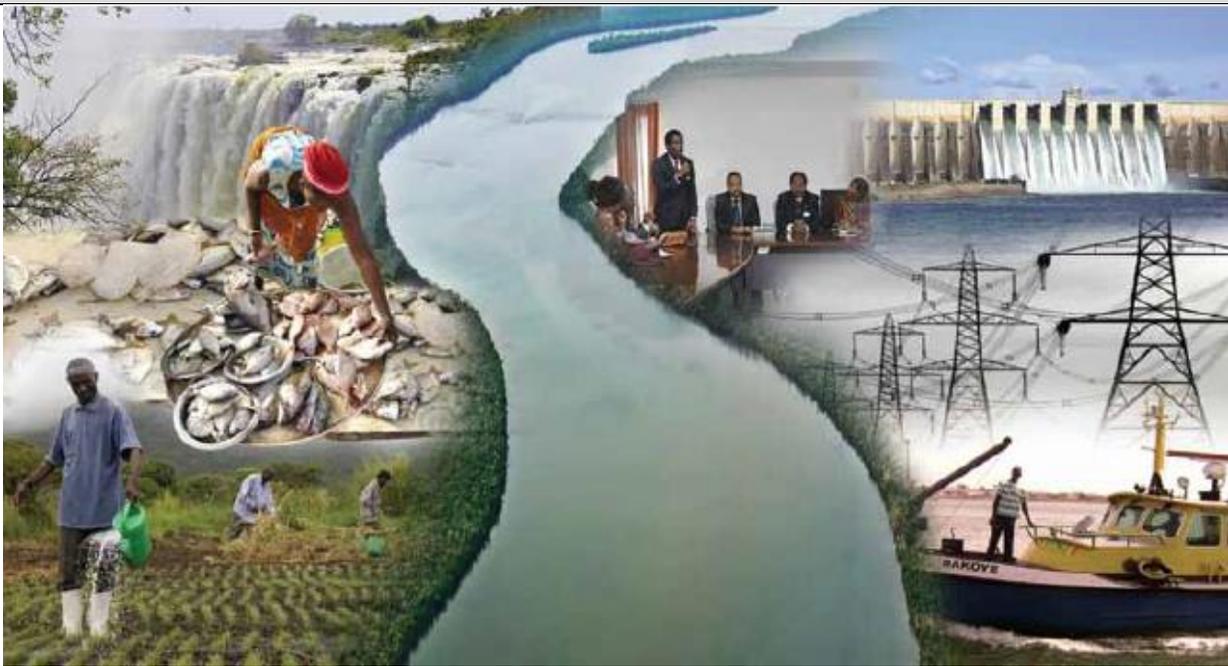




**ANBO COMMUNICATION AND KNOWLEDGE MANAGEMENT STRATEGY
2015-2019**



August 2015



“Established with the support of the European Union”

STRENGTHENING INSTITUTIONS FOR TRANSBOUNDARY
WATER MANAGEMENT IN AFRICA (SITWA)/

RENFORCEMENT DES INSTITUTIONS DE GESTION DES
EAUX TRANSFRONTALIÈRES EN AFRIQUE

1





Table of Contents

Table of Contents.....	2
I. Acronyms:.....	4
II. Introduction:.....	6
III. ANBO target audiences:.....	8
IV. Aim of the Communication Strategy:.....	9
A. Specific objectives of the ANBO Communication Strategy:	11
B. Activities which support the communication and Knowledge Management objectives:.....	11
V. Proposed tools for the three retained Communication Activities:	11
A. Activity 1. Develop and ensure a strong brand for ANBO, including strategic messages:	11
1. The setup of a Graphic policy for ANBO: See Annex 2	12
2. Development of ANBO Branding:	12
3. Development of ANBO Website:	13
4. Production of videos and stakeholder interviews:.....	14
5. Organization of conferences and high level meetings:	14
6. Proposed methodology for activity 1:.....	15
B. Activity 2 Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network	18
1. ANBO Website:	18
2. AWIS Portal:.....	18
3. Set up of a Network of Communication focal points:	18
4. Set up of ANBO Databases to provide reliable and up to date information:	19
5. Support to the standardisation of collection, storage and handling of data for information sharing/exchange and solid knowledge management at RBO level:	19
6. Proposed methodology for activity 2:.....	20
C. Activity 3. Disseminate/communicate ANBO knowledge to various audiences (government, economic sectors, media, etc.). (Public relations/external outreach activity).....	24
1. Organization of conferences and high level meetings:	24
2. Involvement in Communication and Awareness campaigns:.....	24
3. Dissemination of research studies and policy briefs in areas of priority:.....	25
4. Production of ANBO Publications:	25
5. Production and circulation of an ANBO Newsletter:.....	26
6. Outreach through Social media:	26



7. Search of Media Engagement:.....	27
8. Proposed Methodology for activity 3:	27
VI. Summary and implementation timeline of the ANBO 5 year Communication & Knowledge Management Action Plan:	31
VII. VII. Overall implementation budget for the ANBO 5 years Communication and Knowledge Management Strategy:	37
VIII. Conclusion:	40
IX. Consulted documents:.....	41
X. APPENDIXES:.....	42
A. Appendix1: ANBO Logo visual identity guidelines.....	42
B. Appendix 2: Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform “.....	42



I. Acronyms:

AMCOW	African Ministers' Council on Water
ANBO	African Network of Basin Organizations
AU	African Union
CIWA	Cooperation in International Waters in Africa
EU	European Union
EUWI	European Union Water Initiative
GWP	Global Water Partnership
GWPO	Global Water Partnership Organization
INBO	International Network of Basin Organizations
IWRM	Integrated Water Resources Management
OMVS	Organization for the Development of the Senegal River
PMT	Project Management Team
PSC	Project Steering Committee
RBO	River Basin Organization
RECs	Regional Economic Commissions
SITWA	Strengthening the Institutions for Transboundary Water Management in Africa
TOR	Terms of Reference
TPS	Technical Permanent Secretariat



TWRM

Transboundary

Water

Resources

Management



II. Introduction:

The African Ministers' Council on Water (AMCOW) was formed in 2002 in Abuja, Nigeria, with the primary purpose of promoting cooperation, security, social and economic development and poverty eradication through the management of water resources and the provision of water supply services. In 2004, the AU adopted the 'Sirte Declaration' by which Africa's leadership expressed support for AMCOW's role in spearheading efforts to address Africa's water policy challenges. Subsequently, in 2008, AMCOW became a specialized committee of the African Union for Water and Sanitation. The mission of AMCOW is to provide political leadership, policy direction, and advocacy in the supply and management of water for sustainable social, economic, environmental development and the maintenance of Africa's ecosystems.

In response to the AU's call for the creation of a 'Federation of African River and Lake Basin Organizations', AMCOW in 2006 established the "Tekateka Committee", which recommended the adoption of the African Network of Basin Organizations (ANBO) to provide this common platform.

Subsequently the ANBO statutes were revised in 2007 to provide for a close alignment between ANBO and AMCOW. The Preamble now states that ANBO 'answers the need for coordination and strengthening of cooperation...according to the directives defined by the African Ministerial Council on Water (AMCOW), which coordinates water policy within the New Partnership for Africa's Development (NEPAD) of the African Union, and in its support. The ANBO role in supporting AMCOW is further highlighted in Art. 2 (j) (of the revised ANBO statutes), stating that ANBO endeavors to support AMCOW to meet its specific requests on management per basin and implement its orientation in this field.

The stakeholder consultations undertaken recently, specifically high-level discussions with the AMCOW Secretariat have shown consensus that ANBO is regarded as the 'technical arm' of AMCOW for matters related to transboundary water management. In practice this is understood as ANBO playing a dual role of supporting AMCOW as an advisor on transboundary water management matters, while on the other hand also supporting the implementation of AMCOW policy through promotion, facilitation and technical support to relevant role-players, specifically Regional Economic Communities (RECs) and Lake or River Basin Organizations (L/RBOs).



ANBO has an important role to play at three spheres of transboundary water management:

☐ At the continental sphere ANBO's role is that of being the technical arm of AMCOW on transboundary water matters, both in advising AMCOW as well as in assisting the implementation of AMCOW policy.

☐ At the regional level ANBO can support the Regional Economic Commissions (RECs) through technical advice and policy promotion on transboundary water management as well as being a facilitator and information hub, linking RECs with other relevant actors.

☐ Further, ANBO serves the community of African L/RBOs in supporting them on various technical aspects (knowledge exchange, capacity building, resource mobilization etc.) of transboundary water management.

An ANBO 10 year Strategy and a five year action plan was finalized and adopted in February 2015 during ANBO General Assembly in Addis Ababa. This landmark document defines ANBO vision, mission and objective.

ANBO Vision:

- An influential federation of African Basin Organizations helping its members contribute tangibly to the Africa Water Vision for the welfare of the African people.

ANBO Mission:

- To support the African Basin Organizations in developing their capacity to play a leading role in sustainable regional economic development through promoting cooperative water investment and management and enhancing cooperation and exchange of experiences among its members.

ANBO Goal:

- To strengthen the capacity of African Basin Organizations for effective planning and implementation of joint multi-sector investment programs at the basin scale for sustainable regional economic development.



To achieve the overall goal, regarding Communication the ANBO Strategy recommends that an emphasis be put on strengthening data, information and Knowledge Management capacity of African river and lake basin organizations.

In this context the African Network of Basin Organizations has initiated the production of a communication and knowledge management strategy document so as to help achieve ANBO's organizational objectives by informing and providing knowledge to its various audiences, engaging effectively with stakeholders, demonstrating the success of ANBO's work and ensuring that people understand what ANBO's role and mission are in Africa.

ANBO, as an umbrella organization for African L/RBOs and as a technical arm of AMCOW in particular on transboundary water management matters, is best positioned to create a central and starting point for the information and data management for transboundary water resources management. It will benefit not only L/RBOs but also RECs, AMCOW, AU and its member states. ANBO is best positioned to facilitate the dissemination of best practices and knowledge among L/RBOs and also with the RECs and Member States and that is the main purpose of this Communication Strategy.

The knowledge management and communication strategy is a further detailed implementation plan directly linked to ANBO ten year Strategy and 5 year Action Plan objectives and lists various communication actions to be developed within the next five years. Some of the communication actions have already started to be implemented during SITWA Project and are to be carried on under ANBO in accordance with this strategy.

This document starts with a listing of ANBO target audiences .Proposed Communications and Knowledge Management activities will be better understood through this contextualization of who ANBO target audiences are. It will then be identifying ANBO stakeholders before detailing the communication strategy's main and specific objectives.

A detailed 5 year communication action plan in accordance with ANBO's 10 year strategy and 5 year action plan will then follow and will represent the tactics chosen to implement the strategy.

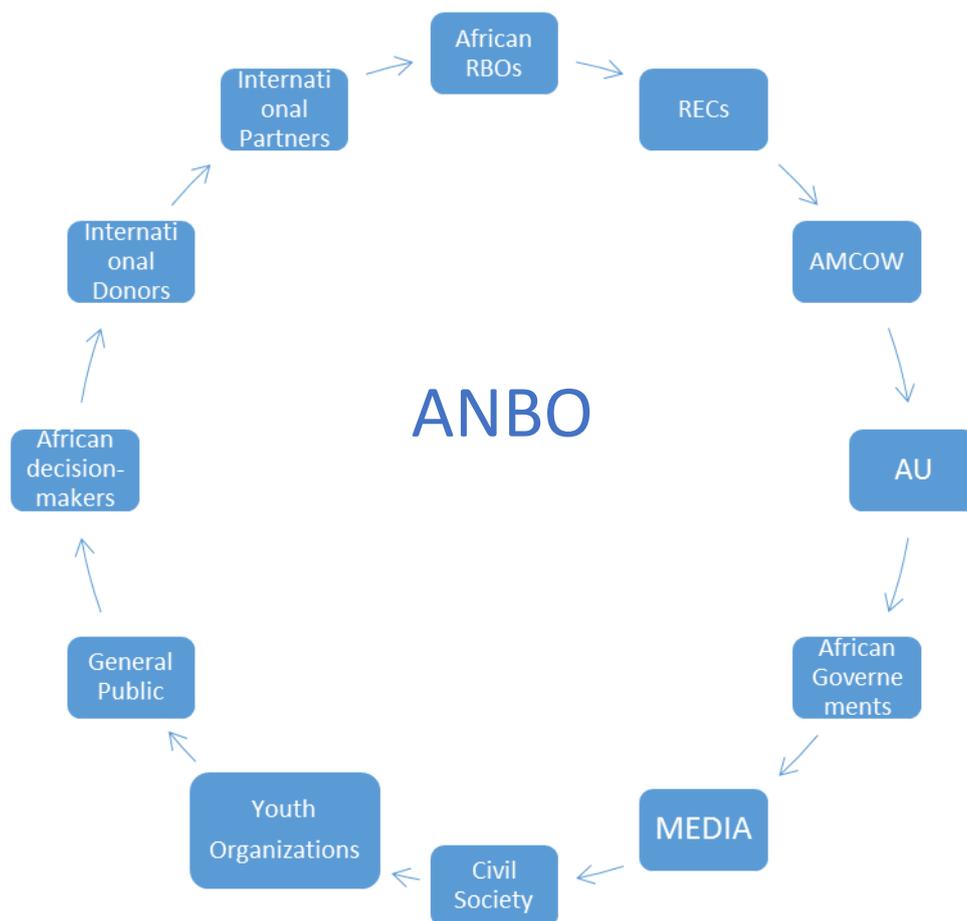
III. ANBO target audiences:

ANBO counts many stakeholders who also are the main targets of ANBO communication strategy. ANBO has a very specific scope of work, as it is a network of African River Basin Organizations who are its main targets.



Most of the work done within ANBO framework is for RBOs and with RBOs. Alongside RBOs , other key actors and direct target audiences include: AMCOW, AU, RECs, African Governments, African decision-makers, International donors, International partners, Civil Society, Youth organizations, national regional and Pan African media, and the general public. The present communication strategy will target all these audiences, each one having to be addressed with specific messages of interest to it, to communicate ANBO key messages.

Scheme of ANBO various Stakeholders:



IV. Aim of the Communication Strategy:

This strategy will help ANBO achieve its overall organizational objectives, engage effectively with stakeholders to contribute to the delivery of its strategy, demonstrate the success of its work to ensure that ANBO audiences understand its mission.



The objective of this strategy on one hand is to ensure strong internal and external communication for ANBO through the promotion of the network’s brand for visibility, of its mission and agenda as an AMCOW’s technical arm, with a regional and Pan African approach through Outreach, Branding, public (Lobbying) and Media Relations activities. On the other hand, this strategy aims to strengthen African river basin organizations’ Knowledge Management capacities.

Scheme of ANBO Communication & Knowledge Management strategy components:





A. Specific objectives of the ANBO Communication Strategy:

- Position ANBO as a strategic partner to decision makers at government, RECS, and African Union level
- Make ANBO a major player in the water sector in Africa In terms of Knowledge Management through the production and dissemination of publications, databases and knowledge tools for Basin Organizations and the General Public.
- Promote exchange of information and good practices between Basin Organizations

B. Activities which support the communication and Knowledge Management objectives:

In order to reach ANBO's Communication and Knowledge Management objective, three main activities are recommended. These activities will need to be implanted with the help of various tools that will be later on detailed in the document.

The three main activities proposed to implement the Communication and Knowledge Management Strategy are the following:

1. Develop and ensure a strong brand, including strategic messages.
2. Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network.
3. Disseminate/communicate ANBO messages to various audiences (government, economic sectors, media, etc.)

V. Proposed tools for the three retained Communication Activities:

A. Activity 1. Develop and ensure a strong brand for ANBO, including strategic messages:

Since August 2014, various strategic communication actions have been initiated towards this objective of setting up a strong brand for ANBO to ensure its visibility and to disseminate strategic messages. Many branding activities have already been undertaken since 2014 under SITWA Project and will continue to be operated throughout the mandate of ANBO. Here are some means ANBO should use to develop its brand and its strategic messages:



1. [The setup of a Graphic policy for ANBO: See Annex 2](#)



This graphical policy has been created to set rules and standards for the use of the ANBO brand. This document ensures professional use of the ANBO logo and raises the network's profile. It contains ANBO as well as SITWA's graphical style, design elements and logotype (logo) in a variety of formats.

The colors chosen for the ANBO logo are blue, yellow and Black for the logo with the description version. These colors each represent a symbol. The blue color and the water drop in the middle of the map represents the Water resource as ANBO's work is mainly about water, the blue lines crossing the Africa Map stand for the frontiers, and the meaning behind is that of transboundary water that crosses the whole continent. The yellow color represents gold, meaning that the water resource is as precious as gold for ANBO and for the African continent.

Together these chosen colors and the iconography intend to describe the ANBO organization in an original way for it to be instantly recognizable and remembered.

Having a strong visual brand will enable the network's documents, material, communication tools to be immediately identifiable and will prove experience and professionalism demanded by the partners and stakeholders. The logo gives ANBO a distinguishing mark, while the typographical rules (such as which fonts to use), together with the design recommendations act like a brand, thus giving the network a clear and instant identity.

2. [Development of ANBO Branding:](#)

A branding component, part of the communication strategy has been launched, through which communication materials for branding purposes have been created, these include:



Roll-up banners, SITWA branded notebooks, pens, calendars and SITWA branded folders for upcoming meetings. Regarding web identity, the setting -up of ANBO RAOB emails was proposed and implemented for all staff instead of Gmail addresses. Other “goodies” can be produced in the future and will distributed to ANBO stakeholders during events, meetings and will enable the ANBO brand to be recognized by ore and more audiences.

3. Development of ANBO Website:



The SITWA ANBO communication team has been working on the design, structure and technical development of the network’s new website. The adopted graphical policy has been used to design this new website so as to reflect and comply with the adopted standards.

The website has been designed to shelter and showcase in an attractive and ergonomic manner documents, publications, databases and maps in accordance with ANBO Knowledge management requirements and work plan. This platform will not only ensure online visibility but will also help all the network members, RBOs, partners and stakeholders to communicate, share and find reliable information related to transboundary water issues on this one Website. The raob-anbo.org website has been regularly updated since its launch. New articles depicting the latest activities have been regularly shared through these channels to inform SITWA ANBO audiences. A set up has been made so as all the new articles posted by focal points on AWIS appear automatically on ANBO website. ANBO communication focal points are also regularly sending news articles and their newsletters to SITWA, information that is



showcased on ANBO website so as to gather African river basin's latest news. This scheme should be continued and developed in the future according to the proposed communication action plan.

4. Production of videos and stakeholder interviews:



The visibility component will be enhanced by the production of institutional videos that depict ANBO vision, mission and achievements. Several thematic videos can be developed in the future to feed the ANBO YouTube channel. Plus these videos and interviews of key ANBO stakeholders can be used during conferences, forums and will be great tool to disseminate ANBO Key messages.

5. Organization of conferences and high level meetings:



ANBO General Assembly February 2015

Events, meetings, and conferences provide an important platform for different forms of communication and engagement and ANBO should have a strong record in this area,



providing a high level of visibility for its work. It should be seen as an effective way of reaching a variety of stakeholders, including senior officials working at high levels of policy and development practice. Events also have the potential to raise the profile of an organization especially when the participants are of a particular rank, ministers, presidents etc. and when the events are covered by the media, TV, radio and newspaper. These gatherings are a good opportunity to showcase ANBO brand through different materiel, such as Pop up banners, brochures, goodies and publications.

6. Proposed methodology for activity 1:

The following table lists the main objective for activity 1, the actors responsible for its implementation, the mechanisms to be used to reach the objective as well as the budget and results awaited and how they will be measured.

A. Activity 1. Develop and ensure a strong brand, including strategic messages		
1	By who?	ANBO Communication Team , ANBO staff
2	When?	From the start of SITWA Project through ANBO mandate
3	Where?	ANBO Permanent Secretariat- Dakar Senegal
4	For which audiences?	African RBOs , International RBOs, International Partners, International donors, RECS, Decision- Makers, civil society, General Public.
5	How?	By using all outreach communication tools to reach ANBO target audience and wider general public.



6	With which tools?	<p>Set up of a graphic policy</p> <p>Branding of ANBO premises, branding of communication material and “goodies” for events</p> <p>Production of videos and stakeholder interviews</p> <p>Organization of Conferences and high level meetings to disseminate ANBO strategic messages</p>										
7	Which messages to diffuse?	<p>The ANBO brand is recognized and respected by all stakeholders and audiences. Its messages are clearly understood.</p>										
8	Which awaited results?	<p>ANBO to be easily recognizable, its messages understood and its brand known and becomes top of mind when one talks about water stakeholders at the Continent wide level.</p>										
9	Budget	<table border="1"> <tr> <td data-bbox="338 1124 970 1207">Set up of a graphic policy guidelines</td> <td data-bbox="970 1124 1485 1207">1000 euro</td> </tr> <tr> <td data-bbox="338 1207 970 1326">Branding of ANBO premises, creation of communication materiel and goodies for events</td> <td data-bbox="970 1207 1485 1326">25.000 euros</td> </tr> <tr> <td data-bbox="338 1326 970 1408">Production of short films and stakeholder interviews</td> <td data-bbox="970 1326 1485 1408">25.000 euros</td> </tr> <tr> <td data-bbox="338 1408 970 1527">Organization of high level conferences and meetings to disseminate A NBO strategic messages</td> <td data-bbox="970 1408 1485 1527">500.000 euros</td> </tr> <tr> <td data-bbox="338 1527 970 1615">TOTAL :</td> <td data-bbox="970 1527 1485 1615">560.000 euros for 5 years</td> </tr> </table>	Set up of a graphic policy guidelines	1000 euro	Branding of ANBO premises, creation of communication materiel and goodies for events	25.000 euros	Production of short films and stakeholder interviews	25.000 euros	Organization of high level conferences and meetings to disseminate A NBO strategic messages	500.000 euros	TOTAL :	560.000 euros for 5 years
Set up of a graphic policy guidelines	1000 euro											
Branding of ANBO premises, creation of communication materiel and goodies for events	25.000 euros											
Production of short films and stakeholder interviews	25.000 euros											
Organization of high level conferences and meetings to disseminate A NBO strategic messages	500.000 euros											
TOTAL :	560.000 euros for 5 years											
10	With which monitoring and assessment methodology?	<p>Monitoring of number of visits on the ANBO Website, geographical origin of visitors age etc.</p> <p>Monitoring statistics on the number of viewed ANBO Videos</p> <p>Monitoring of number of attendees to ANBO events yearly</p> <p>Quantitative and qualitative mention of ANBO in the Media and in other partner publication work or reviews.</p>										



11	Which verifiable performance indicators?	Statistics from the monitoring of Websites, Social Media, Videos, attendance to events and of quantitative and qualitative mention of ANBO in the Media and in other partner publication work or reviews
----	--	--



B. Activity 2 Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network

1. ANBO Website:

The ANBO website as mentioned earlier has been designed to shelter and showcase in an attractive and ergonomic manner ANBO documents, publications, databases and maps in accordance with ANBO Knowledge management requirements and work plan. This platform also helps all the network members, RBOs, partners and stakeholders to communicate, share and find reliable information, publications and data related to transboundary water issues on this one Website.

2. AWIS Portal:

AWIS (African Water Information System) is a network of African organizations who wish to communicate their practices and to share publicly their information. AWIS platform objectives include building a network of partners in Africa that produce information in the field of water and collecting quality information on the water sector in Africa. The Web tool has essentially been created to share information between RBOs and regions. AWIS focal points regularly share information, publications, articles and data related to water through the AWIS platform: www.sadieau.org.

In 2015 the network had 7 regular focal points working regularly on the platform which have benefited from capacity strengthening workshops since 2014. The objective is to have many more focal points from all over Africa constantly working on this platform for more and better knowledge sharing across the network.

3. Set up of a Network of Communication focal points:

A network of ANBO communication focal point has been set up and counts 15 Communication Experts from River Basin Organizations and partner organizations (see Appendix 2...). Their role is to exchange information on African River Basin activities and news about their regions. ANBO communication focal points are already regularly sending news articles and their newsletters to SITWA, information that is showcased on ANBO website so as to gather African river basin's latest news. This scheme should be continued and developed in the future according to the proposed communication action plan.

This network should be developed in the future by adding more Information, Communication and data managers from additional RBOs and partner organizations in order for the information exchanged to be more diverse and prominent. Annual workshops to strengthen



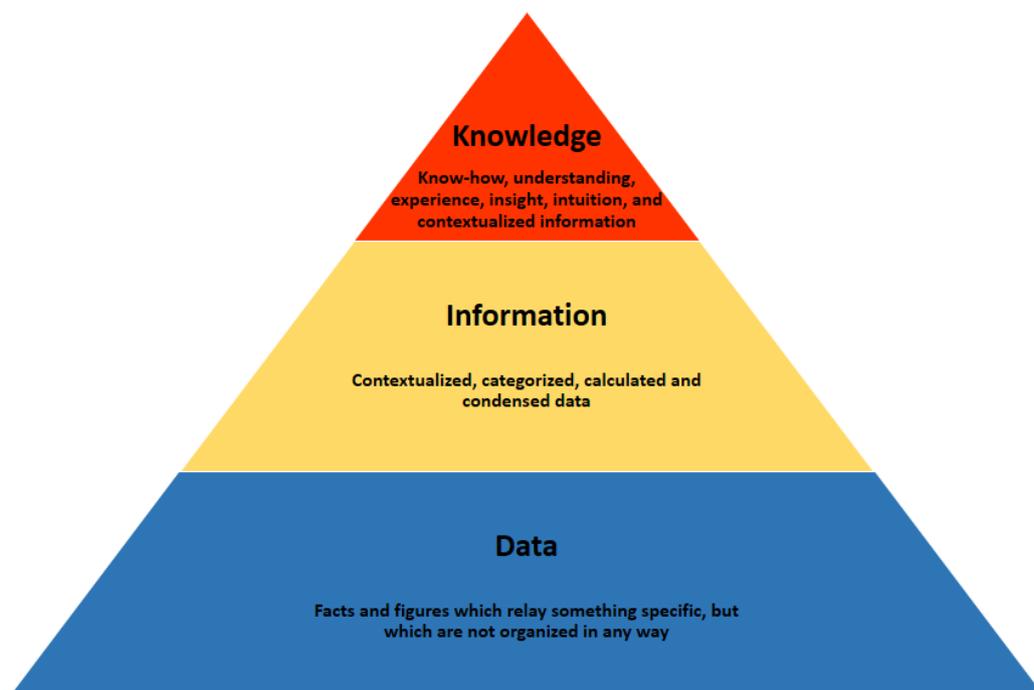
their capacities in Information Sharing and Knowledge management should be organized by ANBO in order to develop their skills and benefit from their knowhow.

4. Set up of ANBO Databases to provide reliable and up to date information:

The ANBO website includes a database component where various data is loaded and available to the general public. This data is mainly one regarding river and Lake Basin Organisations topics. An example of an available dataset on the ANBO website is an inventory of river basins' infrastructure projects in Africa. The database and others to be developed on the site will enable any stakeholders to easily have access to a wide range of information on infrastructure projects in RBOs as well as other important related topics. A geographic information system will enable easy access and reading of the online data. Many of these databases will be developed through ANBO mandate and will be grouped in a repository on the ANBO website.

5. Support to the standardisation of collection, storage and handling of data for information sharing/exchange and solid knowledge management at RBO level:

Graph: The Knowledge Management Pyramid





Accurate, reliable data is the baseline to key effective Knowledge Management. Therefore the Management of water resources in African transboundary basins requires organizing the production and sharing of data, information and knowledge in order to meet the expectations of stakeholders and make strategic decisions. Both at national transboundary regional or pan African level, the decision makers on water management need to have access to reliable, timely and relevant data and information, when they need it and in a form that suits them.

One of ANBO's Communication and knowledge management objective is to strengthen the information and knowledge management functions and systems of the African River Basin Organizations in order to achieve the offering of a more complete and homogenous RBO knowledge than the one currently available. Working closely with Data information managers in RBOs could be a key to achieve this objective by helping them organize capacity strengthening workshops and encouraging them to work with communication officers to make existing data and information easily accessible to various audiences through the existing communication platforms.

6. Proposed methodology for activity 2:

The following table lists the main objective for activity 2, the actors responsible for its implementation, the mechanisms to be used to reach the objective as well as the budget and results awaited and how they will be measured.

1		ANBO Communication Team , ANBO staff, Communication focal points
2		From the start of SITWA Project through ANBO mandate
3		ANBO Permanent Secretariat- Dakar Senegal
4		African RBOs, International RBOs, RECS, African Decision- makers, civil society, General Public.
5		By giving free access to RBO knowledge, information and data to all stakeholders and encouraging collaboration between them. By revamping AWIS and ANBO websites for them to be more dynamic, user friendly, popular with



		accurate useful information and data.
6		<p>Access to ANBO Website virtual library of publications & datasets</p> <p>-Redesign and revitalization of the portal AWIS (see Annex 2 Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform “</p> <p>Encouraging information sharing through AWIS network, Organizing annual AWIS focal points workshops to strengthen their capacities, Adding more AWIS focal points, attracting more stakeholders to the AWIS platform</p> <p>Set up of a Network of Communication focal points to discuss and find solutions to Information management</p> <p>Organize Webinars, live broadcasting during events, during RBO & ANBO events for better knowledge sharing and collaboration</p> <p>Set up of an ANBO Intranet for all RBOs specialists to communicate daily</p> <p>Help organize annual capacity strengthening Workshops for info and data managers</p> <p>-Organizing annual info & data sharing workshops</p> <p>-Accompany Basin Organizations in the search for funding from donors for the development of their information systems.</p> <p>-Encourage the Introduction of mechanisms for data exchange in legislative and/or framework agreements (between RBOs, countries, data producers)</p> <p>-Developing capacity of exchanging comparable data and interconnect the information system of the partners Organize links between transboundary and national water information systems.</p>
7		<p>ANBO provides effective tools for RBO info- sharing used by stakeholders from all over Africa to inform the world and stay informed about international transboundary water news and have access to reliable data.</p> <p>ANBO is Prominent organization expert in Strengthening its members’ capacities in data and information gathering, interpretation and management at national, transboundary and regional levels. The organization is dedicated to Strengthening its member’s capacities in Knowledge management.</p>



		A network of skillful knowledge management oriented RBOs who master data and information gathering, interpretation and management at national, transboundary and regional levels.	
8		Information, data and knowledge within the network is shared in a satisfactory manner thanks to ANBO dedicated tools.	
9		Set up of a virtual library for ANBO and its partners soft copy publications and data	20.000 euros
		Redesign and revitalization of the portal AWIS (see Annex 2 Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform")	113.000 euros
		Organization of annual capacity strengthening workshops for AWIS focal points (40 people x 5 = 60.000 euros/year)	350.000 euros
		Organization of Webinars, et live broadcasting of ANBO events	20.000 euros
		Set of an ANBO Intranet for information and data exchange between ANBO stakeholders	10.000 euros
		Organization of annual capacity strengthening workshops for Information and Data managers in the RBOs and other partner organizations	400.000 euros
		Accompany Basin Organizations in the search for funding from donors for the development of their information systems.	500.000 euros
	Organization of annual information and data sharing meetings to -to encourage the introduction of data exchange mechanisms in legislative arrangements and / or framework agreements (between BOs, countries, data producers) - Developing comparable data exchange capacity and interconnect partners information systems	500.000 euros	
		1.913.000 euros for 5 years	



10		<p>Monitoring statistics of number of RBO related information on ANBO and AWIS Website, of information entered by RBOS, from which region, and the geographical origin of visitors</p> <p>Tailored questionnaires to measure RBO, RECs and regional partners' satisfaction regarding ANBO mission of info-sharing</p>
11		<p>Statistics results of number of RBO related information on ANBO Website, of information entered by RBOS, from which region, and the geographical origin of visitors</p> <p>Results of tailored questionnaires to measure RBO, RECs and regional partners' satisfaction regarding ANBO mission of info-sharing</p> <p>Measurement of cooperation projects stemming from exchange of data</p> <p>Tailored questionnaires to measure satisfaction level of Knowledge management trainees</p>



C. Activity 3. Disseminate/communicate ANBO knowledge to various audiences (government, economic sectors, media, etc.). (Public relations/external outreach activity).

1. Organization of conferences and high level meetings:



ANBO General Assembly February 2015

Despite the prolificacy and potential of virtual communication in engaging and informing key audiences, face to face communication is still valuable as a means of fostering partnerships, winning “hearts and minds” and enhancing sustained understanding of complex water issues. Events, meetings, and conferences provide an important platform for different forms of communication and engagement and ANBO should have a strong record in this area, providing a high level of visibility for its work. It should be seen as an effective way of reaching a variety of stakeholders, including senior officials working at high levels of policy and development practice. Events also have the potential to raise the profile of an organization especially when the participants are of a particular rank, ministers, presidents etc. and when the events are covered by the media, TV, radio and newspaper.

2. Involvement in Communication and Awareness campaigns:

A great way to reach a bigger audience is through alliance with people and organizations that have the same interests as you. It is a good communication tool to show an organization’s involvement for a cause and have good visibility at the same time. As an example of effectiveness, ANBO was involved in UN Water global Water campaign “#WaterIs” which aim is to advocate for the Water SDG to stay at the top list of world priorities for all 2015 and for the upcoming United Nations General Assembly in September 2015. This worldwide campaign gave ANBO an opportunity to have global exposure through its alliance with UN Water and all water stakeholders involved. ANBO pictures were republished on all the UN Water Websites and Social Media, thus giving ANBO more visibility. Involvement in these type of campaigns and advocacy should be encouraged in the years to come.



3. Dissemination of research studies and policy briefs in areas of priority:

These areas of priority for ANBO are mainly climate change adaptation, food and water security, peace and security, regional integration, the economic case for transboundary water investment and other relevant topics. 4 major research studies have been finalized since 2014: 3 study reports on Climate Change, Infrastructure and IWRM in African RBOs. These documents have been written by consultants and validated during SITWA ANBO validation meetings. After validation ANBO stakeholders they went through the publication process: editing, proofreading, and working closely with infographics to design templates and print these brochures in a professional manner in conformity with international standards. These publications then benefited from major outreach as they have been promoted within the network through ANBO web platforms and during ANBO meetings, Partner meeting and global forums as World Water week. The communication and knowledge management strategy encourages the production and the dissemination of such research studies in order to share ANBO knowledge to its various audiences.

4. Production of ANBO Publications:

Information exchange can also be enhanced by cutting edge publications and communications materials. Publication tasks will also include writing, editing, designing laying out, translating, printing and distributing print and electronic formats of ANBO publications. Publications also enable to interact with audiences and maintain institutional relationships with the academic press.



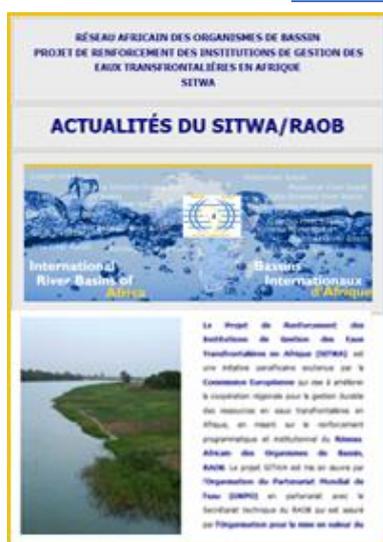
ANBO strategy document, summary and brochures: They have been adopted after the 2015 ANBO General Assembly and aim to disseminate ANBO 10 year strategy and 5 year action plan.

Following this trend, other major ANBO publications should to be developed to contribute to the setting up of a virtual library and repository gathering African RBO research studies and



data accessible through ANBO web platforms in order to reach ANBO 5 year action plan objectives.

5. Production and circulation of an ANBO Newsletter:



ANBO 2015 General Assembly served as an opportunity to launch the ANBO newsletter. It was finalized in two versions English and French and sent to all GA participants alongside the adopted GA resolutions and to ANBO network. The first edition focused on the GA it outcomes and output and on the participation. The newsletter is quarterly and bilingual and showcases the network activities and News. It is sent to the whole ANBO database of partners. The newsletter focuses on ANBO activities. These newsletters are archived and available on ANBO website (www.raob-anbo.org). The newsletter should continue to be sent quarterly, its content should be developed and a paper edition could also be produced to be distributed during ANBO events and to ANBO stakeholders.

6. Outreach through Social media:

Social Media accounts have been created such as Facebook, Twitter, Slideshare, LinkedIn, and a YouTube Channel SITWA ANBO's various social media channels have been regularly updated since their creation. These platforms and sites offer two-way communication to listen to the demand side of audiences, and to engage audiences, ultimately leading to better understanding of their needs regarding information. Management of social media channels is resource-intensive and needs to be integrated into ANBO Communication Strategy, especially in this era where web and social media have become the most popular and strategic means of communication.



Facebook and Twitter have been used to communicate with online audiences, share stories, tweets and pictures related to ongoing activities. The networks SLIDESHARE account has been updated with new presentations and links have been sent to participants for them to download documents of interest. SITWA ANBO Facebook and Twitter accounts now count up to two hundred followers which a regularly informed about the network’s activities. The ANBO Flickr account is dedicated to stock all relevant pictures, of ANBO work, meetings, and landscapes and is open to the public as a visual screen of what the organization stands for.

FACEBOOK: <https://www.facebook.com/sitwaproject>

TWITTER: https://twitter.com/sitwa_anbo

7. Search of Media Engagement:

Engaging the media is a crucial component of ANBO’s ongoing and upcoming communication work. The organization aims to harness the media to put a spotlight on its work, mission, events and high level conferences and debates. The Media provides a platform to engage with policy makers in order to put transboundary water issues on the agenda. ANBO has also used and will use it even more in the future to effectively profile its work and share research findings.

8. Proposed Methodology for activity 3:

The following table lists the main objective for activity 3, the actors responsible for its implementation, the mechanisms to be used to reach the objective as well as the budget and results awaited and how they will be measured.

1		ANBO Communication Team ,



2		From the start of SITWA Project through ANBO mandate
3		ANBO Permanent Secretariat- Dakar Senegal
4		African RBOs, International RBOs, RECS, African Decision- makers, civil society, Media, General Public.
5		By developing strategies at the regional, national and continental level in order to establish outstanding outreach through press and public relations for dissemination of key ANBO related information to targeted audiences
6		<p>Organize Webinars, live broadcasting during events, during RBO & ANBO events</p> <p>Produce and promote ANBO Publications, Set up standard ANBO types of publications, Provide outreach for all publications</p> <p>Disseminate other policy briefs from ANBO & from other RBOs in areas of priority</p> <p>Set up of a virtual library gathering African RBO research studies, accessible through ANBO web platforms</p> <p>Set up a network of African journalists specialists in transboundary water issues</p> <p>Regularly inform the media about ANBO & RBO events, news through press releases and press conferences and arranged interviews of key ANBO stakeholders</p> <p>Prioritize focus on television, radio, online media depending on information to be disseminated and the event to be publicized.</p>
7		<p>ANBO is a pan African organization dedicated to disseminating RBO news, data, and reliable information on transboundary water.</p> <p>ANBO is a pan African Network of Basin Organization dedicated to the production and dissemination of key research studies and policy briefs in areas of priority as climate change adaptation, food and water security, peace and security, regional integration, the economic case for transboundary water investment and other relevant and important issues for the African continent. ANBO is an influential Pan African organization which has outstanding press and public relations whose work is well understood and relayed at national regional and continental level.</p> <p>African Media, ANBO Stakeholders and the General Public know ANBO, are aware of transboundary</p>



		water issues and relay reliable information to specific audiences.	
8		<p>ANBO news is shared to all of its audiences in a satisfactory manner thanks to its various outreach tools</p> <p>A repository of key studies and publications on areas of priority as climate change adaptation, food and water security, peace and security, regional integration is available and promoted to all interested audiences.</p> <p>ANBO publications are recognized, awaited and appreciated as key information sharing tools by its stakeholders.</p>	
9		Production and promotion of ANBO publications.	100.000 euros
		Set up of an African network of journalists specialized in international Water issues and organization of annual workshops to strengthen their capacities	500.000 euros
		Organization of press conferences and interviews of key ANBO stakeholders	20.000 euros
		Participation in strategic International Forums on Water issues	30.000 euros
			650.000 euros for 5 years
10		<p>Monitoring of number of visitors on ANBO , AWIS, Social media platforms, number of information uploaders, and of geographical origin of visitors</p> <p>Monitoring statistics of number of produced ANBO publications in areas of priority</p> <p>Monitoring statistics of number of distributed and downloaded ANBO other publications and policy briefs</p> <p>Tailored questionnaires to measure ANBO audience satisfaction regarding ANBO policy briefs and other Publications</p>	



11	Which verifiable performance indicators?	<p>Statistics results of number of focal points information on AWIS Website, of information entered by these focal points, from which region, and the geographical origin of visitors .</p> <p>Results of tailored questionnaires to measure AWIS RBO, and regional focal points satisfaction regarding Awis efficiency.</p> <p>Statistics results of number of produced ANBO publications in those areas</p> <p>Statistics results of number of distributed and downloaded ANBO other publications and policy briefs</p> <p>Results of tailored questionnaires to measure ANBO audience satisfaction regarding ANBO policy briefs and other Publications</p>
----	--	---



VI. Summary and implementation timeline of the ANBO 5 year Communication & Knowledge Management Action Plan:

The following table lists each of the three proposed activities and gives a timeline within the 5 year scale for their implantation. It shows the link between the activity, its specific outputs, the targeted audience and the specific tools that will be used for each activity.

General objectives	Specific outputs	Audience	Activity	2015	2016	2017	018	2019 and beyond
Activity 1. Develop and ensure a strong brand, including strategic messages	The ANBO brand is recognized and respected by all stakeholders and audiences. Its messages are clearly understood.	African RBOs , International RBOs, International Partners, International donors, RECS, Decision-Makers, civil society, General Public	Set up of a graphic policy guidelines	X				
			Branding of ANBO premises, branding of communication material and goodies for events	X	X	X	X	X
			Production of videos and stakeholder interviews	X	X	X	X	X
			Organization of Conferences and high level meetings	X	X	X	X	X



General objectives	Specific outputs	Audience	Activity	2015	2016	2017	2018	2019 and beyond
Activity 2 Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network	Access to knowledge, collaborative platforms, data and research results within the network is easy	RBOs, RECs, Decision Makers, ANBO Stakeholders, General public	Promoting ANBO Website virtual library of publications & datasets	X	X	X	X	X
			Redesign and revitalization of the portal AWIS (see Annex 2 Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform")			X		
			Encouraging information sharing through AWIS network, Organizing annual AWIS focal points workshops to strengthen their capacities, Adding more AWIS focal points, attracting more stakeholders to the AWIS platform	X	X	X	X	X
			Set up of a Network of Communication focal points to discuss and find solutions	X	X			



Activity 2 Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network			to Information management					
			Organize capacity strengthening workshops for these ANBO Communication focal points			X	X	X
			Organize Webinars, live broadcasting during events, during RBO & ANBO events for better knowledge sharing and collaboration			X	X	X
			Set up of an ANBO Intranet for all RBOs specialists to communicate daily	X	X	X	X	X
			Help organize annual capacity strengthening Workshops for info and data managers	X	X	X	X	X
			-Organizing annual info & data sharing workshops for Information and data managers in RBOS and partner	X	X	X	X	X



			organizations					
			Accompany Basin Organizations in the search for funding from donors for the development of their information systems.		X	X	X	X
			-Encourage the Introduction of mechanisms for data exchange in legislative and/or framework agreements (between RBOs, countries, data producers)	X	X	X	X	X
			-Developing capacity of exchanging comparable data and interconnect the information system of the partners Organize links between transboundary and national water information systems	X	X	X	X	X
			Set up of an ANBO Intranet for all RBOs to communicate daily	X	X	X	X	X



General objectives	Specific outputs	Audience	Activity	2015	2016	2017	2018	2019 and beyond
Activity 3. Disseminate/communicate ANBO knowledge to various audiences (government, economic sectors, media, etc.). (Public relations/external outreach activity)	ANBO Information ,publications and data are easily accessible by all ANBO stakeholders	African RBOs, International RBOs, RECS, African Decision-makers, civil society, General Public.	Organize Webinars, live broadcasting during events, during RBO & ANBO events	X	X	X	X	X
			Produce and promote ANBO Publications, Set up standard ANBO types of publications, Provide outreach for all publications	X	X	X	X	X
			Disseminate other policy briefs from ANBO & from other RBOs in areas of priority	X	X	X	X	X
			Set up of a virtual library gathering African RBO research studies, accessible through ANBO web platforms	X	X			



			Set up a network of African journalists specialists in transboundary water issues	X	X			
			Regularly inform the media about ANBO &RBO events, news through press releases and press conferences and arranged interviews of key ANBO stakeholders	X	X	X	X	X
			Prioritize focus on television, radio, paper press, or online media depending on information to be disseminated and the event to be publicized.	X	X	X	X	X



VII. VII. Overall implementation budget for the ANBO 5 years Communication and Knowledge Management Strategy:

The table below summarizes all the activities of the Communication and Knowledge Management Strategy for the next 5 years and the budget for each activity.

Activity	Implementation tools	Budget for 5 years
Activity 1. Develop and ensure a strong brand, including strategic messages	Set up of a graphic policy guidelines	1000 euro
	Branding of ANBO premises, creation of communication materiel and goodies for events	25.0000 euros
	Production of short films and stakeholder interviews	25.000 euros
	Organization of high level conferences and meetings to disseminate A NBO strategic messages	500.000 euros
	Set up of a virtual library for ANBO and its partners soft copy publications and data	20.000 euros



Activity 2 Provide knowledge-sharing/collaborative platforms/databases for information-sharing across the network	Redesign and revitalization of the portal AWIS (see Annex 2 Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform ")	113.000 euros
	Organization of annual capacity strengthening workshops for AWIS focal points. (40 people x 5 days = 60.000 euros/an) See Annex 2.	350.000 euros
	Organization of Webinars, et live broadcasting of ANBO events	20.000 euros
	Set of an ANBO Intranet for information and data exchange between ANBO stakeholders	10.000 euros
	Organization of annual capacity strengthening workshops for Information and Data managers in the RBOs	400.000 euros
	Accompany Basin Organizations in the search for funding from donors for the development of their information systems.	500.000 euros



	<p>Organization of annual information and data sharing meetings to</p> <ul style="list-style-type: none"> -to encourage the introduction of data exchange mechanisms in legislative arrangements and / or framework agreements (between BOs, countries, data producers) - Developing comparable data exchange capacity and interconnect partners information systems 	500.000 euros
Activity 3. Disseminate/communicate ANBO knowledge to various audiences (government, economic sectors, media, etc.). (Public relations/external outreach activity)	Production and promotion of ANBO publications.	100.000 euros
	Set up of an African network of journalists specialized in international Water issues and organization of annual workshops to strengthen their capacities	500.000 euros
	Organization of press conferences and interviews of key ANBO stakeholders	20.000 euros
	Participation in strategic International Forums on Water issues	30.000 euros
TOTAL FOR 5 YEARS		3.123.000 Euros for 5 years



VIII. Conclusion:

The purpose of this communication strategy was to outline ANBO goals in terms of Communication and Knowledge Management, identify stakeholders, pinpoint potential communication methods and vehicles for communicating information for specific purposes, and specify the mechanisms that will be used to obtain feedback on the strategy.

The key messages defined throughout this strategy and that ANBO wants to achieve and communicate to the world are the following:

- The ANBO brand is recognized and respected by all stakeholders and audiences. Its messages are clearly understood.
- ANBO is a pan African organization dedicated to disseminating RBO news, data, and reliable information on transboundary water.
- AWIS is an effective tool for RBO info- sharing used by numerous focal points from all over Africa to inform the world and stay informed about international transboundary water news and data.
- ANBO is a pan African Network of Basin Organizations dedicated to the production and dissemination of key research studies and policy briefs in areas of priority as climate change adaptation, food and water security, peace and security, regional integration, the economic case for transboundary water investment and other relevant and important issues for the African continent.
- ANBO is prominent organization, which aims to support the strengthening of its members' capacities in data and information gathering, interpretation and management at national, transboundary and regional levels. The organization is dedicated to strengthening its member's capacities in Knowledge management.
- ANBO is a prominent organization that encourages mastery of data production and collection, processing and dissemination of relevant information for RBOs and stakeholders.
- ANBO is an influential Pan African organization which has outstanding press and public relations whose work is well understood and relayed at national regional and continental level.

This communication strategy will allow ANBO develop an efficient internal and external communication in order to foster the cohesion of its members who are its ambassadors. It will forge a dynamic partnership with all its stakeholders in Africa and the world. Furthermore, the communication strategy will help build diverse and fruitful partnerships with Basin Organizations, regional and international partners, the media and civil society.

Finally, this communication strategy will provide funding partners with key information on future projects that ANBO might invite them to sponsor.



IX. Consulted documents:

- ODI Toolkit, *Successful Communication, a Toolkit for Researchers and Civil Society*

Organizations.

- Stratégie de Communication et Conseils de L'ABAKIR, « Assurer la pérennité de la ressource eau pour le développement socio-économique de la région ».
- « Writing a Communication Strategy » UK Government Communication Service. 2014
- SITWA Thematic Report on Information, Knowledge Management and Communication.

OIEau/INBO

- ANBO 10 year Strategy and 5 year Action Plan
- ANBO /GWP Project Document



X. APPENDIXES:

- A. [Appendix1: ANBO Logo visual identity guidelines](#)
- B. [Appendix 2: Report on "Analysis of knowledge management systems and means to develop AWIS as an ANBO information management platform "](#)