



Co-funded by the European Union



LAKE KIVU AND RUSIZI/RUZIZI RIVER BASIN AUTHORITY ABAKIR

ABAKIR STRATEGIC COMMUNICATION PLAN

ABAKIR

“Water for today and the future”



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

List of Abbreviations

ABAKIR	Autorité du Bassin du Lac Kivu et de la Rivière Rusizi/Rusizi Lake Kivu and Rusizi/Ruzizi River Basin Authority
AfDB	African Development Bank
ALT/LTA	Autorité du Lac Tanganyika/Lake Tanganyika Authority
BMZ	German Federal Ministry for Economic Cooperation and Development
CEPGL	Communauté Economique des Pays des Grands Lacs/Economic Community of the Great Lakes Countries
The Convention	International Convention for the Integrated Management of the Water Resources of the basin of Lake Kivu and the Rusizi/Ruzizi River
COM	Council of Ministers
DRC	Democratic Republic of the Congo
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
LKMP	Lake Kivu Monitoring Programme
SDGs	Sustainable Development Goals
TAC	Technical Advisory Committee
RAOB	Réseau africain des organisations des bassins
AMCOW	(African ministers council on water)
CMT	Community mobilisation team

Table of Contents

1. Background /Current Situation	3
1.1 Lake Kivu and Rusizi/Ruzizi River Basin	3
1.2 The Lake Kivu and Rusizi/Ruzizi River Basin Authority (ABAKIR)	3
1.3 Current situation	4
1.4 SWOT analysis	4
2. Communication Strategy Development Methodology	6
3. Communications Objectives	6
4. Target Audience	9
5. Key Messages per Target Audience	11
6. Communication channels to disseminate messages	14
7. Promotion	17
8. Budget	19
9. Implementation plan	20
10. Being on brand	20
11. Evaluating Success	22
ANNEX 1: Summary of Communication Objectives, Barriers, Messages, and Solutions per Target Audience	i

ABAKIR STRATEGIC COMMUNICATION PLAN

1. Background /Current Situation

1.1 Lake Kivu and Rusizi/Ruzizi River Basin

Lake Kivu is one of the African Great Lakes and lies on the border between the Democratic Republic of the Congo (DRC) and Rwanda. The hydrographical basin of the Lake Kivu covers nearly 5,340km². To the south, Lake Kivu empties into the Rusizi/Ruzizi River, a 117km long river that connects Lake Kivu to Lake Tanganyika. The Rusizi/Ruzizi River runs through a deep gorge that opens into the Rusizi/Ruzizi plain. Nearly 40km of the Rusizi/Ruzizi River forms the border between DRC and Rwanda, before entering Burundi. The Lake Kivu and Rusizi/Ruzizi River basin are both sub-basins of the Congo River Basin.

The Lake Kivu and Rusizi/ Ruzizi River basin face manifold challenges relating to the unsustainable use of water and related resources, and the lack of integrated management of these resources across sectors. The basin suffers from low regulatory compliance, high environmental degradation, poverty, and insufficient access to electricity and drinking water supplies. This has led to negative impacts beyond the natural resources sector that affect both socioeconomic development and regional cooperation opportunities

1.2 The Lake Kivu and Rusizi/Ruzizi River Basin Authority (ABAKIR)

On July 6th 2011, the authorities of Burundi, Democratic Republic of the Congo, and Rwanda established the International Convention for the Integrated Management of the Water Resources of the Basin of Lake Kivu and the Rusizi/Ruzizi River (the Convention). After several years of delay, the three countries also signed a trilateral agreement creating the Authority for the Lake Kivu and the Rusizi/Ruzizi River Basin (Autorité du Bassin du Lac Kivu et de la Rivière Rusizi/Ruzizi, ABAKIR) on November 4th, 2014.

The mission of the transitional body of ABAKIR is:

1. Facilitate the ratification of the Convention
2. Prepare and implement a process for establishing a permanent structure of ABAKIR
3. Initiate the studies necessary for the kick-off of ABAKIR's activities, taking into consideration existing projects that relate to the area of ABAKIR's mandate.

ABAKIR's mandate is to coordinate the implementation of the convention, to ensure and represent the common interests of the Member States on matters relating to the integrated management of water resources of the Basin in a process of consultation with all stakeholder institutions of each Member State. ABAKIR seeks to promote cooperation between the state parties and to ensure the sustainable use of the water resource for the effective socio-economic development of the sub-region.

However, there have been significant delays in the establishment of ABAKIR and the ratification of the Convention. The Convention has yet to be ratified by the signatory states, and thus ABAKIR still remains a transitional body. The current situation is insufficient for ensuring the long-term sustainable development of the natural resources and the populations in the Lake Kivu and Rusizi/Ruzizi River Basin.

1.3 Current situation

The acknowledged current situation vis a vis communication is the following on both internal and external communication:

Internal communication:

- The authority organizes regular bimonthly meetings with staff at ABAKIR's office
- All ABAKIR members have means of calling/contacting each-other
- To resolve problems or to inform any update, there is regular interpersonal communication with staff
- ABAKIR already has a logo which can be used on outreach material
- ABAKIR currently does not have any in-house communication skills, those skills must be outsourced
- ABAKIR has limited existing communication materials that are not well organized. This includes a logo and some photos that are dispersed on several different computers

External communication:

- ABAKIR participates in World Water Day annually
- ABAKIR participates in AFRICA water week and water day at national level
- ABAKIR participates in AMCOW (African ministers council on water)
- ABAKIR participates in RAOB (Réseau africain des organisations des bassins) biannual meeting
- To communicate with political level, ABAKIR uses official letters
- ABAKIR participates in partner meetings, aiming at evaluating implementation of water-resources management related activities
- Personal outreach on behalf of ABAKIR

Brief summary of the situation analysis

Though the internal and external communication claim to be on track, there are some key issues that ABAKIR currently faces:

- The communication activities were on hold due to absence of staff in charge of communication
- The developed website is down due to lack of finance
- The developed communication strategic plan not in use due to lack of staff and finance
- Due to COVID19 there is a weak communication among partners
- Insufficient tools (particularly staff and finance) to facilitate communication activities

1.4 SWOT analysis

Summary: SWOT Analysis for ABAKIR based on 2019 Organisational Analysis

Strengths

- A convention was signed and clearly defines the role and structure of ABAKIR: Willingness of the 3 countries to come together and collaborate on ABAKIR
 - Communicate the influence / importance of ABAKIR: opportunity to popularize the convention. Convention was signed by the 3 states. The stakeholders need to know about the convention.
- The TAC has existing members for the 3 countries
 - Opportunity for ABAKIR to connect and communicate with national and local governments

- Representation of the 3 countries in ABAKIR - knowledge of their environment and connection with the authorities
- ABAKIR has a clear mandate as a transitional structure
 - Facilitate ratification
 - Carry out the studies required to officially launch the permanent ABAKIR
- ABAKIR has an action plan and ABAKIR has identified priority areas
 - Build / compile the database regarding the quantity and quality of water resources in the basin.
 - Basin stabilization (erosion, sedimentation and land pollution).
 - Pollution control and waste management.
- ABAKIR has collaborations:
 - ABAKIR has links with international organizations such as AMCOW, CICOS, ALT
 - Cooperation agreement projects are underway with stakeholders / partners
- Collaboration with local authorities is formalized and collaborative
- Co-Location / Office with CEPGL in Rubavu: The States have guaranteed this agreement with CEPGL.
- International consideration of ABAKIR: ABAKIR is invited to participate with intentional organizations in important events (water week, etc.)
 - Opportunity to share information with a wider audience

Weaknesses

- The convention must be ratified for ABAKIR to have a full mandate
 - ABAKIR is a transitional body whose mandate is limited due to this status
 - Non-ratification of the convention limits the possibility of ABAKIR's messages to be taken into account.
- ABAKIR lacks internal structure and staff to implement their activities
 - ABAKIR has no technical or communication staff, etc.
 - Suspension of communication activities due to a lack of staff
- ABAKIR does not have a sufficient budget to implement the entire communication plan
- There is no implementation of ABAKIR activities with local authorities
- There is no seat/headquarters agreement with Rwanda for ABAKIR
- Insufficient tools (camera, laptop, photos, printed materials and other physical assets) to implement the communications plan

Opportunities

- The ratification process is underway
- ABAKIR supported by CEPGL
- ABAKIR is in a favorable environment for exchange with other international organizations
 - ABAKIR is located in the same basin of other key institutions: Great Lakes, Congo Basin (ALT, CICOS)
 - More opportunities for partnerships
- Opportunity to expand the presence of ABAKIR with the headquarters of CEPGL
- Stakeholders are enthusiastic about the idea of a partnership with ABAKIR
 - Organizations, stakeholders, research centers in the basin are interested in a collaboration with ABAKIR
- A good relationship with local authorities, an opportunity to implement joint activities

- ABAKIR is known and appreciated by the international community
 - Funding opportunity, joint activities
 - The presence of GIZ / the European Union, AFDB for example
- ABAKIR has motivated staff (the 3 Co-Coordinator and the 3 TACs)
- The 3 Member States have representation in ABAKIR
- Funding: the international community is interested in the basin and ABAKIR
 - EU, AFDB, etc.
- The 3 Member States are motivated to protect the natural resources in the basin
 - CICOS, ALT, civil organizations, environmental NGOs - they all have the same goal

Threats

- The ratification of ABAKIR is delayed without a precise timetable
 - Risk of loss of interest of countries with a long period without ratification
 - Member States could stop financial contributions if they lose interest
 - Risk of losing existing ABAKIR staff, closing the office
 - Without ratification, ABAKIR cannot finance itself independently
- Lack of headquarters agreement: temporary agreement, temporary office with CEPGL
- A lack of deep connection between ABAKIR and the organizations that manage and seek to protect the natural resources in the basin

2. Communication Strategy Development Methodology

The communication strategy will serve as a guiding strategy and toolkit on how to increase both the awareness of ABAKIR as an institution and the awareness on the challenges facing the Lake Kivu and Rusizi/Ruzizi River basin for relevant basin stakeholders and users. This plan should identify and provide recommendations for the implementation of achievable and specific first steps to enable awareness-raising of ABAKIR as a governing institution and the challenges facing the Lake Kivu and Rusizi/Ruzizi River basin to stakeholders/water users. The consultant organized workshops with the ABAKIR team to discuss the communication situation in a participatory format and decisions were made together based on facilitated discussions.

3. Communications Objectives

Communication Objectives are - as the name suggests – the process of setting targets for communication. They describe the target that you want to reach with your planned actions. By formulating this in advance, it can ultimately be evaluated whether the desired target is reached.

3.1 Specific objectives

The following are the specific objectives:

- **Build a strong and positive institutional identity** through a range of tools and internal communication processes
- **Raise awareness on basin protection** to ensure the population within and around the basin are protecting environment and natural resources including water and using it properly

- **Raise awareness of ABAKIR's work** and how it aligns with Regional and National-level priorities to ensure the urgency of its aims are understood at all levels in order to prioritize the ratification process. Rules and regulations harmonized, Authorities attend in all special events organized by ABAKIR, advocate to the governments of member states regarding decisions from Council of Ministers (COM) – particularly amongst decision makers
- **Develop an active working partnership** with all partners to promote the protection of the lake Kivu and the Rusizi river.
- **Increase the visibility of ABAKIR** in the three countries of the basin and with authorities of comparable basins in Africa and around the world.
- **Position ABAKIR** as an essential regulatory and harmonization authority applicable in member countries in the field of exploitation of water resources in the basin.
- **Promote the benefits of water resources** within Congo basin (KIVU and RUSIZI/RUZIZI catchments) to ensure regional population living outside the basin are informed and interact with the population around the basin
- **Encourage partners to take ownership** of ABAKIR activities and recognize the value and benefits of stronger collaboration

3.2 Approaches for achieving objectives by target audience

For ABAKIR, clear goals and objectives will allow Taskforces/stakeholders in the Kivu-Rusizi/Ruzizi basins to monitor their own progress throughout the year and correct their efforts as necessary. If workforces know what they need to accomplish, they can look at their results as they go and identify barriers to achieving those goals. Every target audience has its own objective and approach.

This section is linked with 3.1 as it provides the solutions to achieve communication objectives set for identified audiences, these approaches can as well be used as indicators of achievement.

Objective 1: Population within and around basin are protecting water and using it properly:

Approach: Creating awareness campaigns targeting the population by messaging the information and education using proper channels identified.

Target Audience: Population within and around the basin/direct beneficiaries

Objective 2: Regional population living outside the basin are informed and interact with the population around the basin

Approach: Sensitizing the regional population living outside the basin by informing and communicate the benefits of water resources within Congo basin (Kivu and Rusizi/Ruzizi catchment) to initiate the cooperation

Target Audience: Regional population outside the basin/indirect beneficiaries

Objective 3: Prioritize the ratification process, rules and regulations harmonized, authorities attended in all special events organized by ABAKIR, advocate to the governments of Member States regarding decisions from COM

Approach: Inform the political leaders on ongoing activities by developing and sharing accurate documents to officialise ABAKIR

Target Audience: Political leaders

Objective 4: Signed MOUs, active working partnership and resources mobilized

Approach: Identify Local and International NGOs and other entities, cooperate and engage them in ABAKIR'S activities in order to strengthen the awareness for the Authority.

Target Audience: Local and International NGOs

Objective 5: Water pollution avoided, Water used efficiently, Royalty fees paid

Approach: Present recommendations to harmonize rules and regulations for water efficient use and create awareness campaigns for water users, in particular the private sector

Target Audience: Water users, in particular private sector, community around the basin, Ministries in charge of water resources management, local government

Objective 6: Convention ratified, transition period closed, political leaders informed about success of the implemented activities

Approach: Inform the political leaders on ongoing activities by developing and sharing accurate documents to officialise ABAKIR

Target Audience: Political leaders

Objective 7: Cooperation strengthened

Approach: Sensitize decision makers to approve ABAKIR statute in order to obtain the seat agreement

Target Audience: Ministries in charge of cooperation, Ministries in charge of finance

Objective 8: Member countries contribute financially regularly, ABAKIR staff is motivated

Approach: Inform the political leaders on ongoing activities by developing and sharing accurate documents to officialise ABAKIR

Target Audience: Political leaders, Ministries in charge of finance

Objective 9: Partners participate actively, working collaboration strengthened, common goal vis a vis with the protection of the basin and community is engaged

Approach: Inform and engage local governments to contribute to water resources management and protection

Target Audience: Local government

Objective 10: Participate actively in ABAKIR activities, working collaboration strengthened, common goal vis a vis with the protection of the basin, basin secured

Approach: Inform and engage maritime security to contribute to water resources management and protection

Target audience: Authorities responsible for maritime security

Objective 11: Civil Society participate actively, working collaboration strengthened, common goal vis a vis the protection of the basin, communities are engaged

Approach: Inform and engage civil society to contribute to water resources management and protection

Target audience: civil society, populations inside and outside of the basin

4. Target Audience

A target audience is a group of people defined by certain demographics and behaviour. Often, businesses use what they know about their target audience to create user personas. These personas guide their decision on communication campaigns.

Finding a target audience means discovering what kind of people are most likely to be interested in your service or product. Most companies look at demographic information like: Gender, Age, Profession, Location, Income or Education level, Marital status, etc.

After the analysis of the situation, the team also identified barriers among the targeted audiences and proposed communication solutions to achieve the communication objectives per target audience.

No.	Target audience	Barriers	Communication solution	Communication objectives
1	Population within and around the basin/ direct beneficiaries	They are not aware of the benefit of protecting environment and water resources	ABAKIR to create awareness campaign targeting the population	Population within and around basin are protecting water and using it properly
2	Regional population living outside the basin/ Indirect beneficiaries	Are not informed about the water resources in the region	Sensitizing the general population and communicate the benefits of water resources within Congo basin (KIVU and RUSIZI/RUZIZI catchments)	Regional population living outside the basin are informed and interact with the population around the basin
3	Political leaders	No barriers as they are aware of ABAKIR and have signed the International convention of ABAKIR	Inform the Political leaders on ongoing activities by sharing accurate documents.	<ul style="list-style-type: none"> - Prioritize the ratification process - Rules and regulations harmonized - Attended in all special events organized by ABAKIR - Advocate to the governments of member states regarding

				decisions from COM
4	Local and International NGOs intervening in water resources management	Identified NGOs are not yet involved in ABAKIR activities	Cooperate and engage with them in ABAKIR activities	<ul style="list-style-type: none"> - Signed MOUs - Active working partnership - Resources mobilized
5	Water users (smaller users, Private sector, agriculture, fisheries)	Users are not aware of the rules and regulations of water use	Awareness campaigns among water users on the public use of water and water management	<ul style="list-style-type: none"> - Water pollution avoided - Water used efficiently - Royalty fees paid
6	Ministries in charge of water resources management	Though they are the initiators of ABAKIR, the Convention is not yet ratified	ABAKIR to advocate to ministers to proceed with ratification.	<ul style="list-style-type: none"> - Convention ratified - Transition period closed - Informed about success of the implemented activities
7	Ministries in charge of cooperation	No barriers, they provided support to ABAKIR staff to obtain all necessary documents	ABAKIR to sensitize the Ministry of cooperation so that the ABAKIR can obtain a seat agreement	Cooperation strengthened
8	Ministries in charge of finance	Though they contributed financially, there is no regular follow up on the contribution from Member States	TAC members to make regular follow up Continue to release regularly the contribution	<ul style="list-style-type: none"> - Contribute regularly - Ministry staff is motivated to participate
9	Local government	They are aware of the Authority but not yet involved	Motivate the local government on the importance of the Authority and the benefits of the basin protection	<ul style="list-style-type: none"> - Participate actively - Working collaboration strengthened - Common goal vis a vis the protection of the basin - Communities are engaged

10	Authorities in charge of maritime security	They are aware of the Authority but not yet involved	Motivate the Maritime security force on the importance of the Authority and the benefits of the basin protection	<ul style="list-style-type: none"> - Participate actively - Working collaboration strengthened - Common goal vis a vis the protection of the basin - Basin secured
11	Civil society	They are aware of the Authority but not yet involved	Motivate the civil society on the importance of the Authority and the benefits of the basin protection	<ul style="list-style-type: none"> - Participate actively - Working collaboration strengthened - Common goal vis a vis the protection of the basin - Community are engaged

5. Key Messages per Target Audience

Key messages are the main points of information you want your audience to hear, understand, and remember. They are bite-sized summations that articulate what you do, why you do it, how you are different, and what value you bring to stakeholders tailored to the specific target audiences. Key messages clarify meaning and provide the takeaway headline of the issue you want to communicate. Key messages are important because they serve as the foundation of an organization’s branding and marketing efforts and should be reflected in all written and spoken communications. Communications cannot always be controlled, but key messages can.

They help you to: — Prioritize and define information; — Ensure consistency, continuity and accuracy; — Measure and track success; and — Stay focused when speaking with the media or stakeholders.

5.1 Benefits and messages to encourage desired change

The ABAKIR team identified several benefits the audience will receive from making the change the program is promoting. The benefit is tailored to what the audience cares about and is greater than the personal cost of change. It helps to imagine the audience saying, “How will this help me?”

S/N	Target audience and Outcome statement	Key message	Activities
1	Population within and around basin	The pollution of water will reduce productivity and causes water related diseases,	<ul style="list-style-type: none"> - Promote the protection of buffer zone

	Population within and around basin are protecting water and using it properly	protecting water resources will help you to increase production and to have unpolluted water bodies.	<ul style="list-style-type: none"> - Promote behaviour to avoid dumping hazardous materials in water - Promote Planting trees to avoid soil erosion
2	Regional population living outside the basin Regional population living outside the basin are informed and interact with the population around the basin	The pollution of water will reduce productivity and causes water related diseases, interact and support people living around the basin to protect water resources will help you to increase production and to have unpolluted water bodies.	<ul style="list-style-type: none"> - ABAKIR will create awareness to communicate benefit of protecting KIVU and RUSIZI/RUZIZI basin - ABAKIR to produce communication tools (Billboard, posters) to inform visitors of KIVU and RUSIZI/RUZIZI basin the benefits of its protection
3	Political leaders Inform the Political leaders on ongoing activities by sharing accurate documents	Sensitising regional populations to protect KIVU and RUSIZI/RUZIZI basin will improve the wellbeing of people living in the basin through increased sustainable development and improved livelihoods	<ul style="list-style-type: none"> - Advocate to Ratify the convention - Advocate to Harmonize rules and regulations - Support and attend all special events organized by ABAKIR - Advocate to the governments of member states regarding decisions from COM
4	Local and International NGOs Active working partnership, Resource mobilized and signed MOUs	Joining ABAKIR in activities related to protection of KIVU and RUSIZI/RUZIZI basin will improve the wellbeing of population in the basin	<ul style="list-style-type: none"> - ABAKIR to identify NGOs operating in water sector in the basin - ABAKIR to solicitate the partnership - Signing MOUs - ABAKIR to involve NGOs in its activities - NGOs supporting ABAKIR in resource mobilization
5	Water users Water pollution avoided, Water used efficiently, Royalty fees paid	The solid and liquid pollution of water will reduce productivity and causes water related diseases.	<ul style="list-style-type: none"> - ABAKIR to harmonize rule and regulations - ABAKIR to create awareness and demand creation

		Applying for water use permit and protect the KIVU and RUSIZI/RUZIZI basin will improve water Quality.	<ul style="list-style-type: none"> - Sensitize water users to apply for water use permit
6	<p>Ministries in charge of water resources management</p> <p>Convention ratified, Transition period closed, Informed about success of the implemented activities</p>	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin, ratifying the ABAKIR convention will enable the protection process and will improve the lives of people living in the basin. ABAKIR is a well-respected, authoritative organisation that enables sustainable water management in the basin	<ul style="list-style-type: none"> - Advocate for COM to process the ratification of the ABAKIR Convention - Support ABAKIR to harmonize rule and regulations - ABAKIR to regularly report to MOEs - ABAKIR to produce success stories to be shared with MOEs
7	<p>Ministries in charge of cooperation</p> <p>Cooperation strengthened</p>	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin, strengthening the cooperation will facilitate the implementation of ABAKIR interventions.	<ul style="list-style-type: none"> - Strengthen the cooperation within Member States by providing the seat agreement
8	<p>Ministries in charge of finance</p> <p>Contribute regularly, Staff is motivated</p>	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin, availing funds on time will enable the ABAKIR activities implementation and will support ABAKIR goals	<ul style="list-style-type: none"> - TAC to make a regular follow up for the annual contribution payment. - Finance to facilitate the payment process.
9	<p>Local government</p> <p>Participate actively</p>	The unsustainable usage of natural resources and insufficient resource	<ul style="list-style-type: none"> - ABAKIR to create awareness on local level

	Working collaboration strengthened, Common goal vis a vis the protection of the basin Community are engaged	management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin. Collaborating with ABAKIR will play an important role in protecting local water resources.	<ul style="list-style-type: none"> - ABAKIR to partner with local government - ABAKIR to work closely with local government to reinforce the collaboration.
10	Authorities in charge of maritime security Participate actively Working collaboration strengthened, Common goal vis a vis the protection of the basin, Basin secured	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin. Enhanced water quality has a positive impact for aquatic organisms and resource security enhances human wellbeing. The protection of water resources in terms of security increase the self-confidence of water users in transport, aquaculture and recreation.	<ul style="list-style-type: none"> - ABAKIR to create awareness - ABAKIR to partner with Maritime security organs - ABAKIR to work closely with maritime security to be sure that water is used and managed accordingly - ABAKIR to work closely with maritime security to be sure that aquatic life is safe (no level of pollution harming the life of aquatic organisms)
11	Civil society Participate actively Working collaboration strengthened, Common goal vis a vis the protection of the basin, Basin secured	The polluted water leads to water related diseases and the society is in danger when using polluted water. The water is not well managed in their use resulting in excess wastewater, which is very difficult to treat, and the environment is damaged. Water is life but water can also mean death. The protection of water resources is the role of everyone. The protection of water resources is the protection of life in general.	<ul style="list-style-type: none"> - ABAKIR to develop and avail the communication tools to share with Civil society - Active participation in water resources management - Inform everyone on the use of water and the protection of environment in general

6. Communication channels to disseminate messages

Communication channels are mediums through which you can send a message to the intended audience. For example, phone calls, text messages, emails, video, radio, and social media are all types of communication channels.

In a company, communication channels keep information flowing efficiently. A breakdown in any channel, such as phone lines being down, could leave your employees and customers being seriously misinformed or left in the dark. On the reverse side, effective communication channels can enhance productivity and help you make better decisions as a team.

6.1 Common channels used

According to the audience analysis, the team has aligned channels and messages which are the right communication tools and approach for the message and the intended audience (for example, mass media, interpersonal communication, information and communication technology, or social media).

For ABAKIR, the team identified the target audience and stakeholders and analysed their implication. This process helped us by dividing people into homogeneous subgroups based upon defined criterion such as Water usage, demographics, psychographics, communication behaviours and media they use. The audience is segmented as follows:

	Primary target audiences	Communication channels/media to use
1	Population within and around the basin aged between 18 and 72, Male and Female (Direct beneficiaries)	The education level of this group may be low. The channels of communication to be used are local radios, public meetings, billboards, posters without words, TVs, SMSs, Music
2	Regional population outside the basin (indirect beneficiaries)	Local radios, public meetings, billboards, posters without words, TVs, SMSs, Music
Stakeholders		
3	Political leaders, identified as decisions makers	Conference, radio talk shows, TVs, Twitter, Print media, E- newsletters, e- mails, creation of WhatsApp group, Special events.
4	Local and International NGOs intervening in water resources management	Meetings, emails, special events, exchange visit, seminars ...
5	Water users (smaller users, Private sector, agriculture, fisheries)	Meetings, radios, TVs, emails, special events, official letters,
6	Ministries in charge of water resources management	Official letters from COM, TVs, Twitter, online media, website, media tours,
7	Ministries in charge of cooperation	Official letters from COM, TVs, Twitter, online media, website, media tours,
8	Ministries in charge of finance	Official letters from COM, TVs, Tweeter, online media, website, media tours
9	Local government(implementers)	Radios, TVs, Emails, official letters, SMSs, Call phones, Meetings

10	Authorities in charge of maritime security	Meetings, official letters, phone calls, SMSs, radios, TVs
11	Civil society	Meetings, official letters, phone calls, SMSs, radios, TVs

Here are some communication channels to focus on while trying to reach the targeted audience:

- Face-to-face communication. The richest communication channel around, face-to-face meetings are often hailed as the most effective way for teams and partners to interact
- Video conferencing
- Phone calls
- Emails
- Text messages
- Online messaging platforms
- Social media (creation of Facebook page and twitter account)

6.2 Communications mix

How does ABAKIR wants to get the message across? Whether the Authority is preparing a 12-, 24- or 36-month communications plan, ABAKIR needs to think about tools that will be needed to use during this timeframe, the choice will depend on what the Authority wants to achieve, the level and type of message they want to communicate, and the profile of the audiences.

External Communications Mix

Communications channels are identified in the workplan and are as well addressed in the table 3 under section 6.1, In addition to the communication channels identified in 6.1, there are other communications to consider:

□ Press

- Press release
- Radio
- Opinion editorial
- Features
- Features advisories

□ Online

- Creation of new/ revive the existing ABAKIR website
- Multimedia: Screensavers, photo galleries, e-cards...etc.
- What's New e-mail and newsletter
- Creation of YouTube Chanel and link it with Facebook page and twitter handle
- Social Media (Facebook, Twitter, Instagram)
- Online messaging platforms

□ TV

- News and features
- Long-format programmes and Live Talk show

- Online television options like YouTube Channel
- ❑ **Advertising**
 - Print (billboards, Page in print media)
 - Radio
 - Television
- ❑ **Print**
 - Brochures
 - Posters
 - Letters
 - Leaflets
 - Scientific reports (abstracts)
 - Factsheets
- ❑ **Public Relations**
 - Event/Stunt
 - Endorsements
 - Telephone calls
 - Conferences
 - SMS

Internal Communications Mix

- ❑ **Conference calls**
 - Team planning
 - Updates
 - Creative ideas sharing
- ❑ **Face-to-face meetings**
 - Briefing
 - Problem resolving
- ❑ **e-mail**
 - sharing information
 - Reporting

7. Promotion

Promotion is a combination of all forms of communication to the customer, including advertising and public relations. The aim of promotion is to increase awareness, create interest, generate sales or create the ABAKIR brand loyalty.

Promotion should be done on two levels. Internally (ABAKIR network staff need to be aware of current activities) and externally.

Dedicated communications staff is needed to power ABAKIR's promotion:

A. Administrative

A1. ABAKIR To Recruit Communication staff (Communications Specialist and Communications Officer)

The Communications Specialist would be more senior, focused on big picture planning, managing all internal and external communication of ABAKIR, and represent the authority to the outside world. He/She will draft media statements, answer media inquiries, compile publications, plan events and press conferences and the Communications Officer would be focused more on technical elements of creating products, supporting and distribute content to promote an organization's brand, activities or products.

Global Function of the Communications Specialist

- He/ She must ensure that the objectives of the project are known by the public, the private sector and political decision-makers as well as by partner institutions through the implementation of a communication strategy, and ensure that all the elements related to the project are known and documented by the media.
- He / She will support the work of the ABAKIR legal advisor to raise awareness amongst the relative target audiences of the need for ABAKIR ratification

The Communications Specialist job description should contain the following duties and responsibilities but not limited to:

- Ensure the effective implementation of communication strategies for ABAKIR
- Coordinate external and internal communications flow (memos, press releases, newsletters etc.)
- Design sketches of mass media announcement
- Review content for ABAKIR website
- Plan events, seminars and press conferences
- Communicate with media regularly
- Manage media inquiries and arrange interviews, statements etc.
- Build long-term relationships with influencers and key stakeholders
- Collaborate with ABAKIR management team
- Serve as a facilitator and provide solution for peaceful resolution of dispute

Global Function of the Communications Officer

- He/She will support the Communications Specialist in the execution of activities
- He/She will be specifically responsible for content creation and the specifics of event planning

The Communications Officer job description should contain the following duties and responsibilities but not limited to:

- Support coordination of external and internal communications flow (memos, press releases, newsletters etc.)
- Design sketches of mass media announcement
- Review content for ABAKIR website
- Plan events, seminars and press conferences
- Develop graphics for different promotional materials
- Develop distribution plan for three basin member-states
- Support Communications Specialist in execution of other duties as assigned

A2. Communications Specialist to create partnership with media houses (Radio, TV, Print, Online local and regional)

A3. ABAKIR in all 3 states members to create the voluntary CMT (Community Mobilization Team)

B. Creative

B1. Communications Officer based on developed messages to provide creative brief for a graphic designer to design graphics for different material (Pen, Notebooks, Agenda, Posters, Brochures, Umbrellas, Kitenge, T-Shirts, Hats)

B2. Communications Officer to develop the distribution plan for all 3 member-states

B3. Communications Officer to design the Billboards based on the developed messages

B4. Communications Specialist along with finance to develop tender for printing the developed items

B5. Communications Officer to identify the location area for printed billboards

B6. Communications Officer to develop a placement plan

C. Online

C1. Communications Specialist to assist ABAKIR in tender and selection process for website update/creation

C2. Communications Specialist to review the old uploaded information

C3. Communications Specialist to develop an online media plan

C4. Communications Officer to develop articles based on implemented activities or what happened around the basin

C5. Once approved by the specialist and the directors, Communications Officer uploads the articles on the web and create short notes for Facebook page and twitter.

C6. Communications Officer to create and distribute the e-newsletter on the monthly basis or quarterly basis.

C7. Both Communications Specialist and Officer must attend all special events organized by ABAKIR or where ABAKIR is invited

In order to meet the communication objectives on time, prior to the process of hiring the permanent communication personnel, it is recommended to ABAKIR to recruit a communication consultant to implement the planned activities

The planned activities are included as an Annex to this document as the implementation plan.

8. Budget

Find In attachment 1 the budget with

- The amount of money needed to execute the communication activities
- The cost per detailed activity

The created spending plan will allow the ABAKIR team to determine in advance whether they will have enough money to do the things they need to or would like to do. As activities are prioritized, this enables the allocation of a budget accordingly.

9. Implementation plan

An implementation plan, therefore, is the documented steps the ABAKIR Communication team needs to take to successfully complete planned activities. Following your SMART objectives, the team prioritized realistic and achievable activities to be performed.

For ABAKIR, to communicate over the next 12, 24 or 36 months, the team has listed the key dates - what ABAKIR needs and when by describing each key event or activity that will need communications by answering the following:

What:

Why:

Where:

When:

Who:

How:

Target Audience:

Objective:

Key Message(s):

Media Strategy:

Tools and Materials:

Under this section, the ABAKIR team also attempted to identify, or at least anticipate, any communications opportunities that may emerge from the actions of others working in the region, e.g., events such as partner or other agency media events, legislation processes, or expected government announcements that are not controlled by ABAKIR.





Attachment 2 to this Communication Plan details the Implementation Plan developed by ABAKIR.

10. Being on brand

The ABAKIR brand represents the sum of audience's perception of the Authority's service/activities, reputation, promotion and logo. And when all of these parts of the business are working well together, the overall brand tends to be strong.

For ABAKIR one of the major components of a brand is a logo because, as the “face” of the Authority, it’s what people instantly recognize. ABAKIR professional logo designed is simple enough to be memorable, but powerful enough to give the desired impression of the Authority.

ABAKIR Colors codes:

Color names	Color palette	Color RGB	Color HEX	Representation
Blue		00255	#0000FF	LAKE
Blue3		00139	#00008B	RIVER
Forest Green		3413934`	#228B22	FOREST
Saturn Cream white		WA8554	#cAbcaa	Arial FONTS

How is ABAKIR going to ensure that its communications (external and internal) will be on brand?

Presenting the ABAKIR brand correctly is crucial. This means being consistent with the ABAKIR logo, typefaces, slogan, colors, and "on-brand" with ABAKIR key messages and the way ABAKIR uses words and images on all applications. All this will combine to communicate the sort of organization ABAKIR is a – active, passionate, solutions-oriented.

It is recommended to the ABAKIR communication team when communicating with audiences to follow this simple checklist and to ask themselves:

- Is my message **passionate**? Does it really show my enthusiasm?
- Is it **optimistic**? Is it positive and forward looking?
- Is it **inspirational**? Will it move someone to take action?
- Does it **challenge**? Does it confront the issues?
- Is it **credible**? Will people believe me?
- Is it **accountable**? Does it demonstrate our honesty and trustworthiness?
- Is it **persevering**? Does it prove our commitment?
- Is it **delivering results**? Does it show what we have achieved?

Communications staff have to keep in mind that the ABAKIR message does not need to include all of the above. In other words, they don't need to reflect every single brand value in their message.

The team decided how the program will position the desired changes (as outlined in the objectives) so that they stand out. The positioning bellow determines how the audience will perceive the changes they are being asked to make by presenting a clear benefit and an attractive image of the change.

“ABAKIR contributes to the protection and conservation of the water resources of the Lake Kivu and Rusizi/Ruzizi river basin by designing harmonized rules and standards applicable to the management of the water resource and by paying attention to the present and future riparian communities benefiting and contributing to the sustainable use of the natural resources and development of the basin.”

11. Evaluating Success

How will the ABAKIR communication team know if they have succeeded and met their objectives? How are they going to evaluate the success, what performance indicators and evaluating measures will they use?

The communication team is recommended to use different methods of Monitoring and evaluation such as surveys in target groups, analysis of social media data, qualitative interviews, google traffic, etc.

It is important to assess your strategy/project so that any changes, if necessary, can be made when engaging in a similar strategy/project in the future.

External

- Have you achieved your objectives (i.e., raise funds, create awareness...etc.)?
- Did you reach the right audience?
- Did you use the right tools?
- Were decisions taken as a result?
- Did you come in on budget? If you didn't, why not?
- Etc.

Internal

- Did you reach the right people within the organization?
- Did they understand what the message was - did they do what had to be done?
- Did you use the right tools?
- Etc.

A tentative workplan, based on activities noted above, was developed as an attachment, where the team prioritised key activities to kick-start with and those activities are realistic and achievable. The mentioned tentative workplan will be used to monitor communications activities by responding to the questions provided above.

It is recommended to ABAKIR team to create social media accounts in order to streamline social media and website analytics, focusing on engagement metrics that the team can use to adjust and adapt their approach to social media moving forward. The Communications Specialist for ABAKIR will create a media tracker. There is also a specific social media planning matrix to help prepare content that can be used over-and-over again and scheduled ahead of time.

To help support ABAKIR M&E, the communication team can capture interviews and captured results could also be used as M&E evidence. Question schedules could be developed in line with the change indicators agreed in the ABAKIR strategy. For example, key informant interviews could be used to garner some understanding of high-level stakeholders' perceptions and understanding of ABAKIR and its results. This could take place in the first three months of 2021, the end of 2022, and continue in this way as long as funds are available to support the authority.

ANNEX 1: Summary of Communication Objectives, Barriers, Messages, and Solutions per Target Audience

See below, summary table where all analyzed elements are grouped together:

N O.	Target Audience	Barriers/Identified Problems for the Audience	Communication Objectives	Key Messages	Communication channels	Communication Solution	Activities	Specific Objectives
1	Population within and around the basin aged between 18 and 72, Male and Female (Direct beneficiaries)	They are not aware of the benefit of protecting environment and water resources	Population within and around basin are protecting water and using it properly	The pollution of water will reduce productivity and causes water related diseases, protecting water resources will help you to increase production and to have unpolluted water bodies.	Local radios, public meetings, billboards, posters without words, TVs, SMSs, Music	ABAKIR to create awareness campaign targeting the population	-Promote the protection of buffer zone -Promote behavior to avoid dumping hazardous materials in water -Promote Planting trees to avoid soil erosion	BUILDING A STRONG AND POSITIVE INSTITUTIONAL IDENTITY
2	Regional population outside the basin (indirect beneficiaries)	Are not informed about the water resources in the region	Regional population living outside the basin are informed and interact with the population around the basin	The pollution of water will reduce productivity and causes water related diseases, interact and support people living around	Local radios, public meetings, billboards, posters without words, TVs, SMSs, Music	Sensitizing the general population and communicate the benefits of water resources within Congo	-ABAKIR will create awareness to communicate benefit of protecting KIVU and	RAISE AWARENESS ON BASIN PROTECTION

				the basin to protect water resources will help you to increase production and to have unpolluted water bodies.		basin (KIVU and RUSIZI/RUZIZI catchments)	RUSIZI/RUZIZI basin -ABAKIR to produce communication tools (Billboard, posters) to inform visitors of KIVU and RUSIZI/RUZIZI basin the benefits of its protection	
3	Political leaders, identified as decisions makers	No barriers as they are aware of ABAKIR and have signed the International convention of ABAKIR	Inform the Political leaders on ongoing activities by sharing accurate documents	Sensitizing regional populations to protect KIVU and RUSIZI/RUZIZI basin will improve the wellbeing of people living in the basin	Conference, radio talk shows, TVs, Twitter, Print media, E-newsletters, e-mails, creation of WhatsApp group, Special events.	Inform the Political leaders on ongoing activities by sharing accurate documents.	-Advocate to Ratify the convention -Advocate to Harmonize rules and regulations -Support and attend all special events organized by ABAKIR -Advocate to the governments of member states regarding decisions from COM	RAISE AWARENESS OF ABAKIR'S WORK

4	Local NGOs intervening in water resources management	Identified NGOs are not yet involved in ABAKIR activities	Active working partnership, Resource mobilized and signed MOUs	Joining ABAKIR in activities related to protection of KIVU and RUSIZI/RUZIZI basin will improve the wellbeing of population in the basin	Meetings, emails, special events, exchange visit, seminars	Cooperate and engage with them in ABAKIR activities	-ABAKIR to identify NGOs operating in water sector in the basin -ABAKIR to solicitate the partnership - Signing MOUs -ABAKIR to involve NGOs in its activities -NGOs supporting ABAKIR in resource mobilization	DEVELOP AN ACTIVE WORKING PARTNERSHIP

5	Water users (smaller users, Private sector, agriculture, fisheries)	Users are not aware of the rules and regulations of water use	Water pollution avoided, water used efficiently, royalty fees paid	The solid and liquid pollution of water will reduce productivity and causes water related diseases. Applying for water use permit and protect the KIVU and RUSIZI/RUZIZI basin will improve water Quality.	Meetings, radios, TVs, emails, special events, official letters,	Awareness campaigns among water users on the public use of water and water management	-ABAKIR to harmonize rule and regulations -ABAKIR to create awareness and demand creation -Sensitize water users to apply for water use permit	INCREASE THE VISIBILITY OF ABAKIR
6	Ministries in charge of water resources management	Though they are the initiators of ABAKIR, the Convention is not yet ratified	Convention ratified, transition period closed, informed about success of the implemented activities	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin, ratifying the ABAKIR convention will enable the protection process	Official letters from COM, TVs, Twitter, online media, website, media tours,	ABAKIR to advocate to ministers to proceed with ratification.	-Advocate for COM to process the ratification of the ABAKIR Convention -Support ABAKIR to harmonize rule and regulations -ABAKIR to regularly report to MOEs	POSITIONING ABAKIR

				and will improve the lives of people living in the basin. ABAKIR is a well-respected, authoritative organisation that enables sustainable water management in the basin			-ABAKIR to produce success stories to be shared with MOEs	
7	Ministries in charge of cooperation	No barriers, they provided support to ABAKIR staff to obtain all necessary documents	Cooperation strengthened	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in	Official letters from COM, TVs, Twitter, online media, website, media tours	ABAKIR to sensitize the Ministry of cooperation so that the ABAKIR can obtain a seat agreement	-Strengthen the cooperation within Member States by providing the seat agreement	PROMOTE THE BENEFITS OF WATER RESOURCES

				Lake Kivu and Rusizi/Ruzizi river basin, strengthening the cooperation will facilitate the implementation of ABAKIR interventions.				
8	Ministries in charge of finance	Though they contributed financially, there is no regular follow up on the contribution from Member States	Contribute regularly, staff is motivated	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin, availing funds on time will enable the ABAKIR activities implementation and will support ABAKIR goals	Official letters from COM, TVs, Tweeter, online media, website, media tours	TAC members to make regular follow up Continue to release regularly the contribution	-TAC to make a regular follow up for the annual contribution payment. -Finance to facilitate the payment process.	ENCOURAGE PARTNERS TO TAKE OWNERSHIP/ RESPONSIBILITY OF ABAKIR ACTIVITIES

9	Local government (implementers)	They are aware of the Authority but not yet involved	Participate actively Working collaboration strengthened, Common goal vis a vis the protection of the basin Community is engaged	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin. Collaborating with ABAKIR will play an important role in protecting local water resources.	Radios, TVs, Emails, official letters, SMSs, Call phones, Meetings	Motivate the local government on the importance of the Authority and the benefits of the basin protection	-ABAKIR to create awareness on local level -ABAKIR to partner with local government -ABAKIR to work closely with local government to reinforce the collaboration.	DEVELOP AN ACTIVE WORKING PARTNERSHIP

10	Authorities in charge of maritime security	They are aware of the Authority but not yet involved	Participate actively Working collaboration strengthened, Common goal vis a vis the protection of the basin, basin secured	The unsustainable usage of natural resources and insufficient resource management across sectors has a negative impact on sustainable development and resource security in Lake Kivu and Rusizi/Ruzizi river basin. Enhanced water quality has a positive impact for aquatic organisms and resource security enhances human wellbeing. The protection of water resources in terms of security increase the self-confidence of water users in transport, aquaculture and recreation.	Meetings, official letters, phone calls, SMSs, radios, TVs	Motivate the Maritime security force on the importance of the Authority and the benefits of the basin protection	-ABAKIR to create awareness -ABAKIR to partner with Maritime security organs -ABAKIR to work closely with maritime security to be sure that water is used and managed accordingly -ABAKIR to work closely with maritime security to be sure that aquatic life is safe (no level of pollution harming the life of aquatic organisms)	PROMOTE THE BENEFITS OF WATER RESOURCES
11	Civil society	They are aware of the Authority but not yet involved	Participate actively Working collaboration strengthened,	The polluted water leads to water related diseases and the society is in danger when using	Meetings, official letters, phone calls, SMSs, radios, TVs	Motivate the civil society on the importance of the Authority and the benefits	-ABAKIR to develop and avail the communication	RAISE AWARENESS ON BASIN PROTECTION

			<p>Common goal vis a vis the protection of the basin, basin secured</p>	<p>polluted water. The water is not well managed in their use resulting in excess wastewater, which is very difficult to treat, and the environment is damaged. Water is life but water can also mean death. The protection of water resources is the role of everyone. The protection of water resources is the protection of life in general.</p>		<p>of the basin protection</p>	<p>tools to share with Civil society</p> <ul style="list-style-type: none"> -Active participation in water resources management -Inform everyone on the use of water and the protection of environment in general 	
--	--	--	---	---	--	--------------------------------	---	--