



Government of The
Republic of Malawi



Government of The
United Republic of Tanzania

JOINT SONGWE RIVER BASIN COMMISSION (SONGWECOM)

COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY FOR THE JOINT SONGWE RIVER BASIN COMMISSION 2022 – 2027

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Acronyms and Abbreviations

CBOs	Community Based Organizations
CoM	Council of Ministers
COSES	Communication and Stakeholder Engagement Strategy
CSOs	Civil Society Organizations
COVID	Corona Virus Disease
DCCMS	Department of Climate Change and Meteorological Services
DDIP	Detail Design and Investment Preparations
DPs	Development Partners
EGENCO	Electricity Generation Company
ESCOM	Electricity Supply Commission of Malawi
IOs	International Organizations
HPP	Hydroelectric Power Plant
JSC	Joint Steering Committee
JTE	Joint Team of Experts
LGAs	Local Government Authorities
LSD	Lower Songwe Dam
MBC	Malawi Broadcasting Corporation
MEPA	Malawi Environmental Protection Authority
NEMC	National Environmental Management Council
NGOs	Non-governmental Organizations
REA	Rural Electrification Agency
RUWASA	Rural Water Supply and Sanitation Agency
SONGWECOM	Joint Songwe River Basin Commission
SRB	Songwe River Basin
SRBDP	Songwe River Basin Development Programme
S-SRBC	Secretariat – Joint Songwe River Basin Commission
TANESCO	Tanzania Electricity Supply Company
TANROADS	Tanzania National Roads Agency
TARURA	Tanzania Rural and Urban Roads Agency

TBC	Tanzania Broadcasting Corporation
TMA	Tanzania Meteorological Authority
UNESCO	United Nations Educational, Science and Cultural Organization
YONECO	Youth Net and Counselling

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Executive Summary

This Communication and Stakeholder Engagement Strategy (COSES), also referred to as the Strategy in this document, is a tool and guide for the Joint Songwe River Basin Commission (SONGWECOM), also referred to as the Commission in this document, to connect, consult and engage with key stakeholders in the implementation of the Songwe River Basin Development Programme (SRBDP), also referred to as the Programme in this document. The Strategy provides the importance, guiding principles, methods/channels and process of communicating with and engaging stakeholders.

This COSES, through a situation analysis, has highlighted the strengths and opportunities that are currently available regarding stakeholder communication and engagement. These include availability of a legal agreement between the two countries on the establishment of SONGWECOM is an indication of the political will for coordinated approach towards the implementation of the Programme; annual contributions to SONGWECOM by the riparian countries for implementation of activities; bankable projects to allow sourcing of finances; availability of high communication technologies, availability of political stability in the two riparian countries; availability of media outlets; presence of national and international events like World Water Day and World Environment Day that can be used as a platform for creating awareness; and interaction of communities between the two countries especially along the basin.

The COSES has also identified weaknesses and challenges which include inadequate funds due to competing needs for the meager financial resources available; limited human resources capacity within the Secretariat of SONGWECOM; limited national and international presence of SONGWECOM limits stakeholder knowledge and understanding of the SRBDP (example: SONGWECOM is not well known by other River Basin/Transboundary River Organizations etc.); language and cultural diversity; unreliable electricity, internet and mobile network connectivity which might impede communication efforts; and lack of synchronization of communication activities among different sectors which might lead to incorrect messages being transmitted/conveyed.

In addressing these challenges and utilizing the opportunities available, The COSES has identified target audiences, communication messages, communication channels; and feedback mechanism to improve communication for better stakeholder engagement. Furthermore, the Strategy has identified key stakeholders to collaborate with the Commission in implementing

activities under the SRBDP and the channels/means that shall be used to guarantee their full and active participation. The stakeholders have been grouped into two categories of primary and secondary stakeholders.

The Primary stakeholders are those stakeholders who are directly affected by or affect the projects/interventions implemented under the SRBDP. These stakeholders include the communities within the SRB who might be affected by the project through resettlement (dams and irrigation schemes construction) but at the same time benefit from the outcome of the projects. Other Primary stakeholders are some of the Government institutions in Tanzania and Malawi including Ministries responsible for water who are the custodians of the Programme and to a large extent determine the successful implementation of the Programme.

Secondary stakeholders are stakeholders who are not directly affected by the interventions/projects under the SRBDP but still have crucial contributions to its successful implementation. These stakeholders are important in promoting a positive image of SONGWECOM, building support and promoting cooperation to build trust and confidence especially for decision making at a higher level (policy-making and negotiations). The Secondary stakeholders include Civil Society Organizations, Non-Governmental Organizations, international development partners and the private sector.

Although this strategy provides an overall framework, specific engagement of each one of these categories of stakeholders will, nevertheless, need to be planned and implemented on a case by case, issue by issue basis. These stakeholders have been analyzed to determine their level of interest and influence/power to the SRBDP, the important issues/information they require from the Commission, their contribution to the Programme and how they might affect the Programme initiatives. The analysis further provides the strategies to engage these stakeholders and the communication channel to be used.

To guarantee the full and active participation of these stakeholders in interventions under the SRBDP, the COSES has identified four strategic objectives. The first strategic objective is advocating for the increased commitment of the riparian states to the Joint Songwe River Basin Commission as per The Convention which will guarantee that the contributions of member states are provided accordingly for effective implementation of interventions by the Commission. The second strategic objective is enhancing national and basin level awareness and knowledge of the

benefits of implementing the SRBDP for the sustainable management and development of the common Songwe River Basin and its resources. This objective intends to increase participation of stakeholders in interventions implemented by the Commission through their understanding of the benefits of the interventions carried-out.

The third strategic objective is promoting transboundary collaboration and cooperation among communities within the riparian states for their socio-economic development. This objective shall ensure good neighborhood practices among societies within the Songwe River Basin. The fourth strategic objective is promoting the visibility of SONGWECOM among stakeholders for successful achievement of the set goals by 2027 that shall enhance trust and confidence of stakeholders towards the Commission.

The COSES provides the implementation plan which highlights the outcomes, activities, timelines and responsible individuals for achieving the strategic objectives. The implementation plan shall ensure that the messages of the Commission with regards to the SRBDP reach the intended stakeholders and the engagement processes of these stakeholders are adhered to. The arrangements for implementing this strategy have also been indicated whereby the Secretariat of SONGWECOM is responsible to coordinate the implementation of the Strategy. The Strategy shall be financed through the Commission's annual budgets.

The Strategy shall be monitored and evaluated by the Commission through the Secretariat to ensure the effectiveness, quality and relevance of the implementation plan. Monitoring shall be conducted periodically to ensure the implementation aims at attaining the objectives of the Strategy and the SRBDP in general. The Strategy implementation shall be evaluated to identify bottlenecks that may hinder the achievement of objectives and devise means to address them. The Strategy shall be evaluated through indicators that shall be measured to guarantee that activities are directed towards the achievement of objectives. The outcome of the evaluation process shall allow for the review of the Strategy to update it and ensure it is relevant.

1. Introduction

This Communication and Stakeholder Engagement Strategy is a tool and a guide for the Joint Songwe River Basin Commission (SONGWECOM) to connect, consult and engage with key stakeholders in the implementation of the Songwe River Basin Development Programme (SRBDP). The Strategy provides the importance, guiding principles, channels and process of communicating with and engaging stakeholders. The Strategy further provides or identifies the key stakeholder of the SONGWECOM and financing of the activities to be implemented while executing the Strategy.

1.1. Background

The United Republic of Tanzania and the Republic of Malawi are two sovereign States with the deepest part of the main stream (the thalweg) of the Songwe River forming part of their international boundary. The Songwe River has a length of about 200 kilometers and its basin covers a surface area of 4,243km² with a population of over 320,000 (2008). For several decades, the basin has been subject to considerable rural settlement developments and expanding urban centers resulting in increasing pressure on the basin's land and water resources. Furthermore, the stretch of the Songwe River downstream Kasumulu/Songwe border posts and within the flood plain is characterized by the river changing its course through its meandering following the annual floods. With a population of more than 52,000, flooding and shifting of the river course are very inconvenient to the inhabitants on that part of the basin because they cause losses of people's lives; their properties; general inconvenience to environment and socio-economic activities; and changing their nationality.

As a result of the aforementioned challenges, the two countries decided to embark on a major programme named the Songwe River Basin Development Programme (SRBDP) that aims at addressing the challenges while improving the livelihood of the community within the Basin and improving the cooperation between the two countries. The Programme, which is executed and managed by SONGWECOM, is implemented in the seven districts within the Basin which are Chitipa and Karonga Districts (Malawi) and Ileje, Kyela, Momba, Mbeya Rural and Mbozi Districts (Tanzania) as illustrated in figure 1.1.

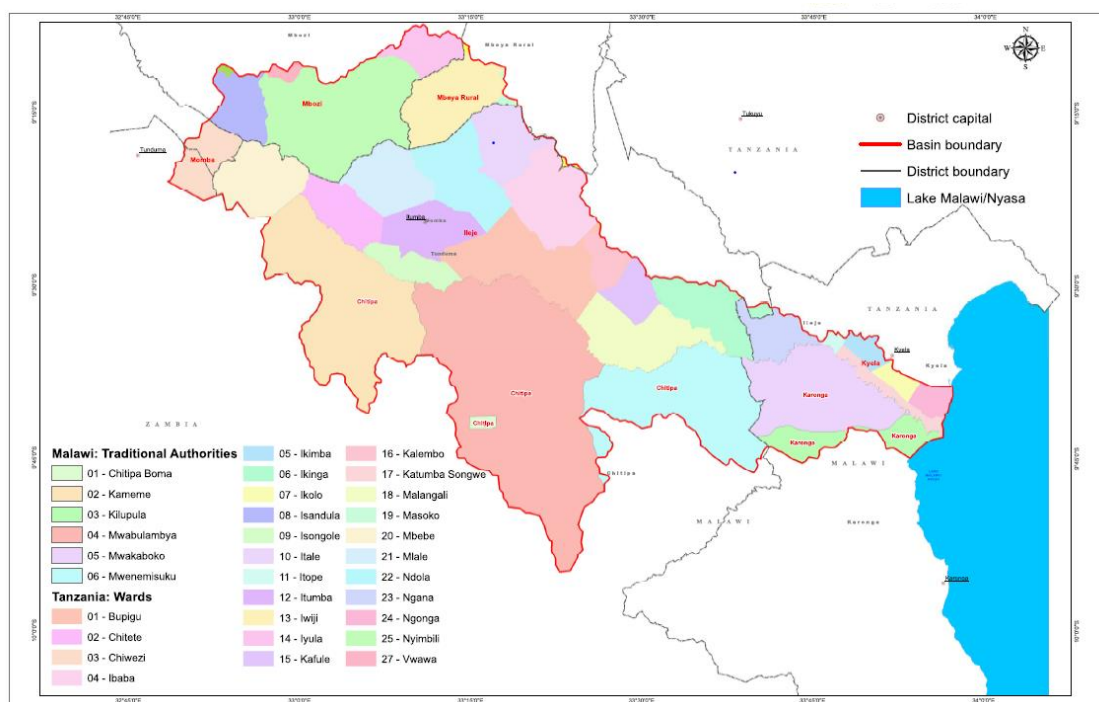


Figure 1.1: Map of the Songwe River Basin displaying administrative boundaries¹

The Commission understands that full engagement and participation of stakeholders within the Songwe River Basin is key in ensuring the successful implementation of the planned projects hence safeguarding the sustainability of the results attained under the SRBDP. In this regard, a Strategy that guides the participation of stakeholders to be successfully managed is of importance to the Commission.

1.2. Goal, Vision, Mission and Core Values of SONGWECOM

The goal, vision, mission and core values of SONGWECOM are as explained below.

1.2.1.Goal

To contribute to the economic growth, reduced poverty, improved health and living conditions, and enhanced food and energy security for the people of the Songwe River Basin in the context of the overall economic development of Malawi and Tanzania.

1.2.2.Vision

¹ Songwe River Basin Development Programme: Detailed Design and Investment Preparation Project, 2015

A Songwe River Basin that continuously experiences the improved quality of life among the local communities through sustainable use of basin resources while ensuring that economic growth rate is above population growth rate.

1.2.3.Mission

To be the leader in facilitating, protecting and enhancing socio-economic development of the Songwe River Basin using an integrated water resources management approach for the benefit of the Basin's present and future generations. In performing this leadership role, the Commission will serve as policy maker, regulator, planner, manager and mediator on behalf of the Signatories to the Songwe River Basin Convention and the people resident in the Basin.

1.2.4.Core Values

The Core Values of SONGWECOM are:

- a) Serving the public;
- b) Treating everyone with fairness and respect;
- c) Acting in an open, honest and professional manner;
- d) Listening and responding to all stakeholders;
- e) Encouraging innovative, creative solutions to water resources management;
- f) Improving the expertise; and
- g) Enjoying and respecting the magnificent resources of the basin.

1.3. Situation Analysis

This Communication and Stakeholder Engagement Strategy emanates from the Awareness and Communication Strategy (2013) which was prepared during Phase two of the SRBDP and was for the implementation of the Detailed Design and Investment Preparation (DDIP) Project. The Strategy addressed the issues of stakeholders to be involved, the channels to be used and the message to be conveyed during the implementation of the DDIP Project including creating awareness and understanding on the five components of the Project.

Furthermore, a Shared Vision 2050 was prepared during that phase of the Programme with inputs from all the stakeholders within the basin. The Vision foresees a Songwe River Basin that

continuously experiences improved quality of life among the local communities through sustainable use of basin resources while ensuring that economic growth rate is above population growth. The Vision aims to:

- a) Develop broad consensus on realistic, achievable objectives and indicators for sustainable management of the basin;
- b) Develop mechanisms that will enable stakeholders to advocate their interests, provide feedback to governments, and monitor progress towards achieving the set goals; and
- c) Serve as a basis to discuss perspectives, strategies and approaches that have to be in place to attain set key priorities.

This Shared Vision affirms the importance of stakeholders in having a common goal towards the sustainable management and development of resources within the Basin for the benefits of the communities in the two countries.

This COSES takes into account the strength, Weakness, Opportunities and Challenges related to Communication and Stakeholder Engagement within the SRB is as provided in Table 1.1.

Table 1.1: Strength Weakness, Opportunities and Challenges analysis for Communication and Stakeholder Engagement

Strength	Weakness
i. The creation of a legal agreement between the two countries on the establishment of the SONGWECOM is an indication of the political will for coordinated approach to the implementation of the Songwe River Basin Development Programme. ii. Additionally, the two governments provide a monthly contribution to the operations of the SONGWECOM Secretariat as well as the implementation of this Communication and Stakeholder Engagement Strategy. iii. Presence of the Community Participation and Stakeholder Engagement Expert provides conducive environment within the Commission to effectively undertake issues of communication and stakeholder engagement in the basin. iv. Bankable projects to allow sourcing of finances v. Availability of the JTE, JSC and Council of Ministers (CoM) which are made up of members from different sectors	i. Inadequate funds (competing needs for the meager financial resources available ii. Limited human resources capacity iii. Lack of national and international presence of SONGWECOM limits stakeholder knowledge and understanding of the SRBDP (example: SONGWECOM is not well known by other River Basin/Transboundary River Organizations etc.)
Opportunities	Challenges
i. Availability of high Communication technology – There	i. Unreliable electricity, internet and mobile

is an influx of mobile telephones, access to internet, and availability of sophisticated software that allows sharing of images, voice messages and videos. This provides the SONGWECOM with a wide range of mode of dissemination of the messages to various target audiences; ii. Awareness on the programme and Commission (to some extent) has already been done on stakeholders in the Basin; iii. Expectations of the communities and local government institutions on having the LSD in place also provides conducive environment on communication and stakeholder engagement; iv. Political support from the two riparian countries; v. Political stability in the two riparian countries; vi. Interaction of communities between the two countries especially along the basin (Transborder trade between the riparian countries and other social interactions like intermarriages); vii. Having communities with high literacy rate (Tanzania 77.89% and Malawi 65.75%)² which increase the number of communication channels to be used; viii. Availability of media that can be used to communicate with stakeholders: - Tanzania (TBC Taifa, TBC FM, Clouds FM, Radio One, Radio Free Africa, East Africa Radio, Kiss FM and E FM, there are local radios available which fetch a wide audience especially in rural areas including Kyela FM, Keifo FM, Radio Ileje and Ilas FM, TBC1, Clouds, Azam, ITV, Start tv, EATv, Wasafi TV and Channel Ten, Nipashe, Mwananchi, Raia Mwema, Mtanzania, Uhuru, Daily News, The Guardian, and The Citizen). - Malawi (Malawi Broadcasting Corporation, Zodiak Broadcasting Station, MBC Radio 1, MBC Radio 2, Zodiak Radio, YONECO FM and Times Radio, Nation Newspaper and Daily Times, Weekend Nation and Malawi News, Tuntufye Radio and Dinosaur Community Radio) - like Instagram, Twitter, Facebook, WhatsApp, YouTube, and websites; and ix. Availability of national, regional and international events e.g., Water Week, environment week etc., that can be used as platforms to create visibility of SONGWECOM and the SRBDP.	network connectivity which might impede communication efforts; ii. Occurrence of pandemic diseases (e.g., COVID-19) that might constrain physical meetings for awareness and engagement of stakeholders; iii. Disability on the intended audience (e.g., Visually impaired, hearing impaired) iv. Language and cultural diversity – the Songwe River Basin has more than 30 languages and diverse traditional beliefs. With such diversity, community awareness on programme and project activities faces challenges in terms of production of knowledge materials in different languages; v. Limited understanding of the Commission and the SRBDP by most stakeholders due to inadequate branding of the Commission. This can even be observed through the communities within the Kyela District where the Offices of the Commission are located, example most community members do not understand the interventions currently implemented by the Commission; vi. Lack of synchronization of communication activities among different sectors which might lead to incorrect messages being transmitted/conveyed; and vii. Limited media understanding of the SRBDP and SONGWECOM constraining them from publicizing interventions under the SRBDP.
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1.3.1. Current Communication Flows

1.3.1.1. Internal Communication Flow

The current communication flow within SONGWECOM is as provided in Figure 1.2.

² The literacy rate is according to the UNESCO Institute for Statistics, 2016

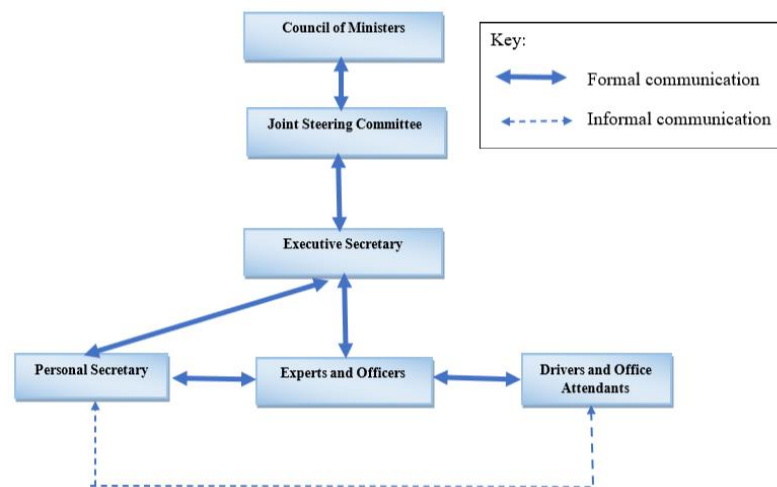


Figure 1.2: Current communication flows within SONGWECOM

1.3.1.2. External Communication Flows

The current communication flow between SONGWECOM and stakeholders is as provided in Figure 1.3.

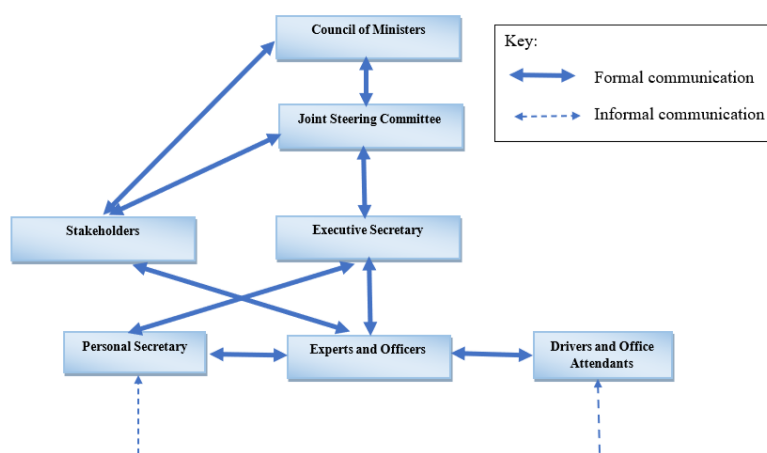


Figure 1.3: Current communication flow between SONGWECOM and stakeholders

1.4. Rationale of the COSES

The Communication and Stakeholder Engagement Strategy provides a foundation for sharing information to broaden Stakeholders' role in the process of programme implementation. The strategy is multifaceted, recognizing the need for timely and relevant information at all levels. Information is needed by the governments for informed policy dialogue and decision making. Civil society and politicians also require information to participate in policy formulation issues and guidance on subsequent programmes and projects implementation. Similarly, to assess how the governments and other stakeholders take actions in programme implementation, and to support and guide their planning and implementation of development activities, people and the community at large, require accessible information.

Information needs to flow both ways. The right information at the right time is of strategic importance but not sufficient to address challenges posed by inadequate service provision. Therefore, information dissemination must go hand in hand with feedback channels. Institutionalization of a two-way communication process provides power to the people to articulate their aspirations and find common ground for action.

To reprioritize communication to respond to the needs of the people, this Communication and Stakeholder Engagement Strategy emphasizes reaching people at all levels and avoiding setbacks to successful implementation caused by lack of information. Information should be clear, simple and concise in addition to being made available in accessible formats.

It is thus a priority for this strategy to create a platform for public discourse through which every stakeholder has an opportunity to be informed and provide feedback on issues influencing them. It is envisaged that understanding of the issues by a wider group of the people through consensus debates and participatory approaches, will broaden ownership of the programme/project actions and improve participation of the stakeholders in the interventions under the Programme.

One of the key principles in the sustainable management and development of natural resources is to ensure that all stakeholders who are primary natural resources users in the basin and are spread over large geographical areas are aware of the key issues and challenges of the basin. Lack of adequate awareness of resources management and development issues is a problem that cuts across all levels. The state of the resources in terms of supply and demand, quantity, scarcity and ecological value is unknown to many actors. As most of the natural resources are finite

resources with supply constraints, in which case the stakeholders, especially rural communities and the districts have an important role to play in planning, managing and developing them. On the other hand, district actors and politicians must themselves be aware of the state of the natural resources in terms of their quality and quantity and consequent socio-economic and environmental effects before they can play an effective advocacy role in their areas of jurisdiction.

Furthermore, this Strategy guides how stakeholders should be involved and engaged in programme interventions. As stakeholders are of different levels, the approaches and methods of engaging them will vary depending on the type of stakeholder and type of intervention. This should also provide the role that each stakeholder has to play in the successful implementation of the SRBDP and the sustainable development of the whole basin.

1.5. Objectives of the COSES

The main objective of the COSES is to develop mechanisms that will enable the Commission to advocate its interests and get feedback from various stakeholders while at the same time monitor progress towards achieving the goal of the Commission. The following are the specific objectives of the COSES:

- a. Achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken; and
- b. Create strong public awareness of the challenges in the basin, and public support for and participation in, actions that lead to significant reduction of the challenges.

2. Stakeholder Communication

Stakeholder communication refers to the regular exchange of information between the institutions and their stakeholders. For effective, targeted stakeholder communication, it is important to know the stakeholders and what their goals, motives and interests in order to plan the effective message to be communicated and the channel of communication to be used.

2.1. Communication Objectives and Guiding Principles

The Communication shall aim to achieve objectives and follow principles as set hereunder.

2.1.1.Objectives of Communication

Communication efforts support the wider goal of the SRBDP which aims at implementing a multi-sectoral solution to capitalize on the opportunities available in the basin and enhance adaptation to climate change, mitigating its adverse environmental impacts and the effects on food production. As a result, the communication intends to:

- c. Build awareness and knowledge of the SRBDP to all stakeholders;
- d. Create a knowledge sharing and learning culture among programme implementers;
- e. Encourage dialogue and create a two-way information flow;
- f. Keep key stakeholders informed on a regular and timely basis;
- g. Influence behavior change through capacity building and understanding;
- h. Promote awareness, access to and dissemination of information, and adoption of best practices among the general public and communities in target districts; and
- i. Enhance coordination and capacity of implementing entities to communicate effectively and efficiently.

2.1.2.Communication Guiding Principles

To achieve the wider goal of the SRBDP, all communications under the Programme shall be guided by a set of principles to ensure accountability and effectiveness. These principles are:

Feedback: Seeking feedback from the audience on the message communicated through a two-way dialogue that values the opinion of the audience;

Clarity:	Communicating clear and concise messages in a language and style that is easily understood.
Consistency:	Conveying messages that are consistent with the policies, plans, programmes and objectives of SONGWECOM.
Timeliness:	Communicating messages at a proper time so that decisions could be made timely and plans implemented accordingly.
Respect:	Taking into consideration the diversity of our basin stakeholders and providing fair treatment to all while treating every person with dignity and regard.
Transparency and Accountability	The Strategy should be executed in the spirit of public interest
Urgency	During implementation of the programme, there will be a number of issues that will rise and require urgent response within the unplanned set period of time. The communication emphasizes on the need to focus on supporting emerging urgent issues and media crisis issues with much needed urgency.

2.2. Communication Flows

Effective communication requires a well-established flow of information within SONGWECOM and also to stakeholders.

2.2.1. Internal Communication Flows

The expected communication flows within SONGWECOM should be as described in figure 2.1



Figure 2.1: Communication flow within SONGWECOM

2.2.2.External Communication Flows

The communication between SONGWECOM and stakeholder should be as described in figure 2.2

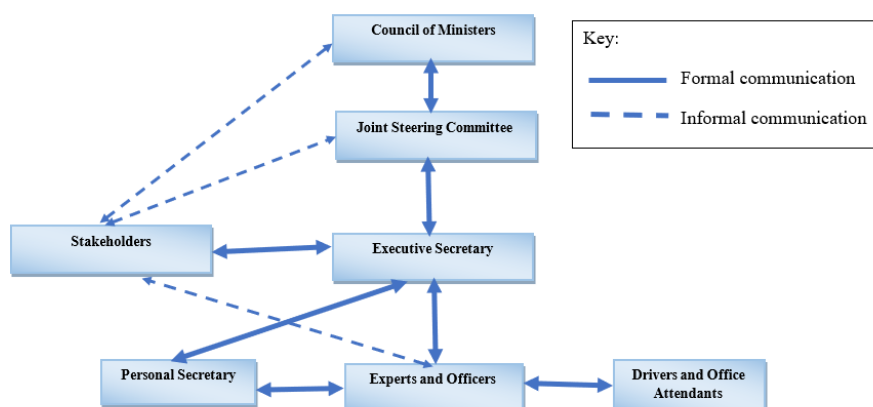


Figure 2.2: Communication flows between SONGWECOM and stakeholders

2.3. Communication Messages

The SRBDP being a multifaced programme with several projects, implementation of the communication strategy will be guided by key messages that will be selected to suit specific projects and audiences. Samples of communication messages are provided as appendix I.

2.3.1. The Focus of Communication Message

The key messages will take into consideration the following aspects:

Stakeholder Needs:

The messages shall focus on the stakeholder needs and not the sender's desire, whilst targeting stakeholders' beliefs and opinions, and sensitivity to the audience's culture.

Details of the Project Background:

The audience shall be informed, and in some cases, reminded of the project background. Among other areas, the background information will include: i) Project area,

ii) History of the Project, iii) Problems and challenges in relation to the Songwe River basin resources, iv) Efforts by the two Governments to encounter the problems and challenges, v) Current status, and vi) The way forward.

Project Components:

Project components to be dealt with shall be elaborated to the audience to enlighten them on what the Project is about.

Benefits from the Project Outcomes:

The audience shall be informed of the benefits they are going to gain from the project. As one of the key messages, the audience would be more motivated to play their role during project implementation knowing what they are going to gain out it.

Role of the Target Audience and all Stakeholders:

Knowing the Project components and benefits expected for them, the target audience shall be informed and reminded of the role they have to play in reaching the set targets. These roles include the provision of required data and information about the project; participation in decision-making processes and implementation of interventions on the ground; and providing guidance and support to field staff. The audience shall also be requested to deliver the messages they are receiving on the Project to other stakeholders.

Issues in the basin

2.3.2.Messaging Framework

Careful planning of the messages is key in ensuring consistency with the overall goal of SONGWECOM even though adaptation to varying contexts as a result of emerging trends and media could still be accommodated to fit the current times. In this regard:

- a) Targeted messages specifically designed for identified audiences and stakeholders shall be an integral part of message development where and when necessary. Effective messaging shall allow SONGWECOM to tell its captivating story and create a strong brand;

- b) SONGWECOM shall craft messages that present a clear picture of the organization's vision and its unique brand value. Messages shall be targeted at key audiences with clarity of the desired outcome;
- c) Messages shall take a thematic approach informed by SONGWECOM's campaigns and crucial debates and activities that SONGWECOM seeks to influence;
- d) Parties to the Convention of SONGWECOM shall be consulted in the process to ensure that messages are unified and created to resonate at different levels;
- e) All SONGWECOM communications and visibility efforts shall encompass key messages, especially special events;
- f) SONGWECOM shall explore efforts to link and publicize key messages through relevant global events and international days. A comprehensive map of global and national events for planning and monitoring shall be drawn;
- g) The diversity of audiences, cultural sensitivity, and local languages (where needed and resources permit) shall be taken into consideration in preparing messages;
- h) Deliberate efforts shall be made to ensure that messages do not perpetuate gender stereotypes;
- i) SONGWECOM shall focus efforts on developing human centered messages that highlight environment, water, climate change, biodiversity, integrated water resource management and sustainable development; and
- j) A theme shall be selected annually as a rallying point for SONGWECOM's communication and visibility activities for better impact. This will allow for a deeper focus on an issue and promote linkages with other issues the Commission and its partners are working on.

2.4. Target Audience and Communication Channels

2.4.1.Target Audience

In planning the communication process, identification of the target audience is a critical step. The audience has the power to deliver the change the strategy is seeking to achieve such as implementing the SRBDP, changing individual lifestyle, behaviors and practices or enhancing knowledge on sustainable land use and water resources management.

2.4.2.Communication Channels

The channel /medium used to communicate a message affects how the audience receives the message. These channels refer to the methods we use to communicate as well as the precise tools we use in the communication process. The Communication channels and tools to be used during the implementation of this Strategy shall depend on the type of message put across and the intended target. Some of the channels of communication to be used shall include face-to-face, public announcements, written reports, video conferencing, meetings, text messaging, phone calls, website, social-media, posters/fliers, banners, newsletters, email, documentaries, television, Press releases, sign language, radio, arts, events (drama, songs, dances).

The categories of the target audience and their communication channels under this communication strategy, are as outlined in Table 2.1.

Table 2.1: Target Audience for Communication Process

S/N	TARGET AUDIENCE	DESCRIPTION	COMMUNICATION CHANNEL
1.	National Government Institutions	Ministries and Departments which include the Ministries responsible for Water, Irrigated Agriculture, Agriculture, Livestock, Energy, Local Government Authorities, Environment, Natural Resources, Department of Disaster Management, and other water sector-related ministries, as stakeholders of the Programme, have to ensure that SRBDP interventions are mainstreamed into their plans.	Face-to-face, written reports, video conferencing; meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.
2.	Local government institutions	Local governments (District councils, Town councils, Traditional Authorities, Wards and villages). Local government institutions are critical in the implementation of development interventions.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.
3.	Local communities and local leaders	Beneficiary/recipient communities targeted for understanding and addressing key issues in water and natural resources management such as farmers; irrigators; livestock keepers; water,	Face-to-face, public announcements, meetings, text messaging, phone calls, website, social-media,

S/N	TARGET AUDIENCE	DESCRIPTION	COMMUNICATION CHANNEL
		environment and land committees; and traditional leaders/influential people.	posters/fliers, banners, newsletters, documentaries, television, press releases, sign language, radio, arts, events (drama, songs, dances).
4.	Politicians	Members of Parliament, councilors, village chairpersons can encourage and facilitate community involvement in the implementation of SRBDP interventions. Most of these have a negative attitude towards water and natural resources management as the issue affects the communities. Therefore, they should be sensitized on issues related to water resources and environmental management.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.
5.	Private sector	This is a key sector needed for investing in interventions under the SRBDP including fishing, agribusiness in irrigation schemes and tourism. They include financial and business institutions.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, press releases, radio.
6.	Academia and research institutions	Conduct research on a range of environmental and social issues applicable to the issues of the Songwe River Basin (SRB). They can also provide tailored programmes addressing the challenges facing the SRB.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television,

S/N	TARGET AUDIENCE	DESCRIPTION	COMMUNICATION CHANNEL
			press releases, radio.
7.	Non-governmental Organizations (NGOs), Civil Society Organizations (CSOs) and Community Based Organizations (CBOs)	These include national and international organizations which conduct interventions related to natural resources management. They are advocates and supporters of environment and natural resources management issues who are key in promoting interventions under the SRBDP. These organizations carry out research, design and implement development projects and carry out advocacy to influence decision-making regarding water and natural resources related issues. They come from several sectors such as environment, water, and community development, among others. They are a powerful audience that can transmit information through their networks.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.
8.	Development Partners (DPs)	These are multinational organizations that provide support (Technical and financial) on the implementation of development interventions.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.
9.	International Organization	These are multinational organizations that provide support (Technical, financial and advocacy) on implementation of development interventions.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.

S/N	TARGET AUDIENCE	DESCRIPTION	COMMUNICATION CHANNEL
10.	Media	Media houses, bodies and journalists play a great role in conveying messages related to water and natural resources management to the targeted audience; capturing the attention of the media is critical. Engaging the media in interventions under the Programme will significantly increase the visibility of SONGWECOM with minimum cost.	Face-to-face, written reports, video conferencing, meetings, phone calls, social media (Twitter, Instagram, Facebook, YouTube), website, posters/fliers/brochures, banners, newsletters, email, documentaries, television, Press releases, radio.

2.5. Feedback Mechanism

The feedback mechanism for communication channels used are as provided in Table 2.2

Table 2.2: Feedback mechanism for communication channels

Sn	Communication Channel	Feedback Mechanism
1.	Facebook, Instagram, Twitter, YouTube, Website	Comment section, like button, inbox
2.	Television, Documentaries	Email, phone calls, messages
3.	email	email
4.	Press Release	Phone calls, Messages, social media
5.	Video conferencing	Interactions
6.	Banners, Newsletters, Fliers, Brochures	Through meetings, phone calls, Message
7.	Face-to-Face	Immediate (face-to-face)
8.	Radio	Through meetings, phone calls, messages

3. Stakeholder Engagement

Stakeholder Engagement is the practice of influencing a variety of outcomes through consultation, communication, negotiation, compromise, and relationship building with key individuals/institutions that have a defined interest/stake in the decision-making process. It aims at interacting with, and influencing programme stakeholders to the overall benefit of the programme. The successful completion of any intervention usually depends on how the stakeholders view it. Their requirements, expectations, perceptions, personal agendas and concerns might influence the intervention, shape what success looks like, and impact the outcomes that can be achieved.

3.1. Stakeholder Engagement Objectives

The overall objective of stakeholder engagement is to achieve a transparent decision-making process with greater input from stakeholders and their support of the decisions that are taken. Specifically, stakeholder engagement aims at:

- a) Enabling communication, dialogue and understanding among the implementing stakeholders;
- b) Promoting a sense of ownership of interventions under the Programme; and
- c) Building an inclusive environment that allows the incorporation of different interests for the achievement of the Programme goal.

3.2. Stakeholder Engagement Guiding Principles

The engagement of stakeholders in all interventions under the SRBDP shall be guided by the following principles:

Inclusive and diverse stakeholder engagement:	Promote an inclusive and diverse stakeholder engagement with a tailored approach by stakeholders taking into consideration the diverse nature of the SRBDP stakeholders.
Timeliness:	Ensuring all activities involving stakeholders are planned and communicated ahead of time to guarantee full participation of all stakeholders.

Effective communication:	Ensure communication with stakeholders is clear and tailored to their specific needs.
Continuous learning and improvement:	Seek and use stakeholders' feedback for effective learning and continuous improvement of the implementation of the SRBDP.
Respect and sensitivity:	Abide by the highest ethical standards in engaging with stakeholders, ensuring respect and sensitivity to stakeholders' diversity and human rights.

3.3. Stakeholder Mapping

Stakeholder mapping is a collaborative process of research, debate, and discussion that draws from multiple perspectives to determine a key list of stakeholders across the entire stakeholder spectrum. The process of stakeholder mapping has a variety of steps including identifying, analysis and prioritizing the stakeholder.

3.3.1. Stakeholder Identification

The process of identifying stakeholders was led with the understanding of the key interventions/projects under the SRBDP. As the Programme involves a variety of projects, stakeholders from different sectors have been identified according to the contribution they might have to the Programme and how the Programme may affect them. These stakeholders have been widely grouped into primary and secondary stakeholders.

Primary stakeholders: These are those stakeholders who are directly affected by or affect the projects/interventions implemented under the SRBDP. These stakeholders include the communities within the SRB who might be affected by the project through resettlement (dams and irrigation schemes construction) but at the same time benefit from the outcome of the projects. Other primary stakeholders are the Governments of Tanzania and Malawi who are the custodians of the Programme and to a large extent determine the successful implementation of the Programme.

Secondary stakeholders: These are stakeholders who are not directly affected by the interventions/projects under the SRBDP but still have a crucial contribution to its successful implementation. These stakeholders are important in promoting a positive image of

SONGWECOM, building support and promoting cooperation to build trust and confidence especially for decision making at a high level (policy-making and negotiations). The secondary stakeholders include civil society organizations, international development partners and the private sector. Although this strategy provides an overall framework, specific engagement of each one of these categories of secondary stakeholders will nevertheless need to be planned and implemented on a case by case, issue by issue basis.

3.3.2. Stakeholder Analysis and Prioritization

The analysis of stakeholders was conducted using a Stakeholder Analysis Matrix which took into consideration political opinions that govern how they respond to the project; environmental stewardship, like protection of wildlife or vegetation; Financial interests, like supporting the Programme; business interests, for example the increase of their present or future business; and moral and ethical values, which relate to societal norms for behavior. Through these considerations, Mendelow's Matrix (Figure 3.1) has been applied to determine the influence and interest of the stakeholders to be able to prioritize the stakeholders.

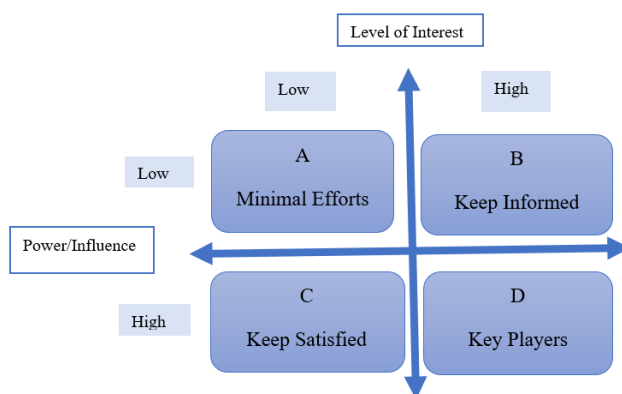


Figure 3.1: Mendelow's Matrix for Stakeholder's Engagement Analysis³

Category A: Low Interest & Low Power/Influence

This group of stakeholders might require information on interventions under the SRBDP, whereby one-way communication might likely be sufficient in most instances.

Category B: High Interest & Low Power/Influence

³ Mendelow, A. L. (1981): Environmental Scanning: The Impact of the Stakeholder Concept. Proceedings from the Second International Conference on Information Systems 407-418. Cambridge, MA

This category has more *interest* in the Programme than the low-low category. Although they may not be as influential as other stakeholders, regular, robust communication and two-way communication with this stakeholder group with high interest might be appropriate.

Category C: Low Interest & High Power/Influence

This group is more *influential* than the low-low grouping. Although they still have a low *interest* in regular communication but have the power to influence the outcome of the interventions undertaken. In this regard, it is crucial to monitor this group regularly, keep them informed of critical information and anticipate any interests or needs they may have and ensure that they are addressed.

Category D: High Interest & High Power/Influence (these are the KEY stakeholders)

This group is both *interested* and *influential* and shall require more resources to engage with effectively. This is the priority category of stakeholders who shall require regular, robust, two-way communication tactics to keep it actively engaged in Programme activities.

The analysis of the stakeholders using Mendelow's Matrix is as provided in Appendix II.

3.4. Stakeholder Engagement Process

Engaging stakeholder in interventions carried out by SONGWECOM provides for a better and well-informed decision-making process and sustainability of the SRBDP. A well planned, organized and executed engagement process is crucial in guaranteeing positive results/outcomes of the Programme. In this regard, the engagement process shall base on the following steps:

a) Develop a detailed communication plan

A Communication Plan that ensures all channels have been included to connect with as many stakeholders as possible is important. Creating a plan early on makes it more likely that the team will communicate with stakeholders regularly.

b) Create a comfortable environment

Stakeholders must be clear about project goals and have all details at hand – the who, what, when, how and why. This shall help increase the understanding and engagement among stakeholders, especially if unexpected changes occur.

c) Keeping in touch with stakeholders during the Programme implementation

Connecting with stakeholders and asking for their input is key to achieving positive results of the Programme. Stakeholders shall be engaged in addressing challenges that the Programme might face and all necessary information to help them perform their roles effectively should be provided.

d) Seek feedback from stakeholders

Feedback from stakeholders is key to help understand challenges and opportunities within different Programme areas. Their input can reveal important details regarding potential pitfalls and might help in making informed decisions.

e) Prioritize together

Always engaging key stakeholder in the process of prioritizing burning issues, if uncertain of areas or challenges to focus on first.

f) Evaluate together

Stakeholders are often outside observers and they might probably have a lot to say. Based on their feedback, a better evaluation of the stage of the project can be made and if necessary, refocus the project plan.

4. Strategic Objectives of the Communication and Stakeholder Engagement Strategy

The goal of this COSES aims to keep SONGWECOM stakeholders knowledgeable, actively engaged and committed to cooperating with the Commission in support of the realization of the goal and vision of the SRBDP. This goal shall be attained through the implementation of Strategic Objectives and their activities as alluded hereunder.

4.1 Advocating for the increased commitment of the riparian states to the Joint Songwe River Basin Commission as per The Convention⁴.

The contribution of member countries is crucial in guaranteeing the successful implementation of activities of the Commission. S-SRBC shall work to ensure that member countries provide their contributions to the Commission as stipulated in the Convention through:

- a) Follow-up on governance contribution to the annual budget of the Commission;
- b) Conducting governance meetings of the JTE, JSC and Council of Ministers;
- c) Organizing National and Basin level forums for key SONGWECOM stakeholders;
and
- d) Dissemination of reports to key sectors.

4.2 Enhancing national and basin level awareness and knowledge of the benefits of implementing the SRBDP for the sustainable management and development of the common Songwe River Basin and its resources.

The participation of stakeholders in interventions implemented by the Commission is increased through their understanding of the benefits of the interventions carried-out by the Commission. The S-SRBC shall strive to enhance the awareness of stakeholders through:

- a) Establishing National and basin level stakeholder collaboration platforms;
- b) Organizing and conducting national and basin level stakeholder forum meetings and workshops;
- c) Conducting awareness creation meetings at community, district, national and basin level;

⁴ The Convention for the Establishment of the Joint Songwe River Basin Commission, 2017

- d) Engaging local institutions like district councils in the implementation of programme activities;
- e) Engaging local communities in the implementation of programme activities;
- f) Conducting consultative meetings with potential stakeholders (NGOs, CBOs, CSOs, Donor partners etc.);
- g) Participating in national and basin level events, workshops, meetings, forums and platforms; and
- h) Producing and disseminating awareness creating materials.

4.3 Promoting transboundary collaboration and cooperation among communities within the riparian states for their socio-economic development.

Good neighborhood practices among societies within the Songwe River Basin is important in successful implementation of the SRBDP. Being a transboundary organization, the Commission shall implement activities that will promote and enhance the collaboration and cooperation between the communities within the Basin. These activities shall include:

- a) Establishing and Launching a Songwe River Day;
- b) Organizing and commemorating Songwe River Day;
- c) Conduct a baseline survey on the visibility of SONGWECOM to basin communities and other basin stakeholders;
- d) Conducting awareness creation meetings at the community level;
- e) Organizing sports events and tournaments for communities within the Basin;
- f) Organizing essay competitions for youths in schools; and
- g) Producing and disseminating awareness creating materials in languages familiar to the local communities.

4.4 Promoting the visibility of SONGWECOM among stakeholders for the successful achievement of the set goals.

Active participation of stakeholders in the interventions under Programme is to a wide extent determined by the perception of stakeholders on the Commission. The positive image of the Commission is key in building trust and confidence in its interventions. This will be attained by:

- a) Prepare SONGWECOM branding manual/guideline;
- b) Participating in local, national and international events (e.g., Trade Fair, Farmers' Day, World Water Day, World Environment Day etc.);
- c) Launching and maintaining the website and social media accounts for SONGWECOM;
- d) Conducting workshop on the SRBDP and SONGWECOM to stakeholders (e.g., the media); and
- e) Producing and disseminating awareness creating materials (news articles, documentaries, fliers, brochures, newsletters, jingles, tv and radio programs etc.,).

These Strategic Objectives are set to support the Objectives, Powers and Duties of the Commission as stated in The Convention.

5. Implementation of the Strategy

This Communication and Stakeholder Engagement Strategy aims at supporting the successful implementation of interventions under the SRBDP to achieve the intended outcome. As such, the Strategy shall be implemented on annual basis and its interventions/activities shall be reflected in the annual work plan and budget for the Commission. The Secretariat of SONGWECOM shall be responsible for implementing the Strategy. The detailed implementation plan is provided as Appendix III.

6. Financing of the Strategy

This Strategy shall be financed through the Commission's annual budgets. The cost for implementing the COSES is estimated to be **USD1,275,00.00**.

7. Monitoring and Evaluation of the Strategy

The implementation of the Strategy shall be monitored and evaluated by the Commission through the Secretariat to ensure effectiveness, quality and relevance. Monitoring shall be conducted periodically to ensure the implementation aims at attaining the objectives of the Strategy and the SRBDP in general. The Strategy implementation shall be evaluated to identify bottlenecks that may hinder the achievement of objectives and devise means to address them.

The Strategy shall be evaluated through indicators that shall be measured to guarantee that activities are directed towards the achievement of objectives. The outcome of the evaluation process shall allow for the review of the Strategy to update it and ensure it is relevant. The Monitoring and Evaluation Framework of the Strategy is provided in Appendix Iv.

Appendices

Appendix I: Samples of Communication Messages

Target Audience	Key Messages	Communication Channel
Media/Development Partners (DPs)/International Organizations (IOs)	Songwe River Basin Development Programme is a bilateral initiative between Malawi and Tanzania on the transboundary Songwe River. The goal of this programme is to contribute to the economic growth, reduce poverty, improve health and living conditions, while reducing the economic and social impacts of the meandering river, and ensure enhanced food and energy security for the people within the Basin.	Radios, TVs, Fliers, workshops, press releases, social media accounts, documentaries.
Local Communities	Cultivation along the river banks weakens the soils and the rain water washes the soils into the Songwe River. This leads to siltation of the river and eventually, floods downstream of the river.	Radios, TVs, Fliers, Awareness meetings and public announcements.

Appendix II: Stakeholder Analysis Matrix for the Joint Songwe River Basin Commission

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
1.	Ministry responsible for Water	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
2.	Ministry Responsible for Energy	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
3.	Ministry Responsible for Lands	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
								guidance		releases, meetings, workshops, conferences
4.	Ministry Responsible for Local Government Authorities	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
5.	Ministry responsible for Environment	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
6.	Ministry responsible for agriculture	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
7.	Ministry responsible for Irrigated Agriculture	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Ignore the Secretariat Proposals Not prioritize financing of SRBDP interventions Not provide policy guidance	Member of the Council of Ministers, JSC, JTE and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
8.	Ministries responsible for Natural Resources Management	Primary	B	High	Low	Understanding the status of implementation of SRBDP interventions and its role as a stakeholder	Promote sustainable natural resources management activities within the Basin and enforce by-laws on the same.	Poor enforcement of by-laws that safeguard the natural resources within the Basin	Provision of technical briefs, member of Basin Stakeholder Collaboration Platform	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
9.	Ministries responsible for Gender	Secondary	B	High	Low	Understanding the status of implementation of SRBDP interventions and its role as a stakeholder	Promote gender mainstreaming in projects implemented under the SRBDP.	Delay in provision of technical inputs on gender issues for timely project implementation	Provision of technical briefs, member of Basin Stakeholder Collaboration Platform/Forum, member of Gender Technical Working Group	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
10.	Institutions mandated with Water Resources Management (e.g., Lake Nyasa Basin Water Board – Tanzania)	Primary	D	High	High	Information on interventions under the SRBDP and involvement in the planning and implementation of the same.	Provide technical support in activities aiming at managing water resources in the Basin	Delay in provision of water related information for decision making processes	Member of Basin Stakeholder Collaboration Platform and engage in implementation of SRBDP interventions	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
11.	District Councils	Primary	D	High	High	Information on interventions under the SRBDP and involvement in the planning and implementation of the same.	Mainstreaming natural resources management activities in District Council plans; participate in SRBDP interventions; protection of natural resources; awareness creation and formulation and enforcement of by-laws	Promote human activities that contribute to destruction of natural resources within the Basin Delay implementation of programme activities	Member of the JSC and Basin Stakeholder Collaboration Platform. Participate in District Council meetings and engage in implementation of SRBDP interventions on the ground.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
12.	Community members	Primary	D	High	High	Understanding the interventions implemented by the SRBDP and the importance of natural resources management.	Sustainability of SRBDP interventions through active and full participation in the Programme.	Poor participation in the Programme leading to unsustainability of Programme interventions Delay implementation of programme activities	Community meetings and engage in implementation of SRBDP interventions on the ground.	Website, social media accounts, cell phone messages, fliers, posters, public announcements, radio, television, face-to-face, press releases, theater play, video shows
13.	Local and traditional leaders	Primary	D	High	High	Understanding the interventions implemented by the SRBDP and the importance of natural resources management.	Sustainability of SRBDP interventions through active and full participation in the Programme. Establish and enforce by-laws Awareness creation on programme interventions	Poor participation in the Programme leading to unsustainability of Programme interventions Delay implementation of programme activities	Community meetings, policy briefs, workshops and engage in implementation of SRBDP interventions on the ground.	Website, social media accounts, cell phone messages, fliers, posters, public announcements, radio, television, face-to-face, press releases, workshops
14.	Private Sector	Secondary	B	High	Low	Information on projects implemented under the SRBDP	Invest in projects implemented under the SRBDP	Limited financing of interventions under the SRBDP	Stakeholder Collaboration Platform; awareness creation meetings; policy briefs	Email, phone calls, website, social media accounts, fliers, newsletters, posters, reports, radio, television, face-to-face, press releases
15.	Ministry responsible for Finance	Primary	D	High	High	Understanding the status of implementation of	Increase the SRBDP profile by provision of adequate resources	Not prioritize financing of	Participate in JTE meetings and Basin Stakeholder	Email, phone calls, letters, video conferencing,

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
						SRBDP interventions	for undertaking the Programme and policy guidance.	SRBDP interventions Leading to delays in implementation	Collaboration Platform.	chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
16.	Ministry of Foreign Affairs	Primary	D	High	High	Understanding the status of implementation of SRBDP interventions	Increase the SRBDP profile by provision of adequate resources for undertaking the Programme and policy guidance.	Delay implementation of the programme interventions Not provide policy guidance	Participate in JTE meetings and Basin Stakeholder Collaboration Platform.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, meetings, workshops, conferences
17.	Electricity Supply Companies (TANESCO, REA, ESCOM, EGENCO)	Secondary	B	High	Low	Information on the status of implementation of the HPP Projects; and ensure water availability for operation of the same.	Provide technical support in the development of the HPP projects and purchase of electricity produced by the HPP projects	Limited participation in SRBDP activities	Provision of technical briefs, seek specific official updates on hydropower projects and invite to Basin and Catchment forums.	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
18.	Meteorological Institutions (Tanzania Meteorological Authority (TMA), Department of Climate Change and Meteorological Services (DCCMS)-Malawi)	Primary	D	High	High	Information on interventions related to meteorological issued under the SRBDP, and their role as stakeholders; data from hydrometeorological stations within the SRB	Provide weather forecast information to improve flood early warning interventions under the Programme	Ignore SRBDP interventions	Member Basin Stakeholder Collaboration Platform, policy briefs	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
19.	Institutions responsible for water supply (e.g., RUWASA-Tanzania, Northern Region Water Board-Malawi)	Secondary	B	High	Low	Information on rural water supply projects/intervention s under the SRBDP and their role as stakeholders	Mainstream SRBDP interventions into their plans so as to obtain funding for rural water supply projects under the Programme	Ignore SRBDP interventions	Basin Stakeholder Collaboration Platform; invite to district awareness creation meetings; policy briefs	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
20.	Institutions responsible for roads (e.g., TANROAD, TARURA – Tanzania and Roads Authority - Malawi)	Secondary	B	High	Low	Information on rural roads projects/intervention s under the SRBDP and their role as stakeholders	Mainstream SRBDP interventions into their plans so as to obtain funding for rural roads projects under the Programme	Ignore SRBDP interventions	Basin Stakeholder Collaboration Platform; invite to district awareness creation meetings; policy briefs	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
21.	Departments Responsible for Disaster Management Affairs	Primary	D	High	High	Information on interventions related to meteorological issued under the SRBDP, and their	Provide weather forecast information to improve flood early warning interventions under	Not provide information to the Commission Not assist in	Member Basin Stakeholder Collaboration Platform, policy briefs	Email, phone calls, letters, video conferencing, chatting, website, social media

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
						role as stakeholders; data from hydrometeorological stations within the SRB	the Programme	case of disasters		accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
22.	International Development Partners	Secondary	B	High	Low	Information on the interventions under the SRBDP and their role in their implementation as stakeholders	Provide support (Technical, financial and advocacy) on implementation of natural resources conservation-based intervention	Negative advocacy on the SRBDP	Workshops, policy briefs, meetings	Email, phone calls, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases, documentaries
23.	Academia/Research Institutions	Secondary	A	Low	Low	Information on the interventions under the SRBDP and their role in their implementation as stakeholders	Carry out pertinent research related/in support of Natural Resources Management and provide tailored capacity building	Limited information for decision making processes	Invite to awareness creation meetings, Stakeholder Collaboration Platform, policy briefs	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
24.	Institutions responsible for investments (e.g., Tanzania Investment Center, Malawi Investment and Trade Center)	Secondary	A	Low	Low	Understanding the status of implementation of SRBDP interventions and its role as a stakeholder	Publicize the interventions under the SRBDP and capitalize on the investment opportunities provided by the Programme	Not accommodating SRBDP interventions into their plans	Provision of technical briefs, member of Basin Stakeholder Collaboration Platform, workshops and meetings	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
25.	Institutions responsible for environment management (e.g., NEMC – Tanzania/ Malawi Environmental Protection Authority (MEPA))	Primary	D	High	High	Information on projects implemented under the SRBDP	Provide environment certification on projects (especially infrastructure projects) being implemented under the SRBDP	Delay in certifying the projects	Basin Stakeholder Collaboration Platform, policy briefs, workshops and meetings	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
26.	Immigration Authorities	Secondary	A	Low	Low	Information on interventions under the SRBDP by the Commission	Provide border crossing permits for the experts implementing the SRBDP: and Provision of technical advice and support for official from abroad (especially commission employees from outside the country)	Delay border crossing and other permits for experts implementing the SRBDP	Awareness creation meetings	Email, phone calls, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
27.	Political leaders	Primary	D	High	High	Sustainably managed natural resources and improved socio-economic conditions for members of constituency	Establishing laws, Awareness raising, Fund raising	Influence communities against programme interventions Delay implementation of the programme interventions	Awareness creation meetings, policy briefs	Email, phone calls, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases

S/N	Stakeholder	Group	Category	Interest	Influence /Power	Important issues to stakeholder	Contribution to SRBDP	Impact to SRBDP initiatives (if not engaged)	Engagement Strategy	Communication Channel
28.	Ministry responsible for Livestock	Secondary	A	Low	Low	Understanding the status of implementation of SRBDP interventions and its role as a stakeholder	Promote livestock keeping techniques geared towards the sustainability of natural resources within the Basin and enforce by-laws on the same.	Promote livestock keeping techniques harmful to the Basin natural resources	Provision of technical briefs, member of Basin Stakeholder Collaboration Platform/Forum	Email, phone calls, letters, video conferencing, chatting, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
29.	Religious Organizations	Secondary	A	Low	Low	Understanding the importance of natural resources management	Awareness rising to their followers/congregation	Negative advocacy	Invite to meetings at community level	Email, phone calls, website, social media accounts, fliers, newsletters, posters, radio, television, face-to-face, press releases
30.	NGOs, CBOs and CSOs	Secondary	C	Low	High	Information on natural resources management interventions under the SRBDP and their role in their implementation as stakeholders	Conduct interventions that aim at sustainably managing natural resources; advocacy for the SRBDP	Negative advocacy on the SRBDP	Member of the Stakeholder Collaboration Platform, meetings, workshops	Email, phone calls, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases
31.	Media (Radio, TV, Newspapers, Online bloggers)	Secondary	C	Low	High	Information on interventions under the SRBDP by the Commission	Create awareness to the public on the interventions conducted by the Programme hence increase participation through broadcasting	Providing/airing misleading information to the public about the interventions by the SRBDP.	Invite to key meetings, call for press conference on very important issues to address, facilitate documentaries, and support field visits to critical areas of interest.	Email, phone calls, website, social media accounts, fliers, newsletters, posters, written reports, radio, television, face-to-face, press releases

Appendix III: Implementation Plan for the Communication and Stakeholder Engagement Strategy (COSES)

Outcome/Result	Output	Activity	Implementation Period					Estimated Cost (USD)	Responsible	
			Y1	Y2	Y3	Y4	Y5			
COSES ⁵ Objective 1: Advocating for the increased commitment of the riparian states to the Joint Songwe River Basin Commission as per The Convention.										
SONGWECOM activities are financed and implemented as per the annual budget	Increased contribution of member states to the Annual Budget of SONGWECOM	Follow-up on government contribution to the annual budget of the Commission						30,000.00	ES/PA	
		Conduct governance meetings of the JTE, JSC and Council of Ministers						250,000.00	ES	
	Incorporation of SONGWECOM interventions in annual plans and budgets of key sectors	Organize National and Basin level forums for key SONGWECOM stakeholders						0.00	CPE	
	Increased understanding of the SRBDP interventions to key stakeholders	Disseminate of reports to key sectors.						0.00	ES	
Total Objective 1								280,000.00		
COSES Objective 2: Enhancing national level awareness and knowledge of the benefits of implementing the SRBDP for the sustainable management and development of the common Songwe River Basin and all her resources.										
Enhanced participation of key stakeholders in SRBDP	Basin and national level stakeholder collaboration platforms in place	Establish National and basin level stakeholder collaboration platforms						0.00	CPE	

⁵ COSES: Communication and Stakeholder Engagement Strategy

Outcome/Result	Output	Activity	Implementation Period					Estimated Cost (USD)	Responsible
			Y1	Y2	Y3	Y4	Y5		
interventions	Increased awareness of stakeholders on SONGWECOM activities	Organize and conduct national and basin level stakeholder forum meetings and workshops						250,000.00	CPE
		Conduct awareness creation meetings at community, district, national and basin level						75,000.00	CPE
		Engage local institutions like district councils in the implementation of programme activities						0.00	CPE
		Engage local communities in the implementation of programme activities.						0.00	CPE
		Conduct consultative meetings with potential stakeholders (NGOs, CBOs, CSOs, Donor partners etc.)						50,000.00	CPE
		Participate in national and basin level events						25,000.00	CPE
		Produce and disseminate awareness creating materials.						25,000.00	CPE
Total Objective 2								425,000.00	
COSES Objective 3: Promoting transboundary collaboration and cooperation among communities within the riparian states for their socio-economic development.									
A basin community that is economically and socially	Increased awareness of stakeholders on	Launch Songwe River Day						60,000.00	CPE

Outcome/Result	Output	Activity	Implementation Period					Estimated Cost (USD)	Responsible
			Y1	Y2	Y3	Y4	Y5		
developed while maintaining collaboration	SONGWECOM activities	Organize and commemorate Songwe River Day						200,000.00	CPE
		Conduct a baseline survey on the visibility of SONGWECOM to basin communities and other basin stakeholders						20,000.00	
		Conduct awareness creation meetings at community the level						50,000.00	CPE
	Increased youth awareness on natural resources management activities	Organize sports events and tournaments for communities within the Basin						50,000.00	CPE
		Organize essay competitions for youths in schools						35,000.00	CPE
	Increased awareness of stakeholders on SONGWECOM activities	Produce and disseminate awareness creating materials.						25,000.00	CPE
Total Objective 3								440,000.00	
COSES Objective 4: Promoting the visibility of SONGWECOM among stakeholders for successful the achievement of the set goals.									
Improved SONGWECOM visibility for increased	Increased awareness of stakeholders on SONGWECOM activities	Prepare SONGWECOM branding manual/guideline;						20,000.00	CPE

Outcome/Result	Output	Activity	Implementation Period					Estimated Cost (USD)	Responsible
			Y1	Y2	Y3	Y4	Y5		
stakeholder participation		Participate in local and national events (e.g., World Water Week, World Environment Day etc.);						30,000.00	CPE
		Launch and maintain the website and social media accounts for the SONGWECOM						20,000.00	CPE
		Conduct workshop on the SRBDP and SONGWECOM to stakeholders (e.g., the media)						35,000.00	CPE
		Producing and disseminating awareness creating materials.						25,000.00	CPE
Total Objective 4								130,000.00	
Total Budget								1,275,000.00	

Appendix IV: Monitoring and Evaluation Framework for the Communication and Stakeholder Engagement Strategy

Key on Responsible:

ES – Executive Secretary

CPE – Community Participation Expert

PA – Programme Accountant

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
COSES Objective 1: Advocating for the increased commitment of the riparian states to the Joint Songwe River Basin Commission as per The Convention.									
SONGWECOM activities are financed and implemented as per the annual budget	Ensure timely disbursements of the contribution of member states to the Annual Budget of SONGWECOM	Follow-up on governance contribution to the Annual Budget of the Commission	% Disbursement of funds within the FY	35% (FY 2020/2021)	100% disbursement of funds within the FY	Total Annual budget, Amount of funds disbursed by riparian states	Financial reports, Progress Reports	Annually	PA
			% Contribution of the member state to the annual budgets of the Commission.	100% (FY 2020/2021)	100% contribution of member states to the annual budgets of the Commission.	Total Annual budget, Amount of funds disbursed by riparian states	Financial reports, Progress Reports	Annually	PA
		Conduct governance meetings of the JTE, JSC and Council of Ministers	Number of governance meetings held	2 JTE meeting, 1 JSC meeting, 0 Council meeting	4 JTE meetings annually, 2 JSC meetings annually, 1 Council Meeting	Number of meetings held, deliberation on the financing of SONGWECOM activities	Minutes of the meetings, reports of the meetings	Annually	ES
	Incorporation of SONGWECOM interventions in annual	Organize National and Basin level forums for key SONGWECOM	Number of stakeholder forums held, number of participants (disaggregated	0	1 Basin Stakeholder Collaboration Platform meeting held; 2 National Stakeholder	Number stakeholders meetings conducted, number of stakeholders participated,	Minutes of the meetings, reports of the meetings	Annually	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
	plans and budgets of key sectors	OM stakeholders;	by gender)		Collaboration Platform meetings held	deliberations made during the meetings			
	Increased understanding of the SRBDP interventions to key stakeholders	Disseminate reports to key stakeholders.	Number of key stakeholders provided with SRBDP reports	6 key stakeholders	20 key stakeholders provided with reports on SRBDP intervention.	type and number of reports shared, Type and number of key stakeholders reached	feedback from key sectors, official records of dissemination, annual reports and budgets of key sectors	Annually	ES
COSES Objective 2: Enhancing national level awareness and knowledge of the benefits of implementing the SRBDP for the sustainable management and development of the common Songwe River Basin and all her resources.									
Enhanced participation of key stakeholders in SRBDP interventions	Basin and national level stakeholder collaboration platforms in place	Establish National and basin level stakeholder collaboration platforms	Number of stakeholder collaboration platforms established	0	1 Basin Stakeholder Collaboration Platform, 2 National Stakeholder Collaboration Platform established	Type of stakeholders involved,	Reports, Terms of Reference,	Once	CPE/Desk Officers
	Increased awareness of stakeholders on SONGWECOM activities	Organize and conduct national and basin-level stakeholder forum meetings and workshops	Number of stakeholder forums and workshops held, number of participants in the Forums (disaggregated by gender)	0	2 stakeholder forums/workshops held; 100 stakeholders participated in the forum/workshop	Number of forums/workshops, deliberations made, type of stakeholders, number of stakeholders	Workshop reports	Annually	CPE/Desk Officers

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
		Conduct awareness creation meetings at community, district, national and basin level	Number of meetings held, number of participants (disaggregated by gender)	3 district meetings, 0 national-level meetings, 0 basin level meetings	7 district meetings, 2 national-level meetings, 1 basin level meeting	Number of meetings, deliberations made, number of participants, type of participants	Meeting reports, Meeting minutes	Annually	CPE
		Engage local institutions like district councils in the implementation of programme activities.	Number of local institutions engaged in implementing programme activities	7 local institutions	20 local institutions	Number of interventions engaging local institutions, number of local institutions engaged	Meeting reports, minutes	Annually	CPE
		Engage local communities in the implementation of programme activities.	Number of community members engaged in implementing programme activities (disaggregated by gender)	500 community members	50,000 community members	Number of interventions engaging local institutions, number of local institutions engaged	Meeting reports, minutes	Annually	CPE
		Conduct consultative meetings with potential stakeholders (NGOs, CBOs, CSOs, Donor	Number of meetings held, number of stakeholders consulted, number of enquiries made, type of enquiries made	5	20 potential stakeholders	Number of stakeholders consulted, type of stakeholders consulted, deliberations made	Stakeholder consultation reports, feedback from the stakeholders, observations	Annually	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
		partners etc.)							
		Participate in national and basin level events	Number of events attended	0	2 national level events, 1 basin level event	Number of events, type of events	Reports	Annually	CPE
		Produce and disseminate awareness creating materials.	Number of fliers produced and disseminated, number of newsletters produced and disseminated, number of basin sheets produced and disseminated, number of calendars produced and disseminated, number of diaries produced and disseminated, number of documentaries produced, amount of radio	0	200 fliers, 10 newsletters, 50 basin sheets, 100 calendars, 100 diaries, 1 documentary, 2 hours radio airtime, 1hour tv airtime	Media houses covering basin issues, Type of information and issues covered	Progress Reports, Procurement Reports, feedback from stakeholders	Annually	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
			airtime acquired, amount of TV airtime acquired						
COSES Objective 3: Promoting transboundary collaboration and cooperation among communities within the riparian states for their socio-economic development.									
A basin community that is economically and socially developed while maintaining collaboration		Establish and launch Songwe River Day	Number of events organized	0	Songwe Day launched	Number of participants, type of participants, activities involved during the event	Reports, Feedback from stakeholders, media outlets (Newspapers, radio, TV)	Once	CPE
		Organize and Commemorate Songwe River Day	Number of events organized	0	4	Number of participants, type of participants, activities involved during the event	Reports, Feedback from stakeholders, media outlets (Newspapers, radio, TV)	Annually	CPE
	Increased awareness of basin communities on SONGWECOM activities	Conduct a baseline survey on the visibility of SONGWECOM to basin	Baseline information	No baseline information	Baseline information on basin visibility to basin community and stakeholders	Number and type of stakeholders aware on the SONGWECOM and SRBDP	Responses from stakeholder	Once	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
		communities and other basin stakeholders							
		Conduct awareness creation meetings at community level	Number of meetings held, number of participants (disaggregated by gender)	5 meetings, 950 participants	20 meetings, 3500 participants	Number of meetings, number of participants, issues deliberated on	Reports, Feedback from communities, observations	Annually	CPE
			% Increase in SONGWECOM visibility among basin communities and stakeholders	To be determined	5% increase in visibility of SONGWECOM among basin communities and stakeholders	Number and type of activities performed in collaboration	Reports, feedback from the communities, observations	Annually	CPE
	Increased youth awareness on natural resources management activities	Organize sports events and tournaments for communities within the Basin	Number of events, number of participants (disaggregated by gender), type of rewards, type of activities, number of winners	0	3 events, 1000 participants, 15 winners	Number of events, type of rewards, number of winners, types of activities involved	Report, feedback from participants, media outlets, observations	Annually	CPE
		Organize essay competitions for youths in schools	Number of essays written, number of youth participants (disaggregated by gender)	0	3 essay competitions	Essays written, participants	Reports, observations,	Annually	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
	Increased awareness of stakeholders on SONGWECOM activities	Produce and disseminate awareness creating materials.	Number of fliers produced and disseminated, number of newsletters produced and disseminated, number of basin sheets produced and disseminated, number of calendars produced and disseminated, number of diaries produced and disseminated, number of documentaries produced, amount of radio airtime acquired, amount of TV airtime acquired	0	200 fliers, 10 newsletters, 50 basin sheets, 100 calendars, 100 diaries, 1 documentary, 2 hours radio airtime, 1hour tv airtime	Media houses covering basin issues, Type of information and issues covered	Progress Reports, Procurement Reports, feedback from stakeholders	Annually	CPE
COSES Objective 4: Promoting the visibility of SONGWECOM among stakeholders for the successful achievement of the set goals.									
Improved SONGWECOM visibility for increased	Increased awareness of stakeholders on	Prepare SONGWECOM branding	Branding manual/guideline	0	1	Letter head, memo and logo used	Reports	Once	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
stakeholder participation	SONGWECOM activities	manual/guideline;							
		Organize and participate in local and national events (e.g., World Water Week, World Environment Day etc.);	Number of events organized	0	3 events	Number and type of participants, stakeholders attended the event	Reports	Annually	CPE
		Participate in meetings/workshops/events of international organization (SADC, AMCOW, UN, UN Climate Change Conference)	Number of events attended	0	3 events	Number and type of participants, stakeholders attended the event	Reports	Annually	CPE
		Launch and maintain the website and social media accounts for	Operational and updated website, Instagram, Facebook,	0	1 Website, 1 Instagram account, 1 Facebook account, and 1	Number of total visitors, number of new visitors, number and type of followers,	Webpage, social media accounts, feedback from stakeholders	Daily	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
		SONGWECOM	Twitter and YouTube accounts		YouTube account	number of views, number of retweets, number of enquiries, number of comments			
		Conduct workshop on SRBDP and SONGWECOM to stakeholders (e.g., the media)	Number of workshops held, number of participants (disaggregated by gender)	0	4	Types of stakeholders participated, number of stakeholders participates, number of news broadcasts about SRBDP issues	Workshop reports, attendance registered, observations	Annually	CPE
		Produce and disseminate awareness creating materials.	Number of fliers produced and disseminated, number of newsletters produced and disseminated, number of basin sheets produced and disseminated, number of calendars produced and disseminated, number of diaries produced and disseminated, number of	0	200 fliers, 10 newsletters, 50 basin sheets, 100 calendars, 100 diaries, 1 documentary, 2 hours radio airtime, 1hour tv airtime	Media houses covering basin issues, Type of information and issues covered	Progress Reports, Procurement Reports, feedback from stakeholders	Annually	CPE

Outcome/Result	Output	Activity	Performance indicator	Baseline/status	Target	Types of data to be collected	Source of Data	Frequency	Responsible
			documentaries produced, amount of radio airtime acquired, amount of TV airtime acquired						