementation	122,418,975	-	-	-	122,418,975
	Sub Total	**171,039,225**	**-**	**-**	**-**	**171,039,225**
Monitoring and Evaluation (M&E)	M&E Technical Assistance	249,178,781	-	-	-	249,178,781
	Sub Total	**249,178,781**	**-**	**-**	**-**	**249,178,781**
	Total	**762,551,850**	**1,173,230,943**	**1,173,838,696**	**1,244,692,840**	**4,354,314,329**
Administrative Costs	**10%**	**76,255,185**	**117,323,094**	**117,383,870**	**124,469,284**	**435,431,433**
	Grand Total (Incl. Admin costs)	**838,807,035**	**1,290,554,037**	**1,291,222,565**	**1,369,162,124**	**4,789,745,761**

TABLE 28

7.5 Department budget 1 - 5 years

COMPONENTS	BUDGET ITEM	MWE	DWD	DWRM	DEA	TOTAL
Internal Communications	Redesign of Website	18,825,000	-	-	-	18,825,000
	Website Fees	941,250	-	-	-	941,250
	Graphic Designer for Internal Newsletter	12,000,000	-	-	-	12,000,000
	Site Content Manager	18,000,000	-	-	-	18,000,000
	Staff Retreats	30,000,000	-	-	-	30,000,000
	Quarterly Staff Briefings	16,000,000	-	-	-	16,000,000
	Annual Training of Communication team + Focal persons	40,000,000	-	-	-	40,000,000
	Sub Total	135,766,250	-	-	-	135,766,250
Public Participation & Advocacy Events	Community Water Forums	-	48,000,000	48,000,000	-	96,000,000
	Environmental Days - Local Initiative (Plan & Organize)	-	-	-	48,000,000	48,000,000
	Leveraging International Events (16 Events)	-	21,800,000	21,800,000	36,400,000	80,000,000
	Environmental Awards - Annual	-	-	-	50,000,000	50,000,000
	Community Meetings with the Public (barazas)	18,000,000	-	-	-	18,000,000
	Community Awards by MWE	35,000,000	-	-	-	35,000,000
	Meetings & Workshops with Opinion Leaders	-	7,000,000	7,000,000	7,000,000	21,000,000
	Facilitations + T-Shirts for Community Mobilisers	-	50,000,000	50,000,000	50,000,000	150,000,000
	Branding Materials	-	53,000,000	53,000,000	53,500,000	159,500,000
	Sub Total	53,000,000	179,800,000	179,800,000	244,900,000	657,500,000
Public Information Campaigns	Advertorials: 18 one pg ads in NV & DM (once/wk for 6 months)	-	57,000,000	57,000,000	57,000,000	171,000,000
	Radio Infomercials	-	75,600,000	75,600,000	75,600,000	226,800,000
	TV Infomercials	-	153,600,000	153,600,000	153,600,000	460,800,000
	Radio Talk Shows	-	60,000,000	60,000,000	60,000,000	180,000,000
	TV Talk Shows (Urban Contemporary Stations)	-	5,000,000	5,000,000	5,000,000	15,000,000
	TV Talk Shows (Rural and Local)	-	7,000,000	7,000,000	7,000,000	21,000,000
	Radio Drama Flighting (30 minutes)	-	30,500,000	30,000,000	30,500,000	91,000,000
	TV Drama Flighting (30 minutes)	-	43,000,000	43,500,000	43,500,000	130,000,000
	Production: Radio & TV Drama (26 episodes: TV & 52 for radio)	-	180,720,000	180,720,000	180,720,000	542,160,000
	Outdoor: Production and Flighting (Billboards)	-	100,000,000	100,000,000	100,000,000	300,000,000
	Indoor Branding (Assortment of materials - pulls, backdrops, banners)	-	26,500,000	26,500,000	26,500,000	79,500,000
	Posters	-	20,000,000	20,000,000	20,000,000	60,000,000
	Flyers	-	13,500,000	13,500,000	13,000,000	40,000,000
	Bumper Stickers	-	13,000,000	13,500,000	13,500,000	40,000,000
	Sub Total	-	785,420,000	785,920,000	785,920,000	2,357,260,000
Media Advocacy	Development and Production of Media Kits	72,000,000	-	-	-	72,000,000
	Media Appreciation Training workshops	30,000,000	-	-	-	30,000,000
	Water & Environment Media Awards	60,000,000	-	-	-	60,000,000
	Sub Total	162,000,000	-	-	-	162,000,000
Capacity Strengthening	Orientation Workshops for Management Team	40,000,000	-	-	-	40,000,000
	Technical Assistance for CEPA Implementation	126,000,000	-	-	-	126,000,000
	Sub Total	166,000,000	-	-	-	166,000,000
Monitoring and Evaluation (M&E)	M&E Technical Assistance	205,000,000	-	-	-	205,000,000
	Sub Total	205,000,000	-	-	-	205,000,000
	Total	721,766,250	965,220,000	965,720,000	1,030,820,000	3,683,526,250
Administrative Costs	10%	72,176,625	96,522,000	96,572,000	103,082,000	368,352,625
Grand Total (Incl. Admin costs)		793,942,875	1,061,742,000	1,062,292,000	1,133,902,000	4,051,878,875

TABLE 29

Annexes

Annex 1: Annual Event Cycle Calender

Event	Date	Significance
World Wetland day	2 February	Critical
International women's day	8 March	Important
World Water day	22 March	Critical
World Health day	23 March	Critical
World Day for Cultural Diversity for Dialogue and Development	21 March	Critical
International Day for Biodiversity	22 March	Critical
World Environment Day	5 June	Critical
World Day for Combat Desertifica-tion and Drought	17 June	Critical
World Refugee Day	20 June	Important
World Population Day	11 July	Important
International Day for the World Indig-enous People	9 August	Critical
International Youth Day	12 August	Important
World Food Day	16 October	Important
International Day for the Preservation of the Ozone Layer	16 September	Critical
United Nations Day and World Development Information Day	24 October	Important
International day for Preventing the Exploitation of the Environment in War and Armed Conflict	6 November	Critical
International Civil Aviation Day	7 December	Important
International Mountain Day	11 December	Important
United Nations Day for South-South Cooperation	19 December	Important

Annex 2: Sample Key Messages for Radio Drama Scripts, TV Scripts and IEC Materials

Key Messages	Key Messages for Radio Drama & TV Scripts	Key Messages for IEC Materials / Outdoor
1. DWD • Water Supply • Water for production – animals • Water for production - crops • Sanitation	• Water supply to rural and urban areas is dependent on its functionality. • Water is vital for germination, growth and maturity of crops. Majority of the population depends on agriculture for their livelihood. • Water needs to be stored during rainy seasons for use during dry seasons in order to sustain health, growth and productivity of animals • Water from rivers or lakes is finite and its use for irrigation must be known and controlled to minimize negative consequences to the environment • Sanitation helps improve the living environment and minimize sanitation related diseases from communities	• Water is Life. • When water flows. Life flourishes • When water flows. Transport flows • Preserve water sources for constant supply • Big harvests starts with constant water supply
2. DWRM • Water Resources • Wetland protection • Water quality • Water Rights • Water for Hydropower and trans-boundary	• Lakes and rivers are water resources that are useful for life, transport, power generation, irrigation, climate and general development. • Quantity of water used for hydro-power generation needs to be regulated and controlled since some of the river or water bodies and trans-boundary.	• Protect water resources • Preserve the water sources • Constant supply of Electricity comes from constant flow of water • Keep water sources clean. Save yourself
3. DEA • Water pollution • Catchment protection • Forestry sector	• Water is important for healthy living. Water can be contaminated by human waste and if consumed untreated, may lead to cholera, dysentery, typhoid, diarrhea, etc. • Land use in wetlands reduces the catchment areas • Over grazing, increase in paved surfaces and urbanization leads to increased run off. This leads to flooding • Some industries discharge heavy metals that potentially enter the food chain and pose a great danger to human beings. • Burning charcoal reduces vegetation cover. It also affects the process of rain formation and agriculture on which the vast majority depends. • Wetlands are useful as water reservoirs and habitats for fish and animals	• Building in wetland is disastrous. Stop Swamp Reclamation. Save the Environment. • Polluting Air Is Cancerous. Stop Air Pollution. Save the Environment. • Cutting Down Trees Is Suicidal. Plant Trees. Save the Environment. • Dumping plastics in the Environment is Destructive. Practice Proper Waste Disposal. Save the Environment. • When the Earth dies we die • When you cut down trees you're killing yourself • When you pollute the Earth you're killing yourself • When you contaminate Water Bodies , you're killing yourself

Annex 3: Approach and Methodology for carrying out the Assignment

The approach and methodology for carrying out this assignment involved several activities which included review of relevant documents, identification of stakeholders, conducting stakeholders' engagement workshops, Key informant interviews, face-to-face interviews and observations.

1. Initial consultative meeting with MWE in order to:-
- Gain understanding of the MWE's structure and its interface with other Government departments and partner agencies
- Secure relevant policy and position documents
- Construct an issue priority map showing water and environment concerns by area
- Agree the administrative and logistical support that are available to the process
- Carry out a SWOT and PEST analyses for determining issues impacting on the different categories of stakeholders
- Construct the stakeholder matrix through a consultative process

2. Document Reviews
Document reviews are a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around the assessment topic. The list of documents and materials under review are provided below. They include current and past communication efforts by MWE and affiliated agencies to provide context and clarity in approach, planning, direction and design of the communication strategy.
- Government of Uganda's communication strategy
- Minutes of the Joint Technical Report 2017
- The Clients' Charter for MWE
- MWE Strategic Plan
- MWE Communication Strategy – draft
- DWRM communication strategy
- MWE Annual Sector Performance Report 2017
- Uganda Catchment Management Planning guidelines
- District Implementation manual
- Extension Workers hand book
- Project Assessment Documents (PADs)
- Previous IEC and outreach materials
- State of Uganda's Forestry 2016
- The Water Act
- Report on Monitoring of Water and Environment Sector Activities FY 2016/17

3. Identification of stakeholders
Stakeholders are people or organizations that are vital to the success or failure of an organization or project to reach its goals. Both SWOT and PEST analyses were deployed to help identify both internal and external stakeholders.
1. Primary stakeholders are needed for permission, approval and financial support; and are directly affected by the activities of the ministry.
2. Secondary stakeholders are those who are indirectly affected.
3. Tertiary stakeholders are those who are not affected or involved, but who can influence opinions either for or against.

1. Primary Stakeholders (National government, Regional and Districts; Development Partners) –
- Ministry of Water and Environment
- Ministry of Agriculture, Animal, Industries and Fisheries
- Ministry of Industry, Trade and Tourism
- Ministry of Local Government
- Ministry of Education and Sports
- Ministry of Health
- Ministry of Finance Planning and Economic Development
- Ministry of the Presidency
- World Bank, GIZ, ADB, JICA etc.

Directly affected (Corporate & private sectors,)
- Landowners and landlords
- Industrialists or manufacturers e.g. fish processors, Hydro-electricity etc
- Recreational and other users (Hospitality industries, bird watchers, etc.)
- Local Forest owners

2. Secondary Stakeholders (Civil Society, Public, International & Trans-boundary organizations) - indirectly affected by activities under MWE
- Local businesses (Hospitality, traders, etc.)
- Landowners and or residents outside the protected area
- NGOs concerned with water and environment (Water Aid, UWASNET, Environmental Alert, etc.)
- Nile Basin Initiative, LVBC, IGAD

3. Tertiary Stakeholders (Special Interest groups, Academic & Research institutions etc.) - not involved or affected, but can influence opinions for or against it
- Local opinion leaders (religious leaders, business or trade union leaders, teachers, local celebrities)
- Parliamentarians
- National and Local media (Radios, TV, Newspapers, Billboard site holder etc.)
- Academia, (Research centres, universities, institutes, schools)

4. Town-hall meetings
This is a forum convened to interact with local stakeholders to discuss pertinent issues. The meetings were held in secure and convenient halls. Participants included key leaders in the districts (local government, religious, cultural, etc.).

Why this technique?

It allows for extensive consultations with several groups of the constituents or local target audiences with minimal costs and disruptions. This was largely a listening session about what the audiences had to say and clarity was provided where necessary. Each session lasted for two and a-half hours; an experienced staff moderated the sessions. All attendees were invited ahead of time with emphasis on date, venue and time for their scheduled meeting thus enabling them to make adequate preparations to attend. Invitations were followed up by phone calls and actual visits in some cases to ensure that the invitees attended in person.

5. Key In-depth Interviews

This is a qualitative technique used to conduct intensive interviews with a respondent who has significant knowledge and experience on the issues being investigated.

Participants included top officers at MWE, affiliated agencies, directorates, programs, projects, TSUs, and other implementing ministries.

Why This Technique?

This is an important technique for getting a better understanding of some of the issues pertaining to this assignment from people with experience, skills and knowledge in the water resources and environment. A qualified and experienced interviewer conducted each interview lasting between 30-45 minutes with support from the Principal.

6. Face-to-face interviews

This technique refers to a one-on-one conversation with respondents using questions that are (open or close-ended or structured). Respondents are randomly selected using a screener. The responses got, provided an opportunity to better validate and quantify the magnitude of issues raised during the data collection process. This methodology was used to interview respondents who preferred to provide information individually rather than as a group.

7. Observations

Field visits were made to observe validate and gain a better understanding of the issues raised in the consultative meetings, reports reviewed and finding from the research. The visits were both formally and informally carried out in the four regions (North, South, West and East).

Climate change is a terrible problem, and it absolutely needs to be solved. It deserves to be a huge priority.

- Bill Gates

'..We owe it to ourselves and to the next generation to conserve the environment so that we can bequeath our children a sustainable world that benefits all...'

- Wangari Maathai