



Information, Education and Communication in Water Supply and Sanitation

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Towards Effective Communication

An outline for strategies

Draft

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Executive summary

This outline strategy serves to set in motion concrete actions following the recommendations agreed at the Oslo Global Forum of the Water Supply and Sanitation Collaborative Council (September 1991). The Council mandated the IEC Core Group to design an appropriate communication/promotion strategies on Information, Education and Communication. The Council requested the Core Group to establish on an urgent basis, an appropriate work force to undertake communication/promotion activities at the global level, and to support countries in the development of their strategies.

In the efforts to accelerate provision of water supply and sanitation facilities, and building on the changing role of the sector from provider to promoter of services, communication and promotion in and beyond the sector at local, national and global levels is a key component.

This is not only a must for drinking water supply and sanitation, but also needed in view of the increasing environmental problem. Unless all institutions concerned with water and water management pool resources for concerted action it will not be possible to solve the problems of depletion and degradation of water resources.

Effective action towards the changing sector approach depends on changes in people, both those who make and influence decisions about water and other development priorities and those at village and low-income urban areas, who make changes in their everyday lives. These changes in attitude and behaviour can only be brought about on the basis of effective communication efforts. In this process the users in various communities are central, the water and sanitation sector's new, more communicative approach is to be developed in response to their needs.

Communication is essential in order to fully comprehend the most important issues at all levels that need to be addressed in developing suitable and sustainable water and sanitation programmes. This document contains a schematic *outline-strategy* for intensified communication action in developing countries and at the global level.

Especially at the country level this action process consists of three phases, which run partly parallel:

- advocacy of communication, leading to policy decisions that communication must become an *integral factor in all sector work* and that it is essential for effective linkages with the environment and health sectors.

- . capacity building and training on communication, in the sector and with help of a grand alliance of all sections of society.
- . implementation of communication strategies, gradually leading to the required change in sector approach and achievements.

At the global level two things are needed. Advocacy and promotion support is necessary to assist countries such as Brazil, Indonesia and Nigeria which have expressed great interest in adding a communication to their water supply and sanitation programmes in order to make them more effective and sustainable. At the same time, a global promotion plan needs to be developed to mobilize the media in support of the sector's work and its vital contribution to health, social and economic development.

The *immediate action* required is of a structural nature: a global work force - adopted in Oslo - needs to enter in consultation with countries on support to ongoing communication efforts and assistance to initiation of new efforts, as well as on support where desired and required.

The global work force also needs to start promotion efforts on the importance of the sector and its new approach.

The only way to develop a full communication strategy and work plan as part of the broader sector strategy is the quick establishment of this global workforce. Once this is in place and operational a phased programme can start, ideally for the rest of the 1990s. In a separate document a set of action proposals with objectives, activities and cost estimates is being presented with a time span for the next three to five years.

OBJECTIVES

" The only way we can work for the common cause, for the common interest to improve our conditions is through communication. Basically it has to do with democracy, with participation and the ability to take care of our future."

Bruntlandt. Prime Minister of Norway.

The Water and Sanitation (WSS) Decade brought safe water to some 2.1 billion people, but there are 2.9 billion people who still remain without these very basic services. The task of the WSS sector today is therefore to build on the achievements of the Decade and to increase the pace of water and sanitation provision.

The 90s are times of formidable challenge, however. The infrastructure of many cities is being stretched well beyond capacity; environmental degradation has resulted in the depletion and degradation of water resources; and economic turndown is affecting many nations and public sector debt positions - putting many conventional solutions out of reach.

It is now evident that the sector can no longer go about its work in the same way as before. Circumstances dictate that we do more with less by making much better use of all the resources we can muster.

The enabling conditions for this challenge are fourfold:

1. **Full recognition among key decision makers -- at local, national and global levels --** of the importance of WSS to the economic, social and physical health of communities.
2. **Greater programme efficiency --** through coordination of efforts and optimization of human and financial resources.
3. **Increased effectiveness** of efforts -- by applying lessons learned during the Decade.
4. **Heightened participation** and cooperation of all partners and increased human and financial resources.

Those thinking about the future of water and sanitation development are now driven by a vision that the WSS sector should be more user-oriented, bottom-up rather than top-down. A vision in which the field teams are seen as the most important units and communicating ideas about water use and health is both encouraged and rewarded.

The sector itself is going through an intensive cultural change exercise and many - but not all - of its members are energised by the new direction which places the user at the heart of the whole picture. This change needs to be pursued wholeheartedly, will we want to reach the conditions as stated above.

Community involvement and management and demand-driven approaches on the basis of participation between communities, governments and external support agencies (ESAs) are the new directions for the 1990s.

How can we mobilize the efforts to build on this and bring about the necessary changes in attitude and behaviour within the sector, thus accelerating sustained water supply and sanitation coverage?

As the opening quotes suggest, the common thread in all this is communication. In developing countries and at the regional and global levels this involves increased dialogue and interpersonal communication within and beyond the sector, greater interaction between all the partners involved, and reaching out to users and policy makers, including promotion and public information. In this way communication is the lifeblood of a new thrust that keeps the human factor in the centre of the equation. People's beliefs, practices and needs become important determinants of the programme's approach.

The objective of this outline communication strategy is thus to initiate a decentralized process directed to raise a communication orientation in the sector, so that communication gradually becomes an essential ingredient of all sector work. With that, the inclination to adapt principles such as participatory techniques, community management, and promotion of water and sanitation itself will increase. That in turn will step up the pace of the sector.

N.B.: Although the present outline concentrates on the water supply and sanitation sector, it would be opportune to extend the initiative towards the water resources and environmental sectors eventually, and to start consultation on this at an early stage.

Main Components

The process begins with advocacy work within the sector to prepare the people in the sector for the new thrust. As an earlier IEC Working Group report stated:

"...sector people must first internalize the lessons of the Decade and make the necessary changes in outlook. they should also improve their ability to communicate effectively with other levels and beyond the sector. Everyone in the sector can and should play a role in communication on an interpersonal basis. Hence, an intensive and persistent orientation and training effort is required."

We need to create a rolling momentum towards Safe Water 2000 and its goals under the general leadership of the Water Supply and Sanitation Collaborative Council. This should evolve through a strategy which is built on synergistic and inter-active principles. In essence, the strategy should posit action on a broad front through interlinked approaches whose major components are:

A. Preparatory Action

1. **Advocacy and Promotion** -- advocacy for more effective communication in the sector at country and global level leading to policy decisions; sector's achievements will go hand in hand with this advocacy;

There is a need to reach and convince key decision makers to initiate, increase or maintain effective communication, as a basis for adequate sector performance.

2. **Capacity Building and Training** on communication -- appointment of units or centres to carry the initiative further and training and orientation of sector actors as well as allies to adequately perform their advocacy and roles;

This is a part of the internal advocacy and change process that the sector needs to engage in to prepare it for the implementation phases.

The need is to establish the cadre to carry out communication activities as a basis for increased sector performance.

B. Communication Action

3. **Implementation of** a communication approach in the sector's work -- linked to #1 in that success stories feed back into the promotion network.

The action will lead to improved sector performance, enhanced participation of users, and increased commitment and support by policy levels.

Actors

Each of these components tie in with others in a programme approach in which an alliance of agencies is invited to cooperate. This should, first of all, include the Chairperson and Executive Secretary of the Collaborative Council, at the global level. Furthermore, regional groups like the West Africa- based Regional Orientation Committee can play a powerful advocating role for WSS in the region but at the same time is also an important programme resource.

At the country level local NGO's should be enlisted. Professional associations like the International Water Supply Association (IWSA) can be a credible advocate as well as an important resource for WSS, both in countries and globally. Likewise, groups like the U.K.'s WATERAID and OXFAM and the NGO International Secretariat for Water can become vital partners in the envisaged process.

Obvious other partners are those who have supported the present thrust from the start, and linkages have to be established with their programmes including, for instance, the UNDP Safe Water 2000 thrust and the UNICEF/WHO joint monitoring action. At the country level, the ITN centres of the UNDP/World Bank Programme can play an essential initiating and supporting role. It is also important to establish relationships with ongoing campaigns in the sector or related fields.

In the end, all sector staff will be actors in the process.

Key Audiences

The entire approach of the sector has to be infused with an open approach to communication -- between policy staff and decision makers, sector staff and communities, and between communities.

Each activity cluster of the outline strategy/strategies addresses several key audiences. These are largely derived from the three major groups outlined in earlier documents: policy people, sector staff and users. A general depiction of what activities are involved is taken up in Annex 1. Summarised, the objectives of these are as follows:

- increase awareness amongst users in all developing countries of the need for improved water supply and sanitation, and the advantages and implications this has;
- improve understanding in the sector of the major issues to be considered at the user level when designing and implementing suitable programmes as well as of the need to mobilize local politicians and allies in neighbouring sectors;
- develop strong political commitment and support for activities at both global and national level in order to raise the status of the sector.

Outline Strategy

The outline strategy following hereunder is offered as a template methodology for action. Each phase is cumulative in that it builds on the preceding phase and within each phase the actions are also cumulative.

The time frames and resource implications are already offered as indicative guidelines to indicate the scale of commitments -- precise numbers are, of course, a function of country situations, capacities and cost structures all of which differ widely from situation to situation.

In terms of resource allocations for communication in WSS, a commonly accepted practise is to allocate 10 percent of programme budget for communication activities.

While the outline strategy addresses the broad areas of action it is not prescriptive about the exact nature of each activity as these will necessarily flow from more specific analysis to be conducted at each significant level of operation -- community, district, national, global.

What we are seeking, however, is some consensus around a methodology while leaving detailed programming to more appropriate forums. From the perspective of this approach, the country level is where the major planning and operational decisions are made -- global activities are therefore configured to support and facilitate a networking process as programs exchange ideas and expertise. An additional global activity is that of promotion at the global level.

The whole process is framed around a 42 month cycle and here too, it is offered more as guidelines than a strict timetable. The timing is complicated by the fact that some of the activities can be carried out concurrently, especially at the global and country levels but it is still a function of capacities and resources.

The global and national levels of action are inter-related in that it should become a network for mutual support, collaboration and expertise flowing both ways. The following is a range of actions that build around the 3 phases already mentioned to integrate more effective and appropriate communication into the sector.

FOCUS OF ACTION: COUNTRY LEVEL*

A. PREPARATORY ACTION

1. Advocacy and Promotion:

Objectives:

To convince decision makers of the need for more effective communication in the sector.

Key Audiences:

Policy and decision makers; WSS sector staff; media and programme partners.

Activities:

1. In order to create synergy and alliances, it is the WSS sector that will have to take a leadership role in this process. There is a need to explore, articulate and outline the approach by the sector and the nature of the cooperation between all the different partners in the sector. On that basis the goals of the programme can be advanced. The Collaborative Council should play this role.

Action: Create a high level Committee of Govt, NGO, ESAs to develop broad targets for WSS program coverage (where appropriate the existing National Action Committees can play this role). A good part of its mandate will be to provide leadership in this process and, in consultation with global action, advocate for an enhanced role for communication in the sector.

2. However, a high level committee cannot act without ongoing, professional support. There is than a need for a focal point to provide the communication support for the process.

Action: Using pooled resources, appoint a WSS sector focal point in agency, department of ministry and task them with coordinating and tracking initiatives.

* Annex 2 provides a general scenario for a simplified in-country communication development approach.

3. There can be no viable action plan without a situation analysis of the present state of communication in the WSS sector. And so it is suggested that the focal point or the appropriate centre of responsibility commission a situation analysis, either in-house or through a small working group. It is of urgent importance that in this analysis the beliefs and knowledge at the community level are included throughout.

Action: Commission report on the status of communication in WSS sector to analyze constraints and opportunities. Interact with global workforce to exchange information on approaches.

4. Given that we are seeking communication inputs into programme areas, these activities must be built on the resources -- public and private and community sector -- available in the country, to best harness the unique and culturally appropriate media for each level of interaction.

Note: All societies have powerful ways of communicating -- largely informal - - whose impact is often much deeper than those by what we have come to term mass media.

Action: Flowing from # 3, compile active inventory of communication resource persons and institutions available in country to WSS sector.

5. Based on the committee's inputs, as well as inputs from the preceding studies, it will now be possible to begin to craft a communication plan for WSS in support of the objectives already mentioned.

Action: Working with major partners, the focal point should work to create a joint plan. Using user sensitive methodologies, design overall plan as well as appropriate messages to use with range of audiences in country.

6. While the foregoing activities prepare the sector to expand its audience base, these efforts must be fed into media as part of effort to get visibility for WSS. This is an integral part of the advocacy effort -- please note that impact is a function of media reach, frequency and source.

Action: On the basis of plan, organize briefing sessions for media as well as visits. Ensure that global network is kept abreast of developments and results.

Outcomes:

- Establishment of a focal point/responsibility centre and inventory of in-country resources;
- An advocacy plan for communication in WSS, part of overall plan for WSS;
- Advocacy process begins at every level of action.

Resource Implications:

The size and complexity of the focal point will depend on many factors such as the possibility of seconding trained communicators to sector; existence of private sector capacity as well as capacity of the WSS sector to do this work.

Time frame:

This exercise should take from 6 to 15 months depending on factors like capacity, infrastructure and budgets.

2. Capacity building and Communication Training

Objective:

Develop capacity for implementation of communication actions. This may include employing available resources from other sectors or provision of appropriate communication training for WSS staff. It also includes creating advocacy materials for use with and by programme partners.

Key Audiences:

The sector has to be prepared to communicate and its capacity to do this will have to be developed.

Activities:

1. WSS staff and programme partners will have information needs based on an enhanced role for communication. The capacity of the WSS sector to initiate and maintain that role will need to be developed hence the capacity building and training of trainers to sustain change.

We must make communication more concrete to answer the very tangible questions by sector staff that ask: What will communication mean to my job? What am I expected to do? What am I expected to know? How am I expected to act? And how will this new approach facilitate programme objectives?

Action: Review sector staff information needs as well as capacity of the sector to meet those needs. Prepare plan to build sector capacity in communication as well as appropriate messages for WSS staff.

2. We also need to know where we can develop the appropriate training and orientation for sector staff. This could be through a combination of country, regional and global resources.

Action: Inventory training resources and mobilize their active participation in the process -- universities, regional and national training centres are some possibilities.

3. After the Review, and concurrently with # 2, it is important to begin to flesh out appropriate teaching/learning materials in support of the training. This is an interactive process and one in which the target group is actively consulted. There will be room for creative interchange with both regional and global players.

Action: Prepare appropriate materials to support training programme.

4. Once the above is completed, it will be possible to begin the training and orientation process. The training will be largely aimed at WSS, Health and other sectoral players who have institutional roles, but will also include NGO's, consultants and the private sector. A large part of the training will be focussed on ways of mobilizing communities to value, demand, support and maintain WSS activities.

Action: The country focal point must initiate and track this process. At this stage it is possible for the high level committee to gauge the commitment of partners by level of resources made available.

Outcomes:

- Active inventory of communication training, and Human Resource Development resources.
- Capacity building plan on improved communication for the WSS sector and partners in place.
- Appropriate training modules for sector staff.
- Orientation materials for allies.

Resource Implications:

Staff and financial resources for the preparation of training needs assessment as well as to develop, pre-test and produce training materials will be needed. The WSS focal point will need to have access to a training unit as well as a materials production unit. Overall costs will vary with the size of the audiences to be covered as well as the media and messages required.

Time frame:

Once a training plan has been drafted, it will be possible to undertake this activity concurrently with other information gathering. Depending on the size, complexity of the program, state of communications infrastructure as well as numbers to be covered, this process can be expected to take anywhere from nine to 27 months.

B. COMMUNICATION ACTION

3. Implementation:

Objectives:

Directed to WSS staff: to begin the process of internalising the communication approach and alongside with that: internalising the necessary sector approaches.

Directed to programme partners and local policy people and politicians to create necessary change in attitudes, behaviours and knowledge. We need to transmit our enthusiasm and sense of purpose; in short, we are talking about "busting out of the sector" -- that is making WSS issues everybody's concern and everybody's business.

Directed to users: start consultation and dialogue and ensure feed back.

Key Audiences:

WSS staff; programme partners and local policy people and politicians; community leaders; community level groups and users.

Activities:

1. The Implementation phase begins with the WSS sector and its closest programme partners. The new approach has now been articulated, training has taken place and the sector is set to work with other sectors and other partners.

Action: Articulate new approach at select appropriate forum to mark beginning of process and begin programme of cooperation.

NB: DETAILED INFORMATION ON STEPS AND BASIC COMPONENTS OF AN INTEGRATED COMMUNICATION APPROACH, ARE CONTAINED IN THE DRAFT "RESOURCE BOOKLET FOR COMMUNICATION IN WATER SUPPLY AND SANITATION" (CHAPTER 5) THE READER IS REFERRED TO THAT SECTION.

2. Supported by mass media -- with appropriate traditional media also in place -
- and using advocacy materials and messages created in training phase, the all important work of face-to-face contacts begin with orientation sessions for partners.

Process repeated at every level as work begins on formation of appropriate community level groups to plan, promote and maintain WSS activities at community level.

Action: Orientation sessions at all levels -- central and community. Ensure WSS staff support and interact with partners.

3. As part of information exchange for advocacy and promotion, feedback information from field level to national focal point and the global work force for possible dissemination. This is also useful in the ongoing campaign as it feeds back into the loop.

Action: Feedback appropriate information to national focal point and global work force.

4. At this point programme monitoring becomes the tasks of the focal point. Corrections will have to be made and joint problem solving necessary as new challenges and opportunities occur. This will include monitoring the effects of and to sector approaches resulting from the communication approach. This will be fed back as under #3.

Action: Begin Monitoring process

5. Related to the above, but slightly more long term, the whole program evaluation process is important in ascertaining what happened and why communication is an integral part of the programming process.

Action: Begin mid-term evaluation to ascertain efficacy of communications interventions. This can be conducted as a largely qualitative exercise for the kind of information we are seeking.

Outcomes:

- Orientation of allies at all levels (numbers depend on audiences to be reached).
- Greater participation by communities in the whole process of WSS interventions.
- Capacity development at country/community levels as social mobilization process involved people to work for better facilities for their communities.
- Increase in networking and feedback to national and global workforce to feed into information exchange network and global promotion.

Resource Implications:

The national focal point will have to be part of a dynamic change agent group that will require people with a mix of communication, social animation and training skills as well as a good grounding in the modus operandi of the WSS sector.

Time frame:

Long term.

FOCUS OF ACTION: GLOBAL LEVEL

Objectives:

At the global as well as national level the support of the policy and decision makers to the communications strategy in support of improved water supply and sanitation can be achieved by making sure they understand why water and sanitation needs constitute:

- a) a politically viable priority, supported electorally or otherwise
- b) a sound investment in human development that is cost effective and yields health and economic benefits
- c) a social imperative that can no longer be ignored.

Once convinced of this they are likely to allocate more resources to the drinking water supply and sanitation sector as well as to the solution of water resources problems.

Activities short term:

To develop a global advocacy/promotion campaign, further situation analysis, planning and programming, clarification of key messages is needed as soon as possible. There should be a focus on media as main multiplier, as well as visits to donors and allies through high level spokespersons and/or "sector ambassadors". This has to be done in the context of global alliance building with a range of credible organizations to advocate and promote for Water Supply and Sanitation (WSS).

Action 1: As there can be no global promotion without goals, a theme and key messages there is a need to develop these through consultation and dialogue, linked to the overall objectives of the WSS sector.

Action 2: Create an awareness package with key messages for use by spokes person/ambassadors, with additional material (short feature) articles illustrating a. the new, more communication-oriented sector approach, and b. the value of WSS for the media. Existing case studies from the field should be analyzed and new ones obtained.

Action 3: Set criteria for selection of Ambassadors as well as mandate and terms of reference. Please note: for best use Ambassadors need to be co-ordinated and receive professional support, so there are resource implications for such a decision. Rule of thumb states that one person year - at middle to senior levels - per ambassador is a workable equation. Linked to special events, ambassadors can draw media attention.

Action 4: To help top sector staff to communicate more effectively with various target groups a communicators' resource book with the key messages and guidelines will have to be developed. For WSS project staff and community development workers working in developing countries, manuals and guidelines need to be produced. The global work force can support developing countries interested to do so.

Action 5: Commission a study of media coverage on water supply and sanitation in a few industrialized and developing countries, and target environmental journalists with whom personal contacts with the core team should be established. In addition to being briefed on key messages they would be offered story leads relevant to their interest.

Action 6: Inventory dependable communication resources, human and institutional, at regional and global levels and proven communication training capacities. Build on and support where possible the inventories of communication resources in developing countries.

Outcomes:

- Global promotion messages and time table
- Global and regional Ambassadors appointed with adequate institutional support
- Resource booklets and guidelines for action
- Media plan
- Inventory of communication resources
- Communication training modules

Activities long term:

The advocacy and promotion work at the global and local level go hand in hand. The global workforce has to promote the communication change in WSS programmes as well as the value of the sector at the global level, while at the same time support communication activities in developing countries. A realistic time frame schedule for this is:

- Year 1 **Global level:** Situation analysis, planning programming, clarification of key messages, orientation workshops, media training
- Year 2 **Global and local level:** As above, but with pre-testing of messages and some implementation in a few interested developing countries
- Year 3 **Global and local:** implementation
- Year 4 **Global and local:** review, monitoring and assessment
- Year 5 **Global and local:** Evaluation and feedback into next five year planning

CONCLUSIONS

Behaviour change is a complex phenomenon and given that water hygiene and use are everyday occurrences, messages have to be framed within the appropriate cultural and behavioural context.

Communication is not just a creative process only but increasingly a purposive program of change that offers people change in the context of their own realities. For e.g. messages on water use, that do not address some of the dominant beliefs around water in that particular environment, will find no resonance.

The user is key to the whole picture, after all, this is really the message for development communication: Base approaches on a well founded knowledge and feel for the consumer.

It is difficult to create messages that work for demographic units, they have to be crafted for people on the basis of sound knowledge of and respect for their prevailing beliefs. Without that we will have the right methodology but no soul and as we know we must touch the heart and the head to really reach people. Everywhere.

OBJECTIVES FOR MORE EFFECTIVE COMMUNICATION IN WSS

AUDIENCE	OBJECTIVE	ACTIVITIES
USERS	<ul style="list-style-type: none"> * Awareness re: need for improved water and sanitation facilities * Awareness of advantages and implications 	<ul style="list-style-type: none"> * Identify problems, needs, solutions * Educ/comm. Activities * Dialogue and feed-back
SECTOR	<ul style="list-style-type: none"> * Communication orientation re: dialogue externally and within the sector * Encourage/initiate I.E.C. Activities * Relate to users * Relate to policy people 	<ul style="list-style-type: none"> * Orientation/training various levels * Production of material
POLICY LEVEL	<ul style="list-style-type: none"> * High priority for I.E.C. * Wider understanding and recognition of water and sanitation * Increase commitment and resources towards water and sanitation 	<ul style="list-style-type: none"> * Orientation * Field visits * Special events

A Scenario for a Simplified In-Country Communication Development Approach

Since the communication strategy is new to many, it needs advocacy and promotion. Even with strong consensus and enthusiastic support at the global level, spontaneous activities in the countries are not likely to occur; instead, deliberate efforts are needed to promote and sustain them.

Individual high ranking offices in developing countries can play a decisive role in the promotion of a communication strategy among their colleagues at policy and programme level, to the benefit of the sector. The following steps form part of a scenario for a communication development approach. This needs to be adapted according to the prevailing situation.

1. A senior executive or managing engineer, but probably not the final authority in the sector, starts with a briefing session for his/her senior colleagues to review the WSS Collaborative Council's recommendations about the communication strategy and to reach general agreement on the new approach in the sector.
2. On the basis of the 1. she/he will promote and work toward a clear decision by the top authority that communication must now form an essential element of the sector's work.
3. She/he will convene a meeting of division and section chiefs, along with representatives of the Ministry of Planning, and as appropriate, donor groups, to announce the decision and acquaint them with its overall implications for the various functions of the sector.
4. A general survey of the communication needs of the sector at community, district and national level, and of possible allies for the strategy, will be conducted and a report prepared.
5. Based on the report, a review involving division and section chiefs will be held. It may reveal that advocacy and promotion regarding the sector need to be introduced or stepped up. In a number of existing areas of work, the review may show an inadequate application of the communication process as the cause for insufficient fulfilment of the various objectives; remedial action may be called for.

In other areas it may become clear that no adequate capacities exist in terms of skilled communicators, and training efforts may be required. In again other areas, there may be a total absence of communication, in which case communication will have to be introduced as an integral part of the work. In still other areas, gaps in communication will emerge that will require new communication inputs. Decisions made at the review will have implications in a number of areas of work, i.e. reorienting priorities, re-designing some aspects of the project, re-allocating, training, and personnel redeployment, etc.

6. The top authority of the sector will designate one officer to be responsible for the communication strategy and to initiate action. Alternatively, an appropriate institution or a centre may be charged with this responsibility, or a team will be formed. Adequate authority and support services (including financial support) will be provided. At an early stage, the responsible officer will take contact with the global work force of the Collaborative Council for support and guidance.
7. The responsible officer will begin to make an inventory of areas in the programme that require the most urgent action, and recommend priorities. This will probably include an overall approach towards raising the profile of the sector in the country. It may also include introducing cost recovery in an affluent urban area, strengthening community management of the water and sanitation facilities in a rural district, or developing political will in a area where little attention is paid to water and sanitation needs. It is important to emphasize that communication inputs should form an integral part of existing efforts; only in instances where there are critical gaps, are new communication activities with distinct objectives called for. Technical support from specialists within the sector or from other sectors or consultants from voluntary agencies or external aid organizations is sought, as needed.
8. Where advocacy for the communication strategy is particularly difficult at the top policy level, it may be possible to focus on geographic areas where introduction is feasible, or, alternatively, a special pilot communication effort in a community may be undertaken to gain experience and data to support the advocacy effort.
9. The responsible officer will organize a seminar on a communication development approach, to be integrated into sector action in the country, for the senior officers in the sector and in other related sectors to generate broader support. Representatives of the External Support Agencies (ESA) in the country should be included in the orientation, so that ESAs will recognize the new priority in the country, for which external resources will be required.

10. For those who are directly concerned with communication activities, training workshops will be needed to strengthen their capacities.
11. Training curricula to be used by technical schools and universities should also be developed for future workers in the sector.
12. Operations research is needed to ferret out underlying causes of blockage and to design specific effective communication inputs. External assistance may be needed.

N.B. External Support Agencies, too, need to introduce and promote communication into the work of their agencies. They may benefit from the steps given above, as follows.

1. ESA officials in Oslo will take similar actions as those undertaken at the country level(Points 1-6), as applicable. On point 4, they should of course examine the policy of their own agency regarding communication.
2. Specialists will be assigned to assist in development of policy guidelines on communication, in close liaison with the Global Support Unit.
3. Briefings will be arranged to inform various partners within and outside the agency about the benefit and requirements of communication components in water and sanitation work.

RELATION PATTERN IEC INSTITUTIONAL ACTORS

