

State of Palestine

Palestinian Water Authority



دولة فلسطين  
سلطة المياه الفلسطينية

GZ-EMERGENCY CAPACITY BUILDING PROJECT  
TO THE PALESTINIAN WATER AUTHORITY:  
TECHNICAL, PLANNING AND ADVISORY TEAM  
IN THE WATER AND SANITATION SECTOR  
(TPAT)

**PWA COMMUNICATION PLAN,  
INCLUDING POLICY,  
STRATEGIES AND ACTION PLANS**

Financing: IDA with co-financing from AFD and SIDA

Date : January 2014

# Table of Contents

## Contents

Table of Contents	1
Creative Brief	4
1 Introduction	6
2 PWA Communication Policy	7
2.1 Guiding Principles for PWA Communication	7
2.2 Values to Guide PWA Communication	8
2.3 PWA routines and organization	8
3 PWA Communication Plan	9
3.1 Summary	9
3.1.1 External Communication	9
3.1.2 Internal communication	10
3.2 PWA Communication – Introduction	11
3.3 Internal, External and Sector Reform Communication	11
3.4 SWOT Analysis of PWA Communication	12
3.5 PWA External Communication	12
3.5.1 Mission, Vision, Values and Message	12
3.5.2 Targets for PWA External Communication	13
3.5.3 Target Groups for PWA External Communication	15
3.5.4 Methods and tools for PWA External Communication	15
3.6 PWA Internal Communication	17
3.6.1 Vision, Mission and Policy statements	17
3.6.2 Target groups for PWA Internal Communication	17
3.6.3 Targets for PWA Internal Communication	17
3.7 PWA Communication organization	18
3.8 A Strategy for Improving PWA Communication	18
3.8.1 A Strategy for Improving PWA External Communication	18
3.8.2 A Strategy for Improving PWA Internal communication	19
Appendices	20
Appendix 1. PWA Sector Reform Communication Plan	21
1. Background	21
2. A Strategy for Communicating the Palestinian Water Sector Reform	22
3. Vision and Mission for Sector Reform Communication	23
4. Message for Sector Reform Communication	24
5. Organization for Sector Reform Communication	25
6. Coordination, Cooperation, Management & Communication	25
7. Targets for the Sector Reform Communication	26

8.	Target Groups for Sector reform Communication	27
9.	Time Planning of Activities	27
	Appendix 2. Action Planning of PWA Sector Reform Communication	28
1.	Background	28
2.	Internal Communication	28
	Appendix 3. Tasks and Units for PWA Communication, included in the PWA Communication Team Work	30
1.	PWA Public Awareness	30
2.	PWA Public Relations	32
3.	PWA Library	34
4.	PWA Media work	36
5.	PWA External Activities	38
6.	PWA New Web	38
	Appendix 4. SWOT analysis of PWA Communication	39
	Appendix 5. PWA Communication Activity Plan April 2013 - 2014	40
1.	External Events	41
2.	Public Awareness	42
3.	Public Relation	43
4.	Library	46
5.	Media	47
6.	Internal communication	49
7.	Sector Reform Communication	50

# Creative Brief

## I. Weaknesses and Strengths:

Weaknesses	Strengths
Lack of knowledge of PWA functions and projects	Presence of the Donor community (the Water Sector group and NGO network EWASH)
No clear job descriptions for PWA staff	The availability of funds for communication
No unified message at events	The availability of databases and information and qualified staff to work with communication
Poor organization for communication	PAW staff identified partnership with other stakeholders in the Water sector and with humanitarian organization
Lacking motivation among staff.	Cooperation with Palestinian and international institutions and to "dare take risks".

## II. Analyzing the Market:

- Where are we now?
  - No Communication between Gaza and West Bank
  - The internal communication between departments at PWA is weak
  - The flow of information between PWA and public/s is weak. The real information about PWA achievements projects is not published and explained to public/s.
  - The team of communication is doing a good job within the available mechanism using their personal long experience
  -
- Why are we there?
  - PA working routines, Salaries, incentives, Political partition, Bureaucracy at PA offices, etc.
  - No communication plan
- Where do we want to be after 6 month end of July 2014?
  - After 6 month the implementation of the agreed communication plan will help PWA to pass the current situation to a better communication method using all available resources.
  - Better internal communication through: web, E. newsletter, E. mail, personal communication and social media.
  - Better flow on messages and information from PWA to external public/s.
  - Improve the Image of PWA to general public through: communicating their good job and highlighting their activities impact on peoples' life. This can be achieved through publishing a daily press release, newsletter, conferences, personal communication with end users, free media, awareness campaign, social media and web-site.

### III. Target Market and messages: What response do we want?

The public	Detailed public	The message
1. PUBLIC	End users, school children, teachers, "general public", local institutions and NGOs	PWA making great effort to provide the service to me"
2. PROFESSIONALS	Employees on all levels in the Water sector, related local and central authorities and ministries, service providers, research community, local civil society organizations	PWA is a reliable partner in implementing water project
3. POLITICAL LEVEL	Politicians, donor/international community, negotiating teams,	Water Rights for a Viable Palestinian state
4. media;	Local media, Journalist, news agency, websites, international reporters	PWA information are viable, reliable, will organized, and relative to water issues

Media strategy (see detailed strategy work plan and activity list)

- Free use of media: Radio and TV sports, press releases.
- Newsletter
- Web site
- Awareness campaigns
- Films
- Conferences
- PR activities
- Library

### IV. Budget: See Communication Activity Plan (page 39).

# 1 Introduction

Since the TPAT program started in July 2011, and in line with the TPAT work plan, PWA communication staff has been involved in discussing, developing and producing basic documents to gear their work.

This report shows the results of this process.

Although PWA communication staff has been committed and engaged in this work, it has not been an easy or straightforward course. There are several reasons for this, and the main is the delay of the sector reform - also causing delays of the planned division/reorganization of PWA and redeployment of staff. To this uncertainty among staff about their coming work situation must be added the general complicated life situation in Palestine.

We therefore feel very proud about eventually presenting these plans and policies for PWA Communication.

They are finalized for now – but need to be continuously revised, in accordance with the changing and challenging reality.

## 2 PWA Communication Policy

Communication is essential for establishing democratic and transparent relations with water users, local, national and international stakeholders and with staff on all levels inside the PWA organization. Well-planned Internal and External communication is also vital for professional overall performance.

This Communication policy outlines the principles, values, routines and organization that shall guide all communication activities at PWA.

### 2.1 Guiding Principles for PWA Communication

PWA Communication shall be characterized by:

- OPENNESS

PWA is an open and transparent work place. Users, stakeholders on all levels and staff in the Water sector shall have access to all relevant information in the field of water and wastewater and about the water situation in Palestine.

- USER-FRIENDLY AND RELEVANT COMMUNICATION SOLUTIONS

It shall be easy for users, stakeholders and staff to find, use and understand the information about water issues that are handled by PWA. All activities shall be designed to fit the needs, education level and resources among the intended target groups.

Special needs of information solutions among disabled, illiterate and old shall be met in an accurate manner. PWA information shall always be free of charge. Information about how to act and whom to turn to in water emergency situations shall be of priority.

- TRUSTWORTHY AND RELEVANT

PWA communication shall be trustworthy and easy to understand. Facts, figures and other information shared by PWA staff shall be accurate and based on best practice in the field.

- WELL PLANNED

PWA Communication shall be well planned and an integrated part of PWA overall business planning and performance. A yearly Communication plan is produced by PWA communication team and processed for acceptance with PWA top management.

- COMMON DESIGN

It shall be easy to identify material produced by PWA. Therefore, a common design is used for all PWA productions. PWA Communication staff shall be involved in the designing of all publications and find solutions in line with PWA graphic profile.

## 2.2 Values to Guide PWA Communication

PWA Communication shall be based on, respect, contribute to and support:

- Justice in Water distribution
- Awareness of the seriousness of the continued denial of Palestinian Water rights
- That the Palestinian Water rights are approved by the World Health International official and public organization.
- Awareness of the importance of water treatment and reuse
- Effective management of water and ensuring good water quality
- Human Rights and Gender Equality, in line with the Palestinian Water and Gender Strategy and related international conventions.
- Palestinian and Arab culture, the political complexity and its implications.

## 2.3 PWA routines and organization

Several directorates and sections at PWA are engaged in communication work. In order to facilitate cooperation and coordination of communication activities, all communication staff forms a Communication team that meets regularly (every two weeks). It is mandatory for PWA staff involved in communication to attend these meetings and contribute to effective coordination of all communication activities.

PWA communication staff in the office in Gaza that cannot attend these meetings shall share their views, coordinate activities and take part in decisions on all relevant issues by video conference, mail, phone or other effective means of communication. It is the responsibility of the Communication team leader/coordinator to organize this coordination.

PWA Communication team shall also facilitate the effective sharing of work information between PWA offices in Gaza and the West Bank by supporting and promoting effective routines and methods for this communication.



# 3 PWA Communication Plan

## 3.1 Summary

Communication is a part of the overall organization of PWA, and a main tool for reaching the organization’s goals and ambitions as described in policy documents and business plans.

This document includes PWA regular Internal and External communication. The coming years, communication about the Sector reform will be of priority for PWA. Sector reform communication involves both Internal and External activities. Plans and strategies for this communication are presented in a separate document.

### 3.1.1 External Communication

*External communication* = all activities organized by PWA in order to inform about, raise, launch, discuss and advocate PWA issues, demands and achievements. Public relations, Media, Public Awareness, Library, Web and International cooperation are all parts of PWA External communication.

PWA External communication involves a large range of target groups, reaching from **End users** and **school children** to **international organizations** and **negotiating teams** on **top level**. In order to facilitate the planning of External communication activities, the target groups have been grouped into **three major fields** (partly overlapping), with similar needs of information, communication, updating etc., **Public, Professionals** and **Political** level.

PWA MAIN TARGET FIELDS	TARGET GROUPS, DETAILED	MAIN COMMUNICATION NEEDS	MAIN METHODS AND TOOLS
1.PUBLIC	End users, school children, teachers, “general public”, local institutions and NGOs	Awareness about water issues incl. scarcity and emergency situations and rules and regulations in this field	Awareness campaigns Fact sheets and campaign material Palestinian media Web
2. PROFESSIONALS	Employees on all levels in the Water sector, related local and central authorities and ministries, service providers, research community, local civil society organizations	Regular, up-dated information about PWA activities and water and ww issues + possibilities for discussions and feedback. Supports communication to Public level.	Web Newsletter Seminars/conferences campaign material Sharing of PWA reports and other material + library support Palestinian and International Media PR activities
3. POLITICAL LEVEL	Politicians, donor/international community, negotiating teams, media;	Rapid, accurate and detailed information about PWA issues and initiatives + water situation in Palestine, and well formulated political standpoints	Web Newsletter Seminars/conferences, Sharing of PWA reports and other material + library support Palestinian and International Media PR activities

### A Strategy for improving PWA External communication:

- **Improve organization of PWA Communication:** Form a Communication team with all PWA staff involved in communication (PR, Public Awareness, Media, Web, Internal communication etc.). **Regular meetings (every two weeks)** to plan, report about and follow up of all PWA communication activities; The leader of the Communication team plans, invites to and monitors these meetings;
- **Improve planning of PWA Communication:** The leader of the communication team is responsible for producing a **yearly Communication plan and budget**, with all PWA External and Internal communication activities (PR, Public Awareness, and Media etc.) included. All PWA directorates and sections shall report about activities they plan for the coming year that needs communication support, and take part in the planning of these activities together with the communication team.
- **Produce multi-purpose material:** Produce **easy-to-update fact sheets** about relevant issues, with a common PWA design, for print and web. Use these fact-sheets to compose relevant information kits for different occasions, as conferences, PR events, media activities, study visits, Public awareness campaigns etc. This material shall also be available at service providers, local authorities, NGOs etc., and on the PWA web.
- **Regular conferences:** **Organize 3 - 5 yearly conferences/seminars/events** for targeted audiences: Research community/teachers, service provide/local stakeholders, media, donors and private sector. For PR, networking and information sharing;
- **Regular PWA Newsletter:** **Produce a regular newsletter** with “the latest” from PWA, as reports, publications, political initiatives etc. To be published by mail and on PWA Web;
- **PWA Web:** **Strategic use of PWA new Web**, with information to end users, service providers, teacher/school children, media, donors etc.; in Arabic and (selected information) in English.
- **Using Free Media:** PWA is a non-profit organization; therefore, we can produce advertising and purplish them in the local Radios, TVs, newspaper and new agencies. As well as free news coverage.

### 3.1.2 Internal communication

*Internal communication* = all activities for the effective processing of work related information among staff and with partners and stakeholders involved in a work process. The base for effective internal communication is a transparent work organization with set routines for the sharing of information on and between all levels in the organization. Well planned internal communication is vital for effective work performance and for establishing and maintaining a democratic, open and engaging work environment.

Analyses made by PWA communication staff about PWA internal communication showed an urgent need to **improve the methods** and routines for this communication. A main finding was poor routines for passing on work related information within and between PWA directorates, causing overlaps and uncertainty about work responsibilities and duties. Lacking communication between PWA West Bank and Gaza was also identified as a major obstacle.

Improving the Internal communication must involve addressing PWA Management routines and Work organization. It is the management that can decide **what work related information that shall be shared**, how and when. Improving these routines when the new PWA organization is to be implemented is crucial for effective long-term performance.

A Strategy for improving PWA internal communication involves:

- **Capacity building** in work organization and management for all PWA staff;
- Produce a **regular Staff E. News Letter**, for information and up-dating on issues of relevance for PWA staff, shared by mail and on Intranet;
- Regular **Information meetings** with PWA staff and top management, for informing about, discussing and solving current work issues;
- Improved technical solutions in order to **facilitate communication between PWA West bank and Gaza.**
- **Clear job description for communication team. How to do what.**
- **Create Incentives system among the communication team is important, such as:**
  - **Certificate of excellence**
  - **Publishing their name on the E. newsletter**
  - **Man/women of the year award**
  - **Training session to be held in a hotel outside the PWA building**
  - **Financial incentives for: overtime, achieved objectives, cooperation, etc.**
- **Leader of the team should have a power.**

### 3.2 PWA Communication – Introduction

Communication is a part of the overall organization of PWA, and a main tool for reaching the organization’s goals and ambitions as described in policy documents and business plans. The Water Supply Report 2010, published in March 2012, presents PWAs over all ambitions as follows:

- *“The overall objective and guiding vision of the Palestinian Water Authority, PWA, is the equitable and sustainable management of Palestine’s water resources. This corresponds with PWAs mission of securing a transparent, sustainable and accountable, environmentally sound development of water resources through efficient regulations and equitable water management.*
- *The goals set to achieve this mainly define the optimum way to regulate, manage protect and conserve the limited water resources as well as optimize the benefit from water resources development by raising water consumption levels to provide a healthy environment and economic development. Addressing the increasing scarcity of water resources in Palestine and the political complexity attached to it with proper key solutions is simply the translation of the PWA goals in this area.”*

When the new organization for PWA Ministerial and Regulatory functions is implemented, this Communication plan needs to be revised in order to fit the task, organization, staffing etc. assigned for these two units.

### 3.3 Internal, External and Sector Reform Communication

External and Internal communication are the regular fields for PWA communication.

**External communication** includes all activities organized by PWA in order to inform about, raise, launch, and discuss etc. PWA issues, demands and achievements. Public relations, Media, Public Awareness, Library, Web and International cooperation are the main PWA External communication activities.

**Internal communication** includes all activities for the effective processing of work related information among PWA staff and with partners and stakeholders involved in a work process. The base for effective internal communication is a transparent work organization with set routines for the sharing of information on and between all levels in the organization.

*The Water Sector Reform* demands a number of communication initiatives in order to support effective implementation of the Reform on all levels, acceptance for and respect for new rules and regulations among users, effective, long-term management and effective feed-back to donors and other stakeholder. These activities involve both Internal and External communication activities.

Therefore, a separate *Sector reform communication plan* has been developed (Annex I.) Staff working with PWA regular communication will also be involved in planning and implementing the Sector reform communication.

### 3.4 SWOT Analysis of PWA Communication

As a part of improving PWA Communication, PWA staff analysed and discussed PWA communication needs and how to improve the overall communication. A Swot analysis is a tool for identifying Strengths, Weaknesses, Opportunities and Threats in an organization, company etc., where Strengths and Weaknesses refer to the current situation and Opportunities and Threats to the near future. The PWA communication SWOT showed, in short, the following:

#### External Communication

Several *strengths* were identified, as the presence of the Donor Community (e.g. the Water Sector group and the NGO network EWASH), the availability of funds for communication, the availability of databases and information and qualified staff to work with communication. *Weaknesses* identified were e.g. lack of knowledge of PWA functions and projects, no clear job descriptions for PWA staff, no unified message at events, poor organization for communication and lacking motivation among staff. Among *opportunities*, PWA staff identified partnership with other stakeholders in the Water sector and with humanitarian organizations, cooperation with related Palestinian and international institutions and to “dare to take risks” –, that is to be less conventional and more open for unexpected and informal methods. Situations that might *threaten* effective communication work are e.g. donor withdrawal, funds or budget restrictions, and absence of motivation/stress among staff.

#### Internal Communication

Among strengths and opportunities for improving PWA Internal communication, PWA staff listed the desire among employees to create a change; available data bases and the EDMAS system; availability of a PWA website, archive, library and media sections/units; cooperation with and availability of reports and statistics from related external institutions; the availability of international platforms and forums, including national and international media agencies interested in Palestinian water sector and qualified personnel within PWA and the adoption of the TPAT/ Reform.

*Weaknesses* are in particular the split of PWA in two autonomous bodies, in the West Bank and Gaza; work information is shared in a random, ad hoc manner; there are overlaps in jobs descriptions and no clear policy in tasks assignments; PWA organization chart is neglected; PWA communication is not organized; there are no Communication Strategy or Policy and the structure of the International coordination and cooperation unit is not clear; there is a need for more communication staff; team spirit is lacking and library, archiving systems and PWA e-mail are not well functioning.

A conclusion of the SWOT analysis is that PWA External and Internal communication need great improvements of organization, planning, financing, support and motivation. This communication plan is a part of this effort.

### 3.5 PWA External Communication

#### 3.5.1. Mission, Vision, Values and Message

Formulating Mission and Vision statements helps identifying the core issues to work with – what you really should focus on. The Mission statement shall answer the question "What is our business?" and the Vision statement the question "What do we want to become?" The *core values* shall, together with the mission and vision, gear the overall performance. At workshops and seminars, PWA

Communication staff developed the following Mission, Vision, Values and core Message for PWA External Communication:

### **Mission**

PWA Communication shall contribute to:

- Effective delivery and usage of water and effective treatment of wastewater;
- Awareness of and respect for rules and regulations in the water sector;
- Fair, transparent and effective management of the water and wastewater sector;
- Worldwide understanding of and support for Palestinian water rights and demands;
- Effective cooperation between PWA units in Gaza and West Bank on all relevant issues;
- Effective sharing of work information on and between all levels of PWA and with relevant counterparts in order to promote engagement and commitment among PWA staff;

### **Vision**

- PWA communication is relevant, reliable and professional and supports effective and lawful use of water resources, worldwide knowledge about the water situation in Palestine and full water rights for all Palestinians.
- PWA is a transparent and democratic work place where work information is effectively shared on and between all relevant levels in the water sector, thereby promoting excellence in water and wastewater management and in staff performance.

### **Core Message**

A Message is a short and easily communicated conclusion of a more complex discussion or issue. A core message is useful for gearing the overall performance. For each campaign, event etc. where PWA takes part, specific messages shall be developed.

The core message that PWA communication staff agreed on is:

**Water Rights for a Viable Palestinian State**

See Creative brief for messages.

### **3.5.2 Targets for PWA External Communication**

When discussing targets for PWA communication, the division/split of functions into a ministerial and a regulatory unit was considered.

For *Ministerial* issues, the main issue for communication is to support the Minister's office in presenting, discussing, promoting etc. the water and wastewater situation in Palestine and laws, regulations etc. in this field. It shall contribute to attract donor support for projects, investments and political demands and to global awareness about the unfair water situation in Palestine.

Main issues for the *Regulatory* function are awareness and understanding of the water situation and water scarcity, rules, regulations etc. among water users, local authorities, service providers and other stakeholders. Public awareness of Palestine's water rights is also a prioritized issue.

## Communication Targets for Ministry issues

- General awareness among Palestine's of the water situation in Palestine and support for Palestine's water rights,
- International awareness of the water situation in Palestine and support for Palestine's water rights,
- Support for the governments/ruling party's/ Water policies and demands
- Acceptance and respect among the general public for rules and regulations in the Water sector
- Effective collection and sharing of information, for transparency and accountability in management and performance,
- Donors/International/Politicians/ public are well informed about the water situation in Palestine, on-going and planned projects and the Palestine policies and standpoints
- All ministries in the field of water supply and wastewater, negotiating teams and other top-level bodies have easy and quick access to accurate and relevant information about the water supply and wastewater situation.
- PWA is effectively advocating Palestine's water needs and rights, national and regional development and the right to an equitable and reasonable allocation of trans-boundary water resources, including the Jordan River, and any other academic or national regional issue

## Communication Targets for Regulatory unit/issues

- Water users know about their rights and duties as consumers and how to act in emergency situations
- Service Suppliers and other stakeholders in the Water sector are well aware of rules and regulations in the water sector and what is expected of them in emergency situations Related ministries and authorities are well aware of policies, rules and regulations in the Water sector
- Acceptance and respect among the general public for rules and regulations in the Water sector
- Effective cooperation between universities/research community and PWA about facts and findings from the Water sector

## Also to consider for PWA External communication

PWA communication staff also identified the following issues to be considered when planning communication campaigns, events, material, web information etc.:

- Israel retains unilateral control over all shared water resources in opt (aquifer and Jordan River) – increases Palestinian vulnerability, creates a dynamic of dependency, PWA planning and project constraints, not enough water to Palestinians for residential, industrial and agricultural use;
- Israel's blockade over Gaza: a) violation of international law; b) no access to alternative water sources leading to over pumping and rapid deterioration of aquifer; b) poor water quality – problems include waterborne diseases; c) inability to repair damaged infrastructure or develop new infrastructure;
- Palestinians are denied their basic water rights; Israel's daily violations of international law;
- Inherent failures and constraints of the Oslo Accords/Article 40;
- PWA lacks a comprehensive water sources management plan;
- Poor sanitation – including a) lack of wastewater and sewerage treatment plants; b) coping with pollution from settlements; c) oPt as dumping site for Israel's nuclear waste;
- Destruction of essential Palestinian water infrastructure – cisterns, wells etc.;
- Constraints on developing new water infrastructure to service needs (residential, rural etc.);
- Inability of PWA to plan on a national scale (fragmentation of WB into Areas A, B and C; separation of WB and Gaza);
- Overreliance on donor funding (including types of projects funded); lack of independent funding alternatives;
- No follow through with breakdowns in water system/infrastructure and no emergency management system;

- Lack of awareness/education among Palestinians – a) their water rights; b) little understanding of water as a precious commodity we all have a stake in protecting; c) water conservation as a collective responsibility;
- Health concerns – inadequate water in WB; water quality in Gaza
- Lack of information to Palestinian consumers on a number of issues – e.g., explaining why we only get water for one or two days a week.

### 3.5.3. Target Groups for PWA External Communication

PWA communication, (Ministerial and Regulatory units/issues) involves a large number of target groups, reaching from users and school children to the International community and Top-level negotiation teams. Some target groups are mainly/only of interest for Ministerial issues, some mainly/only for Regulatory issues and some are overlapping – see table below. The target groups for PWA Internal communication are mainly PWA staff and when appropriate, also persons involved in a work-process initiated/lead by PWA.

MAINLY MINISTERIAL ISSUES	MAINLY REGULATORY ISSUES	MINISTERIAL AND REGULATORY
Central authorities Related ministries Donors, International Community (NGOs, EU, UN etc.) Negotiating teams Universities, research institutes in Palestine International universities and research institutes Regional Water organizations Students high school, universities International media	Service providers Local authorities, municipalities Students, lower levels, teachers Private sector related to water and wastewater Palestinian media	General public/end users Civil society organizations in Palestine Relevant staff at PWA related ministries and authorities PWA staff

We found that the target groups can be grouped into three major fields, where each field have similar needs of information, communication, up-dating etc. This mode of grouping, therefore, facilitates both analyses and planning of communication activities. The three main groups are:

- *Public*: end users, school children, etc.; Need basic information for awareness and about rules and regulations. Communication support by local organizations and authorities, schools, health centres, media etc. needed;
- *Professionals* on all levels in the Water sector: related local and central authorities and ministries, service providers, students, research community local civil society organizations for water, women, health etc.; Need regular, up-dated communication. Can also support communication to non-professionals. PWA staff is included in this group, but they also need work-related information (= internal communication)
- *Political level*: donor/international community, negotiating teams, media: need rapid, effective, well-formulated communication about PWA core issues and initiatives.

### 3.5.4 Methods and tools for PWA External Communication

The main methods and tools that PWA uses for communication today are Web, Media activities, Production of campaign and information material, presence at/organizing conferences and seminars and sharing of PWA reports and other PWA publications. Still, these activities are nor strategically planned or coordinated. There is also a need to develop a common design for all PWA productions, in



order to facilitate production and recognition

PWA has limited resources for communication. Methods and tools need to be time- and cost effective and useful for several target groups and situations. An analysis of needs, methods and target groups show that PWA communication can be improved by strategic use of some selected methods + improved planning:

- Regular production easy-to-update fact material that can be combined to “Information kits” for different occasions (conferences, seminars, media, awareness campaigns etc.) and for local authorities, health clinics etc. Also published on the PWA Web;
- Production of Campaign material, for Awareness campaigns and PWA presence at conferences etc.; also on the Web;
- Production a regular PWA Newsletter, for regular up-dating to Professionals and Political level on issues of concern for the water sector/PWA. Also published on the Web
- Strategic media activities, for Palestinian and International media;
- Strategic use of PWA Web;
- Strategic sharing of PWA reports and other publications, involving development of Library routines and activities;
- Strategic PR activities, for networking and up-dating on the Palestinian water situation;
- Staff newsletter and improved routines (meetings etc.) for the sharing of work related information.

*Main communication needs and methods for the three main target groups for PWA Communication:*

<b>PWA MAIN TARGET FIELDS</b>	<b>TARGET GROUPS, DETAILED</b>	<b>MAIN COMMUNICATION NEEDS</b>	<b>MAIN METHODS AND TOOLS</b>
1. PUBLIC	End users, school children, teachers, “general public”, local institutions and NGOs	Awareness about water issues incl. scarcity and emergency situations and rules and regulations in this field	Awareness campaigns Fact sheets and campaign material Palestinian media Web
2. PROFESSIONALS	Employees on all levels in the Water sector, related local and central authorities and ministries, service providers, research community, local civil society organizations	Regular, up-dated information about PWA activities and water and wastewater issues + possibilities for discussions and feedback. Supports communication to Public level.	Web Newsletter Seminars/conferences campaign material Sharing of PWA reports and other material and library support Palestinian and International Media PR activities
3. POLITICAL LEVEL	Politicians, donor/international community, negotiating teams, media;	Rapid, accurate and detailed information about PWA issues and initiatives + water situation in Palestine, and well formulated political standpoints	Web Newsletter Seminars/conferences, PR activities Sharing of PWA reports and other material and library support Palestinian and International Media



## 3.6 PWA Internal Communication

### 3.6.1 Vision, Mission and Policy statements

The following statements were discussed and developed by PWA staff for gearing and guiding PWA Internal communication:

***Mission (= what is our business):***

*Optimize the performance of PWA and staff commitment by sharing work information on and between all levels at PWA and with relevant counterparts in an effective, democratic and transparent way. Special attention is paid to support the equal involvement of PWA staff in Gaza and West Bank in all PWA issues.*

***Vision (= what do we want to become):***

*PWA is a transparent and democratic work place where work information is effectively shared on and between all relevant levels in the field of water and wastewater, thereby supporting excellence in water and waste water management and in staff performance.*

***Statement of Policy***

A statement or policy expresses the main intentions with the Internal communication work. The following issues were identified as crucial by PWA staff:

PWA Internal communication

- Promotes and supports excellent performance of PWA;
- Encourages and motivates staff to involve, engage and perform on optimal level;
- Promotes, encourages and motivates to an effective, democratic and transparent management style;
- Involves two-way communication, both top down and bottom-up;
- Is trustworthy and correct, thereby supporting public confidence in PWA;
- Is in line with laws, rules and regulations for Palestinian civil servants and public institutions

### 3.6.2 Target groups for PWA Internal Communication

The main target group for PWA internal communication is PWA employees. Staff at related institutions in the water and wastewater sector that need to take part of/involve in PWA rules, regulations, routines and performance shall, when relevant, also be included.

### 3.6.3. Targets for PWA Internal Communication

Targets for the Internal Communication identified by PWA communication staff are the following:

- All staff are well informed about PWA activities, and especially about activities relevant for his/her job, and lessons learned are shared to all;
- PWA units in the West Bank and Gaza are well informed about work issues of common interest and work effectively together;
- PWA organization is open, transparent and involving;
- Skills among staff is used in an optimal way;
- There are regular opportunities for staff to share their views to PWA management about their job situation;

- There are functional and recognized job descriptions for all positions at PWA;
- There is a clear Organizational Chart for PWA, recognized and respected by PWA management;
- The Mission, Vision and Targets for PWA as well as the Yearly Business plan is communicated to all staff;
- New work tasks as well as opportunities to attend seminars, study-trips, conferences etc. are shared among staff in an open, relevant and fair manner;

### 3.7 PWA Communication organization

The organization for communication at PWA includes regular positions for Public Awareness, Public Relations, International Coordination, Media, Library and Web.<sup>1</sup> There are so far no regular positions for the planning, monitoring and coordination of all communication activities. Planning and production of communication material is often initiated for a single conference or event. Communication staff belongs to different departments, sections and units, and coordination of their work has been weak.

Now a Communication team has been formed, and a work structure with communication planning and regular meetings for monitoring and follow up implemented. This is expected to improve the outcome of PWA communication (see below).

When planning PWA communication it should be considered that there are two main fields of communication:

- Activities *initiated by PWA*, as Awareness campaigns, PR activities, launching of reports produced by PWA, seminars and conferences organized by PWA, press releases, web news and articles, media initiatives = PWA decides on timing, planning, message, content etc.;
- Activities at events *initiated by other actors where PWA takes part*, as Water conferences in an outside Palestine, World water week, research seminars etc. = PWA takes part in an already decided structure/context, but can use these occasions strategically with material, message, networking etc. This second field often involves planning and engagement also from PWA staff taking part in these events.

### 3.8 A Strategy for Improving PWA Communication

A strategy shall express how to reach the targets decided on, considering relevant guiding documents and the human and financial resources at hand. It shall be based on analyses of the current situation and present the main steps to take.

Changes and improvements that need to take place in order to improve PWA Communication in line with the ambitions in the Communication plan identified by the Communication team are:

#### 3.8.1 A Strategy for Improving PWA External Communication

- *Improve organization for PWA Communication:* Form a Communication team with all PWA staff involved in communication (Public Relations, Public Awareness, Media, Web, Internal communication, Library and International coordination.) Hold regular meetings (every two weeks) in order to plan, report about and evaluate all PWA communication activities; The leader/head of the Communication team plans the meetings and monitors work;

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<sup>1</sup> See appendix 2-6 for a detailed descriptions of each of these positions.

- *Improved planning:* Produce a yearly Communication plan (including budget), with all PWA External and Internal communication activities. All PWA directorates and sections shall report about activities the coming year that needs communication support, and take part in the planning of these activities;
- *Produce Multi-purpose material:* Produce easy-to-update fact sheets about relevant issues, with a common PWA design, for print and web. Use these fact-sheets to compose relevant mixes of information kits for different occasions, as conferences, PR events, media activities, study visits, Public awareness campaigns etc. Also to be available at service providers and local authorities.
- *Organize Regular conferences:* Organize 3 - 5 yearly conferences/seminars/events for targeted audiences: Research community/teachers, service providers/local stakeholders, media, donors and private sector. For PR, networking and information sharing;
- *Produce Regular PWA Newsletter:* Produce a regular newsletter with “the latest” from PWA, as reports, publications, political initiatives etc. To be published by mail and on PWA Web;
- *Prioritize PWA Web:* Strategic use of PWA new Web is important. On the Web, information to all target groups - end users, service providers, teacher/school children, media, donors etc. – can be easily presented and up-dated. Resources for PWA Web, therefore, should be prioritized.

### 3.8.2 A Strategy for Improving PWA Internal communication

- Capacity building in Work organization and Management for all staff, and implementation of effective routines for the sharing of work related information on and between all levels at PWA;
- The establishment of a separate service for PWA Internal communication/Human Resources issues, with at least one person to lead and implement the work. This person shall be part of PWA Communication team. He/she shall produce and implement/lead implementation of a yearly Action plan for Internal communication, to be included in the PWA Communication plan;
- The activities shall include regular work related information in print (by mail or intranet) and regular staff meetings, for questions and discussions about work issues of concern;
- The activities shall include staff events and other activities for encouraging good relations and a good atmosphere in the workplace;
- A special focus shall be on facilitating and encouraging effective communication between PWA offices in the West Bank and Gaza. This includes improved technical solutions, use of Skype, mail, web and mobile, and the sharing of MoM form all relevant meetings. Staff at all PWA directorates/units shall have access to (and use) effective and practical solutions for communication.

# Appendices

# Appendix 1. PWA Sector Reform Communication Plan

Communication of the Water Sector reform is a major issue for PWA Communication the coming years and involves both Internal and External communication activities. Therefore, a special Communication Plan and an Action planning document for this communication has been produced (Appendices 1 and 2.)

## 1. Background

The Water Sector Reform, endorsed by the Cabinet of Ministers of the Palestinian National Authority 2009, is a comprehensive program of institutional and legislative reforms in the Palestinian Water sector.

The main *objectives* are:

1. With regards to institutions, the Sector Reform will establish strong (capable) and sustainable institutions within a legal framework that clearly defines their roles, responsibilities and the interface (relationship) between them.
2. With regards to infrastructure needs, the Sector Reform will improve water supply and sanitation strategies, policies, investment programs, project designs, and the implementation of projects, in an effort to substantially accelerate infrastructure development.
3. With regards to service provision, the Sector Reform aims to accelerate equitable access to a quality service, while providing improved efficiency and cost-recovery of effectively regulated water operators.
4. With regards to water resources management, the Sector Reform will help to build the institutional knowledge, policies, and monitoring and enforcement capacities, as part of an effort to achieve a more sustainable water resources management strategy.
5. With regards to water consumers, the Sector Reform will aim at improving water demand management awareness in line with the development of water conservation policies.

Complementary components for the sector reform are:

1. Institutional Water Sector Review (IWSR) proposed different sets of institutional arrangements and recommended the best institutional architecture that suit the Palestinian governing system, mainly Ministry of Water, regulator, and service providers. The new structure was the result of extensive consultation process.
2. Legislative Review (LR): provide a new water law that addresses the identified weaknesses within the current law and reflects the revised institutional architecture
3. Technical Planning Advisory Team (TPAT): is providing CB/TA to enable PWA and PMU to be more responsive to the sector needs. The TPAT will assist PWA to develop a new strategic vision according to the new structure, and to develop policies, strategies, regulations, master planning plans and investment plans for water resources and service provision.
4. Other TA projects identified as a result of on-going and/or completed projects such as:
5. Organization Development (OD): is assisting PWA and its affiliates in the transition towards the new architecture. The OD will also assist PWA to tackle the various challenges associated with improve water governance and water management.

## 2. A Strategy for Communicating the Palestinian Water Sector Reform

The Water Sector reform is a long-term commitment, addressing a number of issues in a number of institutions in the field of water and wastewater. To present a reliable and detailed time planning for the different steps of the reform and the effects of these steps for users and stakeholders is difficult, due both to the complex structure of the reform with interacting processes, and the general (difficult) situation in Palestine.

It is important that all information shared by PWA to users and stakeholders as donors, service providers etc. are correct and reliable. Public trust is a main value for PWA, and it must not be damaged by misleading or incorrect information published in its name. At the same time, it is important that PWA is open with the consequences of the reform for all persons and institutions that will be affected.

The Water Sector Reform aims at improving the performance of the Palestinian Ministries and authorities in the field of water and wastewater, and thereby also improves the water situation for the general public. Still, before informing the general public on a broader scale about the reform, the institutional improvements need to be reliable and sustainable. Otherwise, expectations about improvements that are not fulfilled due to delays can cause distress, irritation and mistrust among the users. To maintain the Public trust that PWA has today is very important.

**Of great importance is to strengthen the cooperation between PWA Gaza and West Bank in order to communicate the sector reform in both areas as effectively as possible.**

It can also be notified here that the reform does not address the issue of Israel controlling the water resources or the limitations in the Oslo Agreement on water and the unfair power balance in the Joint Water Committee.

A strategy for the Sector reform Communication therefore shall involve:

### **1. Reliable, trustworthy and correct information:**

PWA only communicates facts and figures about the Water reform that are correct. The Council of Ministers Steering Committee/Reform Coordination Unit shall decide them on, and a plan for implementation shall be outlined.

Issues, changes, reforms etc. that are still under discussion and might be altered will not be communicated outside the Water Sector Reform decision making bodies - unless there are special and identified arguments to do so.

### **2. Well defined target groups**

PWA is communicating the Sector reform to well-defined target groups, in line with their special needs and demands. Those target groups include politicians, authorities and employees that are affected by the reform in and outside Palestine; donors, researchers etc.

The general public will be directly and adequately addressed when issues of general concern are to be decided on. This includes issues concerning tariffs, accessibility of water, needs of new equipment etc. (They will of course also have access to information about the Reform presented on the PWA web.)

### 3. Information shall be easy to access

The main target groups for the Sector reform (during the first stage) have access to and use Internet and the Web. As these methods for communication are effective, quick, cost-effective, interactive, reliable and accessible both inside and outside of Palestine, they will be the main means for PWA Sector reform communication. Information on the web shall be correct, easy to find and frequently updated.

### 4. Mode of design shall be professional and correct

Design of Water Sector Reform material shall reflect that PWA is a reliable governmental institution working professionally with the reform, and that facts and figures shared are trustworthy and correct. Information shall be available in Arabic and English.

### 5. Use available arenas for communication

In order to obtain optimal reach for Sector reform communication, different arenas shall be used. This includes relevant local and national events – e.g. congresses, high-level seminars, ceremonies, the yearly World Water Day, where the water situation and the Sector reform can be highlighted.

## 3. Vision and Mission for Sector Reform Communication

*(The mission statement answers the question "What is our business?" the vision statement answers the question "What do we want to become?")*

### Vision

For PWA Sector Reform Communication:

The Palestinian Water Sector reform, aiming at guarantee all Palestinians sustainable access to clean water, is communicated to users, employees, donors and stakeholders in the field of water and wastewater with professional and effective methods. Communication about the reform is correct, adequate and easy-to-understand and promotes involvement, transparency, engagement and responsibility among users, employees and stakeholders involved in the reform and the international community.

Communication of the Water reform is in line with the vision for PWA External communication, namely:

“Users, employees and stakeholders in the field of Water and Waste Water in Palestine and relevant donors, international organizations and other partners know of, understand and embrace the rules and regulations for this sector; are well aware of the unfair distribution of rights and power in the water sector in Palestine and its consequences for the Palestinian people and society, and embrace Palestine’s rights and demands to obtain sustainable water solutions.”

### Mission

The main mission for PWA Sector Reform Communication is to facilitate the implementation of the Sector reform. Information about the reform shall be easy to access and understand, trustworthy and relevant; it shall contribute to the understanding for, acceptance and embracement of the reform and its implications for rules and regulations in the field of Water and Wastewater among water users, service providers, public and private partners and other relevant stakeholders; it shall contribute to the understanding of and commitment for the reform among employees on all levels in the field of water and wastewater, and to understanding of and support for the reform among donors and other relevant members of the international community.

The Mission for Sector reform communication is in line with the general Mission for PWA communication:

“By effective, relevant and trustworthy communication with water users, authorities, ministries and organizations in the water and wastewater sector and the international community, PWA Communication contributes to:

- Fair and effective delivery and usage of water and understanding of rules and regulations in this field;
- Effective treatment/usage/recycling of wastewater and understanding of rules and regulations in this field;
- The understanding of and support for fair water rights for all Palestinians;
- Fair, transparent and effective management of the water and wastewater sector.”

#### 4. Message for Sector Reform Communication

*(A Message shall in an articulate way express the core idea of an activity and shall be accepted, endorsed and communicated by all persons involved in implementing that activity. A pregnant message, conveyed in all activities, materials etc., is effective for impact and reach.)*

The main message/s for the Sector Reform communication shall be consistent with and support the guiding principles and targets for the Sector Reform. You cannot promise more than you can keep!

Here the principles and indicators recommended in the Draft White Paper on the Sector Reform in Palestine (December 2011) have been used for formulating main messages for the different reform areas:

*For Water supply (WS) reforms:*

Water – a social and economic good. With the reform, the service levels will improve  
There shall be equitable access to safe and sustainable water services

*For Waste Water (WW) reforms*

Re-use of treated waste-water will effectively increase water supply  
There shall be equitable access to services  
Our main principle is that the polluter pays

*For Water resource management (WRM) reforms:*

There shall be equitable allocation of resource

*For Sector Reform, over all*

Transparency is vital for effective management of the water sector – therefore, we invest in public access to information  
Public participation and Social responsibility  
Sector Sustainability – we work for long-term solutions  
This reform is for Palestine – it is needs driven – not donor driven



## 5. Organization for Sector Reform Communication

- The Transitional Communication Unit, headed by General Director, Yousef Awayes, is responsible for communication about the Sector reform;
- A Sector Reform Communication Task Team and a Project leader are appointed for the planning, coordination, approbation and implementation of Sector reform Communication activities;
- All Sector reform communication activities are coordinated with the regular PWA communication, and staff from the Communication unit are members of the Task team; The Task team is invited to all regular Communication unit meetings to report about on-going and planned activities and to facilitate coordination;
- Besides staff from the communication unit, staff from all other units and departments at PWA can be assigned to the Task team for shorter or longer missions;
- The Project leader is responsible for producing a yearly Action plan and a budget for the Sector reform communication, with support from the Task team and other relevant PWA staff and consultants;
- The Task team meets regularly (every two weeks recommended) to report about and evaluate on-going and completed activities and initiate new activities. The Project leader invites to and chairs these meeting. Notes are taken and shared to the Task team members, the Communication unit and to other PWA staff and consultant that can have use of this information;
- The Project leader monitors all activities and reports regularly to Yousef Awayes about delays, problems, outputs and successes; He/she also reports regularly to RCU and other relevant Sector reform committees and teams;
- The Project leader has regular contacts with the TPAT experts and their PWA counterparts, to be up dated on communication needs within the different reform fields (Water, Wastewater, Law, Economy etc.); When appropriate, they can also be invited to Task team meetings to discuss issues of concern;
- For issues concerning Internal communication Task team cooperates with the Task teams for Internal and Web communication
- The task team can use Communication companies when needed and if financing can be organized;

## 6. Coordination, Cooperation, Management & Communication

It is important to define what must be defined what areas of information sharing that the Sector reform communication shall encompass.

All work, and especially management of work, involves communication: people meet on regular, formal, informal, ad hoc or even secret basis to inform about, comment and process ideas, tasks, plans, documents, reports etc., and use phone, mail, letters, SMS, etc. to discuss and process issues of interest or relevance. There are meetings for top management, all staff, with stakeholders, partners etc.

A common purpose of this sharing of information and views, is to reach the point where you can make a decision – on e.g publishing a report, build a new waste water plant, engage in a project, invite to a seminar etc. The purpose can also be to keep staff and stakeholders well-informed and updated about plans, scenarios, events and other issues of relevance for effective work performance and results.

How efficient this sharing of information, cooperation and coordination is depends mainly on the work organization, work routines and management style: the structure for regular meetings and sharing of notes, informal information structures, informal and formal routines for the sharing of comments on documents, reports, how tasks and duties are assigned and monitored etc.

Well-planned Internal communication facilitates an effective flow of work information and effective decision-making processes. Still, the implementation of effective routines for internal communication will affect management issues as work organization, routines for decision-making and information structures.

In the case of the Sector reform, there is a set organization for decision-making and the sharing of documents, reports etc. on management levels. Improvements in this internal information flow must be planned in cooperation with and endorsed by those structures. The PWA Task team that is assigned for improving the overall internal communication at PWA can, if asked to do so, support the planning and implementation of such improvements.

An improved PWA web, with an e-library with easy access to all relevant Sector reform documents and reports and other information about the Sector reform is an important step to improve the flow of information in this field. The Task team assigned to develop a new PWA web will cooperate with the Sector reform Communication Task team on implementing these activities.

A conclusion of the above is that the main task for the Sector reform communication is to plan, organize and implement communication with *those parties that are affected by the reform but not part of the decision making bodies*. A detailed list is presented below.

## 7. Targets for the Sector Reform Communication

*(Formulating targets for an activity is a help to analyze what issues are most important to deal with. Targets shall at best be few, easy to understand, possible to achieve and possible to measure with qualitative or quantitative methods.)*

- Institutions, national and local authorities, ministries etc. in Palestine affected by the Water Sector Reform are well informed about why the Reform is initiated, what it includes and how and when the Reform will affect their fields of work;
- Stakeholders in and outside Palestine in the field of Water and Wastewater as donors, NGOs, researchers, students etc. have easy access to relevant and correct information about why the Reform is initiated, what it includes and the progress of the Reform;
- Sector reform officials and stakeholders can share and discuss Reform issues in effective and relevant ways (on the web, at seminars, workshops etc.)
- The general public is well informed about changes due to the Sector reform that will affect them, as changes in tariffs, modes of water use, payment of bills, the building of new water plants etc. There are opportunities for the general public to communicate with those responsible for the reform on issues of concern;
- All communication about the Reform initiated by PWA is correct, in time, relevant and well designed.

## 8. Target Groups for Sector reform Communication

*(Defining target groups help analyzing the most important receivers of information about an activity. As different target groups have different, interests, background knowledge, positions etc., communication shall be designed to suit their different needs.)*

### 8.1 Professionals in the field of Water and Wastewater

Staff and managers at institutions, authorities, ministries etc. that are affected by the Sector reform but not part of the decision making bodies, both local and central levels;

### 8.2 Service providers in the field of Water and Wastewater

Both private and public service providers need to be well informed about the reform and get the same message about changes, time planning;

### 8.3 Universities, Research institutes and students in the fields of water and wastewater;

They shall be supported to follow and discuss the reform and the outcomes.

### 8.4 International community, incl. donors and NGOs

They are important to reach as they can contribute with knowledge, funding and other support.

### 8.5 Water Consumers/ End Users

They shall be well informed well in advance about all changes that affect them, as changes in tariffs, supply, equipment, regulations etc. They shall also have the opportunity to communicate with relevant decision makers about the changes. Information shall be free of charge, relevant, easy to access and easy to understand.

### 8.6 Hospitals and other health institutions

Shall be well informed about changes that might affect the general health situation or activities in the health sector

## 9. Time Planning of Activities

Task leader for the Sector reform Communication shall be well informed about when decisions concerning Sector reform activities are to be taken in order to plan and organize communication of these activities.

It is not useful to start the planning of communication activities too early, as steps and plans of the Sector reform might be altered or postponed. Generally, it is more difficult to draw back or change

Communicating information that turns out not to be accurate will affect the trust in PWA, and complicates coming communication campaigns. Again - PWA communication needs to be relevant and trustworthy.

Templates have been develop to support simple transparent time planning of activities

# Appendix 2. Action Planning of PWA Sector Reform Communication

## 1. Background

As the Sector Reform is delayed, no reports, documents, decisions etc. have so far been finalized to the stage where they can be communicated to a larger audience.

As stated in the Sector Reform Communication Document, communication about Sector reform issues should not be initiated until finalized and totally agreed-on versions of reports, documents etc. at hand. If issues that are not finalized are communicated, decisions etc. might be changed – and the new version also needs to be disseminated. This does not only cause extra work for PWA communication staff; it will also negatively affect the confidence in PWA Communication among the groups we want to reach.

A first document, **National Water Strategy for Palestine**, is now being processed and a finalized version might be ready in a couple of weeks.

Team leader for Sector reform communication will organize communication of the report, with the following steps involved:

- Meeting with the authors of the report, in order to:
  - Identify one or several key *messages*: what is the main content of the report, what is expected to happen/not happen, what actions are wanted/not wanted etc.;
  - Identify appropriate target groups – who needs to be informed about/understand the content of this report?
  - Discuss what methods for communication are most effective for the different target groups – the full report, seminars, printed summary, web, Newsletter etc.
- Team leader Majeda decides about target groups, methods and message. She reports at a PWA Communication team meeting, in order to coordinate with other activities and engage other Communication staff (Media, Web etc.).
- Team leader organizes implementation of the activities, and reports regularly to the Sector Reform Committee and to Rawan Isseed and Ludo Prins about the progress.

During February, Team leader will also meet with the Sector Reform Team and discuss what decisions, reports, documents etc. that are expected to be finalized during 2013, and start planning communication for these issues.

- Team leader will also organize with a Design for all Sector reform communication material. As PWA also needs a design for all regular communication, Majeda will cooperate with PWA communication team on developing a design theme for all PWA Communication. A budget and cost proposal for Design needs to be outlined and decided on.

## 2. Internal Communication

The Sector reform is an issue of great concern for PWA employees. It will affect their daily work, their current position and sometimes also salary and career. It is a common view among staff that the information about the reform and the effects for PWA staff has not been satisfactory and needs to be improved.

During February, Team leader Majeda will plan and organize some activities. This includes to:

- Meet with staff at the different PWA directorates and identify what issues about the reform that needs to be sorted out/informed about. (E g when will the new organization and the process for reemployment be finalized and informed about; can PWA staff comment on/affect this process; how will the rooms in the new building be shared, furnished etc.)
- Discuss these issues with PWA top Management /Sector Reform committee and decide on methods for improving communication, e g regular meetings for all staff or on Directorate level, regular information in print/by mail, intranet etc. Team leader will find out what issues staff will be able to comment and affect, and what issues that the management of PWA decides on/already has decided on.
- Support organizing of regular staff meetings and other activities where PWA Management inform PWA staff about the Sector reform;
- Plan social and other activities for the period when the new organization is to be implemented and PWA moves to the new building. This is a great occasion for introducing new and better work routines and a functional work organization, and for supporting a creative, open and engaged work environment. It can include team-building for all new directorates, workshops on new work routines, organizing opening party, flowers and posters for all rooms etc. Team leader will outline a plan + budget for these activities, and present it for PWA Management/Sector reform committee.

# Appendix 3. Tasks and Units for PWA Communication, included in the PWA Communication Team Work

During spring 2013, the members of the Communication team produced a short presentation of their work, including a mission and a vision statement and analyzes of the main target groups and methods for addressing them. This activity was conducted with support of Communication Adviser, as “on job training”. These documents are presented below.

## 1. PWA Public Awareness

### Introduction

*PWA Public Awareness* work shall contribute to increased consciousness among the general Palestinian public about the complicated and unfair water situation in Palestine, and to respect and understanding for the rules and regulations, including tariffs, in this field.

**MISSION** for PWA Public Awareness work (=What is our business)

Make the general public in Palestine aware of PWA issues, to respect the Palestinian Water situation and the rules and regulations in this field.

**VISION** for PWA Public Awareness work (=What do we want to become)

PWA Public Awareness work contributes to effective and lawful use of water resources and public knowledge about the water situation in Palestine.

### Target groups

In PWA Communication Plan, three major fields of target groups are defined – Non-professionals, Professionals and Political level. PWA Public Awareness work involves mainly the first field, non-professionals. This field includes water users that are not professionally or politically engaged in water issues, as school children, women and farmers. Still, also Municipality officers are sometimes involved in/supporting Awareness campaigns and therefore a target group and partner also for Public Awareness.

Issues of concern are e g to teach school children from an early age how to use water with care. Women normally handle the water consumption in the household, and therefore need to be well aware of water scarcity, restrictions, regulations etc. Farmers need to be well informed about the water situation in their district and how to irrigate their land with respect for environment and water scarcity.

- TARGET GROUPS FOR PWA PUBLIC AWARENESS WORK
- School children 6 – 12 years
- School children 13 -17 years
- University students
- Women
- Farmers

### Analysis of target groups for PWA Public Awareness work

The number of persons included in the ambitions for PWA Public Awareness work is very large - it well exceeds one million. In order to work effectively with limited resources, the target groups needs to be well specified.

#### I. School children

There are around 2058 schools in the West Bank with altogether 676 772 students and 40 546 teachers.

Districts in the West Bank with most school children (in forms 1 – 12) are Hebron with 180 000 students, Nablus with 97 130, Ramallah with 80 748 students and Jenin with 76 991 students. (Figures from Ministry of Education, 2012-2013).

With the current resources, PWA Public Awareness work reaches a limited number of schools. The ambition is to increase the reach.

Area	Nr of Students	Nr of Schools	Nr of Teachers
West Bank	676 772	2058	40 546
Gaza	468 653	693	21 479
TOTAL	1 145 425	2751	62 025

#### II. Women

There are 457 357 households in the West Bank and 237 650 in Gaza. A household often holds at least two generations and at least one woman responsible for the household duties. The average number of members in a household is 6 persons.

#### III. Municipality officers

Municipality officers in the Water sector are important for support to/cooperation on Awareness Campaigns, as they have good knowledge about local issues and the local needs. The Service Providers have an Awareness unit that PWA also cooperates with.

There are some 400 municipalities and Village councils in the West Bank. An estimated number of officials to be addressed by Awareness campaigns is 800.

### Main methods for PWA Public Awareness work

PWA Public Awareness work shall reach out to a large audience. Therefore, it must involve a number of methods and one or several messages that are easy to understand and accept.

Example of methods:

- Visits to schools to inform about the water situation in Palestine
- Workshops /Training/Education + information packages for teachers and students
- Environment camps for students and Environment and water clubs in schools
- Production and distribution of leaflets, fact sheets, booklets, magazines etc. about the water situation in Palestine to schools
- Schedules, stickers, color books etc. for children to use, with message about the water situation

- Competitions for students, in making drawings, stories etc. about Water issues
- Activities during events as the Palestinian Water Day, Arab Water Day and International Water Day
- Training/education + information packages for Health clinic staff
- Cooperation with NGOs
- Media
- Web

TARGET GROUPS	NUMBER OF PERSONS	MAIN METHODS	PRIORITIZED ISSUES MAY – DECEMBER 2013
<b>1. SCHOOL CHILDREN</b>			
<b>West Bank</b>	676772	Production+ dissemination of information material	
<b>Gaza</b>	468653	Meetings/workshops for students and teachers Competitions Environment clubs	
<b>Total</b>	1145425	Media PWA Web Cooperation NGOs	
<b>II. WOMEN/households</b>			
<b>West Bank</b>	457357	Information material at Health clinics	
<b>Gaza</b>	23 650	Information material in mosques Cooperation NGOs Media	
<b>Total</b>	694007	Web	
<b>III. MUNICIPALITY OFFICERS</b>	800	Meetings, workshops Information material Web Also supports Awareness Campaigns on local level	

## 2. PWA Public Relations

### Introduction

PWA Public Relations work shall contribute to establish and maintain a positive image of PWA among PWA stakeholders. It is important that PWA is perceived as a trustworthy, engaged and effective institution, and well planned Public relation activities contribute to establish such a positive image.

PR activities can also involve PWA staff in order to support and enhance loyalty, motivation and involvement and improved cooperation between PWA & the relevant institutions.

PWA Public Relations work also includes practical support with documents, bookings, programs, material etc. to national and international delegations, teams etc. visiting PWA and support to PWA delegations with visas and other necessarily documents when going abroad.



The PR staff is also responsible for the maintaining and updating of a Contact database with names, addresses, phone number and mail to all relevant target groups/professionals in the Water sector. This register is used both for PR and other communication activities.

PWA PR staff plans, cooperates and coordinates the PR activities with all other PWA Communication staff. PR staff also cooperates on handling complaints to PWA.

MISSION for PWA Public Relations work (=What is our business)

Contribute to a positive and trustworthy image of PWA among staff and national and international stakeholders by organizing relevant and well planned PR Activities

VISION for PWA Public Relations work (=What do we want to become)

Providing with essential support for a positive view of PWA among staff and stakeholders-

### **Target groups for PWA Public Relations**

PWA staff

PWA PR activities for the employees shall contribute to strengthen the commitment and engagement among PWA staff and to a pleasant and professional work environment. This can include greeting cards for birthdays, Eid etc., activities to celebrate work achievements or other work related events. It also includes supporting staff with relevant fact material and items at conferences, seminars etc. in and outside Palestine.

#### **I. Professionals in the Water sector**

It is important for PWA to maintain good relations with professionals in the Water sector and with national and Ministry organizations in this field. This can include organizing yearly conferences for a targeted audience of professionals, in order to present and discuss issues of importance for PWA and for “networking” and to regularly support these contacts with information about PWA issues. PWA PR staff is responsible for establishing and updating contact lists for this target group.

#### **II. National and international organizations supporting/engaged in Water issues**

It is also of interest for PWA to develop and maintain good relations with organizations, NGOs etc. in the Water sector. This can include to regularly provide them with material about PWA issues and to invite them to PWA events. PWA PR staff is responsible for establishing and updating contact lists to these organizations.

#### **III. International teams and delegations visiting PWA**

PWA PR staff supports visitors to PWA on practical issues (bookings, pic up etc.) and with relevant material about issues of concern, in cooperation with arranging units/staff at PWA.

### **Methods and tools for Public Relations Activities**

PR work involves several methods and tools. The main are:

- Up-dated contact lists for all PWA staff + routines for addressing staff
- Up- dated contact list for PWA stakeholders + routines for addressing them on relevant issues
- Routines for organizing regular staff events

- Routines for organizing regular events for professionals in the Water sector, inside or outside PWA
- Routines for reception of and support to international delegations
- Routines for providing relevant material to PWA visitors and PWA staff when needed
- Support to develop relevant Information/PR material about PWA
- Routines for providing PWA Web with information about visitors, events etc.

TARGET GROUPS	MAIN ISSUES	MAIN METHODS AND TOOLS
I. PWA STAFF	Activities to strengthen the commitment and motivation among PWA staff; Support with PR material for work related journeys and events	- Organize staff events & activities for staff. - Organize and provide with PR material - Up-dated contact lists of PWA staff
II. PROFESSIONALS IN THE WATER SECTOR	Meetings and other events to promote PWA;  Provide with relevant PWA information/PR material	- Organize regular PR events - Organize and provide with information/PR material and activities - Up-dated contact lists of relevant persons in the Water sector.
III. ORGANIZATIONS IN THE WATER SECTOR	Meetings and other events to promote PWA;  Provide with relevant PWA information/PR material	Organize regular PR events - Organize and provide with information/PR material - Up-dated contact lists of relevant persons in the Water sector
IV. INTERNATIONAL DELEGATIONS VISITING PWA	Practical support to visitors as booking, pick-up etc.; Provide with relevant PWA information/PR material	- Routines for receiving and supporting visitors to PWA - Organize and provide with information/PR material

### 3. PWA Library

#### Introduction

PWA Library is the place in PWA where all reports, books and other main documents produced within PWA are collected and filed. Reports and documents about Water issues produced by other Palestinian ministries, national and international organizations, donors, and universities etc. that have been collected/available for PWA are also filed here.

PWA Library also stores information material as folders, posters, stickers etc. produced by PWA for certain conferences, events etc. and that can be useful also in other situations.

The ambition is that all relevant reports, documents and books about Water issues shall be easy accessible for PWA staff, students, visitors etc., in print or on line and according to international standards and systems. PWA Library shall, in short be the best place in Palestine for learning about Water issues!

#### MISSION for PWA Library (=What is our business)

Provide with and make easily available all relevant documents (books, reports, films, CDs etc) in the fields of Water and wastewater, in order to provide PWA staff and stakeholders with the most actual, interesting and relevant information about these issues.

VISION for PWA Library (=What do we want to become)

PWA Library is the most extensive, up dated and well equipped library in Palestine in the fields of Water and Wastewater.

### Target groups

1. PWA staff. They shall easily find all relevant documents, historical and recent, in PWA Library, when producing reports and other material, prepare for seminars, conferences etc. and for political initiatives;
2. Ministries and official Institutions
3. Students
4. Researchers
5. International organizations, NGOs, donor countries

Water related issues are important fields for research at Palestinian universities; and international organizations, NGOs and donor countries follow and are contributing to the development of the Palestinian Water sector.

### PLANNING OF COMMUNICATION FORM PWA LIBRARY

#### Main Methods and Tools

- A well-functioning electronic system for filing, updating and search of documents;
- Routines for providing the PWA Library with all relevant PWA documents;
- Routines for providing the PWA Library with copies of all information material produced within PWA;
- News letter to PWA staff and interested stakeholders about new publications in the Library.

TARGET GROUPS	MAIN ISSUES AND NEEDS	MANI METHODS AND TOOLS
I. PWA Staff	Provide with recent report, documents, etc., in order to be well updated on W and WW issues;  Provided with relevant documents when attending meetings, conferences etc., in Palestine and abroad	Effective electronic system for filing and search + effective routines for the provision of relevant documents;  Newsletter about new publications in Library;  Information on PWA Web about new publications;
II. Ministries and official institutions	Up dated on new reports and other relevant documents and information material from PWA;  Up-dated on other relevant publications in the fields of Water and Wastewater	- Regular visits to relevant institutions to inform them about news in the library; - Info at conferences and workshops; - Info at World Water day and other events
III. Students at universities	- Support to exam projects in the Water sector; - General support to studies in Water and WW-	- Student visits to Library, - Support to find relevant material in the library - Take part in events at Universities to inform about publications in PWA Library

IV: Researchers	- Specialized information about the Water sector, for research projects;	- Professional help to find relevant documents
V. International organisations, NGOs, donors etc.	- Up-dated on other relevant publications in the fields of Water and Wastewater; Specialized information about the Water sector, for developing projects, programs etc.;	- Regular visits to relevant organizations, for exchange of material and info; - Exchange of material and info at conferences, workshops, official meetings etc.;

## 4. PWA Media work

### Introduction

*PWA Media activities* have several purposes. Openness to media is essential in a democratic society. Palestinian and international media shall be served with relevant and accurate news about PWAs activities so that they can present, debate and scrutinize the water sector. Media contacting PWA for interviews, facts, comments etc. shall be professionally and accurately supported. The media unit shall prepare press releases and organize press conferences on issues of concern for PWA and support the PWA staff taking part with relevant back ground information. They shall also provide material for PWA Press room on the PWA web and keep track of and report about the media coverage of PWA issues.

PWA Media shall be trained to handle catastrophes and crisis, as pollution of water, water scarcity that can affect the health situation, attacks on water systems etc.; and also eventual media accusations about mismanagement of Water issues, corruption etc.

PWA Media activities shall contribute to increased consciousness in Palestine and abroad about the restricted and unfair water situation in Palestine and to understanding of the laws, rules and regulations in this field. It is essential that facts and figures presented to media are correct and views and standpoints presented are true and well considered.

***Spokesperson: media department will provide trained and skilled Spokesperson, in-cooperation with the PWA minister and General Directors, a spokesperson available 24/7 to provide information, briefings, and answering media questions regarding any issue of PWA. A professional training will be given for all the people might appear in media.***

#### MISSION for PWA Media Activities

*(=What is our business)*

By professional and accurate support to Palestinian and international media, promote an accurate view of the Water situation in Palestine and democratic media coverage of the Water sector.

#### VISION for PWA Media activities

*(=What do we want to become)*

PWA Media unit provides the best support to Palestinian and International media, thereby contributing to a fair, democratic and accurate coverage of the Palestinian water situation.

## Target groups

For media activities, the journalists and editors at relevant media are the primary target groups. Still, the aim for the media activities is to reach out to the audience – readers, listeners, viewers - with relevant, true and up-dated information about the water situation in Palestine and the work of PWA.

- Palestinian media – radio, TV, magazines and newspapers

There are about XX Palestinian radio stations, XX TV-channels, XX daily's and xx Magazines that are prioritized for PWA Media activities and that are invited to Press conferences, seminars etc., and that receive press releases.

- Relevant International media

It is important to support these media with facts, maps, stories, pictures, quotas etc., in order to facilitate the production of articles and feature stories.

## Methods and tools for Media activities

PWA Media activities aims at making journalist interested in covering/investigating water issues with a focus on the complicated and unfair situation in Palestine, and supporting them with correct, relevant and up-dated facts, figures, quotas, stories etc. The main methods and tools are:

- Produce press releases and/or organize press conferences on “news” from PWA (reports, standpoints, events etc.;
- Organize press seminars for Palestinian journalists, in order to keep them up dated on Water issues of importance;
- Support the Minister and PWA staff with material, facts, standpoints etc. before interviews;
- Produce and distribute a regular News-letter for media, with information about coming events where the Minister or other PWA representatives will participate
- Cover activities where main PWA issues are launched/debated/presented, and write articles for PWA web and News-letter;
- Support national and international media contacting PWA for interviews and information;

TARGET GROUPS	MAIN ISSUES	MAIN METHODS
I. Palestinian Media - Radio - TV - Newspapers - Magazines	Continuous up-dating on PWA issues  News for the general public about new tariffs, water scarcity etc.;  Facts, figures, reports etc. about Water scarcity and other constraints	Press releases Press conferences Press seminars  Personal contacts with journalists covering water issues  Newsletter on PWA events PWA Web, Press room
II. Relevant foreign media - Middle East - Europe, US	Up-dating on main PWA events;  Facts, figures, reports etc. about Water scarcity and other constraints	Newsletter on PWA events  PWA Web, Press room  Regular up-dating about the Palestinian water situation, with facts, maps, stories, quotas etc.

## 5. PWA External Activities

### Introduction

PWA External Activities are all events about Water issues in Palestine and abroad that PWA organizes/supports or is invited to take part in. Some examples of regular events are the yearly Palestine Water Day, Stockholm Water Week and the Water Week in Beirut. There are also several non-regular events organized by donors, NGOs, international organizations in this field every year, addressing issues of concern for the water sector and environment. These events are often very useful for informing about and launching the Palestinian Water situation and for networking with stakeholders in this field.

### Planning and Preparations

Participation in these events often demands thorough planning. Applications and proposals to the arranging organization on participation, arranging a separate booth, seminar, event etc. generally need to be submitted long time in advance. PWA also has to decide who from PWA shall take part, how they shall prepare, what material (reports, speeches, press material etc.) to produce and/or bring, budget and financing.

### Steps to consider

- Notification to Communication Team about all relevant international and national events in the fields of Water and Environments + including them in the Communication Action Plan;
- Decision on whether or not PWA shall take part in the events to come, eventually with a recommendation from Communication team. The recommendation shall build on analysis of how participation can contribute to PWA goals, needs and interest;
- Application documents to be ready in time;
- Appointment of a delegation from PWA, eventually with a recommendation from the Communication team;
- Decision on main message for the conference and on material, gifts, speeches, booth, seminars etc. and eventual cooperation with other organizations, ministries etc.;
- Budget and financing;
- Information and guidelines for all PWA participants;
- Follow up – main achievements, obstacles, failures etc.

## 6. PWA New Web

PWA web is currently not included in the Communication team organization. A special web team, with representatives for all PWA directorates, is providing the web with new material, and an Editorial team selects material and edits the texts. As the web is a most important tool for all communication activities, routines for cooperation between the two teams will be developed.

# Appendix 4. SWOT analysis of PWA Communication

This SWOT analyze was carried out by PWA Communication staff during workshops and meetings autumn 2011 – spring 2012. It forms the base for the Communication plan and other documents and recommendations on improving PWA Communication.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Presence of Donor Communities</li> <li>2. Donner Platform (Water Sector Group)</li> <li>3. NGOs Platform: EWASH</li> <li>4. Diplomatic mission</li> <li>5. The qualified PWA Staff</li> <li>6. PWA Website and EWASH Website</li> <li>7. Advocacy campaigns</li> <li>8. Availability of fund</li> <li>9. The Existing different internal by laws and regulations</li> <li>10. The availability of data bases &amp; information</li> <li>11. Availability of internal communication</li> <li>12. Committed Staff to work in the reform</li> <li>13. Reports, publication</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of Human resources for communication</li> <li>2. Dependence on External consultants.</li> <li>3. Non Functioning PWA website</li> <li>4. People goes to international events with no unified message</li> <li>5. Preparedness period for any event is in the last moment (lose chances)</li> <li>6. Representatives of PWA to certain events are not the suitable persons.</li> <li>7. Poor internal communication</li> <li>8. Lack of Knowledge about other PWA functions and projects.</li> <li>9. No clear tasks or job description for many employees within PWA</li> <li>10. Lack of cooperation between PWA Staff</li> <li>11. The library should be more efficient as it is a main source for the external communication, e g electronic system, better environment</li> <li>12. No Regular bulletins or newsletter.</li> <li>13. Delay in issuing reports.</li> <li>14. The Quality of the presence data and information (scattered, not complete, not up to date).</li> <li>15. Absence of motivations and appreciation.</li> <li>16. Poor media campaigns</li> <li>17. Internal Conflict within PWA Staff.</li> <li>18. External conflict between PWA and other ministries.</li> <li>19. Media dep. have no access on the website</li> </ol>	<ol style="list-style-type: none"> <li>1. International Events</li> <li>2. Existing Plat forms (WSG and EWASH).</li> <li>3. Advocacy Campaigns are utilized for Palestinian water rights.</li> <li>4. Availability of funds and Donors are ready for the support</li> <li>5. The endorsement of the reform project by the cabinet.</li> <li>6. Cooperation with Palestinian and international related institutions.</li> <li>7. Taking the risk.</li> <li>8. Partnership with other stakeholders.</li> <li>9. Connecting with Alumina from different courtiers.</li> <li>10. Participating within different groups (Humanitarian and others)</li> <li>11. Streamlining, creating efficiencies and leveraging talents</li> </ol>	<ol style="list-style-type: none"> <li>1. Other stakeholders and Institutions oppose the reform</li> <li>2. Possibility of Reform failure.</li> <li>3. PWA Staff Not any more interested in Reform.</li> <li>4. Donors decide not to support Water / wastewater sector.</li> <li>5. Consultants decide to leave PWA.</li> <li>6. Absence of motivation and appreciation.</li> <li>7. Disseminating messages without full knowledge of what is going within PWA specially within the decision maker ( related to political issues)</li> <li>8. Increase Load on employees., Stressed and overworked staff</li> <li>9. Budget or Donor restrictions.</li> <li>10. Public Perception of the information and the massaging.</li> <li>11. Conflict between PWA and Responsible with other stakeholder</li> </ol>

# Appendix 5. PWA Communication Activity Plan April 2013 - 2014

As stated in the Communication plan, the Communication team shall produce a yearly communication plan where all PWA communication units and tasks are included (Public Awareness, Public Relations, Media, Library, External Activities, Sector Reform Communication and Internal communication).

A common plan will facilitate coordination of activities, cooperation among staff and effective use of available resources, with positive effects for impact and reach of PWA communication.

Below is the first Activity plan, produced by the team spring 2013. Although not fully completed, it will facilitate planning, monitoring and follow up of PWA Communication activities and also cooperation between the team members.



**COMMUNICATION ACTIVITY PLAN: February 2013 – June 2014**

**1. External Events**

<b>Time</b>	<b>ACTIVITES</b>	<b>PLANNING</b>	<b>COOPERATION</b>	<b>ESTIMATED COST</b>
<b>All over</b>	EWASH meeting every month	Participate in meetings and update them on PWA activities while also be updated about their activities	Majeda	
<b>March 2014</b>	Arab Water Day		The team	
<b>March 24+25</b>	International Water Day	Official ceremony on 25, and Water Revelation on 24, prepare necessary materials, arrange with the participants	The team	27600
<b>All over</b>	E. Newsletter	E. newsletter every month	Abeer	800
<b>January</b>	Film production	10-15 M film about the activities of PWA in 2013	Abeer	10000
<b>Total</b>				<b>38400</b>

## 2. Public Awareness

TIMING	ACTIVITIES	PLANNING	COOPERATION	ESTIMATED COST\$
January 2014	Story with pictures	Story with picture targeting children from 4-8 years	Rana	3000
<b>March 2014</b>	<b>Story writing</b>	<b>Children from 9-12 will be writing a story about water and the best will get a reward</b>	<b>Rana + Ministry of education</b>	<b>6000</b>
<b>March</b>	<b>Booklet</b>	<b>For school children provide information about water</b>	<b>Rana</b>	<b>8000</b>
<b>January</b>	<b>Production of TV &amp; Radio sports</b>	<b>The idea is to inform the Palestinians about water issues , using the free media</b>	<b>The team</b>	<b>8000</b>
one in June 2013 ; one in December 2013, and another one in June 2014	Workshops (housewives, women preachers, councils)	North - Middle- South Dealing with different topics and categories	directorates, the Ministry of Endowments, Ministry of Education	3000\$
Begins in September and to be ready in November and finalized in February 2014	Drawing and writing contest	Seventh until the eleventh grade, need sorting and format, prizes, advertising, place	Ministry of Education, PWA artists	5000\$
Starts in June 2014 and ends in June 2014	Puppet Theatre	Playwright, writer, 15 pattern, Duration of 15 minutes	External cooperation Media department	\$20000
Begins in May and to be ready in September	Review health and environment subject	Review the curriculum, organize activities in conformity with the subjects	With the Ministry of Education	
Starts in February 2014	Environmental clubs	3 schools, wastewater gardens, prepare students to lead clubs, training, awards	With the Ministry of Education	10000\$
Starts in July	Coloring story	Painter, story writer, Print + Design, CD		\$5000
Begins in May 2014	Awareness magazine	Includes stories, games, drawings and need printing and design		6000\$
Begins in April	A Water kids	A window in the website provide a game and film for children		12000

Other activities during the year relate to other ministries and institutions; organize awareness lectures

### 3. Public Relation

TIMING	ACTIVITIES	PLANNING	COOPERATION	ESTIMATED COST
	Database	Database needs: Program Periodic update	Minister's Office, departments, institutions, ministries, IT, website	
	Uniform / formal	1 – receptionists / uniform. 2 - drivers. / Uniform. 3 – Messengers / uniform. 4 - The general appearance of the staff.	Minister's Office, Administrative and Financial Affairs, departments, shops.	\$2000
	Identification card	Example / receptionists / drivers / messengers. 1 - Prepared 2 days before the meeting. 2 – Cards for managers and offices, Etc.	Administrative and Financial Affairs, departments, reception, Print shop	2000\$
	Gifts are divided according to the need and importance	Example: 1 - for visitors / institutions / staff	Minister's Office / Administrative and Financial Affairs, departments, printing and commercial shops.	\$6000
Throughout the year	Official events include internal and external Cards & Letters	Example - cards for religious and national holidays / <del>congratulations and condolences</del> Letter regarding the issuance of visa and permits to consulates and diplomatic representatives.	Minister's Office, institutions, departments and ministries, Website, IT, design programs, administrative and financial affairs.	\$1000
Throughout the year	Social relations of the Water Authority	1 - Example / celebrate formal occasions as labor day .. 2 - Organize an annual trip.	Minister's Office / departments , administrative and financial affairs, / /tour companies/ media coverage	\$1000
Throughout the year	voice message	Record a message on the central phone –extension numbers for departments ...	Paltel company ,administrative and financial affairs	\$500
	Text messages and multimedia messages	Sending a message that includes an idea the Water Authority wants to disseminate via cell phone, a national product, advertising boards on the roads	Paltel company, companies, civil society, administrative and financial affairs, the printing press, departments, the private sector	5000\$

September	Annual agenda: 1000 copies	Example: Annual Calendar. / Water Authority message and vision.	Minister's Office, departments, <b>awareness, media, administrative and financial affairs, and the printing press</b>	2000\$
Throughout the year	Periodic visits: Inside and outside the institution	Networking with institutions and ministries and strengthening the relationships. <b>Such as briefing sessions within the institution/ outside field visits. / workshops... Etc.</b>	Institutions, ministries, public relations committee in the ministries, Minister's Office, departments, such as the library, laboratory, <b>awareness, Media coverage</b>	
	Entertainment activities	Example / Create a sports team to the Palestinian Water Authority (PWA)	Administrative and financial affairs, institutions, departments such as the Ministry of Youth and Sports, printing press, media coverage	\$1000

	Water friends	Create a group of ages <b>between 22-32 that are aware of water and environment issues</b>	Training, civil society institutions, universities, human rights institutions, municipalities, departments, media coverage	
	Complaints Fund	- Having a complaints box at the entrance of the authority - On the authority website within the complaints and suggestions category	Minister's Office, administrative and financial affairs, departments, IT,	150\$
	Ideal employee-Reactivation		Administrative Affairs / Head of Power IT & WEP	
Throughout the year	General appearance of the institution	1 - Decent reception <b>and good furniture ....Etc.</b> 2 - Organizing hall meetings and equipping them	Administrative and Financial Affairs / <b>printing and commercial shops</b>	\$1500
Throughout the year	Coordination with directorates	Coordinate with other departments regarding activities inside and outside the Water Authority / <b>all employees must be informed about meetings and activities that involve them</b>	Minister's Office / Departments / media coverage	
	Visitors' record	Visitors' record	Administrative affairs / Reception / Minister Office / <b>printing press</b>	\$150

	Reception staff	Training Course on the work mechanism such as the way to answer the phone and welcome guests and visitors	Training bodies	
Throughout the year	Visitors to the institution & delegations	1 - The organization of official visits and supervision of the Protocol 2 - The action program of the visit 3 - Develop a program for delegates and visitors 4 - Arrange hotels reservations for them 5 - kind hospitality	Minister's Office / Administrative and Financial Affairs	
	CD Introducing the institution	Provided with the gift for visitors		5000\$

#### 4. Library

TIMING	ACTIVITIES	PLANNING	COOPERATION	ESTIMATED COST
	Archiving system	Electronic program, classification and indexing, training, maintenance, books entry	A competent company of libraries system, computer department, Website	\$10000
	Periodic visits	Private institutions, universities, ministries, colleges	Administrative and Financial Affairs, services, departments	
	Exhibitions	Organize exhibitions for Water Authority in conferences and workshops both internal and external (internal a week ago, and external one month ago)	Departments, competent authorities, the media	
	Visits to the Library by institutions and universities	Welcoming students and researchers and provide them with the necessary information	Administrative affairs to secure the right atmosphere of the library, Media	
	Symbolic gifts	Provide visitors with a commemorative bundle from Water Authority	Administrative and Financial Affairs	\$3000
	equipping the library	Provide a budget for library in order to be able to re-print some materials or buy necessary periodicals to enrich the library	Administrative and Financial Affairs, participants in conferences	\$5000

## 5 Media

TIMING	ACTIVITIES	PLANNING	COOPERATION	ESTIMATED COST
	Field visits	Project aimed at documenting and monitoring of areas that suffer from lack of water	Minister's Office, departments, projects unit, Water Department	
	<ol style="list-style-type: none"> <li>1. Workshop for the staff of the Water Authority.</li> <li>2. Press conference</li> <li>3. Environment Day</li> <li>4. French Film Festival</li> </ol>	<ol style="list-style-type: none"> <li>1. Designed to train concerned people how the media works, difference in language between the three media methods, the difference between news, statement, news report. Location: the Water Authority.</li> <li>2. Press conference intended to provide the media with the most prominent issues and obstacles that have been faced in the past period and update their figures if there are any changes.</li> <li>3. Publish an article talking about environmental issues need to be resolved.</li> <li>4. A series of events and activities will be over more than six months</li> </ol>	Departments, relevant institutions	\$3000
	Workshop for journalists	There are some journalists who have become specialists at environmental issues and to benefit from them, a workshop has to be organized with water authority officials. To welcome them and contribute to the strengthening of relations. Direct them to the issues that we as officials want to be highlight	Shaddad Attili, Director generals	
	Film about water	Prepare a film once a year and each time highlights a particular case	Water Authority, a competent authority,	\$10000
	<ol style="list-style-type: none"> <li>1. French Film Festival</li> <li>2. Participation in covering international conferences</li> </ol>	<ol style="list-style-type: none"> <li>1. A series of events and activities will be over more than six months.</li> <li>2. Stockholm Conference</li> </ol>	Directorate General of Training, Office of the Minister, involved authorities	
	Radio and TV Spot	Intended to deliver a message to citizens	Local television and radio	\$8000

			stations	
	spokesperson	1) Training on speech, 2) A & Q website	All departments	0
	Press conference	Press conference intended to provide the media with the most prominent issues and obstacles that have been faced in the past period and update their figures if there are any changes.	Depends on the material presented at the conference	
	1. Workshop for journalists 2. Informational meetings	There are some journalists who have become specialists at environmental issues and to benefit from them, a workshop has to be organized with water authority officials. To welcome them and contribute to the strengthening of relations. Direct them to the issues that we as officials want to be highlight Media meetings will continue throughout the year	Depends on the proposed subject	
	Radio shows	Organize radio threads to present water issues starting from February and continue throughout the year, ranging from half an hour to an hour	Directorates	\$250 Each episode
	Extensive media coverage on the Arab and world water days	Provide the media with the most prominent events and activities, providing them with related messages, organize media meetings (written audible and visible choose a hot issue and highlight it		
	Radio Flashes	Issue to be presented rapidly and repeatedly throughout the day, especially at rush hour	Departments, Dr. Shaddad Attili	\$5000

- Cover periodic workshops
- Meetings Coverage
- Organization of media meetings
- Provide radio with reports and news articles
- Billboard preferably to be used three times a year in different locations and governorates. Cost of \$ 5,000 per one



## 6. Internal communication

	<b>ACTIVITES</b>	<b>PLANNING</b>	<b>COOPERATION</b>	<b>ESTIMATED COST</b>
	Internal activities	Inform the staff of the Authority on the main activities for the week and their location	Various directorates	
	Steering meetings	Hold a monthly meeting for all employees to keep updated		
	Quick messages	Send messages that has beautiful light and inspiration so that employees start their work actively		

## 7. Sector Reform Communication

TIMING	ACTIVITIES	PLANNING	COOPERATION	ESTIMATED COST
	Water Sector reform publications	Unified design, unified information about all publications, brochure, booklet and other	Non-governmental organizations, donor countries, the local community, ministries	2000 USD for design only
	Issue the donors booklet	Identify active parties and countries at the water authority		
	Follow up water sector strategy	Workshop that includes a presentation on the activity, take Comments Approval from the Cabinet of Ministers	Water providers, civil organizations, ministries, workers at water sector	
	Issue a summary about publications	Design and produce publications in both languages Arabic and English	Authorities working at the water sector, ministries, professionals, institutions, municipalities, providers	25000 USD
	Water law	Prepare a booklet that explains law in both languages Arabic & English	Relevant ministries, workers at water sector	3500 USD
	Tariff regulation	Brochure about it	Municipalities, civil organizations, donors, ministries	2000 USD
	Loss reduction strategy	Organize workshop for PWA directorates and municipalities		
	Pilot plan for Salfit area	Needs funding		
	Regulation of establishments' link to public network	In final revision at the Cabinet of Ministers		
	Workshop on reform program	PWA staff		
	Database	Institutions, ministries and civil organizations		