OKACOM

The Permanent Okavango River Basin Water Commission
Comissão Permanente das Águas da Bacia Hidrográfica do Rio Okavango

COMMUNICATION STRATEGY AND STAKEHOLDER ENGAGEMENT PLAN

2020-2025

OKACOM
The Permanent Okavango River Basin Water Commission
Comissão Permanente das Águas da Bacia Hidrográfica do Rio Okavango

OKACOM COMMUNICATION STRATEGY AND STAKEHOLDER ENGAGEMENT PLAN 2021

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i. ACRONYMS

AIDS	Acquired Immunodeficiency Syndrome
AMCOW	African Ministerial Council on Water
BSF	Basin-wide Stakeholders Forum
CBNRM	Community Based Natural Resources Management
CIS	Communication and Information Strategy
CORB	Cubango Okavango River Basin
CSES-IP	Communication and Stakeholder Engagement Strategy and Implementation Plan
CSO	Civil Society Organisation
DFID	Department for International Development
EISA	Environmental and Social Impact Assessment
ES	Executive Secretary
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environment Facility
GWP-SA	Global Water Partnership – Southern Africa
HIV	Human Immunodeficiency Virus
ICP	International Cooperating Partner
IUCN	International Union for Conservation of Nature
KAZA-TFCA	Kavango-Zambezi Transfrontier Conservation Area
LIMCOM	Limpopo Watercourse Commission
M&E	Monitoring and Evaluation
NASCs	National Stakeholder Coordination Committees
NCNGO	Ngamiland Council of Non-Governmental Organisations
NGO	Non-Governmental Organisation
OBA	OKACOM Brand Ambassador Working Group
OBSC	Okavango Basin Steering Committee
OCC	OKACOM Communications Committee
OCSP	OKACOM Communications Specialists Platform
OCWG	OKACOM Communication Working Group
OFPG	OKACOM Focal Points Group
OKACOM	Permanent Okavango River Basin Water Commission
OKASEC	OKACOM Secretariat
OMPP	OKACOM Media Partners Platform
ORASECOM	Orange-Senqu River Commission
RBO	River Basin Organisation
RSAP	Regional Strategic Action Programme
SADC	Southern African Development Community
SAP	Strategic Action Programme
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SMS	Short Message Service
SWOT	Strengths, Weaknesses, Opportunities and Threats
TDA	Transboundary Diagnostic Analysis
ToRs	Terms of Reference
TRG	Technical Reference Group
UN	United Nations
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WARFSA	Water Research Fund for Southern Africa
WRTC	Water Resources Technical Committee
WWF	World Wildlife Fund
ZAMCOM	Zambezi Watercourse Commission

ii. ACKNOWLEDGEMENTS

Under the United Nations Development Programme (UNDP)-supported and Global Environment Facility (GEF)-financed project, "Support to the Cubango-Okavango Strategic Action Programme (SAP) Implementation", OKACOM is currently reviewing several key governance and administrative instruments, including, in line with Outcome 1, enhancing the OKACOM Communication Strategy.

OKACOM, would like to extend its gratitude towards its stakeholders,particularly communities of the Cubango-Okavango River Basin (CORB) who offered valuable insights into the scoping stages of the strategy review process.

The development of the Communication and Stakeholder Engagement Strategy and Implementation Plan would not have been possible without the resources and commitment of the following stakeholders that OKACOM acknowledges as its key developmental partners and structures;

- UNDP GEF OKACOM Project Management Unit,
- OKACOM Secretariat,
- Members of the Okavango Basin Steering Committee (OBSC),
- River Based Organisations, and
- Technical Experts

iii. EXECUTIVE SUMMARY

The OKACOM Communication Strategy and Implementation Plan (CSIP), to be referred to as the Communication Strategy or CS, explores pathways in which OKACOM will leverage its brand to enhance its reputation, increase brand visibility, raise awareness of its activities, and communicate with both internal and external stakeholders.

The Communication Strategy is premised on the OKACOM Agreement, whose main objective is to promote cooperation among the three riparian states of Angola, Botswana and Namibia, on issues pertaining to conservation, development and the utilisation of water resources of the Cubango-Okavango River Basin (CORB), as well as on the Strategic Action Programme (SAP) which aims to provide guidance on how OKACOM riparian states could approach the development and management of the shared water resources derived from the CORB.

The Communication Strategy, therefore, provides ways in which OKACOM will inform and promote awareness and inspire behavioral change among the target audiences, with regardsto the sustainable use of natural resources.

The design and development of this Communication Strategy is based on a needs assessment conducted during a comprehensivescoping exercise, with stakeholders. Several approaches were used that included desk research, questionnaire administration, and in-depth key informant interviews with stakeholders residing in the CORB, officials and experts from relevant institutions in all the three riparian states as well as the OBSC, Technical Reference Group (TRG), and OKACOM management team.
Thus, thisnewly developed Communication and Stakeholder Engagement Strategy includes a component of how OKACOM will leverage. Further to this the new Strategy is aligned to the OKACOM Strategic Action Programme (SAP) and was approved and endorsed by OKACOM Council of Commissioners.

This strategy is also guided by regional protocols, policies and strategies on shared watercourses and in sync with strategic communication frameworks of the Southern African Development Community (SADC).

Phera Ramoeli
OKACOM, Executive Secretary

1. BACKGROUND

The Permanent Okavango River Basin Water Commission (OKACOM) was established in 1994 by the governments of Angola, Botswana and Namibia to jointly manage water resources of the Cubango-Okavango River Basin (CORB) and promote integrated trans-boundary management of the Basin. OKACOM exists to promote and support the opening of pathways to improved livelihoods while conserving the natural resources in the CORB through revealing opportunities offered by joint trans-boundary management and development.

1.1 OKACOM's Mandate

Article 4 of the 1994 OKACOM Agreement outlines the purpose of Contracting Parties to advise the Member States on;

1. The long-term safe yield of water available from the basin,
2. Reasonable demand scenarios from all consumers in the basin,
3. Conservation, equitable allocation and sustainable utilisation of water resources of the basin,
4. Planning, separately and jointly, for development of water resources, including the construction, operation and maintenance of water infrastructure in the basin,
5. Prevention of pollution, and the prevention and control of aquatic weeds in the basin; and
6. Measures for the alleviation of short-term difficulties such as droughts and floods.

OKACOM provides technical advice to Member States and stakeholders of the Basingiving them the ability to deliver equitable and sustainable development and growth on matters relating to the conservation, development and utilisation of water resources in the CORB. The Secretariat also provides a forum for the Commissioners to communicate, network, share concerns and offer advice and recommendations to address trans-boundary CORB issues.In this manner, the Commission is to act as the technical advisor to the Contracting Parties on matters relating to the conservation, development and utilisation of water resources of commoninterest in the CORB. This entails promoting coordinated and sustainable water resource management of the Basin, while addressing the legitimate social and economic needs of riparian states.

1.2 OKACOM's Vision

To promote and strengthen the integrated and sustainable management, use and development of the Cubango-Okavango River Basin at national and trans-boundary levels according to internationally recognised best practices so as to protect biodiversity.

1.3 The OKACOM Secretariat

The OKACOM Secretariat (OKASEC) is an internal entity within OKACOM, which possesses the legal capacity and mandate necessary to assist OKACOM in implementing its mandate. The Secretariat was established in February of 2008, and is headed by the Executive Secretary, who works under the direction of the Commission. Based in Gaborone, OKASEC provides effective coordination, programme management and monitoring of all OKACOM activities and the SAP implementation. The Secretariat also carries out secretarial and administrative services including efficient organisation and arrangements of OKACOM meetings.

2. CONTEXT

The CORB originates in the highlands of Angola where 95% of the total water flow is generated. The Basin covers an area of approximately 725,000 km² in Angola, Namibia and Botswana.

The CORB is home to approximately 921,890 people and the population is projected to increase to more than 1.28 million people, by the year 2025, with 62% living in Angola, 16% in Botswana and 22% in Namibia . Agriculture is the main economic activity in the region with the Basin communities relying on natural resources as a source of livelihoods. Fish, wild fruits, reeds, grass, firewood are some of the resources made use of by the residents of the Basin

The Basin is prone to flooding and droughts, which adversely affects livelihoods. In addition to the natural disasters, the economic practices of communities living in the Basin pose a threat to the ecosystem as well as exploitation of natural resources. This behaviour poses challenges to the efforts of conservation and sustainable utilisation of natural resources in the CORB.

It is in this context that a well-laid-out communication strategy is required to inform, promote greater awareness and inspire behavioral change among the inhabitants of the CORB.

The design and development of this Communication Strategy is based on a needs assessment conducted during the scoping exercise. Several approaches were used that included desk research, questionnaire administration, and in-depth key informant interviews with stakeholders residing in the CORB, officials and experts from relevant institutions in all the three riparian states as well as the OBSC, Technical Reference Group (TRG), and OKACOM management team.

A stakeholder mapping exercise was conducted and consultations with the relevantstakeholders in the Basin were conducted to get their views on their knowledge base with regards to the CORB, which messages they would like to receive from OKACOM, through which channels, in what language, and at what times. This informed the development of the communication strategy that resonated with the needs of the target audience.

The study revealed that the CORB had a youthful population, with more than 66.5% of its residents below the age of 40 years. However, the level of education among those interviewed was low. Only 10% possesstertiary school qualifications,while 28% did not have any academic certificate. The low level of education results in very low-income levels, with most residents of the CORB earning less than US$200 per month.

In 2012, OKACOM developed a Communication and Information Strategy (CIS) whose goal was to promote and support activities around improved livelihoods in the CORB through sharing information on opportunities offered by joint trans-boundary management and development.

However, there were limitations in the implementation of the 2012 CIS which prompted OKACOM to review it and develop another Communication Strategy with added components particularly a stakeholder engagement strategy, social media strategy and implementation plan.

Some of the gaps identified in the previous CIS included the lack of alignment with the OKACOM Strategic Action Programme (SAP) which aims to strengthen the management framework in the basin and enhance the OKACOM mandate. While the 2012 OKACOM CIS is in conformity with aspects of sharing technical information, it does not extend to share the impact of water resource utilisation and conservation to other stakeholders.

This Communication Strategy will enable OKACOM to coordinate and intensify its efforts of promoting awareness, education and capacity building through dissemination of relevant messaging on the implementation of the SAP. The strategy and implementation plan stands to strengthen the initiatives of the Secretariat by playing a pivotal role in improving awareness at community level and beyond, through public education and campaigns, advocacy and capacity building of stakeholders.

It is envisioned that dialogue and two-way communication will amplify the voice ofcommunities and motivate a shift in attitudes and behavioural practices of people living within the CORB towards water resource utilisation and conservation. Furthermore, advocacy will help policy-makers prioritise the agenda of CORB at the local, national, basin, regional and global levels in view of impending challenges, such as the adverse impacts of climate change and man-induced ecosystem degradation.

2.1 Alignment with Regional Protocols, Policies and Strategies

There is a need to communicate the OKACOM mandate, raise awareness of its activities and promote knowledge exchange amongst technical partners is in sync with strategic communication

frameworks of the Southern African Development Community (SADC), which includes, but are not limited to, the following:

- ***The Revised SADC Protocol on Shared Watercourses (2000)***

  The Revised Protocol aims to foster closer cooperation among Member States for protection, management and use of shared watercourses in the region.

- ***The SADC Regional Water Policy (2005)***

  The Policy encourages river basin management organisations in the region to promote transparency and stakeholder participation through communication and visibility.

- ***The Regional Awareness and Communication Strategy for the SADC Water Sector (2008)***

  The Strategy aims to improve awareness and understanding of water issues and initiatives in the SADC region that contribute to regional integration, poverty eradication and socioeconomic development.

- ***SADC Regional Strategic Action Programme I, II, III, IV for Integrated Water Resource Development and Management (1999-2004; 2005-2010; 2011-2015; 2016-2020, respectively).***

  All the Regional Strategic Plans 1 to IV call for the improvement of information acquisition, management and dissemination; support to awareness building, education and training; and promote public participation by regional organisations of shared watercourses.

- ***The Revised SADC Communication and Promotional Strategy (2016)***

  The Revised Strategy places importance on integrating knowledge and networking in regional programmes in a bid to share information between and amongst Member States as well as create awareness to targeted stakeholders.

- ***The OKACOM Agreement (1994)***

  The Agreement encourages the riparian states of Angola, Botswana and Namibia to share and exchange pertinent information regarding the CORB.

- ***OKACOM Secretariat Guidelines and Procedures***

  Article 16 of the OKACOM Secretariat (OKASEC) Guidelines and Procedures of 2005 mandates the Secretariat to establish and maintain a database to support the information provided by the Commission relating to trans-boundary issues of the basin. The guidelines emphasize the importance of collecting, disseminating, and sharing information of common interest on the use and development of the Basin.

- ***The OKACOM Notification, Consultation and Negotiation Guidelines (2018)***

  The Guidelines mandate the riparian states to dialogue with co-Member States on planned measures that could cause trans-boundary river basin impacts.

OKACOM, therefore, is within the expectations of regional protocols and policies in its mission to review the 2012 CIS and develop another one that has added components covering stakeholder engagement and social media. The strategy will be in harmony with regional communication protocols and strategies on shared water courses, water utilisation and conservation.

2.2 Trans-boundary Diagnostic Analysis

OKACOM published the Trans-boundary Diagnostic Analysis (TDA) of 2011, which is a scientific and technical fact-finding assessment, based on the geo-biophysical and socio-economic conditions of the Basin. It has generated knowledge and information base and has provided evidence on prevailing threats and opportunities to Basin ecosystem goods and services.

2.3 Strategic Action Programme (SAP)

The emerging areas of concern within the TDA informed the development of the OKACOM Strategic Action Programme. The SAP is a basin-wide policy framework document for the CORB that lays down the principles for the development of the basin and improvements of the livelihoods of its people through the cooperative management of the basin and its shared natural resources. The overarching objective for the SAP is: *"To promote and strengthen the integrated, sustainable management, use and development of the Cubango-Okavango river basin at*

national and trans-boundary levels according to internationally recognised best practices in order to protect biodiversity, improve the livelihoods of basin communities, and the development of basin states".
The SAP recognises four thematic areas which were identified through a national and basin-wide consultation process during the TDA. These are:

Thematic Area 1: Livelihoods and Socio-economic Development
Thematic Area 2: Water Resources Management
Thematic Area 3: Land Management
Thematic Area 4: Environment and Biodiversity

Figure 2: SAP Thematic Areas

According to the TDA, the Basin is prone to flooding and droughts which adversely affect people's livelihoods. Apart from natural disasters, there is also the human element - economic practices of communities living in the basin – which contribute to the destruction of the ecosystem and over-exploitation of the Basin's natural resources. This behaviour poses challenges to the efforts of conservation and the sustainable utilisation of water resources in the CORB.

It is in this context that a simple and well-structured communication and stakeholder engagement strategy is required to create awareness and inspire behavioral change and, in the process, achieve OKACOM goal and objectives.

2.4 Strengths, Weaknesses and Other Opportunities

The majority of stakeholders that were consulted as part of the scoping study for the review of the CIS had limited knowledge of the mandate and activities of the organisation. In addition, there was no communication specialist to implement communication needs of OKACOM resulting in limited media reporting mainly due to lack of knowledge of the issues in the Basin.Stakeholders expressed the need for information on activities in the River Basin and capacity building in various fields.

STRENGTHS

- The OKACOM Agreement is an indication of political will for a coordinated approach to planning and management of the CORB from the riparian states.
- Existence of instruments for institutional development and basin-wide cooperation demonstrates the degree to whichthe Commission values information-sharing.
- Availability of the SAP as a framework gives context to the communication strategy. This will ensure that key messages and target audience are aligned to the actions and outcomes of the thematic areas.
- A demonstrated commitment from riparian states through financial contribution to the operations of the OKCACOM Secretariat - the annual contributions of riparian states' will ensuresustainability for implementation of OKACOM activities, including the communication strategy.
- Peace within and among the OKACOM riparian states provides for an enabling environment for cooperation, paving way for the successful operationalisation \ of this Communication Strategy.
- Availability of a qualified and experienced Communications Specialist to drive the implementation of the strategy.
- Existing information structures within OKACOM such as the OKACOM technical committees and the Okavango Basin Steering Committee (OBSC), make implementation of the strategy more practical.
- OKACOM is a trusted and respected organisation within the SADC region and internationally.

WEAKNESSES

- The OKACOM Access to Information policy and strategy document produced in 2011, did not provide clear guidance on categories of information that could be accessed by the public and information and data that is restricted.
- The same policy was not operationalised due to lack of an implementation plan
- Language and cultural diversity creates barriers to communication that need to be skilfully manoeuvred – The CORB has many languages and diverse cultural practices.
- Weak information dissemination, hence visibility is compromised. There is low brand awareness among various stakeholders.
- Lack of communication protocols - There are no clear guidelines on who communicates to

the outside world.

OPPORTUNITIES

- Regional cooperation demonstrated by the SADC Treaty, the SADC Revised Protocol on Shared Watercourse and the Regional Strategic Action Programme (RSAP) provide an enabling environment for data and information sharing in the Basin.
- Communication technology advancements – The increased reach of mobile telephone access, the internet, and affordable handsets that allow for images, voice and video sharing allow for the diversification of the dissemination of messages to various target groups.
- Interest and commitment from different International Cooperating Partners (ICPs) demonstrated by the variously funded projects.
- A politically stable operating environment, which allows for the coordinated and cooperative sharing of information among the riparian states.
- Leveraging internationally recognised days such as World Water Day to increase public awareness of the OKACOM brand.

THREATS

- High dependence on donor funding can affect the implementation of the Communication Strategy.
- Challenges in translation of communication materials into Portuguese may lead to distortion of information during translation.
- Impacts of climate change and variability affect implementation of the Communication Strategy. The potential impacts include increase in conflict, poverty, and climate induced migration.
- The uptake of new platforms such as Instagram, Facebook and Twitter could be a challenge, due to lack of access.
- Different literacy levels in the region call for a diversification of the of implementation plan.
- Limited access to electricity, which in turn leads to limited access to electronic media such as radio and television.
- Prevalent health pandemics and naturally occurring disasters affect the delivery of face-to-face knowledge products.

2.5 Communication Enablers

Theenablers include:

- ***Adequate human resources and training***
  Capacity to collect, analyse and disseminate data and information in all member states is crucial. Training should target water professionals so that they have appreciation of communication and media management
- ***Sound information management systems***
  Messages need to be accompanied by facts and accurate data. This requires sound information management systemsthat can provide the information required in message design
- ***Research***
  Research ensures that adequate knowledge is generated for communication
- ***Financing***
  All the communication tools and methods require adequate financial resources. This is even more important when delivering messages to grassroots communities as the communication methods and networks involved require a lot of investment
- ***Basin institutions are able to support the implementation of the strategy.***
  This would involve the establishment of communication structures such as the Basin Communicators Network. But it is critical that the existence of traditional leaders is recognized as these are entry points into communities where information will both be sought and disseminated

2.6 Communication Strategy Goal and Objectives

The goal for this Communication Strategy is to promote awareness, increase knowledge, enhance cooperation and sustainable development in the CORB as outlined in the SAP. The OKACOM Communication Strategy is aligned to tenants of the OKACOM Agreement and thematic areas outlined in the SAP.

Objectives of the Communication Strategy

Objective 1	Objective 2	Objective 3	Objective 4
To foster greater awareness about OKACOM's work of coordinating and advising the riparian states around key livelihood activities in the basin	To promote understanding of the sustainable development, management and utilisation of water resources in the CORB	To facilitate the harmonisation of land management practices among the Riparian States	To facilitate articulation of the importance of the River Basin's environment and its natural resources

2.7 Communication Strategy Results

The desired results of the OKACOM Communication Strategy are designed to alignorganisational goals and objectives to the four thematic areas of the SAP and the OKACOM Agreement. The table below showcases the desired results in relation to the objectives of the communication strategy.

OBJECTIVE	DESIRED RESULT/S	TARGET	TOOLS
To foster greater awareness of OKACOM's work of coordinating and advising the riparian states around key livelihood activities in the basin	Growth and sustenance of key livelihood activities in the basin such as agriculture, livestock, fisheries and tourism while the environmental impacts of such activities are reduced	Communities Private sector, Media	Community radio, SMS messages, OKACOM Fliers, social media (WhatsApp, Facebook, Twitter and LinkedIn), Emails
To promote understanding of the sustainable development, management and utilisation of water resources in the CORB	Increased trans-boundary cooperation, Improved sustainable utilisation of water resources and water resource management practices	Governments, Policy makers (Government officials, legislators and traditional leaders), Media	Community radio, SMS messages, OKACOM Fliers, social media (WhatsApp, Facebook, Twitter and LinkedIn), Emails
To promote the benefits of harmonisation of land management and utilisation practices among CORB riparian states	Land management harmonized, with further land degradation prevented. Sustainable land resource use is well understood and practiced by CORB residents	Riparian states, Policy makers (Government officials and legislators and traditional leaders), Academia, Media	Policy briefs, Factsheets, TV, Radio, Video documentaries, Webinars, News articles and features, Brochures, KACOM website, Facebook, Twitter, LinkedIn
To enhance understanding of the value of trans-boundary cooperation in the conservation of the River Basin's environment and its wetlands	Well-conserved CORB environment CORB's place as a globally important wetland is maintained Better understanding, management and utilisation of the Basin's natural resources	Communities (Farmers, women's groups, vulnerable groups, youth groups, traditional leaders, etc.), Policy makers, (Government officials and legislators	Events and targeted campaigns, Social media (WhatsApp, Facebook, Twitter and LinkedIn), Webinars, Documentaries, News articles and features,
To increase stakeholder engagement, consultation and participation in OKACOM and the CORB activities	Active, vibrant network of stakeholders Greater awareness, buy - in and legitimacy of outputs, products and outcomes through specific stakeholder consultation	OKACOM Governing Board, Communities, (Farmers, women's groups, vulnerable groups, youth groups, traditional leaders, etc.), Civil society, Media	Drama, Personalities, Radio, Events and targeted campaigns

	platforms. A sense of ownership in the processes around development and management of the basin resources resulting in sustainable development		

2.8 Target Audience

The primary target audiences have high levels of interest in OKACOM and can be directly involved in the achievement of the set objectives of the CS. These audiences are able to make or influence policy, practice or behaviours. This target group presents the most relevant audiences for OKACOM to target its communications.

The secondary target audiences have low levels of interest in OKACOM's objective, but possess a high level of influence, or have the ability to facilitate achievement of the organisation's objectives. This is a harder-to-reach group and may require more communication resources to engage with.

The tertiary target audiences also have a shared interest in OKACOM's activities, but have little direct influence on its ability to achieve the objectives. For communication purposes, this target group should be kept aware and broadly informed about OKACOM's work.

Primary Target

- Governments of riparian states
- OKACOM governing board
- OKACOM structures
- ICPs
- Implementing partners
- Legislators

Secondary target

- Private sector
- Academia
- Civil Society Organisations
- Communities
- Youth groups
- Traditional leaders
- Women's groups
- Other vulnerable groups
- Media

Tertiary Target

- SADC Water Division
- SADC Ministers of Water
- African Ministerial Council on Water (AMCOW)
- International Community

3. Tools and Channels

The appropriate tools and channels to effectively communicate key messagesare:

- Reports, documents, policy briefs
- Brochures, factsheets
- Digital media- video, podcasts, television, radio
- Community engagement tools- field visits, radio, community talks
- Meetings, workshops, webinars
- OKACOM branded promotional products

3.2 Key Messages

The key messages are aimed at addressing these main areas:

Knowledge Dissemination-Stakeholders would like to receive training/education in irrigation, fisheries practices, conservation methods, economic activities they may engage in to benefit economically from the River Basin, and how to manage the water resources.

Awareness Raising– Stakeholders expressed the need to receive information that would raise their awareness about critical livelihood issues in the River Basin. These include water conservation, dangers of pollution, and importance of the shared River Basin and why managing the river basin jointly as three countries was important.

SECTION 2

1. STAKEHOLDER ENGAGEMENT STRATEGY
1.1 Objective of Stakeholder Engagement Strategy
1.2 Stakeholder Analysis
1.2.1 Primary Stakeholders
1.2.2 Secondary Stakeholders
1.3 Guiding principles
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1.4.3 Phase 3: Stakeholder Involvement in Implementation
1.4.4 Phase 4: Participatory Monitoring and Evaluation
2 INTERNAL COMMUNICATION
2.1 Internal Communication Goal
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2.4 Monitoring

1. STAKEHOLDER ENGAGEMENT STRATEGY

The Strategic Action Programme (SAP) for the Cubango-Okavango River Basin (CORB) recognises the importance of public participation and transparency in the integrated, sustainable management, use and development of the river Basin. It calls for all stakeholders, including communities, individuals and concerned organisations, to be given the opportunity to participate, at the appropriate level, in decision-making and management processes that affect the CORB.

OKACOM's stakeholder involvement aims to inculcate a culture of trust and accountability among all the players. As custodians of the natural resources in the CORB, stakeholders can make essential input to the success of OKACOM programmes and activities.

In this regard, this Stakeholder Engagement Strategy aims to facilitate the involvement of all CORB stakeholders in the implementation of OKACOM's programmes and activities in order to ensure there is buy-in and ownership.

1.1 Objective of Stakeholder Engagement Strategy

The overall objective of this Stakeholder Engagement Strategy is to ensure OKACOM's decision-making processes are transparent and have wide input and support from all its stakeholders. This strategy aims to:

- Mobilise basin-wide, regional and international participation in the consolidation and strengthening of OKACOM programmes and activities
- Motivate ownership of OKACOM's programmes among the broadest spectrum of stakeholders including governments, businesses, communities and the general populace
- Guide OKACOM to build mutually respectful, beneficial and lasting relationships with stakeholders
- Develop a stakeholder engagement process that provides stakeholders with an opportunity to influence project planning, design, and implementation

1.2 Stakeholder Analysis

1.2.1 Primary Stakeholders

The following stakeholders will be engaged regularly to ensure success of programmes, projects and activities:

1	Forum of Ministers
2	Council of Commissioners
3	Okavango Basin Steering Committee (OBSC)
4	Five OKACOM Technical Committees
5	OKACOM Secretariat (OKASEC) Staff

Table 3:OKACOM Primary Stakeholders

The first category will involve activities targeted at the consultative bodies responsible for the governance of the CORB. These are the Forum of Ministers, Council of Commissioners, OBSC, Technical Reference Group, technical committees and OKASEC. A robust mechanism already exists to facilitate the active engagement and participation of internal stakeholders in OKACOM activities.

OKACOM consists of delegations appointed by each Member State, with each delegation containing not more than three members. Each Member State designates one member of its delegation to serve as the delegation's leader, with the leader having the authority to employ an unlimited number of advisors to the delegation

The various OKACOM organs meet at least once a year, but may meet more frequently as agreed upon by the three delegations. Venuesfor meetings alternate between the three Member States, unless the delegations agree otherwise with respect to a particular meeting. The leader of the delegation tasked with hosting a particular meeting serves as chairperson during that meeting.

1.2.2 Secondary Stakeholders

OKACOM will undertake the following activities aimed at facilitating engagement with its various external stakeholders:

a) Basin Wide Stakeholder Forum

The Basin-wide Stakeholder Forum (BSF), will provide communities in the Basin an opportunity to interact across borders.

The forum will be responsible for raising awareness and creating a shared understanding of issues that face the basin. This will be important to build trust among the riparian states and across the basin. The forum will have observer status in OKACOM meetings and will hold its own meetings once a year.

b) Establishment of Local Consultative Fora

The purpose of these fora will be to provide a platform for open discussion on issues directly relating to OKACOM's operations, environmental performance and community relations. In terms of membership, the forums will comprise of community members (both men and women) from each directly affected village.

STAKEHOLDER	**CONSTITUENT GROUP/S**	**STRATEGIC IMPORTANCE**	**CURRENT AND ONGOING COMMITMENT** (Scale: 1 -5, with 5 being very committed)	**INVOLVEMENT**	**GOALS/NEEDS**
Regional and International Organisations	SADC, AU, UN	Create a political, legislative, and physical environment in which OKACOM operates	4	Guidance	Information on purpose of OKACOM, legislative policies in place by all three governments, and possible areas of cooperation
International Cooperating Partners	Includes, but is not limited to EU, GEF, USAID, DFID, SIDA, WORLD BANK	Provide funding for OKACOM operations.	5	Decision Making, Support, Guidance	Constant notifications and engagements on OKACOM activities and the state of the CORB
Implementation Partners	UNDP, CHEMONICS	Work with OKACOM in the implementation of various programmes	5	Decision Making, Support	Dictate and establish governing principles and objectives of the organisation through partnership.
Non-Governmental Organisations	GREENPEACE, WWF, IUN, NCNGO	Active in social and environmental development within the CORB.	4	Support	Looks towards the protection of the citizens resident within the CORB
Civil Society	WOMEN'S GROUPS, ELDERLY GROUPS, YOUTH GROUPS, CONSUMER ORGANISATIONS, FARMER ORGANISATIONS, CONSERVATIONISTS, DISABLED PERSONS	Represent interests of various demographic groups within the CORB	4	Support	Looks towards the protection of the citizens resident within the CORB

Private Sector	AGRICULTURE, CONSTRUCTION, FORESTRY, FISHERY, MANUFACTURING, MINING, ENERGY, TOURISM	Financial interest in the CORB which may include but may not be limited to direct and/or indirect investment	3	Support	Information on the financial viability, possible benefits of investing in the CORB, OKACOM and the associated communities
Riparian Communities	CONSUMER ORGANI-SATIONS, RATE PAY-ERS ASSOCIATIONS, VENDORS,	Resident in the CORB and therefore directly influenced by any decisions made affecting the CORB	5	Decision Making, Feedback	Information on current, future plans, activities and any decisions pertaining to the CORB and all who reside in it.
Non-Riparian Communities	TOURIST GROUPS AND COMPANIES, INDIVIDUAL TOURISTS	Partake of CORB through various activities that may include but might not be limited to tourism	1	Feedback	Information on the CORB and any information that might affect intended activities
Academic Institutions and Researchers	RESEARCH INSTITUTES, ACADEMIC INSTITUTIONS, INDIVIDUAL ACADEMICS	Involved in knowledge sharing on CORB ecosystems, environments, communities, threats opportunities and possibilities	3	Guidance, Feedback	Feedback on changing environmental patterns, possible vulnerability and probable ways to contribute to the safeguarding of the CORB
Media	MEDIA HOUSES, JOURNALISTS, BLOGGERS,	Shares information with the public about OKACOM, CORB and all associated activities	4	Feedback, Support	Ongoing information on OKACOM, CORB, their associated stakeholders and varying activities.

1.2 Stakeholder Engagement and ConsultationTechniques

Engagement technique	Purpose and Objective
Information Centre and Information Boards	Establish Information Boards in each Project area community.
Correspondence by phone/email/Text/Instant messaging	Distribute project information to government officials, organisations, agencies and companies
	Invite stakeholders to meetings
Print media and radio announcements	Disseminate project information to large audiences, and illiterate stakeholders
	Inform stakeholders about consultation meetings
	Solicit views and opinions
	Enable stakeholders to speak freely and confidentially about controversial and sensitive issues
	Build personal relations with stakeholders
	Recording of interviews

Formal meetings	Present project information to a group of stakeholders
	Allow the group of stakeholders to provide their views and opinions
	Build impersonal relations with high level stakeholders
	Distribute technical documents
	Facilitate meetings using PowerPoint presentations
	Record discussions, comments/questions raised and responses
Public meetings	Present project information to a large audience of stakeholders, and in particular communities
	Allow the group of stakeholders to provide their views and opinions
	Build relationships with neighbouring communities
	Distribute non-technical project information
	Facilitate meetings using PowerPoint presentations, posters, models, videos and pamphlets or project information documents
	Record discussions, comments/questions raised and responses
Workshops	Present project information to a group of stakeholders
	Allow the group of stakeholders to provide their views and opinions
	Use participatory exercises to facilitate group discussions, brainstorm issues, analyse information, and develop recommendations and strategies
	Recording of responses
Focus group meetings	Allow a smaller group of between 8 and 15 people to provide their views and opinions of targeted baseline information
	Build relationships with neighbouring communities
	Use a focus group interview guideline to facilitate discussions
	Record responses
Surveys	Gather opinions and views from individual stakeholders
	Gather baseline data
	Record data
	Develop a baseline database for monitoring impacts

Table 5:Stakeholder Consultation Techniques

1.3 Guiding principles

OKACOM's stakeholder engagement will be premised on the following set of principles based on international best practices, which define the core values underpinning the organisation's interactions with stakeholders:

- Planning and Preparation. Through adequate and inclusive planning, ensure that the design, organisation, and convening of the process serve both a clearly defined purpose and the needs of the participants;
- Inclusion and Demographic Diversity. Equitably incorporate diverse people, voices, ideas, and information to lay the groundwork for quality outcomes and democratic legitimacy;
- Collaboration and Shared Purpose. Support and encourage participants, government and community institutions, and others to work together to advance the common good;
- Openness and Learning. Help all involved listen to each other, explore new ideas unconstrained by predetermined outcomes, learn and apply information in ways that generate new options, and rigorously evaluate community engagement activities for effectiveness;
- Transparency and Trust. Be clear and open about the process, and provide a public record of the organizers, sponsors, outcomes, and range of views and ideas expressed;
- Impact and Action. Ensure each participatory effort has real potential to make a difference, and that participants are aware of that potential;

- Sustained Engagement and Participatory Culture. Promote a culture of participation with programs and institutions that support ongoing quality community engagement.

1.4 Engagement Phases

The OKACOM stakeholder engagement plan will have the following three phases for consulting the different stakeholders:

1.4.1 Phase 1: Stakeholder Needs Assessment

In developing an effective stakeholder engagement plan, it will be necessary to start by understanding the interests, values, concerns, perspectives and needs of the various stakeholder groups. All stakeholder groups with a potential interest in CORB activities will be identified to ensure that everyone is included in outreach.

1.4.2 Phase 2: Stakeholders Engagement in Planning & Strategy Development

This is a two-pronged stage involving dissemination of information based on the stakeholder needs analysis undertaken under Phase 1, as well as facilitation of the participation of stakeholders in planning processes. The knowledge gained under the first phase will be used to tailor-make the design of information methods and materials. OKACOM will disseminate information that is understood and useful to the stakeholders.

1.4.3 Phase 3: Stakeholder Involvement in Implementation

The next step in the engagement process will be the involvement of the various stakeholders in the implementation of policies, programmes, projects and activitiesto directly contribute their ideas and preferences, with the level of involvement depending on the level of influence of the stakeholder groups.

1.4.4 Phase 4: Participatory Monitoring and Evaluation

The final step of the stakeholder engagement process will entail involving the various stakeholders in monitoring and evaluation activities. This approach will entail involving stakeholders to identify the strengths and weaknesses of programmes in which they are involved or that are relevant to them. This includes an emphasis on stakeholders identifying and solving problems themselves.

2 INTERNAL COMMUNICATION

Internal Communication (IC) plays a critical role in ensuring all internal structures of OKACOM are well informed about the organisation's activities through different internal channels.

2.1 Internal Communication Goal

The goal of the OKACOM IC is improved understanding of the organisation's vision, mission and objectives with the aim of fostering engagement and improving understanding, productivity and loyalty

2.1.1 Objectives

Objectives for IC in OKACOM are:
- To increase awareness of OKACOM's activities within the internal structure
- To share or disseminate information about OKACOM and its activities;
- To build employee's capacity in communication both internally and externally

2.2 Target audience

This component is targeted towardsOBSC, Technical Committees, OKACOM management and staff. IC should ensure the content is specific to the role of the internal stakeholder in the organisation in order to be impactful and relevant.

2.3 Preferred IC Channels/Media

Several channels will be used for ongoing internal communications:

- Internal memos or communiques
- Newsletters
- WhatsApp Groups
- Staff meetings
- Internal emails
- Video conferencingand virtual meetings
- One-on-one meetings

2.4 Monitoring

The success of IC shall be measured through the following:

- Rate of open emails (this means one should ensure their emails have a feedback set-up)
- Snap surveys on how much employees know about what has been recently shared
- Level of contribution in the provision of information for dissemination

SECTION 3

1. DIGITAL MEDIA STRATEGY
1.1 Introduction
1.2 Background
2. Going Digital
2.1 Objectives
2.1.1 Digital Media Target Audience
2.3 Content
2.4 Types of Messages
2.5 Communicating Visually
2.6 OKACOM Website
2.7 OKACOM Mailing list
2.8 Social media platforms
2.8.1 Facebook
2.8.2 Twitter
2.8.3 LinkedIn
2.8.4 YouTubeChannel
2.8.5 WhatsApp
2.8.6 Search Engine Optimization
2.10 Evaluation

1. DIGITAL MEDIA STRATEGY

1.1 Introduction

The OKACOM Digital Media Strategy, provides new approaches that focus on stakeholder engagement and communication through the use of digital media interventions, thereby diversifying the reach that OKACOM can achieve, to fulfil its mandate.

An effective digital media strategy takes into account the nature of the organisation, the stakeholders (as highlighted in the Stakeholder engagement plan in Chapter 4), and access to digital platforms by the intended target audience.

This strategy, leans heavily on the mandate set up by the organisation with regards to community engagement, as well as the four thematic issues raised in the OKACOM SAP, which include;

- Livelihoods and Social Economic Development
- Water Resource Management
- Land Management
- Environment and Biodiversity

Apart from highlighting key messages and approaches, this strategy also takes a look at the various digital platforms and their suitability, with regards to information dissemination.

1.2 Background

The design and development of this Digital Strategy is based on a needs assessment conducted during the scoping exercise. Several approaches were used that included desk research, questionnaire administration, and in-depth key informant interviews with stakeholders residing in the CORB; officials and experts from relevant institutions in all the three riparian states as well as the OBSC, Technical Reference Group (TRG), and OKACOM management team.

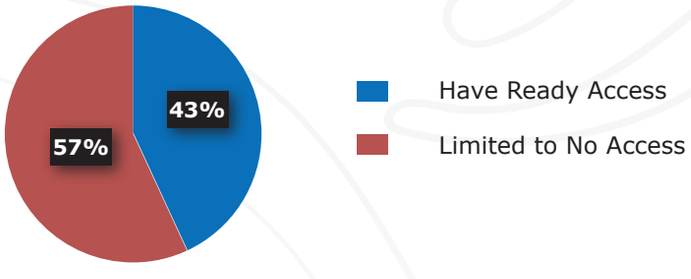
Over the years, the way in which stakeholders communicate has shifted to new technologies and tools, thus the need to investigate how OKACOM could adopt these digital media tools and online presence to raise awareness and increase engagement with target audiences.

The scoping exercise intended to identify the demographics of digital media users as well as investigate the widely used digital media tools.

The CORB in numbers

- 66.5% of stakeholders below the age of 40 yrs
- 10% with tertiary school qualifications
- 28% have no academic certificate
- Average household/individual earning in CORB: < US$200/month

ACCESS TO SOCIAL MEDIA IN THE CORB



43.4% of all respondents in the three riparian states had access to social media on their mobile phones. Of the three states, Botswana had the highest access to social media by respondents on their mobile phones while Angola had the least access.

Botswana still enjoys one of the world's highest mobile penetration rates, outpacing more developed

nations with a 150% mobile penetration rate translating to every Motswana owning an average of 1,5 mobile phones. This creates a conducive environment for effective social media engagement..

Whilst 45% of the population in the CORB in Namibia has access to social media on their mobile phones, at national level Namibia boasts the highest internet penetration of the three countries at 51% and a commendable annual growth of 24,000 users.

Given the emerging uptake of digital media in the three riparian states, this Digital Media Strategy is, therefore, an integral part of the overall OKACOM Communication and Stakeholders Engagement Strategy and is designed to help the organisation engage effectively with its stakeholders and the various individuals and communities of the Cubango-Okavango River Basin, through digital media platforms.

2. Going Digital

The growing access to internet has created an explosion of new forms of media, with digital spaces becoming the most effective channels of connecting with audiences.

Digital media creates opportunities for improved engagement between OKACOM and its stakeholders and to communicate effectively in real time. Social media has opened up new avenues for communication and has evolved from social interactions to being conduits for connecting organisations with stakeholders within an organisation's communication ecosystem.

In line with global trends, OKACOM's use of different forms of digital/social media will purposely, add to its ability of reaching even more people. is because, when used well, new forms of media can deliver excellent results in terms of brand development, information sharing, and stakeholder engagement. However, if not used effectively, digital/social media can cause a rapid loss of brand equity, create public relations crises and damage relationships with key partners and other stakeholders.

The Digital Media Strategy and Implementation plan will also strengthen the initiatives of the Secretariat by playing a pivotal role to improve awareness at community level and beyond through public education & campaigns, advocacy and capacity building of stakeholders.

2.1 Objectives

The overall objective is to promote awareness, education and capacity building through messaging on the implementation of the SAP through vibrant digital and social media communication.

This will be achieved through the following specific objectives:

- Objective 1: To increase visibility of OKACOM's mandate, activities and programmes on the digital platforms by generating innovative and engaging content;
- Objective 2: To increase stakeholders' participation in the preservation, utilisation and development of the basin
- Objective 3: To position OKACOM as an authoritative voice on thematic areas as outlined in the Strategic Action Programme (SAP)

Objectives	**Desired Result**
Objective 1: To increase visibility of OKACOM's mandate, activities and programmes on the digital platforms by generating innovative and engaging content	- OKACOM activities and programmes are visible across digital media platforms - More innovative and engaging content is developed for digital media communication
Objective 2: To increase stakeholders participation in the preservation, utilisation and development of the basin	- Healthy CORB ecosystem - Embed conservation in the lives of CORB residents - Enhance virtual engagement with stakeholders through digital platforms

Objective 3: To position OKACOM as an authoritative voice on thematic areas as outlined in the SAP	- Increase in the number of reproduced digital media content - Increase in the number of shares and reposts of OKACOM's social media content - Increase in the number of inquiries coming through social media platforms

Table 1: Digital Media Objectives

2.1.1 Digital Media Target Audience

To maximize on the effectiveness of the digital media strategy, it is important to identify audiences against the popular digital/social media platforms they use. The table below shows the targeted audiences for each digital media platform.

Website and mailing list	Facebook	Twitter	LinkedIn	YouTube	WhatsApp
Riparian State Governmental Organisations OKACOM Governing Board Governments Policy makers Legislators International Cooperating Partners Implementing Partners Media Private sector Academia Civil Society NGOs Communities Youth and women groups Traditional leaders Regional and international bodies	Riparian State Governmental Organisations OKACOM Governance Bodies CSOs Policy makers NGOs ICPs Implementing partners Academia and researchers Private Sectors Media Communities Traditional leaders	Riparian State Governmental Organisations OKACOM Governing Board Regional and international bodies Regional & international organisations NGOs ICPs Implementing Partners Policy makers Civil Society Professionals Media Youth Groups	• Professionals • Like-minded institutions • NGOs • ICPs • Academia and researchers • Private Sector • Implementing partners	• Riparian State Governmental Organisations • Communities • Youth groups • Academia • Researchers • NGOs • Groups of interests • Private Sector • Implementing partners	• Traditional leaders • Communities • Groups of interests (women, youth, etc)

2.2 Digital Media Content Development For OKACOM

OKACOM's use of digital media will be guided by the following principles:

- **Immediate Responsiveness** to inquiries and feedback,
- **Accuracy** of information shared,
- **Consistency** by ensuring informationis shared in an integrated and coordinated manner,
- **Friendliness**, with a less formal tone being used with discretion,

- **Professionalism** in line with OKACOM's guiding principles and values;
- **Engagement** that is positive,
- **Creative and contemporary techniques** for providing information,
- **Call to Action** that motivates action,

2.3 Content

Language Style and Tone on Social Media

OKACOM's language, with regards to digital media is short, precise and intentional. The language used should be easy to understand, easy to repeat and easy to translate.

OKACOM's tone is reassuring and confident, not proud and arrogant. It is warm and engaging, not cold and confrontational. Each message should focus on positive stories from the River Basin across all riparian states.

2.4 Types of Messages

The digital content will be purposeful, measurable and intentional. By sharing insights on the CORB, OKACOM along with all its stakeholders, another platform that allows for education and information is thus created.

A key objective is to educate, inform and grow knowledge on the CORB amongst all concerned stakeholders, and ensure key information is disseminated.

2.5 Communicating Visually

In order to breach the message fatigue that is experienced by social media audience, it is essential to employ style tactics that attract interest, understanding and engagement such as images, video, infographics, and storytelling. The development of an OKACOM image vault and database of high-quality pictures for purposes of improving communication on social media platforms is paramount to communication success.

2.6 OKACOM Website

OKACOM has a functional and modern website that provide opportunities to strengthen linkages with stakeholders and communicate what it stands for, what it can deliver and the impact it is having on the lives of the people. The OKACOM website is an official channel to communicate developments within the organisation, including programmes updates, upcoming activities as well as insights into the operations at the Secretariat.

2.7 OKACOM Mailing list

The mailing list, which comprises the contact details of stakeholders will be used to share content such as progress reports, newsletters, policy briefs, fact sheets, news articles and features, and brochures. All updates to the website will be accompanied by an alert to the mailing list, which will improve traffic to the website. There are several ways that will be used to build this mailing list as indicated below:

- Participants register completed during events will have a section where potential audiences can request to be added to the mailing list; and
- A sign-up sheet/link will be posted across social media platforms.

2.8 Social media platforms

Planning content ahead helps to ensure that there is pre-packaged evergreen content such as frequently asked questions (FAQs) about the Secretariat, facts about the Basin and campaign content. An effort should be made forlive coverage of events, meetings and workshops.To improve stakeholder engagements, it is important to a frequent updates on all social media platforms.

2.8.1 Facebook

Facebook Posts on the OKACOM Page will comprise of updates of activities, outcomes of meetings, picture albums, video links, press releases,new documents, facts, data and new knowledge. A key objective will be to grow the following of the page and ensure timely updates, engaging discussions and relevant information.

2.8.2 Twitter

Twitter allows for creating engaging conversation amongst thought leaders and various other stakeholders in relation to OKACOM's mandate. Engaging in discussions on conservation, the role of OKACOM in the CORB and other interesting and relevant topics, provides another communication tool for OKACOM to further its mandate.

2.8.3 LinkedIn

LinkedIn is currently the largest professional platform which draws a wide scope of stakeholders who are influential in terms of the field of practice and represent messages. This platforms will connect OKACOM with institutions and professionals who work in the same sector.

2.8.4 YouTubeChannel

One way to captivate targeted audiences is to develop creative and engaging YouTube videos. YouTube will provide a platform to attract and engage with a much wider audience. YouTube provides an alternative broadcast platform, which is cheap, has a wider reach and easier to coordinate.

2.8.5 WhatsApp

WhatsAppprovides a convenient avenue to deliver messages to specific or targeted groups of people. To effectively control movement of information and get better feedback, specific WhatsApp groups will be created for specific interest groups.

As some areas and residents within the CORB do not have access to other digital platforms, WhatsApp is a working solution, powered by mobile network operators, even when internet signals are poor, and Wi-fi is non-existent.

2.8.6 Search Engine Optimization

Search Engine Optimisation (SEO) will be used to improve the ratings of OKACOM website, which will improve its visibility among internet users. This will be important in position OKACOM as an authority in thematic areas outlined in SAP. SEO will also make it easy for OKACOM to easily attract the most appropriate audience for specific messages as its content will appear top on search inquiries.

2.10 Evaluation

Indicators to measure reach, quality and usefulness, and uptake and use of OKACOM communication strategy by channel

Table: Key Indicators by channel

Channel	Basic indicators	In-depth indicators
Publications	• Number of downloads and unique pageviews in a time period • Time spent on page • Bounce rate • Number of soft or hard copies distributed to existing lists • Number of times an output is cited or referred to • Twitter, Facebook or other social media impressions/likes/shares	• Country of downloads or unique pageviews • Demographics of downloads or unique pageviews • Returning vs new users • Referrals • Metrics compared to another output or time period • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Websites	• Total Number of users in a time period • Unique pageviews in a time period • Average time spent on website	• Google Analytics and AdWords analytics reports • Country of users and pageviews • Demographic of users and pageviews • Metrics compared to another time period • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Multimedia	Number and type of multimedia outputs produced • Number of views • Percentage of full video watched • Twitter, Facebook or other social media impressions/likes/shares	• Meltwater analytics and Hashtracking reports • Country of viewers • Demographic of viewers • Metrics compared to another output or time period • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Media and blogs	• Number of media hits • Number of blogs published • Twitter, Facebook or other social media impressions/likes/shares	• Meltwater analytics and Hashtracking reports • Number of blog comments received • Number of media hits in target country/ media outlet • Number of social media comments/shares with targeted individuals • Qualitative feedback from audiences on quality and use of output
Social media	• Number of followers or subscribers • Number of your organisation's experts with a professional social media presence • Social media engagement (impressions/ likes/shares)	• Meltwater analytics and Hashtracking reports
Email/newsletter	• Number of subscribers • Open rate • Click rate • Unsubscribe rate	• Meltwater analytics and Hashtracking reports • Country of subscribers • What content is most popular • Metrics compared to another output or time period • Qualitative feedback from audiences on quality and use of output
Events	• Number of events and in which countries they are held • Number of event attendees and livestream viewers • Dropout rate	• Type of attendee, including job type or sector • Metrics compared to another output or time period • Qualitative feedback from audiences on quality and use of output

SECTION 4
CRISIS MANAGEMENT

“The OKACOM Executive Secretary remains the official spokesperson for the organisation and duly represents and speaks on behalf of the organisation in any official capacity”

CRISIS MANAGEMENT

It is important to have a communication plan that is not reactive to situations hence, it is for this purpose that a crisis communication component had been incorporated into this communication plan.

This crisis communication plan for OKACOM possess set guidelines that allow the organisation to communicate effectively in a time of crises, that might include but are not limited to natural disasters and moments of conflict that may occur within the Basin.

1.1. Elements of the OKACOM Crisis Communication Plan

- Determine the organisation's spokespersons (primary and secondary ones)
- Determining the procedures for communicating the crisis to the media
- Response time
- Identification of audience affected
- Establish mitigation measures

Step 1: Determine the organisation's spokespersons (primary and secondary ones)

The OKACOM Executive Secretary remains the official spokesperson for the organisation and duly represents and speaks on behalf of the organisation in any official capacity. The Executive Secretary may delegate such a duty to a member of OKACOM's secretariat who they see fit for the task .

Step 2: Determine procedures for communicating the crisis to the media

The spokesperson should receive training on how to deal with the media and the public – the organisation's target audience.

Step 3: Response time

At all times, OKACOM should issue a statement immediately in response to a crisis. The statement should be short and give assurance that more details will be provided, unless otherwise decided by the secretariat, or under legal advisement.

Step 4: Identify the cause of the crisis and the affected audience

Before solving the crisis, it is crucial to identify the cause and also do a quick analysis of who is affected.

Step 5: Put mitigation measures in place – List possible crises and plan for them

It will be important for OKACOM to assure the public that measures have been put in place to help prevent future crises of the same magnitude such as protocols and procedures to guide national institutions in preventing similar crises from recurring.

SECTION 4

IMPLEMENTATION, MONITORING AND EVALUATION

3 THE IMPLEMENTATION AND ACTION PLAN
3.1 Roles and Responsibilities
i. Forum of Ministers
ii. Council of Commissioners
iii. Okavango Basin Steering Committee (OBSC)
iv. The Secretariat
v. Technical Committees
vi. Other Stakeholders
3.2 Two-Year Implementation Logical Framework

“OKACOM, The OKACOM Executive Secretary remains the official spokesperson for the organisation and duly represents and speaks on behalf of the organisation in any official capacity”

3 THE IMPLEMENTATION AND ACTION PLAN

The success of the OKACOM Communication and Stakeholder Engagement Strategy is dependent on a well-laid out Implementation Plan. The Implementation Plan will be used as a road map for getting the message delivered to the identified target audiences and will enable the organisation to send clear and specific messages with measurable results, whilst its success remains dependent on the participation by all the three CORB riparian states under the coordination of the OKACOM Secretariat.

3.1 Roles and Responsibilities

The OKACOM Secretariat (OKASEC) is responsible for the coordination of all activities under the supervision of the Okavango Basin Steering Committee (OBSC). In this regard, OKASEC, under the supervision of the Executive Secretary who is the Head of Institution, develops annual work plans and budgets, coordinates implementation of programmes and reports progress.

Accordingly, the Executive Secretary for OKACOM will provide leadership in the implementation of the 5-year Communication and Stakeholder Strategy, along with the 2-year Implementation Plan. The roles and responsibilities of the various OKACOM actors in the implementation of the Communication and Stakeholder Engagement Strategy are outlined below:

i. Forum of Ministers

The Forum of Ministers comprising Ministers responsible for water related ministries in the three riparian States, are responsible for the development of national policies and strategies, the facilitation and the implementation of all OKACOM activities at national level. The Forum is expected to play the role of ensuring the Communication and Stakeholder Engagement Strategy is nationalised in their respective countries.

ii. Council of Commissioners

The Commissioners are charged with defining and guiding the development of policy and general supervision of OKACOM activities. They are expected to play the same role under implementation of the Communication and Stakeholder Engagement Strategy.

iii. Okavango Basin Steering Committee (OBSC)

The OBSC is a technical advisory body for OKACOM. The Committee will be responsible for giving technical advice during implementation of the Communication Strategy. For example, the Committee is expected to make technical input into some of documents prepared under the Strategy.

iv. The Secretariat

The OKASEC has the overall responsibility of ensuring implementation of the Communication Strategy is carried out according to the approved plan. The Secretariat will ensure that all resources needed are mobilised. The Secretariat will also ensure all stakeholders are taken on board especially in the provision of content for the various tools.

v. Technical Committees

The various Technical Committees will be mobilised to ensure they make the required input into outputs according to their areas of expertise.

vi. Other Stakeholders

OKACOM has a number of other stakeholders including Governments, Policy makers, Regional, continental and international organisations, Non-governmental organisations, civil society organisations, International Cooperating Partners, Implementation partners, Communities, Private sector, Academic institutions and researchers, and the Media.
These stakeholders will play will mainly provide a channel for distribution of information, messages and other products.

3.2 Two-Year Implementation Logical Framework

This two-year Implementation has a set of activities that are aligned to the objectives of the Communication and Stakeholder Engagement Strategy which have been aligned to the Strategic Action Programme (SAP). They will be planned for and included in the organisation's annual work plans and budgets.

Table 1. Implementation Logical Framework

Strategic Objective 2: To foster greater awareness about OKACOM's work of coordinating and advising the riparian States around key livelihood activities in the basin									
KEY RESULT AREA: Growth and sustained livelihoods									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
2.1 Enhance OKACOM's human resources capacity in Communications	2.1.1 Assess current capacity of Communications	Assessment report	Communications human resources enhanced	Number of staff both internal and external	Staff/Consultants contracts, interns and seconded staff engagement correspondences	OKACOM governing bodies	3,000	X	
	2.1.2 Enhance capacity in Communications	Recruited staff or identified external capacity including interns or seconded staff			List of Working group members				
	2.1.3 Establish a Communications Working Group			Working group in place		OKASEC			

2.2 Production of Radio programme Promote livelihoods projects	2.2.1 Identify and select preferred community Radio stations in the three Riparian States 2.2.2 Prepare radio programme – content with messages to promote OKACOM's work on livelihoods activities (in the official languages as well as selected local languages)	Monthly radio programmes							
		2.2.3 Contact station managers	Contacts of station managers						
2.3 Publish an OKACOM Brochure on Livelihoods activities (English, Portuguese and selected main local languages in the 3 Riparian States)	2.3.1 Develop structure and content 2.3.2 Design and printing of brochure 2.3.3 Dissemination of hard copies 2.3.4 Upload soft copy on website and other social media platforms	Brochure	Livelihoods activities publicised and more people getting involved in economic development	Number of printed copies Copies on website and social media platforms Number of new activities	Distribution list and social media statistics	OKASEC Stakeholder bodies	5,000	x	

2.4 Produce and publish two policy briefs and two fact sheets on: - Benefits of improved water and sanitation in economic development - Economic benefits of transboundary cooperation on communities	2.4.1 Draft concept note 2.4.2 Draft ToRs 2.4.3 Engage consultant/s 2.4.4 Design and print the publications 2.4.5 Disseminate and upload on website and other platforms	2 Policy Briefs 2 Fact Sheets	Fact sheets and policy briefs published Improved water and sanitation provision Reduction in water borne diseases More transboundary activities	Availability of Publications Number of new projects in the basin	Publications produced	OKASEC Consultants Stakeholder groups	28,000		
2.5 Produce OKACOM Video Documentary on livelihoods activities in the CORB	2.5.1 Draft Concept Note 2.5.2 Draft ToRs 2.5.3 Engage Consultants 2.5.4 Draft video script 2.6.5 Footage shooting and collection 2.5.6 Editing and finalization 2.5.7 Launch video 2.5.8 Distribute and upload on all platforms	A well-researched high quality (broadcast) OKACOM video on livelihoods	Growth and sustenance of key livelihood activities in the basin	Video documentary produced	The Video on various platforms	OKASEC, Consultants, the OCC or OCWG, FPPs and stakeholders	7,000	x	

Strategic Objective 3: To promote understanding of the sustainable development, management and utilisationof water resources in the CORB									
Key Result Area: Increased transboundary cooperation									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
3.1 Factsheeton what transboundary cooperation and its benefits. Policy brief on transboundary cooperation – policy options TV, Radio, Video documentaries, Webinars, News articles and features, Brochures, OKACOM website, Facebook, Twitter, LinkedIn	3.1.1 Draft concept notes 3.1.2 Draft ToRs 3.1.3 Engage consultant/s 3.1.4 Design and print the publications 3.1.5 Disseminate and upload on website and other platforms	1Fact sheet 1Policy brief 1 Five-minute documentary (video for TV and audio for radio) Various news articles around transboundary cooperation – the benefits, the activities around cooperation in the CORB	- Increased transboundary cooperation and appreciation of the available water resources in the CORB - Improved sustainable utilisation of water resources - Increased awareness of water resources management practices	Website and social media platforms Reviewed	- Procurement documents (concept notes, ToRs, contracts) - Printed hard and soft copies (policy briefs, fact sheets, published articles, brochures) - TV and radio documentary - Website and other social media platforms hits (likes, comments, requests)	OKASEC Stakeholder groups and hired consultants	15,000		x

3.2 Attend at least 3 International water events each year	3.2.1 Compile diary of International water events 3.2.2 Select 3 events to attend each year 3.2.3 Prepare materials for each event appropriately	List of annual international water events 3 events reports each year Themed publicity materials	Better understanding of sustainable development Better understanding of management of water resources in the CORB Better understanding of use of water resources in the CORB Increased support from ICPs for activities in the CORB	No. of international events attended	Reports from events attended Pictures from events attended List of number of potential collaborations networks established Number of ICPs in the CORB	OKASEC ICPs	9,000	x	x
3.3 Conduct one targeted campaign each year on transboundary cooperation benefits (could be Drama, Demonstrations, Fieldvisits, use of public personalities)	3.3.1 Draft concept note 3.3.2 List possible target groups for the campaign 3.3.3 Identify message areas 3.3.4 Select tools and channels 3.3.5 Develop schedule 3.3.6 Engage experts	Concept note List of target group for each event Key messages Well-developed campaign (e.g. step by step outline; if it is Drama – script)	Better understanding of sustainable development Better understanding of management of water resources in the CORB Better understanding of use of water resources in the CORB Increased support from ICPs for activities in the CORB	Campaign conducted	Campaign report Concept note List of target groups Number of key messages Contracts Drama script Pictures	OKASEC, Stakeholder groups (focal persons, communications group) ICPs	10,000		

Strategic Objective 4: To promote the benefits of harmonisation of land management and utilisation practices among the CORB Riparian States									
Key Result Area:Harmonised land management and utilization practices									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
4.1 Production of monthly Television and Radio programmes in each Riparian State	4.1.1 Identify national radio and television stations in the three Riparian States 4.1.2 Prepare radio and television programme content – key messages should be on why cooperative and harmonised land management is important in the CORB (in the official languages as well as selected local languages of the 3 Riparian States) 4.1.3 Write scripts for both radio and television programmes 4.1.4 Identify key personnel to work with from the national radio and television stations with assistance of the stakeholder groups 4.1.5 Air the programmes monthly on radio and television and upload on website and all social media platforms	Monthly radio and television programmes in all three CORB States using national broadcasting stations	Appreciation of land management harmonization Sustainable land resource use is well understood and practiced by the inhabitants of the CORB	No of radio and TV programmes broadcast	Level of feedback on programmes Hits and comments on social media platforms Meetings minutes Contracts for any personnel engaged for pay Radio and television programmes scripts	OKASEC, Focal Point Persons, OCC or OCWG and OBAs	15,000		x

4.2 Conduct two targeted events on land harmonization guidelines	4.2.1 Draft concept note 4.2.2 Identify target group (policy makers, academia and media) 4.2.3 Select tools and channels (Radio and television programme, press statements, media briefings) 4.2.4 Develop messages promoting the harmonised, basin-wide land use planning guidelines 4.2.5 Execute – use the already established radio and television programmes	Radio and television programmes using community broadcasting centres Quarterly press statements and media briefings in relation to guidelines implementation	Appreciation of land management harmonization Sustainable land resource use is well understood and practiced by the inhabitants of the CORB	No. of targeted events	Press statements Media briefings Radio and television programmes Press cuttings and recordings	OKASEC, Focal Point Persons, OCC or OCWG, Media partners, Communications specialists	7,500		x

Strategic Objective 5:
To enhance understanding of the value of transboundary cooperation in the conservation of the River Basin's environment and its wetlands

Strategic Objective 5:
To enhance understanding of the value of transboundary cooperation in the conservation of the River Basin's environment and its wetlands

Activities	Sub-Activities	Outputs	Outcomes	Indicators	Means of Verification	Actors	Est. Cost	Y1	Y2
5.1 Conduct one targeted campaign on conservation of the CORB environment and its wetlands	5.1.1 Draft concept note 5.1.2 Select campaign theme (e.g. 'Saving Our CORB') 5.1.3 Select tools and channels - e.g. Drama performed during a road show 5.1.4 Engage experts to assist with drafting drama script and designing the road show	A well-orchestrated road show	Conservation of the CORB environment and its wetlands is enhanced CORB's reputation as an important world heritage site is maintained	One campaign conducted	Concept note Meetings records Drama show script Contracts	OKASEC, OBAs, Focal Points, OCC/OCWG, NASCs	25,000	x	x

5.2 Write at least 3 feature articles	5.2.1 Draft concept note 5.2.2 Select topics – Importance of the CORB as a world heritage site; Value of transboundary cooperation; conservation activities in the CORB; Ecosystems support services in the CORB 5.2.3 Identify writers and commission them 5.2.4 Publish articles in various publications including OKACOM newsletter and all social media platforms	3 features	Conservation of the CORB environment and its wetlands is enhanced CORB's reputation as an important world heritage site is maintained	At least 3 features published	Published Feature articles Increase in number of website and social media platforms hits, likes or comments Contracts	OKASEC, Media partners, Focal points, OCC/OCWG	750		
5.3 Produce short video documentary (5 minutes)	5.3.1 Draft concept note 5.3.2 Select theme 5.3.3 Draft script 5.3.4 Engage consultant and produce documentary	10-Minute video documentary	Conservation of the CORB environment and its wetlands is enhanced CORB's reputation as an important world heritage site is maintained	One five-minute video documentary produced	Amount of feedback Website hits, likes and comments Concept note Script Contracts	OKASEC, Focal points, OCC/OCWG, Communications experts group	3,000	x	x

5.4 One fact sheet and one policy brief on IKS and its importance in biodiversity conservation	5.4.1 Draft Concept note 5.4.2 Draft ToRs 5.4.3 Engage Consultants 5.4.4 Design and Print 5.4.5 Disseminate and upload on website and social media platforms	One Fact Sheet published One Policy Brief published	Better understanding, management and utilisation of the Basin's natural resources	No of fact sheet and policy brief published	Copies of a published Fact Sheet, Policy Brief Concept note Contracts with consultants	OKASEC and consultants	10,000	x	x

Strategic Objective 6: To increase stakeholder engagement, consultation and participation in OKACOM and the CORB activities									
KEY RESULT AREA: A strong and aware network of CORB stakeholders									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
6.1 Facilitate hosting of quarterly NASC meetings in each Riparian State	6.1.1 Contact Focal Point Persons (FPPs) 6.1.2 Request FPPs to submit assistance requests 6.1.3 Draw budget for the meetings 6.1.4 Disburse financial support if required by Riparian States 6.1.5 Draw schedule of meetings for all three countries 6.1.6 Attend meetings	3 NASC meetings held in each country Meeting support proposals Meetings budget Meetings schedule Meetings agendas and programmes Meetings reports	Active, vibrant network of stakeholders Greater awareness, buy-in and legitimacy of outputs Strong stakeholder participation and input into OKACOM activities and programmes A sense of ownership in the processes around development and management of the basin resources resulting in sustainable development	No. of NASC Meetings held	List of stakeholders Level of participation at national level Meeting reports	OKASEC, NASCs FPPs	10,500	x	x

3.3 Two Year Digital Media Implementation Logical Framework

Table 4: Logical Framework

Strategic objectives 1-3									
KEY RESULT AREA: Overall implementation and coordination of activities for the Digital/Social Media Strategy									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
1.1 Establish the Digital and Social Media Management Committee	1.1.1 Identify people within OKACOM with enough skills and knowledge to support development of new content and overall implementation of this strategy 1.1.2 Hold meetings at least once a month	Social Media Management Committee Meetings	Coordinated activities on social media where all departments contribute engaging content	The composition of the Committee, which should be made up of representatives from all departments	Number of meetings held per year and minutes of meetings	OKACOM Communications Department,	500	x	x
1.2 Capacity building trainings	1.2.1 OKACOM Communications Department, Social Media Management Committee and basin institutions	Training workshops Social media manuals or booklet	Skilled human resources who are able to implement the social media strategy	4 training workshops per year A social media manual or booklet Active participation of the identified groupings of people	Video recording of workshop and reports Hard copy or soft copy designed booklet	OKACOM Communications Basin institutions, consultants/ trainers	5,000	x	
1.3 Purchase of supportive equipment, programmes and software	Procurement of enabling tools such as cameras and design computers or programmes	Equipment and programmes or software	Social media content of high quality is produced on time	OKACOM produced content Positive feedback on quality work from audiences	Videography and photography equipment	OKACOM Communications	7,000	x	

Strategic Objective 1To increase visibility of OKACOM's mandate, activities and programmes on the digital platforms by generating innovative and engaging content									
KEY RESULT AREA: OKACOM activities and programmes are visible across digital and social media platforms									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
1.1 Register OKACOM for new accounts on identified social media platforms	1.1.1 Assess platforms with more impact and register.	Registrations completed and accounts opened on additional identified social media platforms	More platforms used to reach more people	Number of additional social media platforms in use	Existing social media accounts in use	OKACOM Communications	500	x	x
1.2 Updating mailing list	1.3.1 Inviting stakeholders and interested individuals to register on mailing list to receive new updates through paid and non-paid platforms	New registrations added to mailing list	More contacts to reach directly	Number of new contacts added to mailing list	Existing updated mailing list	OKACOM Communications	500	x	x

Strategic Objective 1To increase visibility of OKACOM's mandate, activities and programmes on the digital platforms by generating innovative and engaging content									
KEY RESULT AREA: More innovative and engaging content is developed for digital/social media communication									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
1.4 Develop content for social media platforms	1.4.1 Creative content conceptualization 1.4.2 Development of differentiated new content 1.4.3 Posting new content on different platforms	New content developed and posted on digital and social media platforms	Visibility strengthened on social media platforms	At least 15 new content posted on each platform per month	Number of posts on each platform	OKACOM Communications	0	x	x

1.5 Engage audiences by communicating reliable information and updates	1.5.1 Post engaging updates about OKACOM programmes and activities 1.5.2 Promote social media messages 1.5.3 Monitor and feedback 1.5.4 Respond and action inquiries	More people engage with OKACOM	The OKACOM brand is strengthened within its stakeholders	Number of posts Number of times people engage with posts Number of comments and inquiries	Social media analytics	OKACOM Communications Department and Social Media Management Committee	3,000	x	x
1.6 Engage influences to promote messages	1.6.1 Identifying influencers in Riparian States 1.6.2 Engage or invite influencers to assist in promoting messages 1.6.3 Contracting influencers to promote messages 1.6.3 Assist influencers with creating messages	More people engage with OKACOM	The OKACOM brand is strengthened within its stakeholders	Number of posts posted and or promoted by influencers Number of times people engage with posts Number of comments and inquiries	Social media analytics	OKACOM Communications Department and Social Media Management Committee	0	x	x

Strategic Objective 2 To increase the followers of OKACOM on various social media platforms									
KEY RESULT AREA: Increased number of followers									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
2.1 Run paid targeted campaigns and advertisements to increase followers	2.1.1 Identify social media platforms to run paid campaigns	Promoted posts and pages	More people following OKACOM social media platforms	Total number of followers	New number of followers	OKACOM Communications	12,000	x	x

KEY RESULT AREA: Increased engagements/feedback on OKACOM's posts from social media followers									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
2.2 Develop engaging social content	2.2.1 Creative content conceptualization 2.2.2 Development of differentiated new content 2.2.3 Posting of new content on different platforms	New content developed and posted on social media platforms	Visibility strengthened on social media platforms	At least 15 new content posted on each platform per month	Number of posts on each platform	OKACOM Communications		x	x

Strategic Objective 3 To position OKACOM as an authoritative voice on thematic areas as outlined in the SAP									
KEY RESULT AREA: 1. Increase in the number of reproduced social media content 2. Increase in the number of shares and reposts of OKACOM's social media content 3. Increase in the number of inquiries coming through social media platforms									
Activities	**Sub-Activities**	**Outputs**	**Outcomes**	**Indicators**	**Means of Verification**	**Actors**	**Est. Cost**	**Y1**	**Y2**
3.1 Engage audiences by communicating reliable information and updates	3.1.1 Post engaging updates about OKACOM programmes and activities	More people engage with OKACOM	The OKACOM brand is strengthened within its stakeholders	Number of posts Number of times people engage with posts	Social media analytics and inquiries log sheet	OKACOM Communications		x	x
3.2 Monitor feedback and respond to inquiries	3.2.1 Monitor and feedback 3.2.2. Respond and action inquiries			Number of comments and actioned inquiries				x	x

OKACOM

The Permanent Okavango River Basin Water Commission
Comissão Permanente das Águas da Bacia Hidrográfica do Rio Okavango

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