

State of Palestine

Palestinian Water Authority



دولة فلسطين

سلطة المياه الفلسطينية

Water Awareness Strategy **Palestinian Water Authority** **(PWA)**

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Executive summary

1. Introduction

1.1 What is Water Sector Awareness Strategy?

The Palestinian Water Sector Awareness Strategy is a broad framework of what needs to be communicated and outlines the possible target audiences as well as communication tools. This strategy will be used as a basis for developing national specific implementation plans by Water Sector Organizations including but not limited to Palestinian Water Authority (PWA), Water Sector Regulatory Council (WSRC), West Bank Water Department (or National Water Company in later stages), Regional Water Utilities (RWU), and other service providers in the West Bank and Gaza. Other stakeholders are also involved in the water sector awareness including but not limited to Ministry of Agriculture, Environmental Quality Authority, Ministry of Local Government, Ministry of Education, and others. This strategy will assist all stakeholders in developing their awareness programs and activities as well as support the PWA and other water sector organizations in implementing the strategy.

Communication and awareness specialists in Water Sector Organizations shall adopt detailed implementation plan providing background information of their roles and responsibilities, as well as links between messages, target audiences, and communication methods and tools. This strategy will identify such elements, more elaboration is however important in the annual implementation plans at the organization level.

1.2 Background

1.2.1 Water Sector Reform Vs Awareness

The PWA is leading the Water Sector Reform program since 2009, the action plan for reform “toward the definition and implementation of a comprehensive program of institutional and legislative reform in the Palestinian Water Sector” was endorsed by the Palestinian Cabinet in 2009. As a result of this program, the Palestinian water sector witnessed different achievements, started by development and approval of the National Water Policy and Strategy 2013-2032, as well as the Water Law which identified the institutional framework of the Water Sector in Palestine. One of the main objectives of the reform program is to improve the awareness of public and stakeholders on water issues, policies, developments, conservations, environmental, and public health.

Awareness creation and stakeholders’ participation were identified as critical elements in the Reform Program as well as water sector strategies and policies. It is however recognized that there are still some gaps in communicating information and knowledge on water initiatives among the stakeholders. This strategy is developed to address these gaps and assist the sector in achieving its goals and ambitions, and overcoming its issues and concerns. This can be achieved by guiding water sector institutions 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 in addition to different groups of audiences which will be identified in this strategy.

1.2.2 Water Sector Policy

The National Water Policy and Strategy has adopted the Integrated Water Resources Management (IWRM) as its approach for development. IWRM is a process which promotes the coordinated development and management of water, land and related resources in order to maximize economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems. It is a cross-sectoral policy approach, designed to replace the traditional, fragmented sectoral approach to water resources and management that has led to poor services and unsustainable resource use. IWRM is based on the understanding that water resources are an integral component of the ecosystem, a natural resource, and a social and economic good. This approach makes water sector development is everyone's business not only the PWA mandate, this includes heavy participation of different stakeholders including the public. The public within the IWRM approach plays major role in the water sector development process, as such, awareness and communication is a vital component of the IWRM and reaching out all stakeholders and target audiences is a must at all time. The National Water Policy and Strategy 2013-2032 has identified the Palestinian water guiding policies, these policies and principles have been grouped into 7 major topics as summarized in the below table.

Table 1: Summary of water guiding policy principles in Palestine

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| 1 | Sustainable management of water resource |
| | <ul style="list-style-type: none"> • Fresh water is a finite and vulnerable resource, essential for sustaining life, development and the environment • Water is part of larger ecological system. Realizing the importance and shortage of fresh water, it has to be treated as an essential element for sustaining all life forms • Water supply must be based on the sustainable development of all resources (conventional and non- conventional, herd and endogenous) • Water resource development must be based on data collection and evaluation of all water resource as well as balancing between water availability and water needs for all sectors, • All water resource must be protected from pollution and over exploitation • Water has an economic, social and environmental value • Worst scenario on climate change and impact on water Budget should take inot consideration. |
| 2 | Integrated water resource management |
| | <ul style="list-style-type: none"> • Water resource must be managed in an integrated manner, taking the needs and viewpoints of all existing and potential users and the long term sustainability of these resources into account. • Just, equitable and sustainable allocation to all legitimate users will be ensured by the state. |

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| | <ul style="list-style-type: none"> • Agricultural, industrial, and other development and investments must be aligned to the water resource quantity available or to be developed • Untapped water just calculated in water budget as main component regarding IWRM |
| 3 | Water rights |
| | <ul style="list-style-type: none"> • The Palestinians will pursue their interests in connection with obtaining Palestinian water rights, including the fair right-of-access, right-of-control and right-of-use to water resource shared with other countries, in line with international law |
| 4 | Access to water and wastewater services |
| | <ul style="list-style-type: none"> • Water has a unique value for human survival and health, each citizen has the right to sufficient and affordable water of the required quality for the for the purpose of use • Each citizen has the right to hygienic sanitation services • The needs and interests of all gender groups (marginalized, poor, restricted access, women, etc.) will be taken into account |
| 5 | Financial sustainability of water utilities |
| | <ul style="list-style-type: none"> • As water has an economic, social and environmental value in all its competing uses, water services are not free. • Environment and eco system potential have to be calculated in term of water depletion and degradation relevant to Benefits and cost. |
| 6 | Governance and management |
| | <ul style="list-style-type: none"> • All water resource are considered as a public property • Water resource development and management should be based on participatory approach involving all stakeholders (users, planner and policy- makers) at all the levels • The responsibility for water resource governance, being a ministerial and regulatory function, and water service management, being an operational function, should be separated institutionally |
| 7 | Sustainable wastewater management |
| | <ul style="list-style-type: none"> • Water polluters should be made to pay the damage they have produced • Safe disposal; of wastewater requires treatment to eliminate biological, chemical and physical hazards • Treated wastewater effluent is considered a water resource and is added to the water balance. This is deemed feasible in light of the semi-arid climate, the modest freshwater resource, the high demand for domestic water, the defect in |

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| | the trade of food commodities and the marginal cost of such resource development |
| 8 | Sustainable saline and brackish water management. |
| | <ul style="list-style-type: none"> • Treated effluent and water quality ,such as saline water is main resource for irrigation • Desalination centralizing • Sheem irrigation regarding climate and water quality based on brackish and saline water • Ability of mixing between saline, and fresh water |

1.3 Purpose of the Awareness Strategy

The strategy provides the Water Sector Institutions with a road map that enables the sector to close the information gap at different levels including both public and organizational framework. This document provides an outline on how the water sector will create an enabling environment for achieving the purpose of the awareness strategy. It also addresses how this strategy can be accessed and used as well as presenting the monitoring and evaluation framework of the strategy.

Although this strategy addresses the needs of the water sector for awareness, PWA as leading organization has the lead role in strategy implementation and coordinates the efforts amongst relevant water sector organizations for the purpose of achieving the awareness objectives. Given the mandate and leading role of the PWA, it is expected that some of the interventions would be carried out in close collaboration with other water sector institutions such as WSRC, Regional Water Utilities, and other service providers on one hand. On the other hand, some local and international organizations can play major role in strategy implementation through providing technical and financial support as well as carry out the implementation of certain interventions at the community level, specifically local NGOs.

Communication with target audiences is the responsibility of all water sector organizations, each of them should be encouraged to undertake the necessary measures and develop their own action plans in line with the strategy and in close cooperation with PWA the water sector leading organization. Water Sector Organizations, the implementers of the awareness strategy, shall take into consideration certain guiding principles in designing and implementing their action plans in line with the strategies and content of this document, these principles are:

1. Message should be clear and specific: in crafting awareness and communication messages, implementers of awareness activities should always ensure clarity of messages and be able to outline specific issues and required actions.
2. Tailored to target audience: the notion of “one-size-fits-all” does not usually apply because the public and other target audiences are not homogeneous.
3. Strengthened by facts and practical examples: for effective communication, messages must be backed by specific facts generated by credible research, images, and practical examples which may be in the form of case studies.

4. Adapted to existing communication infrastructure: implementers of awareness activities should understand the communication environment of their target audiences and adapt their communication methods and tools to that reality.
5. Information and water data base should announced and accessed by the public
6. Public participation is high priority in new water projects.
7. Women have a crucial role in domestic and agricultural water uses.

2. Situational Analysis

The Corporate Strategic Plan 2016-2018 of the PWA as a leading organization for the Water Sector in Palestine has rooted communication challenges and opportunities, this section also provide insights into the likes and dislikes of the communication and awareness within the water sector.

One of the main challenges at the time being is the inadequate awareness of the new water sector structure for the public as well as the organizational level in Palestine, there is lack of institutional undertaking on roles, responsibilities, relationships, and procedures amongst the public and within the water sector institutions in accordance with new developed institutional framework of the water sector.

PWA as a leading organization for the water sector has approved in its strategic plan the development of the National Water Information System (NWIS) as a pillar for communication amongst water sector institutions, this NWIS is still in development stages although some modules of the system are already in place and running. The NWIS is a major communication framework and will serve the stakeholders and play major role in information dissemination to stakeholders and will positively affect the transfer of data, information, research, knowledge, and best practices to appropriate institutions and audiences. At the public awareness level including both communities and organizations, communication framework is still underdeveloped and inadequate. Different organizations do what they feel is best for awareness, thereby risking duplicated, ineffective and uncoordinated efforts within the water sector. Water sector institutions in Palestine have difficulties in creating public awareness of water issues and ensuring that the Palestinian communities have access to relevant and understandable water resources information impacting on their health, safety, and economic interest.

The Palestinian water sector is not stand alone and has different and complicated regional arrangements, specifically when it comes to water management and utilization of water resources as a development instrument. The Israeli occupation is a major challenge to the water sector in general and managing the water shortage in particular. Water sector stakeholders as well as target audiences of the water sector shall be informed of the impact of the Israeli water policies on the Palestinian water sector. Article 40 of Oslo Agreement between Palestinian Liberation Organization (PLO) and Israel has articulated the relations and regional cooperation issues in the water sector, Palestinian Water Sector and the Israeli Government are both bound to this agreement in terms of water usage, infrastructure development, water resources management, etc., implementation and interpretation of this article has put different difficulties on the Palestinian Water Sector development.

Measuring the communication and awareness impact is not an easy task for the water sector organizations as long as base line values are not clearly identified. The water sector leading organization PWA shall take an action in this regard and conduct a comprehensive baseline survey to be able to identify the current status and level of awareness of the public as well as other target audiences, leading to enable water sector measure the identified indicators to assess the impact of any awareness activities during the upcoming years.

Having reached this end, we can summarize the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the water sector in terms of running communication and awareness activities and campaigns



3. Awareness Strategic Framework

This is a 10-years awareness strategy for the entire water sector aims to raise awareness on different thematic areas within the sector. In view of the current challenges in the sector, this strategy seeks to ensure that Palestinians are fully informed of the Water Sector, regional arrangements and complications, and key interventions in the water sector. Given that the Water Sector is not only water supply and distribution, this strategy will tackle numerous thematic areas and issues in the water sector, targeting different groups, with different messages, through various channels and tactics, at different times and locations. Hence, the strategic framework for the awareness of Palestinian Water Sector is combined into three main components, main goal, strategic objectives, and key messages.

3.1 Main Goal

Improved awareness and understanding on sector's thematic areas and issues contributing to economic and social development.

3.2 Strategic Objectives

Being more specific and articulating set of specific objectives that can be measured throughout the implementation of the awareness strategy, the main goal would be achieved through a number of strategic objectives as follows:

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| SO 1 | Promote understanding and support of Integrated Water Resources Management (IWRM) and increase its effectiveness as an approach that contributes to economic and social development |
| SO 2 | Increase commitment among Water Sector Institutions: Regional Service Utilities, Service Providers, NGOs, and other agencies on the importance of water supply and sanitation services in socioeconomic attributes in Palestine |
| SO 3 | Increase knowledge and advance the importance of water demand management in the sustainable development and utilization of water resources |
| SO 4 | Encourage cross-border investments in transboundary water resources management that promotes regional cooperation |
| SO 5 | Advocate water rights and promulgate water related regional conflict issues among water sector stakeholders international community, and development partners as violation for basic human rights |
| SO 6 | Promote water resources development, socioeconomic, and environmental aspects that encourage investment in and best usage of water resources for community well-being |

3.3 Key Messages

Under each of the identified strategic objectives, there are various message areas that can be communicated with target audiences. This section highlights the key message areas linked to each objective and propose key messages that can be used by implementers of the strategy.

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| SO 1 | Promote understanding and support to Integrated Water Resources Management (IWRM) and increase its effectiveness as an approach that contributes to economic and social development |
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The Palestinian water sector has adopted the IWRM as the developmental approach, as such; this strategy articulated the benefits of IWRM, which should increase the effectiveness of IWRM implementation as a tool for maximizing water resources' contribution to economic and social development in Palestine. this strategy focuses on building the awareness and understanding of IWRM approach among general public as well as defined target groups making water everyone's business. In line with the principles of IWRM, known as "Dublin Principles", the implementation of the awareness strategy seeks the following:

1. Improve the understanding of the IWRM approach.
2. Create understanding that fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment.
3. Raise awareness on the importance of stakeholder participation in water resources development and management among users, planners and policymakers at all levels.
4. Highlight and promote the role and participation of women in decision making and in the provision, utilization, management and safeguarding of water.
5. Create recognition that water has an economic value in all its uses and should be treated as an economic and social good.
6. IWRM is base for water use planning

- **The IWRM Approach**

IWRM can be defined as the "scientific assessment, planning, development, conservation, allocation and utilization of water and related resources by all, and of all stakeholders in pursuit of their happiness without harming the environment and aspirations of future generations". Therefore, IWRM should be everyone's business simply because everyone has interest and stake in water especially considering that 'water is life'. The specific messages should focus on revealing IWRM and produce simple definition statements that everyone can understand. Additionally, all sectors need to work together in investing and managing water and related resources and services to ensure equity, maximum contribution to economic development, social development, and a sustainable environment. The message should emphasize the need to consider the different uses of water together and not in isolation. A sample highlight or slogan that can be used to promote IWRM approach by the implementers of this strategy is "Together we build the

future of Palestine, save water now”, or “Watering Palestine, Together we build our Future”.

- **Water is a finite and vulnerable resource, essential to sustain life, development and the environment**

The amount of water in the hydrological cycle cannot be changed significantly by human actions. However, the existing water resources are vulnerable to human actions and can be degraded and polluted by such actions, thus reducing its economic value and make it hazardous to use. The limited freshwater resource is a national asset when properly managed. This imposes the need for it to be scientifically monitored, developed, conserved, allocated and utilized in a manner that satisfies and safeguards the different purposes, functions, and services it provides. This integrated approach to the management of water resources needs coordination of the range of human activities which create the demand for water or impacts on it. The bottom line is “water is life”, it is a finite and limited resource so it must be conserved for present and future use.

- **Stakeholder participation in water resources development and management**

Everyone is a stakeholder in water resources management and IWRM calls for real participation at all levels. Such participation requires informed stakeholders, whether they are traditionally marginalized groups such as women and youths or officials managing the distribution of such resources. It should also ensure collective responsibility among stakeholders at all levels in its assessment, planning, development, allocation, conservation and protection. A participatory approach fosters abiding consensus and common agreement, stakeholder buy in, ownership and responsible use of the resources.

- **Recognized role and participation of women in water sector**

Women are most affected by water availability and their specific needs must be incorporated in water management policies and programs. They must be empowered to participate at all levels in water resources management. Efforts should be targeted at exploring different mechanisms for empowering and increasing women’s access to decision-making and widening the spectrum of activities and opportunities through which women can participate. In doing so, consideration should be given to challenging cultural, political and economic influences that impede women’s involvement at all levels of water resources management. This may require examining the way different Palestinian communities assign particularly social, economic and cultural roles to men and women.

- **Value of water as an economic and social good**

Like any other economic resource, water requires investments and entrepreneurship in its assessment, planning, development, allocation, utilization and conservation in order to sustain benefits accrued from its use. In its utilization, it must be recognized that users have the right to enjoy and the obligation to invest in or pay for the services. Many failures in water resources management are attributed to the fact that the full value of water could not be recognized leading to wasteful and environmentally damaging usage of the resource. This should be avoided with exploration of appropriate uses, good planning and investment strategies.

The value of water should be recognized in the rational allocation of water as a scarce resource, whether by regulatory or economic means. Since water is life and it is not easily accessible in Palestine due to its scarcity and the Israeli restrictions and discriminatory policies. Charging for water should be used as a means of cost recovery and sustainability of the services. However subsidizing water for domestic use among poor communities should be considered in Palestine to support the socially disadvantaged groups.

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| SO 2 | Increase commitment among Water Sector Institutions, Regional Service Utilities, Service Providers, NGOs, and the public on the importance of water supply and sanitation services in socioeconomic attributes in Palestine |
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The access to water supply and sanitation services is among the essential services for basic human needs. Awareness on water supply and sanitation should aim at promoting the development and maintenance of water supply and sanitation infrastructures in order to increase and maintain access to water and sanitation services. This strategic objective can be achieved through communicating and focusing on the following areas:

1. Increase understanding on means of sustaining water supply and sanitation infrastructure.
2. Enhance awareness on making water supply and sanitation services accessible to marginalized and C areas.
3. Enhancing leakage and untapped water as one resource.

- **Sustainability of water supply and sanitation services**

Service providers are usually responsible for maintaining the water supply schemes and sanitation services, this requires substantial resources to be mobilized by service providers. Most of service providers have limited access to such resources and community participation is essential to ensure continuation of the provision of water supply and sanitation services. It is very vital that sustainability of such schemes is improved through sharing and communicating good practices that enhance ownership by the recipient communities. It should also incorporate financial sustainability mechanisms including improving of collection rates and encouraging people to pay their dues against such services.

- **Provision of water supply and sanitation to marginalized communities**

Clean water and adequate sanitation service is a basic need to all people. Given the Israeli restrictions in Palestinian communities in general and Area C in particular, communicating that making clean water and sanitation accessible to such areas is a responsibility not a choice.

SO 3

Increase knowledge and advance the importance of water demand management in the sustainable development and utilization of water resources

Water is one of the major and critical issues within the Palestinian Israeli conflict in the region, Article No. 40 in Oslo Agreement identified the procedures of water sector development as well as specific and difficult arrangements for Palestinians to enjoy water services. Every drop matters and should be used sparingly without wasting. Water demand management is, therefore, critical tool in this regards and its dissemination and communication should have specific areas of focus that include:

1. Create awareness and orient the focus of all target groups towards Water Demand Management through the implementation of water demand strategy and policy and creation of an environment that balances water demand and supply to minimize water losses and maximize the benefits from the use of traditional and non-traditional water resources.
2. Improve awareness and create commitment of all water users in implementing possible options for minimizing water losses, encouraging efficient utilization and creating an environment that promotes investment in water saving technologies and infrastructure.
3. Communicate best practices on water demand management to water sector stakeholders and target groups.

Although Palestine faces water stress situation, there is water wastage in water supply schemes and other water uses since water demand management is still not well practiced in Palestine. The water supply schemes in different areas of the West Bank and Gaza still have leakages and high unaccounted for water losses.

Water sector institutions, therefore, need to urgently mainstream water demand management in social and economic development processes through the national water policies as well as the development and implementation of the water demand management strategy. PWA in its turn, as leading organization, needs to support the implementation of the water demand management policy and strategy and expand awareness activities at the water sector, cross-sectors, and public levels to encourage the implementation of the strategy and its interventions.

It is the responsibility of PWA and service providers to meet the water demand for all the sectors in order to realize social and economic development. Incorporating water demand management principles in water infrastructure development avails opportunities and options of utilizing the limited resources optimally. There is need to communicate the benefits of water demand management among all water users and target audiences of this awareness strategy.

Messages should emphasize that all sectors should be allocated an equitable share in the available resource, with reasonable amount of water being reserved for domestic use as a

priority sector in Palestine. Messages can also advocate the importance of reuse of recycled water for the agricultural sector especially in non-irrigated areas of the West Bank and middle and southern areas of Gaza similar to the current water reuse project in north Gaza.

SO 4

Encourage cross-border investments in transboundary water resources management that promotes regional cooperation

Palestinian water sector institutions and media organizations have responsibilities to disseminate and communicate water issues, principles and operations of agreements, treaties and protocols at different levels, either within the water sector organizations, cross-sectors in Palestine, bilateral or multilateral cooperation in the region in water related projects governing management and utilization of shared water and related resources in order:

1. Raise awareness on the local and regional institutional framework so that they are known, appreciated, owned and made use of by stakeholders.
2. Increase awareness of the activities and achievements of the water programs in Palestine and the region so that stakeholders are empowered to actively participate in the development of the water sector and the implementation of such development initiatives.

- **Institutional Framework**

The dissemination and communication should emphasize on design and functioning of the institutional framework of the Palestinian water sector and other stakeholders where appropriate. The institutional arrangement for regional cooperation and integration in water resources management in the region is the sole responsibility of the PWA and is designed to adequately and efficiently manage and address water issues in Palestine and other sectoral programs.

- **Water Sector Development Programs**

PWA through its project management unit, RWU, and other service providers are managing and implementing a bundle of projects in contribution to water sector development and to deliver on the commitment that PWA and water sector organizations have made to the citizens and sectors of Palestine. Stakeholders and the general public should know specific intentions, progress and achievements of these projects and programs especially large scale projects such as Gaza water desalination, and many other projects at the national level. Information dissemination and awareness is also important not only to inform the public and stakeholders, but also to be encouraged to actively participate in facilitating their implementation. At regional level projects awareness could be created to emphasize the benefits of such regional projects and initiatives such as Red-Dead Sea Canal Project on the Palestinian Water Sector development and increase water quantities for Palestine.

SO 5

Advocate water rights and promulgate water related regional conflict issues among water sector stakeholders, international community, and development partners as violation for basic human rights

Although regional cooperation and joint activities are required for the development of the Palestinian water sector at both bilateral and multi-lateral arrangements, communicating the violations of Israel against basic human rights in water issues is a major area of focus in the awareness strategy. The Palestinian Israeli relations in water management and related issues is governed by Oslo Agreement, which put different obligations on both parties toward the development of water sector as well as managing the water resources and water supply. Additionally, Palestine is involved in its national mandate in different international conventions and signed various international relevant agreements especially under human rights and development aspects.

International community, the public, private sector, civil society and water sector stakeholders should know the Israeli violations of its obligations in such agreements, conventions and protocols pertaining to basic human rights violations in terms of accessibility to clean water.

SO 6

Promote water resources development, socioeconomic, and environmental aspects that encourage investment in and best usage of water resources for community well-being

Access to water is a critical element of economic and social development in Palestine which faces tremendous issues in water especially when it comes to the Israeli impediments. It is, therefore, important that dissemination and communicating sustainable water resources development and management should promote the integrated use of surface and ground water resources, the reuse of water, and the provision of environmental requirements. This should be achieved through certain areas of focus of the awareness strategy as follows:

1. Promote participation and commitment in the development planning and management of the water resources and investment in water resources development by public, private sector, civil society, and other related sectors.
2. Increase understanding of the environmental impacts, risks and hazards of water developments and operations.

- **Participation of various stakeholders in water resources development and investment**

The importance of water in economic and social development makes water resources development and management a responsibility of all stakeholders in the sector. It is, therefore, important that every stakeholder should be aware of the pillars for managing water and related resources in order to successfully contribute and participate in creating the necessary water security in Palestine. Investment is a key element in the water sector infrastructure development that conveys water to areas of demand. The soliciting of investments should target private sector, either through Public-Private Partnership (PPP) or private sector directly investing in water resources infrastructure developments.

The messages should, therefore, be positioned to encourage every stakeholder to play role in creating the necessary water security that ensures water availability for all sectors, facilitates climate change adaptation measures, protects marginalized communities from effects and impacts of water shortage and protect water itself from pollution and degradation. Additionally, it should also focuses on creating awareness among the private sector on potential PPP project investments as well as other projects that would attract private sector investments. It is also important that the messages include promotion of investments and interventions by civil society organizations, NGOs and service providers in the infrastructure development to compliment the efforts of the government.

- **Hazards and Risks**

Construction, operation and maintenance of water resources infrastructures can be hazardous to public, the operators and the infrastructures themselves. To minimize the hazards, such activities are carried out by observation of safety standards and guidelines. The operation and maintenance of infrastructure use manuals that are intended to safeguard public safety, as well as the operators and the infrastructures themselves.

The messages in this regard should emphasize on the development and use of public safety standards, guides and manual. The messages should also focus on promoting, development and putting into use of emergency contingency plans that used during infrastructure failures.

4. Identifying Target Audiences

Most of the messages in this Strategy are suitable for almost everyone in Palestine. However, target audiences need to be divided in two specific groups namely primary and secondary target audiences. We will focus here on the primary target audiences for these messages. Implementers of the strategy (Water Sector Organizations) will make their own decision on the secondary target groups and target them if funds are available. The Implementation Framework in this document links the target audiences below to specific messages to ensure targeted communication and awareness.

4.1 Primary Target Audiences

- **The general public:** all citizens

General public/citizens should be reached to know and recognize the water sector institutional framework and relevant organizations. The purpose would be to inform and educate the general public on the objectives, purpose and functions of the Palestinian water sector and how it is relevant to the general public. They also should be aware on specific water issues such as demand management, water shortage, Israeli restrictions, etc. as outlined in this document.

- **Policy and decision-makers:** Senior government officials, ministers, governors etc.

They are simply the top management of the government and they usually initiate, direct and approve the national strategies. Having sound water sector policies and strategies can only be done efficiently when these officials have an in depth knowledge of the water sector organizations, functions, as well as the role of the water sector in economic and social development of Palestine. Additionally, they play a critical role in the development of frameworks to engage and empower the communities to cultivate ownership and technical ability to maintain water supply schemes and contribute to the implementation of water demand management policy and strategy in Palestine.

- **Politicians:** parliamentarians, state councilors, parties' councilors, and negotiators.

This target group approves national policies, they are also responsible for incorporating provisions of regional and international instruments in their areas of influence and mandate.

- **Professionals in government, private sector, and NGOs:** those are technical experts, engineers, hydrologists, climatologists, economists, sociologists as well as government extension employees who have direct contacts with other target audiences.

This target audience should be reached because it is very vital in implementing the water sector national policy and strategy. They are strategic point for dissemination of technical information to communities and other sectors including agriculture, energy, environment, health, etc. Extension employees are in a better position to reach out to the farmers and other water users. Professionals are in close contact with communities and, in most cases, they are change agents that are respected and accepted by general public.

- **Private sector:** both private sector representatives and private businesses

Private sector can play major role in advancing water resources development through investments opportunities. Water sector policies and strategies at both national and organizational levels call for private sector intervention in water sector development.

- **Non-Governmental Organizations (NGOs):**

NGOs with specialization in water issues can be considered partners for implementing the awareness strategy and they can play major role in reaching out other target audiences and advancing water agenda. Other NGOs can play an important role in cross-sectoral cooperation as well as communication at grassroots level, hence their involvement and empowerment on issues outlined in this Strategy is vital.

- **Water service providers:**

Water service providers are double sided segment, in one hand they are one of the water sector organizations and implementers of this strategy, on the other hand they are an important target audience as recipients of various awareness activities as outlined in this strategy.

The service providers are involved in water supply and sanitation services. They should be reached because they play an implementation role in putting up water supply schemes to communities. Service providers are responsible for the actual delivery of water to the recipient communities thus have a big role to play in ensuring equitable access and utilization of the resource.

- **Schools and academic institutions:** schools' students, teachers and teachers associations, universities, training centers, academics and curriculum developers.

The school is the best avenue for reaching the youth and children and influencing future leaders. This method employs both formal and non-formal types of education. The formal type targets the curriculum while the other targets extra-mural or extra-curricular activities. Entertainment, publications and education should be deployed adequately for this target group.

- **Farmers, associations and relevant communities:**

Associations and relevant communities may be groups or individuals in Palestine who have related interest in water issues such as farmers, farmers associations, irrigation associations, and industrial associations. Agricultural water users associations are integral part of the Palestinian water sector and are clearly mentioned in the Water Law no 14 for the year 2014. They have interests beyond domestic water, they usually need water for productive use.

This target group should be reached and empowered to ensure ownership. These are the central role players on issues of sustainability as they remain with the water supply on a day to day basis and are the ones who immediately pick the impact of a poor water supply scheme. They need to know how services are being offered to them so that they are better prepared to sustain and control their use of water. They can individually employ water demand management and the cumulative savings can make a huge difference in ensuring equitable access between water user groups.

- **International Community:**

International organizations and agencies that have interest in water sector and human rights including donors and funding agencies. These should be reached in order to increase their understanding of priority capacity gaps within the Water Sector.

Palestine is facing serious financial constraints to finance water sector development interventions. There is a need to get external funding from cooperating regional and international partners. Therefore, the cooperating partners need to be reached so as to inform their funding policies and choices.

On another important aspect, they should be reached to be informed of the Israeli restrictions and impediments toward water resources development and utilization leading to water shortage in most of the Palestinian communities. They can also contribute to the promulgation of the Israeli practices in water sector and basic human rights violations.

- **Media**

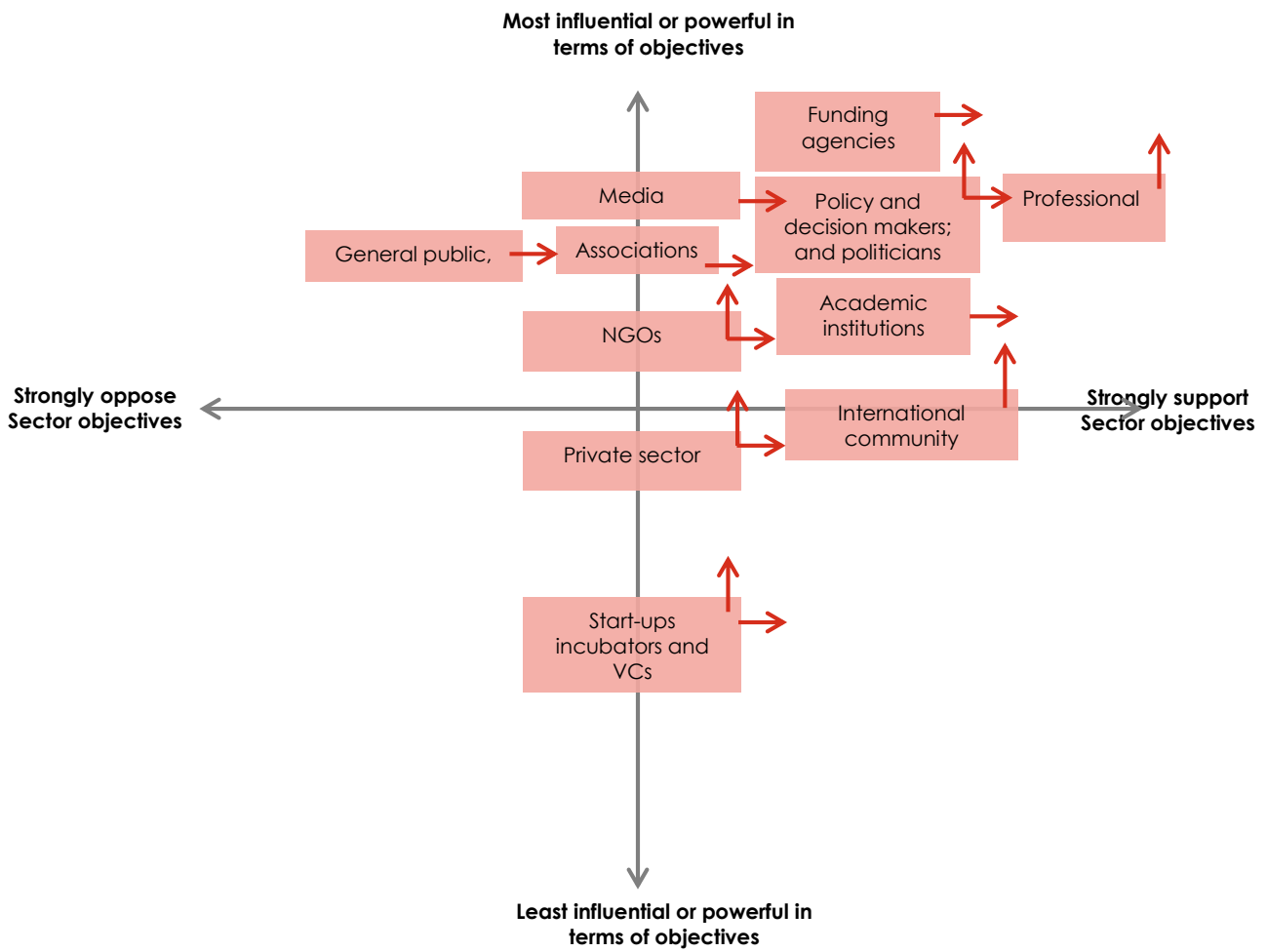
The local, regional, and international media institutions should be empowered enough to be effective communication intermediaries on water issues. With adequate capacity, the media can reach wider audiences and shape positive opinion. They also have the potential to move non performing water sector institutions and other target audiences into action. The media is key target audience because they are also an important communication channel for reaching other audiences.

4.2 Secondary Target Groups

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

4.3 Stakeholders Power Mapping

Stakeholders and target audiences has different influential power on the development of the water sector and achievement of its strategic directions. It is important for the implementers of this strategy to know the position of each of the stakeholders in terms of its ability to influence and contribute to the water sector development and thus economic and social development of Palestine. The following diagram shows the current power position of each target group in relation to their support to water sector objectives and how powerful they are to achieve results.



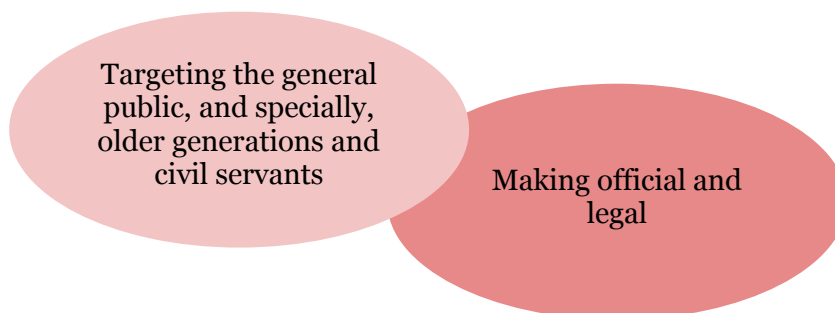
5. Channels and Tools

Implementers should communicate messages outlined in this strategy and their implementation plans through various communication tools. Selection of communication tools is influenced by a number of factors including effectiveness of the tool in reaching the target audience, cost and the timing. In most cases, it is necessary to use a combination of methods in getting the same message across. The following section highlights the available communication tools that implementers can select for the implementation of their plans. Linking key messages with communication tools is provided in the implementation framework section of this strategy.

5.1 Communication Tools

- **Printed 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. Targeting banks for example to encourage them support the sector as part

of their Corporate Social Responsibility (CSR), The Banks Magazine would be a suitable media vehicle. Magazines can be used to write articles about water issues and current status quo as well. Water sector organizations as well as specialized NGOs can publish relevant articles in international specialized journals once there is a need to target the international community.

- **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 certain premises for certain service.

Educational material (using 2D/3D 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, RWUs, 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.

- **Out-of-Home Media**

Outdoor media is considered to be one of the best awareness tools in Palestine when it comes to targeting the general 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.

- **Social Media**

Many organizations expect to feel the change of using social media in a very short time, which is also 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, water sector organizations have to maintain an updated social media presence by uploading videos on Youtube and starting a Facebook general page under the name of the Palestinian Water Sector and/or specific pages for each organization.

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:



- **Web Media**

Web Media and online presence support information dissemination and awareness campaigns through:

Updated websites that include 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.

- **Printings, Publications, and Promotional Materials**

Printing materials is also a good tool to reach certain target groups 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.

- **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.






- **Direct Communication**

These are basically email, telephone, and face-to-face, which implementers can 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.

5.2 General Media Scene

Media is basically the main channel, through which implementers can reach their target groups, and more specifically, the general 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 tools.

| 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 |

6. Strategy Implementation

6.1 Implementation Planning and Messages Design

Communication with target audiences and raise their awareness on specific issues is the responsibility of all water sector institutions. Each of them is mandated to incorporate awareness and communication into their functional mandates. Awareness activities implementation are not the sole responsibility of communication and awareness specialists and departments, those can provide technical assistance and support to all functional departments and projects teams to design and implement such activities and campaigns as well as designing of specific messages and slogans. All the designed activities, campaigns, and messages shall be in line with this awareness strategy, it is the responsibility of the communication departments at water sector organizations to ensure alignment with the strategy and support the design of specific activates.

In designing messages for the implementation of awareness campaigns and activities, two types of messages can be used to achieve objectives. These messages will be used regardless of the target group, and should be used simultaneously:

| Rational Messages | Emotional Messages |
|---|---|
| <p>Convincing the target group through the use of facts, numbers, statistics, benefits, losses, risks, budgets, pros, cons etc.</p> | <p>Inspiring and touching the feelings of the target groups through ethical, religious, and patriotic messages.</p> <p>Reaching the international community through ethical, philanthropic, and humanitarian messages</p> |

Since the awareness aims at changing perceptions, attitudes, behavior, and culture, the following are important highlights that need to be considered while designing awareness activities and 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, 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, protected from pollution and fighting illegal connections, 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 other target audiences are interested to join

6.2 Implementation Framework

Although each of the water sector organizations is requested to develop its own implementation plan and design their campaigns and messages accordingly, the implementation framework of this strategy will support the efforts of the communication specialists/departments at water sector organizations to be aligned with the strategic framework of the awareness strategy. The implementation framework links the strategic objectives with the identified key messages and target audiences. It also recommends the appropriate communication tools to reach target groups, as well as identifying the implementation responsibility amongst water sector organizations.

| Strategic Objectives | Key Messages | Target Audience | Communication Tool | Responsibility |
|---|---|---|---|---|
| Promote understanding and support of Integrated Water Resources Management (IWRM) and increase its effectiveness as an approach that contributes to economic and social development | Water management is a joint responsibility: WSO, General Public, Private Sector, NGOs, and other target groups must work together to manage water and related resources and services to ensure equity, maximum contribution to economic and social development, investments, infrastructure development, and a sustainable environment. | <ul style="list-style-type: none"> - All target groups | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication | <ul style="list-style-type: none"> - PWA - EQA - MoA - Other Partners |
| | Together we build the future of Palestine, save water now. Watering Palestine, together we build our future | <ul style="list-style-type: none"> - General Public - Professionals - Schools & Academic - Media | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication - Out-of-home - Events | <ul style="list-style-type: none"> - PWA, - EQA for Aquifer quality - Service Providers - MoA - Other partners |
| | Water is life, so everyone should participate in its development, management and conservation. | <ul style="list-style-type: none"> - All target groups | <ul style="list-style-type: none"> - All possible media tools | <ul style="list-style-type: none"> - PWA - Service Providers - MoA - Other Partners |
| | Women are key protectors of water and their needs must be considered through their effective participation in water management and implementation. | <ul style="list-style-type: none"> - Policy and decision makers - Politicians - Professionals - Service Providers - Schools & Academic | <ul style="list-style-type: none"> - Social media - Web media - Printed materials - Direct communication - Events | <ul style="list-style-type: none"> - PWA - EQA - RWUs - Service Providers - MoA - Other Partners |
| | Water has an economic and social value: Water users have the right to access water and also the responsibility to invest in water resources and pay for the services | <ul style="list-style-type: none"> - General Public - Media | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media | <ul style="list-style-type: none"> - PWA - EQA - Service |

| Strategic Objectives | Key Messages | Target Audience | Communication Tool | Responsibility |
|---|--|--|--|---|
| | | | <ul style="list-style-type: none"> - Printed materials - Direct communication - Out-of-home - Public Events | <ul style="list-style-type: none"> Providers - RWUs - MoA |
| Increase commitment among Water Sector Institutions, Regional Service Utilities, & Service Providers, NGOs, and other agencies on the importance of water supply and sanitation services in socioeconomic attributes in Palestine | Sustainability of water supply should be improved by increasing water users' ownership and human and financial resources for continued operations and maintenance. | <ul style="list-style-type: none"> - General Public - Service Providers - NGOs - Donors | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication - Out-of-home - Events / workshops and training | <ul style="list-style-type: none"> - PWA - Service Providers - MoA - Other Partners |
| | Water must be accessible to marginalized communities and Area C for different uses. | <ul style="list-style-type: none"> - Service Providers - Politicians - NGOs - International Community | <ul style="list-style-type: none"> - Social media - Web media - Printed materials - Direct communication - Events | <ul style="list-style-type: none"> - PWA - EQA - MoA |
| Increase knowledge and advance the importance of water demand management in the sustainable development and utilization of water resources | Water Demand Management Practices creates opportunities for providing water to all sectors equitably. | <ul style="list-style-type: none"> - Service providers - Associations - Professionals - NGOs - Schools & Academic | <ul style="list-style-type: none"> - Social media - Web media - Printed materials - Direct communication - Events | <ul style="list-style-type: none"> - PWA - EQA - Service Providers - MoA |
| | Using water demand management principles in water infrastructure planning, development and operations creates options for utilizing the limited | <ul style="list-style-type: none"> - Service providers - Associations - Professionals - NGOs | <ul style="list-style-type: none"> - Social media - Web media - Printed materials - Direct communication | <ul style="list-style-type: none"> - PWA - Service Providers - MoA |

| Strategic Objectives | Key Messages | Target Audience | Communication Tool | Responsibility |
|---|--|---|--|---------------------------------------|
| | resources optimally. | - Schools & Academic | - Events | - Other Partners |
| Encourage cross-border investments in transboundary water resources management that promotes regional cooperation | Dissemination of information and benefits of the new institutional framework of the water sector and mandates of each organization | - NGOs - International Community - Schools & Academic - Professionals | - Social media - Web media - Printed materials - Direct communication - Events | - PWA, - EQA - RWUs - MoA |
| | Water development program and projects are achieving a lot in contributing to economic and social development of Palestine | - General Public - NGOs - International Community - Schools & Academic - Professionals - Media | - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication - Out-of-home - Events / workshops and training | - PWA - Service Providers - MoA |
| | Cross border investments and regional cooperation are essential for water sector development and improvement of water management and utilization | - Policy and decision makers - Politicians - Professionals - Service Providers - International Community - General Public - Media | - Social media - Web media - Printed materials - Direct communication - Out-of-home - Events | - PWA |
| Advocate water rights and promulgate water | Access to clean water is basic need of every body and basic human right | - International Community - NGOs | - Social media - Web media - Printed materials | - PWA - Service Providers |

| Strategic Objectives | Key Messages | Target Audience | Communication Tool | Responsibility |
|---|---|---|--|---|
| related regional conflict issues among water sector stakeholders, international community, and development partners as violation for basic human rights | | <ul style="list-style-type: none"> - International Organizations - Media | <ul style="list-style-type: none"> - Direct communication - Events | |
| | Promulgating Israeli practices against human rights in water issues | <ul style="list-style-type: none"> - International Community - NGOs - International Organizations - Private Sector - Media | <ul style="list-style-type: none"> - Social media - Web media - Printed materials - Direct communication - Events | <ul style="list-style-type: none"> - PWA - Service Providers - MoA |
| | | | | |
| Promote water resources development, socioeconomic, and environmental aspects that encourage investment in and best usage of water resources for community well-being | All affected stakeholders should be empowered to actively participate in water resources planning, development and management in order to ensure ownership and sustainability of the water resources infrastructure. | <ul style="list-style-type: none"> - All target groups | <ul style="list-style-type: none"> - All media tools | <ul style="list-style-type: none"> - PWA, - EQA - Service Providers - MoA |
| | Water Sector must explore all available avenues of financing water resources and infrastructure development including existing funds, community contribution, and Public Private Partnership. It must run as a business with financial discipline | <ul style="list-style-type: none"> - Policy and decision makers - Politicians - Private Sector - NGOs | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication | <ul style="list-style-type: none"> - PWA - EQA - Service Providers - MoA |

| Strategic Objectives | Key Messages | Target Audience | Communication Tool | Responsibility |
|----------------------|--|--|---|---|
| | and accountability. | <ul style="list-style-type: none"> - Professionals - Service Providers - International Community - General Public - Media | <ul style="list-style-type: none"> - Out-of-home - Events / workshops | |
| | Communicate that water developments and operations have risks and hazards that require development and implementation of emergency plans, compliance to precautionary provisions, and welfare provisions for affected communities. | <ul style="list-style-type: none"> - Service Providers - Private Sector - NGOs - Professionals - General Public | <ul style="list-style-type: none"> - Broadcast & multimedia - Social media - Web media - Printed materials - Direct communication - Out-of-home - Events / workshops | <ul style="list-style-type: none"> - PWA - Service Providers - MoA |

6.3 Monitoring and Evaluation

Evaluating the effective of this strategy will focus on assessing if the message has been heard, understood and acted upon. Feedback will be obtained through surveys and observations of behavioral change. The monitoring and evaluation results will inform the future development of implementation plans for each implementing organization of the awareness activities leading to achieve the objectives of this strategy. It is however important that the achievement of strategic objectives of this strategy is monitored through measuring the provided high level indicators. Measuring the indicators of the strategy requires full understanding and knowledge of where we stand now and what is the current level of awareness and understanding of target groups against the identified objectives and key messages. Therefore, conducting a baseline survey is considered essential for a successful implementation of the strategy and for the monitoring and evaluation efforts and performance measurement.

PWA as a leading organization for the water sector shall initiate such activity at the beginning of strategy implementation, identifying base values for the identified indicators is a basic step toward an enabling environment to measure the performance and achievements of the strategic awareness objectives.

Each implementation plan and awareness campaign/activity developed at the implementers' levels on the basis of this strategy will contain a detailed monitoring and evaluation plan. Each Implementation plans should have a comprehensive list of indicators. At strategic objective level, the monitoring and evaluation will work with the following indicators:

| Strategic Objectives | Key Messages | Indicator | Base Value | Target Value |
|---|---|---|------------|--------------|
| Promote understanding and support of Integrated Water Resources Management (IWRM) and increase its effectiveness as an approach that contributes to economic and social development | Water management is a joint responsibility: WSO, General Public, Private Sector, NGOs, and other target groups must work together to manage water and related resources and services to ensure equity, maximum contribution to economic and social development, investments, infrastructure development, and a sustainable environment. | Stakeholder participation in water resources development and management among users, planners and policymakers at all levels improved by %. | | |
| | Together we build the future of Palestine, save water now. Watering Palestine, together we build our future | | | |
| | Water is life, so everyone should participate in its development, management and conservation. | Understanding that fresh water as a finite and vulnerable resource, essential to sustain life, development and the environment | | |
| | Women are key protectors of water and their needs must be considered through their effective participation in water management and implementation. | Understanding of the role and participation of women in decision making and in the provision, utilization, management and safeguarding of water | | |
| | Water has an economic and social value: Water users have the right to access water and also the responsibility to invest in water resources and pay for the services | <ul style="list-style-type: none"> - Improvement in recognition of water as an economic value in all its uses and should be treated as an economic and social good. - Improvement in collection rate for water supply service | | |
| | | | | |

| Strategic Objectives | Key Messages | Indicator | Base Value | Target Value |
|--|--|--|------------|--------------|
| Increase commitment among Water Sector Institutions, Regional Service Utilities, Local Government Units & Service Providers, NGOs, and other agencies on the importance of water supply and sanitation services in socioeconomic attributes in Palestine | Sustainability of water supply should be improved by increasing water users' ownership and human and financial resources for continued operations and maintenance. | <ul style="list-style-type: none"> - Participation level of various stakeholders improved by - Level of communities contribution to development of water services, operations, and maintenance improved by | | |
| | Water must be accessible to marginalized communities and Area C for different uses. | Allocated funds for marginalized and C Areas is increased annually by | | |
| Increase knowledge and advance the importance of water demand management in the sustainable development and utilization of water resources | Water Demand Management Practices creates opportunities for providing water to all sectors equitably. | Stakeholders understanding level of water demand management best practice is improved by | | |
| | Using water demand management principles in water infrastructure planning, development and operations creates options for utilizing the limited resources optimally. | Level of commitment of all water users in implementing possible options of minimizing water losses, encouraging efficient utilization and creating an environment that promotes investment in water saving technologies is improved by | | |
| Encourage cross-border investments in transboundary | Dissemination of information and benefits of the new institutional framework of the water sector and | <ul style="list-style-type: none"> - Level of understanding of water sector institutional framework amongst various stakeholders. | | |

| Strategic Objectives | Key Messages | Indicator | Base Value | Target Value |
|--|--|---|------------|--------------|
| water resources management that promotes regional cooperation | mandates of each organization | | | |
| | Water development program and projects are achieving a lot in contributing to economic and social development of Palestine | - Contribution of civil society and private sector in water sector development initiatives is improved by | | |
| | Cross border investments and regional cooperation are essential for water sector development and improvement of water management and utilization | - Understanding of benefits in shared resources for the advancement of social and economic development of Palestine and regional cooperation. - Existence of empowered role players at all levels of transboundary water resources management. | | |
| Advocate water rights and promulgate water related regional conflict issues among water sector stakeholders, international community, and development partners as violation for basic human rights | Access to clean water is basic need of every body and basic human right | - Availability of clean water amongst Palestinian communities is improved by. - Quantity of provided water to communities is increased by. | | |
| | Promulgating Israeli practices against human rights in water issues | - Utilization of water resources for domestic use is improved by. | | |

| Strategic Objectives | Key Messages | Indicator | Base Value | Target Value |
|---|---|--|------------|--------------|
| Promote water resources development, socioeconomic, and environmental aspects that encourage investment in and best usage of water resources for community well-being | All affected stakeholders should be empowered to actively participate in water resources planning, development and management in order to ensure ownership and sustainability of the water resources infrastructure. | <ul style="list-style-type: none"> - Commitment to development planning and management of the water resources is improved by. | | |
| | Water Sector must explore all available avenues of financing water resources and infrastructure development including existing funds, community contribution, and Public Private Partnership. It must run as a business with financial discipline and accountability. | <ul style="list-style-type: none"> - Percentage of water development public budget is increased by. - Level of private sector investments in water resources development is exceeding xx amount over the next 10 years | | |
| | Communicate that water developments and operations have risks and hazards that require development and implementation of emergency plans, compliance to precautionary provisions, and welfare provisions for affected communities. | <ul style="list-style-type: none"> - Understanding of impacts, risks and hazards of water developments and operations. - Commitment to implementing safety procedures among service providers and contractors. | | |

6.4 Capacity Enablers for Proper Implementation

- **Institutional support**

This document represents a strategy for the entire water sector and not only PWA although it shall lead the efforts and oversee the implementation of the strategy. Distribution of roles and responsibilities amongst water sector organizations is vital for successful implementation. Empowering the WSO for proper and comprehensive implementation of the strategy is the responsibility of PWA as leading organization, the communication function at the PWA shall lead the capacity building activities for various stakeholders and empower them to take clear responsibility in implementation.

Implementation of the awareness strategy requires understanding and knowledge of the water sector strategic framework, this includes the development plans, water sector policy and strategy, and national development plan. The PWA in its turn is requested to inform WSO of the existing strategies and policies and explain the content of such strategies to different stakeholders and mainly implementers of this strategy.

Specialized NGOs in Palestine such as Palestinian Hydrologist Group (PHG), House of Water and Environment (HWE), and other specialized NGOs shall take their responsibility in implementing this strategy, PWA in this regard is requested to coordinate efforts among different implementers and invites specialized NGOs to contribute to the success of the awareness strategy implementation.

It is highly recommended that the PWA initiate a communication forum for implementing this strategy comprising all relevant stakeholders including Media, WSOs, NGOs, and other relevant bodies to support active implementation of this strategy.

- **Information management and Technology**

High amount of information is expected to be shared and disseminated amongst stakeholders and target audiences. This requires the development of proper communication and information sharing tools, the National Water Information System is an ideal tool for communication and information sharing, most importantly, for stakeholders' feedback, documentation, and measuring some of the indicators in this strategy. The development of the NWIS at PWA is a desire to ensure information sharing, collection and processing of feedback.

- **Human resources development**

The implementation of this Strategy relies on the availability of specialized skills in the Water Sector to deliver the awareness and communication activities and reach as many target audiences. In this regard, the Water Sector needs to focus attention in human resources development in the area of communication and information management. The human resource development should be looked at in different dimensions such as:

1. Development of communication capacity in the PWA as a leading aspiring organization for the implementation of the strategy.
2. Development of the communication capacity in WSOs with specific focus on service providers and improving basic communication and media relations skills of communication specialists at such organizations.
3. Engaging and building the capacity of functional departments at WSOs in communication as the implementation of awareness activities is not a sole

responsibility of the communication departments. Each development initiative and project requires various levels of awareness and communication activities to target audiences. The involvement of the functional employees at different departments at PWA and Service Providers is a desire for successful implementation of the awareness activities.

The PWA should steer the implementation of the awareness strategy, this requires the empowerment of the newly proposed department at the Communication Directorate General at PWA to support the functional departments at PWA, as well as the communication departments at WSOs for efficient implementation of the awareness activities. Additionally, the awareness department is responsible to provide technical assistance and support to functional departments and WSOs to ensure alignment of awareness activities with this strategy. It will also support the development of implementation plans at the WSOs level as well as at the departmental level of PWA.

The design of campaigns and specific messages requires special skills and capabilities, hiring external agencies to support the design and implementation of certain campaigns or awareness activities will ensure wider and effective outreach to target audiences.

Strengthening the capacity of communication intermediary organizations, such as media, is very important to enable them communicate water issues competently. Activities such as media training, media visits and awards should be facilitated and the targeted media should be included in the recommended communication forum of the Palestinian water sector.

- **Strategy Financing**

The existence of this awareness strategy and its implementation plans at the WSOs level offer the basis for sourcing funds from donors, foundations, private sector and other funding agencies.

The strategy will also enable projects proposal developers to incorporate awareness and communication activities within their proposals to ensure that relevant activities are integrated into development programs and projects to ensure their linkages with functional activities. Existing projects and programs at WSOs mainly PWA should be reviewed to ensure that relevant awareness and communication aspects are aligned to this strategy and thereby allocating resources for the implementation of some activities that are relevant to respective projects or programs for water resources and management development.

The awareness department at PWA will play a coordination role to ensure that all aspects of this strategy have been taken up by various funding agencies and implementers.