

Water Awareness Strategy

Palestinian Water Authority (PWA)

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Draft

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Executive summary

1. BACKGROUND

In reference to the communications strategy carried out for PWA in early 2014 and the water authority strategic plan (2016 -2018), this awareness strategy is developed to direct and assess the sector in achieving its goals and ambitions, and overcoming its issues and concerns. This can be achieved by guiding PWA and its partners in planning, managing, implementing, and measuring a variety of awareness campaigns and activities for the next 10 years. All activities and initiatives will be targeting first and foremost the Palestinian public.

Based on the priorities of the water authority strategic plan and the sector's issues as identified by the Palestinian Water Authority, the below points will be addressed and tackled in this awareness strategy:

Water Rights	<ul style="list-style-type: none"> • Oslo agreement (article 40, Joint Water Committee). • Apartheid wall • Settlements, nuclear waste, pollution in Gaza
Water resources management	<ul style="list-style-type: none"> • Water resources definition • Water conservation, • Water harvesting, water protection
Water system planning management	<ul style="list-style-type: none"> • Unaccounted for water, • Water future projects • Quality and fair distribution • Infrastructure projects coordination
Society commitments	<ul style="list-style-type: none"> • Collection and revenues • Water theft, water conservation • Education
Water law and regulations	<ul style="list-style-type: none"> • Water sector structure, • Water law, • Water institutions and responsibilities
Water innovation	<ul style="list-style-type: none"> • Water and technology • Water competitions
Wastewater management	<ul style="list-style-type: none"> • Wastewater treatment plans • Grey water. • Cesspits construction standards, health and hygiene
Private sector influence	<ul style="list-style-type: none"> • Targeting water issues CSR campaigns • Water sector support and cooperation
Water policy	<ul style="list-style-type: none"> • Gender policy and employment, • Water services standards • Water projects standards
Water desalination	<ul style="list-style-type: none"> • Infrastructure projects • Financial and social support

2. SITUATIONAL ANALYSIS

2.1 Priority Issues

The below table summarizes the imperativeness of each water issue in relation to this awareness strategy:

Issue	High Priority	Mediocre	Low priority
Society commitments	✓		
Water resources management	✓		
Wastewater management	✓		
Water desalination		✓	
Water policy			✓
Private sector influence		✓	
Water innovation			✓
Water law and regulations		✓	
Water system planning management	✓		
Water rights		✓	

These issues might have negative consequences on the water sector if the awareness strategy is not implemented according to the above priorities. These consequences may include:

- Pollution and exploitation of water resources

- Lower collection rates
- Less public support to the sector's issues, and PWA and its partners
- Less amounts of water provided by the Israeli side.

2.2 SWOT ANALYSIS

The below diagram manifests the strengths, weaknesses, threats, and opportunities of the water authority and sector in terms of running communication and awareness activities and campaigns



3. OBJECTIVES

This is a 10-years awareness strategy that aims to raise awareness for numerous issues in the water sector, targeting different groups, with different messages, through different channels and tactics, at different times and locations. Hence, all issues have been combined to develop general and long-term goals as follows:

4.1 GENERAL OBJECTIVES

Influencing, educating, and changing the Palestinian public's culture, behavior, and attitude towards water issues including collection, resources, and wastewater.

Advocating locally, regionally, and internationally for water rights, sector's status quo, and PWA's ongoing and future projects

4.3 SPECIFIC OBJECTIVES

Trying to be more specific and building a set of objectives that can later be measured and assessed, the below objectives have been identified:

Influencing and changing the behavior of approximately at least 50% of younger generations, NGO, donors, international organizations, private sector organizations, and decision makers and influencers in the society towards different issues during the first 7 years of this awareness strategy. This would come after measuring the Palestinian public opinion (West Bank and Gaza) about each of the aforementioned issues through quantitative (e.g. surveys, opinion polls) and qualitative researching methods (e.g. social experiments, focus groups, in-depth interviews with decision makers) during the first 3 months of the 10-years action plan.).

This can be achieved through the below objectives:

1. Educating the public on the importance of water, the imperativeness of the sector, current and future projects, and what urgent water issues we are facing as Palestinians.
2. Informing the judiciary and law system about the new water laws and regulations, the structure of the sector, and the role of each organization
3. Raising awareness among the general public and water service providers on protecting and reserving water resources , this includes un-accounted-for water, water theft, and pollution.
4. Incentivizing and urging the general public to pay water bills
5. Incentivizing and urging the general public to follow wastewater regulations
5. Advocating for water rights on a local, regional, and international basis to protect water resources from Israeli evasion of international law and fundraise for future projects.
6. Improving the awareness of the private sector to enhance investment and PPP in water sector (in terms of CSR and startups innovation)
7. Educating the general people on water harvesting issues as well as justifying and winning public support towards water-cuts
8. Educating water service providers on quality and fairness in water distribution
9. Gatehring support for the desalination project in Gaza while raising awariness to the pollution crisis taking place there.
10. Promoting gender equality in the water sector

4. *STAKEHOLDERS AND TARGET AUDIENCE*

4.1. *DEFINITIONS*

- Stakeholder: any group or individual who can affect or is affected by the achievement of PWA's purpose and objectives
- Target group: any group or individual who PWA intends to target to achieve its purpose and objectives.

4.2. *PRIMARY TARGET GROUPS*

- The general public: all citizens
- Policy and decision-makers: Senior government officials, ministers.
- Politicians: parliamentarians and councilors;
- Government technocrats: technical experts ,engineers, hydrologists, climatologists, economists, sociologists as well as government extension workers who have direct contacts with other target audiences such as water users;
- Private sector/civil society: Non-Governmental Organizations (NGOs), water service providers and the entire business and private sector.
- Schools and academic institutions: school-going youth, school clubs, teachers and teacher associations, universities, training centers, academics and curriculum developers.
- Water users: recipient communities or beneficiaries and user communities such as farmers, irrigators, community water committees and other sectorial water users such industries, commercial undertakings
- Funding agencies: Cooperating partners or donors, Ministry of Finance and other partners that provide technical assistance

4.3. *SECONDARY TARGET GROUPS*

- International community: individuals, universities, think tanks, humanitarian, etc.
- Startup incubators, accelerators, and VCs

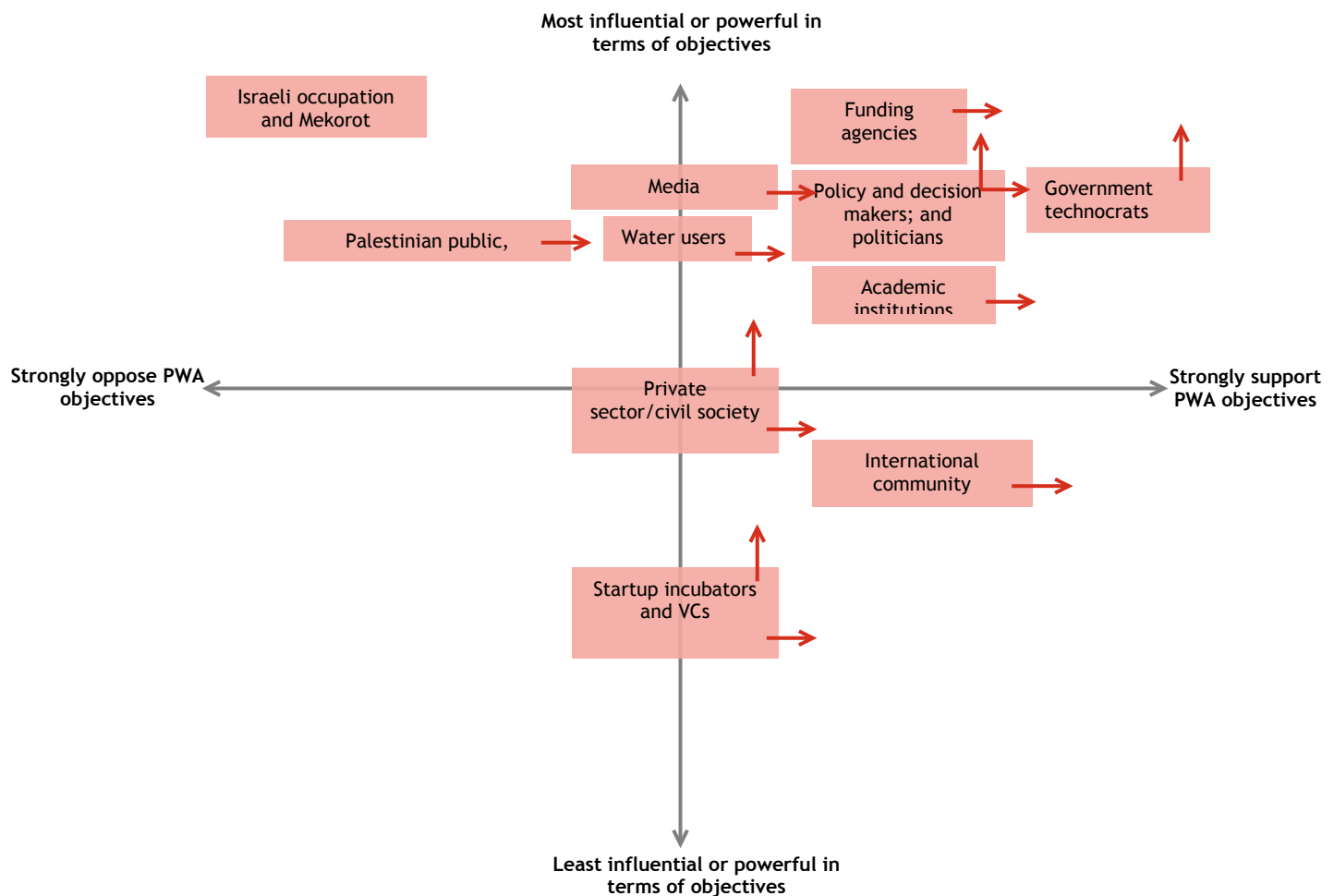
4.4. **TARGET GROUP PRIORITIZATION**

The below table shows the imperativeness of each target group in relation to water issues and awareness campaigns:

Issue	High Priority	Mediocre	Low priority	Target Groups
Society commitments	✓			Public, schools and training institutions, water users, media
Water resources management	✓			Public, schools and academic institutions, water users, government technocrats, funding agencies, media, policy and decision makers
Wastewater management	✓			Public, schools and training institutions, water users, government technocrats, media, policy and decision makers
Water desalination		✓		Funding agencies, media, private sector/civil society
Water policy			✓	Policy and decision makers, politicians, government technocrats
Private sector influence		✓		Private sector/civil society

Water innovation			✓	Private sector/civil society, start up incubators and VCs, , government technocrats
Water law and regulations		✓		Policy and decision makers, politicians, government technocrats
Water system planning management	✓			Public, policy and decision makers, politicians, government technocrats, water users, funding agencies
Water rights		✓		Public, international community

4.5. **STAKEHOLDER ANALYSIS AND POWER-MAPPING**



The above stakeholders shall react to the awareness activities and campaigns as per the following

- Funding agencies: should increase its support to the sector through funding
- Policy and decision makers; and politicians: should follow and support the sector's laws and regulations as well as the system management planning and policy to become more influential to the sector.
- Academic institutions and schools: awareness campaigns shall target these institutions to gain youth's support towards objectives of the sector.

- Government technocrats: should follow the sector's laws and regulations as well as the system management planning and policy to become more influential to the sector.
- Media: should increase its support all campaigns through dissemination of news and production of publicity material
- Water users: should increase their support to the sector by saving and protecting resources, and abiding to water law and regulations.
- Palestinian public: should become more aware of water issues, and therefore, increase its support to PWA objectives.
- Private/civil society: should become more interested in supporting PWA objectives, and therefore, more influential to the sector.
- Startup incubators and VCs: should become more interested in innovating in water issues, and therefore, more influential to the sector.
- International community: should increase its support to the Palestinian water sector through advocacy and lobbying
- Israeli Occupation and Mekorot: PWA has little control over this stakeholder group, however, targeting politicians and the international community might lower the Israeli evasion of international law.

5. CONTENT AND MESSAGES

5.1. MESSAGE POSITIONING

In its communication with different target groups, the water sector shall position its messages as follows:

Target Group	Character/ persona	Tone	Language	Purpose
The general public	Authoritative , patriotic, professional, and warm	Direct and honest	Serious and simple	Educating, informing, convincing
Policy and decision makers	Friendly, professional	Direct	Serious and simple	Convincing and engaging
Politicians	Authoritative , professional	Direct	Serious and technical	Convincing and engaging
Government technocrats	Authoritative , professional	Direct	Serious and technical	Educating, informing, convincing, and engaging
Private sector/civil society	Friendly, professional, warm	Indirect	Serious and simple	Informing, convincing, and engaging
Schools and academic institutions	Friendly, professional, warm	Indirect	Serious and simple	Educating and informing
Water users	Authoritative , professional	Direct	Serious and technical	Educating, convincing, and engaging

Funding agencies	Professional, warm	Direct	Serious and technical	Convincing, engaging
Media	Professional, authoritative , friendly, warm	Direct & Indirect, honest	Serious and simple	Educating, informing, convincing, and engaging

5.2. ***TYPES OF MESSAGES***

PWA will be using two types of messages in their awareness campaigns and activities to achieve its objectives. These messages will be used regardless of the target group, and should be used simultaneously:

Rational Messages	Emotional Messages
Convincing the Palestinian public and organizations as well as the international community through the use of facts, numbers, statistics, benefits, losses, risks, budgets, pros, cons etc.	<p>Inspiring and touching the feelings of Palestinians through ethical, religious, and patriotic messages.</p> <p>Reaching the international community through ethical, philanthropic, and humanitarian messages</p>

5.3. **APPROACH**

Since this strategy aims to change perceptions, attitudes, behavior, and culture, the below points should be taken into consideration while designing the messages:

Every person has a role model, a father figure, or an influencer that can affect his/her decision. These social influencers should be adeptly targeted as they do not merely represent their own decision, but also the decisions of their social followers, fans, and relatives. Influencers could be parents, religious people, teachers, family seniors, politicians and public figures, writers, and artists.

Younger generations should be highly targeted as they are easier to influence and will be taking responsibility in the future. Building a generation that understands the importance of water, saving water resources, fighting pollution and theft, and paying water bills would help the water sector have a better future.

Water issues shall become trendy in Palestine. It should be seen on billboards, read in newspapers, heard on radio, watched on TV, shared on Facebook, emailed, published on news sites, addressed in mosques and churches, discussed in coffee shops and restaurants, taught in schools and universities, and called for by influential figures and organizations.

Reaching this point would make water-related issues trendy to the extent that funding agencies and private organizations are interested to join

5.4. **CONTENT STRATEGY**

The below table shows the type of content, key messages, and awareness techniques that should be targeted at each group:

Target audience	Content
The general public	<ul style="list-style-type: none"> • Info-graphs and fact sheets about the sector's status quo to be communicated on social media and website. • TV/radio interviews with representatives of the sector to highlight issues, threats, and opportunities of the sector. • Providing brief information on the role of each institution in the water sector through PWA Facebook page, newspapers, and flyers to be distributed with water bills. • Identifying water resources and focusing on the below messages: <ul style="list-style-type: none"> • Protect/ reserve water resources • Saving water is a national duty • Squandering water is against religion • Do not consume more than you really need • Don't pollute water resources. • Don't dump wastewater next to water resources • Report a water pollution activity (on the website and social media as well as telephone calls) <p>PWA shall create a national culture that care for the resources of water through the above messages by using above-the-line tools (e.g. newspapers, radios, TVs, and billboards) and below-the-line tools by organizing educational seminars and workshops in companies, schools, and universities.</p> <ul style="list-style-type: none"> • Disseminating messages through mass media to reinforce that stealing water and not paying bills is legally prohibited and against all ethical and religious values. • Convincing social influencers (Imams, family seniors, etc.) of the ethics of paying water bills and saving water resources. Thereafter, the power of these influencers should be utilized to push people to indirectly support the objectives of the sector. • Informing the public about water rights and Israeli violation of international law through social media, TV and radio programmes, online videos and infographs, publications, and studies. • Promoting PWA projects on the website and social media outlets regularly to win the public's empathy, trust, respect, and appreciation. <ul style="list-style-type: none"> • Promoting for wastewater management and its health,

	<p>environment, and cost benefits using the below messages:</p> <ul style="list-style-type: none"> - Cesspits might jeopardize the cleanliness of underground water - Guidelines of how to build a proper cesspit that doesn't have an effect on underground water - Guidelines of where to dump wastewater - Cesspits and pollution - The importance of wastewater regulations - The importance of wastewater treatment and grey water. - Building a cesspit is not cheaper than paying for regulated wastewater - You are not paying for water or wastewater, you are paying for the service of providing water and regulating wastewater <ul style="list-style-type: none"> • Clarifying the shortage of water and educating the public on saving and using water using the below messages: <ul style="list-style-type: none"> - Raining and snowing does not really affect the amount of water we receive from Israel - Building a well in your house (digging/building a registered well might also be incentivized by governmental institutions when it comes to land/real-estate registration) - Water suppliers receive small amounts of water from Israel, and therefore, they have to schedule it in a way that allows everybody to get water - Water demand is increasing as a result of the natural increase in population while water supply stays the same. - Water cuts by Israel • Highlighting the altruistic role of PWA in the Palestinian society in terms of employing women and disabilities in order to win public support. Such messages can be conveyed through PWA's website and social media outlets; and can be highlighted as notes on messages conveyed through traditional media tools (TV, radio, newspapers, etc.)
Policy and decision makers, politicians, and government technocrats	<ul style="list-style-type: none"> • Law, regulations, and structure to be uploaded on the website, promoted on social media, and disseminated via email. • A workshop/seminar might come handy to help publicize the new water law. • Representatives of the Palestinian water sector are recommended to attend regional and international water conferences and conventions as speakers or attendees to advocate for Palestinian water rights • Water service providers shall be encouraged to pay fees for bulk utilities. WSP's can be reached directly (preferably face-to-face) in which focusing on ethics, quality, and law may exert pressure. • Weekly digital newsletters can be used to provide updates and

	<p>news to all partners and stakeholders in the government and the water sector. These newsletters shall always be brief, and may refer to PWA's website for further information.</p> <ul style="list-style-type: none"> • PWA should educate decision makers (e.g. head of local councils) on the benefits of following wastewater regulations using authority, law, educational material, and face-to-face negotiations. PWA may also use incentives to convince councils at certain areas to assist and provide support in the collection process. • Creating and disseminating educational material to water service providers addressing the quality and fairness of water distribution. These efforts are also supported with face-to-face meetings and other ongoing awareness campaigns that focus on ethical, religious, and patriotic values related to distribution of water
Private Sector/Civil Society, and the startup community	<p>Private sector shall be targeted directly by setting meetings with CSR departments of large corporations. These meetings will aim to pitch CSR opportunities and raise awareness for different water issues. Arguments should also be supported with how the company's collaboration can reduce the issues' impact on environment and society, and what public support can the company gain through such campaigns.</p> <p>This can better be achieved when water issues in Palestine become trendy on offline and online media. Big corporations that can be potentially be targeted for CSR initiatives are: Paltel Group, Wataniya Mobile, Bank of Palestine, APIC group, National Beverages Company Coca Cola/Cappy, and CCC.</p> <p>Furthermore, in order to evoke water innovation, PWA shall work with several universities to introduce the water entrepreneurship and innovation culture in relevant faculties and departments. It should also be in contact with entrepreneurship organizations like Leaders, Palestine For New Beginning, Sharakat, Bader, PICTI, PITA, Siraj, Sadara, Arabreneur, PMDP, DAI, and others to incentivize water innovation projects and startups</p>
Schools and Academic institutions	<p>Students (school and university) shall be targeted with the same type of messages and techniques used for the general public.</p> <p>Water education shall also be included in school, academy, and university level curriculums. This can be done in coordination with the Ministry of Education by raising urgent cultural issues associated with water awareness. Curriculums shall highlight the below:</p> <ol style="list-style-type: none"> 1. Importance of water 2. The ethical values of saving water resources. 3. The ethical values of paying water bills 4. The relationship between the water sector and independence in Palestine

	<p>Students can also be targeted directly through seminars and workshops that PWA will organize in cooperation with the academic institutions.</p> <p>PWA can further sponsor some postgraduate studies of Palestinian students in local and international universities to research water rights. Palestinian groups in student unions of international universities (more specifically in US and UK) can be contacted to raise awareness of Palestinian water rights.</p>
Water Users	<p>Water users can be targeted with the same messages used in communicating with and educating the general public, especially those related to using and saving water resources. However, messages in that context can get more into technical details of using resources properly, building water pools for irrigation, where to dump wastewater, how to keep underground water clean, etc.</p>
Funding agencies and the international community	<ul style="list-style-type: none"> • Funding agencies and the international community would be contacted using a mix of both rational and emotional messages as below: <ul style="list-style-type: none"> - Facts and figures about water (water amounts, number of resources, influencers, amount bought from Israel, amount of water Palestine can produce) - Gaza in 2016 + 2020; and water pollution - Article 40 Oslo Agreement - Israeli evasion of international law: Israeli settlements stealing ground water from West Bank, Israeli nuclear waste and other pollution to water resources. - Other obstacles implied by the occupation on West Bank and Gaza - Impact of apartheid wall on water rights - Infrastructure in Area C is not accessible • PWA shall pitch interesting stories about water rights in Palestine and how it's violated by Israel, by targeting international media in Palestine and abroad. Writing in English magazines in Palestine like This Week in Palestine, would also be helpful in raising awareness among the international community and donors. • An international event can be orchestrated in Palestine, where relevant think-tanks and influencers from around the world can be invited to attend and speak at the event, and cooperate to support the Palestinian water sector. • Local and international organizations can be targeted directly

	<p>through fundraising events and proposal writing, focusing on mechanical issues that cause a percentage of un-accounted-for water, the desalination project in Gaza, and other projects that needs funding.</p> <ul style="list-style-type: none"> • The digital weekly newsletter briefing all news, updates, and achievements of the sector can be disseminated to donors, international agencies, and consulates. • A fundraising conference in Gaza should be orchestrated and supported with several fundraising proposals to support the project financially. This should take place as soon as possible to expedite the progress of the project, which is expected to finish on 2022.
Media	<p>Media should always be updated through:</p> <ul style="list-style-type: none"> - Uploading content regularly on social media and the website - Drafting and disseminating news, press releases, and articles - Organizing press conferences for major events and announcements - Inviting media to all events and workshops - Monitoring and documenting media coverage

5.5. *CREATIVE*

Creative shall also reflect rational, emotional, and/or self-expressive feelings of the target audience.

Every campaign shall have its unique theme and general layout. On the other hand, every message of the campaign will have a different design that is consistently developed within the same layout. Furthermore, messages of each campaign should be consistent at all media channels so that the audience can easily refer to it.

Example:

- General theme: “Save water resources for a better Palestine”. Depicting a Palestinian farmer that properly and ethically utilize underground water.
- Messages within the general theme: “save water resources for better agriculture” “save water resources to sustain future generations” “save water resources for a cleaner water”. Every message will have the same layout of the general message but using different images.

6. CAMPAIGNS HIGHLIGHTS

Several campaigns should be developed and evaluated during the 10-years period. These campaigns will mainly focus on the public, priority, and most important issues of the water sector.









The campaigns are conceptualized as follows:

1. An ethical campaign that asks/motivates the general public to save water resources and stop wasting, polluting, and stealing water
2. An ethical and authoritative campaign that asks/pushes/motivates the general public to pay water bills on time.
3. A rational campaign that asks/pushes/motivates the general public to follow wastewater regulations instead of cesspits
4. Informative campaigns to educate the general public on how to do the above.
5. Campaign that educates and explains the general public the reasons for water cuts and shortages
6. Fundraising campaigns to support the desalination project in Gaza as well as other development projects in West Bank and Gaza
7. Advocacy campaign to raise awareness of the sector's limitations and current status quo, and highlight the Israeli evasion of international law and human rights.

7. CHANNELS AND TACTICS

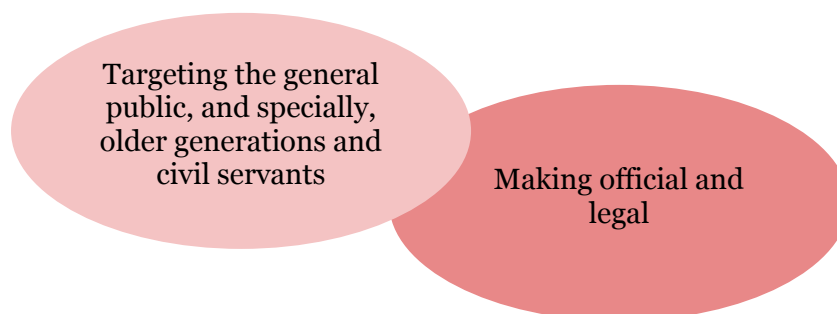
7.1 GENERAL MEDIA SCENE

Media is basically the main channel, through which PWA will reach its target groups, and more specifically, the mass public. The below data has been collected from different resources, studies, and the expert's long experience in the field. It evaluates each channel in terms of reach, general cost, and impact on local audiences. Media in that context refers to print, broadcast, out-of-home, social, and web advertising and PR tactics

MEDIA VEHICLE	NUMBER	REACH	IMPACT	GENERAL COST & ROI
	3 main NPs + 2 tabloids	Moderate. Alquds produces 25,000 copies	High for awareness and public invitations	High cost, moderate ROI
	4 main magazines specialized in culture, tourism, and business.	Low	Low; unless it is used for niche audiences	Moderate cost, low ROI
	70 registered radio channels	Moderate, peak time 7:00 – 10:00 am	Moderate	Low cost, moderate ROI
	3 satellite channels and 31 local channels	High	High	High cost, high ROI
	7 main local providers (more than 20,000 square meters)	High	High, especially for awareness	High cost, high ROI
	Big number of news sites (more than 20).	Moderate due to the big number of advertisers	Moderate; a bit vague due to lack of analytics	High cost, moderate ROI
	Facebook is the most used social network	High Around 1.7 million Facebook users, 66% aged between 18-34	High	Moderate cost, high ROI
	Two telecom companies + other small businesses	High	Moderate	Low cost, moderate ROI

7.2 PRINT MEDIA

Newspapers will be used for two possible reasons:



Announcements can always be published in black & white format, while advertisements are more prominent when they are colored and do not have a regular shape, for instance, you can use the size of 4 columns x 8 inches, 5 columns x 10 inches, or horizontal strips instead of the highly-used half pages and quarter pages.

Newspapers can be used to publish:

Campaign related advertisements

Announcements about new laws and regulations

News and press releases about ongoing projects, campaigns, and new initiatives

Articles about water issues

Success stories of completed projects

The use of magazines depends on the target audience of the message. When targeting donors, non-profit, and international organizations, magazines like This Week In Palestine would be useful. When targeting banks for CSR campaigns, The Banks Magazine would be a suitable media vehicle, and so on.

Magazines can be used to write articles about water issues and current status quo as well.

7.3 **BROADCAST MEDIA AND MULTIMEDIA PRODUCTION**

Radio and TV are seen to be good awareness tools for the general public; especially that it reach different age groups.

Targeting different audiences depends on the time of broadcasting, for instance, use mornings to reach mothers, and evenings to reach youth and professionals.

Broadcast media can be used as follows:

Reaching the general public through radio and TV campaign-related advertising spots. Recommended duration of an advertising spot is 30 – 45/60 seconds

Broadcasting success stories, video reports, and documentaries that address water issues, current projects, and other topics. Duration depends on the type of video and can last from 3- 90 minutes.

Producing and broadcasting a radio or TV programme that specializes in water issues, in which each episode will address a different issue hosting representatives of the sector, decision makers, donors, and beneficiaries. The programme can be broadcasted during the holy month of Ramadan, and advocate for the fact that saving water is mandatory as some people do not even have access to it.

Making announcements about new laws and regulations through very short strict-to-the-point messages, for instance, visit xxxx premises for xxxx service.

Educational material (using 2D animation and infographics) about saving water resources, paying water bills, following wastewater regulations, and fighting pollution can be broadcasted on Satellite and local TV channels. Moreover, they can be installed on CDs and sent out to schools, PWA staff, bulk utilities, and water service providers. This kind of videos should be treated as advertising spots and should be able to explain the purpose of the video in less than a minute.

7.4 **OUT-OF-HOME MEDIA**

Outdoor media is considered to be the best awareness tool in Palestine when it comes to targeting the mass public. Entrances, Exits, and city centers are seen to be the best, most-seen, and engaged-with locations.

OOH media in Palestine consists of Billboards, Muppies, Wall units, bridges, and LED screens. Its use is limited to sending out general messages to the public briefly (using an image and a couple of words). Billboards can aggressively lead media campaigns related to stopping water pollution, saving water resources, following wastewater regulations, assisting the sector to build a better Palestine, and paying water bills.

LED screens can be used to make short announcements similar to those broadcasted on TV or radio. These announcements can be related to a certain law, new regulation, new procedure, etc.

7.5 SOCIAL MEDIA

Many organizations expect to feel the change of using social media in a very short time, which is alas a wrong perspective. The online world is full of data, analytics and content that needs to be adeptly managed. You should not engage in direct selling of your ideas and messages, rather you should engage in conversations that build rapport, boost credibility, and facilitate dialogue.

Since we are dealing with a 24/7 online community, PWA has to maintain an updated social media presence by uploading videos on Youtube and starting a Facebook page under the name of the Palestinian water sector.

The Facebook page should aim to:

1. Increase targeted community size up to at least 100,000 fans in the first year using organic and paid promotion; and
2. Boost and maintain a high engagement rate by:

Publishing at least 3-5 posts per week; 3 posts per day during campaigns and activities
Publishing links, images, and videos

Writing briefly

Creating compelling content that excites and provokes fans to watch (in video cases), comment, like, and share.

Create authentic content (never copy paste)

Repositioning traditional messages into conversational.

Asking questions and initiate conversations

Creating curiosity for the user to watch/engage.

Quantifying information

Showcasing expertise, professionalism, and thought leadership

Being trustful, credible and authoritative

Keeping your content fresh and updated

Maintain the balance between PWA's interests and those of the Palestinian public and the international community

Using hashtags

Facebook users will follow the page for the following reasons:

Finding information about the water sector, its structure, and the role of each organization;

Finding campaign-related material (which can be related to certain water issues)

Engaging with entertaining content (memes, quizzes, funny videos, GIFs)

Reading/watching interesting stories e.g. how some rural areas do not have access to water, how polluted is water, etc.

Learning about all water issues and current status quo

Checking the sector's news, announcements, and updates.

Seeking customer support and finding answers

Looking for new water projects and initiatives

The Facebook page will mainly target youth of the age group 17-44. Around 99% of these users access Facebook more than once a day, around 40% are based in Gaza, 50% use both desktop and mobile, and are most-active generally at 19:00 – 22:00 every day

Influential pages owned by authoritative and social influencers, whether individual or organizational, can be used to support the Facebook page. These pages are owned by other governmental bodies and institutions, universities, media vehicles, politicians, journalists, businessmen, artists, and others that have an engaged community base.

Paid campaigns can be created and monitored to support campaigns running offline. This can be done through page promotion, post promotion, leads generation (using targeted landing pages with different messages), and clicks-to-website ads.

Aside from Facebook, Twitter and LinkedIn are excellent media tools to reach international audiences. The use of each tool can be summarized as show below:

LinkedIn: very good in building connections and networking with decision makers and similar professionals around the world. When it comes to arranging international events, the platform can be the best place to contact and invite speakers and attendees. In order to make the best use of the platform, PWA shall start a company page under its name and try to widen its network internationally. The type of content that needs to be published should be more professional and international than that published on Facebook. For the purpose of reaching the international community, English must be the one and only language on LinkedIn. Initially, publishing 3-5 posts a week would be enough.

Twitter: a very good advocacy tool that can be utilized to reach the international community, and more specifically, journalists and influencers. Advocacy campaigns can always be connected to a certain hashtag for a stronger impact. Tweeting 8 times a day would initially be sufficient.

There are also many tools that can be used for international fundraising like and international advocacy like:



7.6 WEB MEDIA

PWA shall further maintain an updated online presence through:

Updated website that includes all kinds of information the Palestinian public needs to know about; and more specifically, laws, regulations, projects, and important dates.

Web banners on major news sites to support offline and Facebook campaigns

Campaign-specific landing pages that Facebook ads and web banners lead to. These landing pages should be brief, strict-to-the-point, and include a call-to-action.

Choosing news sites depends on the demographics and geographic's of the target audience.

Furthermore, news sites shall be targeted in all PR campaigns when disseminating and collecting news, press releases, and articles.

7.7 PRINTINGS, PUBLICATIONS & PROMOTIONAL ITEMS

PWA shall make use of the below print material as follows:

Supporting campaigns with posters that can be installed at locations of high-traffic and queues

Printing educational material as flyers and leaflets to be available at PWA, its partners, and water service providers' offices and waiting areas.

Printing educational booklets for schools

Printing small stickers that include different reminder messages to be scraped at private and public water-using tools, e.g. sinks, toilets, showers, washers, etc.

Supporting events with needed water-related gifts and giveaways.

7.8 EVENTS

Events are one of the best tools to raise awareness for water issues and current limitations among businessmen, companies, decision makers, non-profit organizations, international organizations, and donors. Not only fundraising events that host renowned businessmen and donor organizations, but also awareness events that invite decision makers at municipalities and water service providers, engineers, lawyers, and other target groups.

Participating in international events would also raise awareness for the Palestinian water sector worldwide.

7.9 DIRECT COMMUNICATIONS

These are basically email, telephone, and face-to-face, and which PWA has to use when targeting decision makers, donors, schools, partner organizations, and profit organizations. Proposal writing is significantly important at all stages to nurture the sector with fund, development, and public support.

7.10 CHANNELS & TARGET GROUPS

Target Group	Channels
The general public	Print media, broadcast media, OOH media, social media, web media, printings, and publications.
Policy and decision makers, Politicians, and Government Technocrats	Direct communications, events, printings, publications, web media, and social media.
Private sector/civil society; and startup community	Direct communications, events, and publications.
Schools and academic institutions	Direct communications, plays, and printings.
Water users	Print media, broadcast media, OOH media
Funding agencies and international community	Print media, broadcast media, OOH media, social media, web media, printings, publications, events, and direct communications

Draft

8. ROLE OF PWA'S PARTNERS

8.1 MINISTRIES

PWA has to coordinate with ministries and other governmental bodies as follows:

1. Ministry of Education: introducing water issues to curriculums and building entrepreneurial programs at universities
2. Ministry of Local Government: passing, updating and reinforcing water law and regulations to local councils through the provision of informative brochures, posters, and other promotional items.
3. Ministry of Health: cooperating with the Ministry of Health to produce informative material addressing water pollution, health consequences, and how to avoid it.
4. Ministry of Agriculture and Environmental Affairs: reinforcing water law and regulations on farmers and other water users through the ministry's own communication channels, addressing topics such as water resources, grey water, water pools, underground water, wastewater management, etc.
5. Judiciary and Police: applying water law and cooperating with police to interfere when possible

8.2 SERVICE PROVIDERS

PWA should raise awareness among all service providers as follows:

1. Informing and updating WSP's of all running and upcoming campaigns through newsletters and direct communications
2. Coordinating with WSP's to make sure all campaigns are passing through them to the general public by providing them with informative brochures, posters, and promotional items.
3. Educating WSPs on the imperativeness of water issues through direct communications, informative material, events, and workshops.
4. Educating WSPs on their legal and ethical responsibilities towards paying water fees to bulk utilities
5. Supporting communication activities of WSPs by providing PR and campaign consultancy.

9. RESOURCES AND CAPACITY BUILDING

Managing a 10-year national awareness strategy needs consistency, expertise, and sustainability. Accordingly, PWA shall develop a communications department that includes the following staff and skills:

Job Title	Description	Skills
Communications Manager	<ul style="list-style-type: none"> Overseeing all awareness activities and campaigns. Developing strategies, action plans, and budgets Building rapport with key stakeholders through networking, events, and direct communications Conceptualizing campaigns and building creative ideas to raise awareness Reporting all communication activities of the department to the Ministry's Office. 	<ul style="list-style-type: none"> At least 7 years of experience in marketing, PR, communications, or related fields. BA or MA degree in business administration, marketing, media, or related social sciences Ability to manage teams and encourage high-quality work Excellent communication and writing skills in English and Arabic Knowledge of the trendiest communication and public awareness techniques
Campaign coordinator	<ul style="list-style-type: none"> Designing media plans Purchasing media space Monitoring and measuring campaigns Planning and managing events including concept, budget, logistics, catering, branding, invitations, etc. Coordinating for all logistical arrangements, printings, and production of promotional items. Setting campaign's budgets Following up on communication activities organized and managed by partners, e.g. providing partners with needed leaflets, educational material, etc. 	<ul style="list-style-type: none"> At least 3 years of experience in marketing, PR, communications, or related fields. BA degree in business administration, marketing, media, or related social sciences Team player Performs well under pressure Excellent negotiation and communication skills
Press	<ul style="list-style-type: none"> Building good relationships with 	<ul style="list-style-type: none"> At least 3 years of

coordinator	<p>all media channels</p> <ul style="list-style-type: none"> • Copywriting and writing content for campaigns and printings • Drafting and disseminating press releases, articles, newsletters, and other press material • Organizing press tours and inviting media to all events and workshops • Managing content on PWA's website and social media outlets • Developing proposals and coordinating with funding agencies and international organizations. 	<p>experience in PR, media, or related fields</p> <ul style="list-style-type: none"> • BA degree in PR, media, or related social sciences • Team player • Performs well under pressure • Excellent writing skills in English and Arabic
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10. MEASUREMENT & EVALUATION

The below Key Performance Indicators (KPI's) will be used to measure the performance of campaigns and the overall objectives of the project

10.1. GENERAL KPI

KPI	How
Social change: change in the general public attitudes and behavior	Measuring public opinion on the 5 th year and 10 th year of this awareness strategy, taking into consideration that public opinion has been measured before the implementation of the strategy. Moreover, focus groups and interviews can be used to collect short-term data (e.g. annually)

10.2. CAMPAIGN SPECIFIC KPI'S

KPI	How
Number of press releases, news, and stories published organically	Press clippings, media monitoring software, and alert systems (e.g. google alerts)
Community size on social media	Facebook insights and Youtube Analytics
Engagement rate on social media and change in search trends (especially number of shares)	Facebook insights, Google Trends, Google Keyword Planner, Youtube Analytics, social media dashboards (e.g. Hootsuite), Twitter advanced search, social mention, etc.
Traffic on website and campaign landing pages	Google Analytics
Number of inquiries coming through email/website/telephone to support centers	(PWA's recommendation)
Number of engagements on radio/TV programs	Taking data from radio/TV
Number of distributed newspaper and magazine copies, and SMS	Taking data from media suppliers
Change in percentage of paid water bills	Following up with the collection/revenues

	department
Change in percentage of un-accounted for water	(PWA's recommendation)
Change in percentage of cesspits and wastewater infrastructure	Following up with the collection/revenues department
Amount of fund secured	Following up with the communications team and project managers
Amount of implemented water-related CSR campaigns	Following up with companies and beneficiaries
Number of new development projects	Following up with other departments and partners
Amount of innovations; number of water-related startups and its total investment	Following up with universities, incubators, accelerators, and VC's
Changes in Israeli behavior towards Palestinian water resources	(PWA's recommendation)

Key performance indicators shall be compared with the number of implemented activities and spent budget to evaluate the return on investment; for instance, number of fund secured will be compared with the number of organized fundraising events, number of written proposals, and number of related meetings as well as the money spent on these efforts.

11. REPORTING & SUSTAINABILITY

The project shall be evaluated from micro to macro level using the aforementioned KPI's. Measurement can be undertaken on daily, weekly, fortnightly, monthly, quarterly, semi-annual, and annual basis; that depends on the measured indicator.

For instance:

Social, web, and online media can be reported on weekly basis

Offline engagement (inquiries) can be reported on monthly basis

Number of fund secured and new projects can be reported on annual basis.

Social change can be measured every 5 years

Reporting is a mandatory activity that would help PWA evaluate and monitor the progress of the awareness strategy, which will ultimately streamline future awareness strategy and orientation.

During the last 5 years of the project, PWA shall start fundraising for the communication strategy itself, so that at the end of the 10 years, more funds will be secured to continue with more communication activities, stronger presence, and stronger influence. KPI's should be archived and reported regularly to proof the success and efficiency of awareness campaigns in influencing public opinion and developing the sector.