WRUA COMMUNICATIONS TOOLKIT

Communication tools to enhance governance, advocacy and inclusive decision-making among Water Resources Users Associations in Kenya
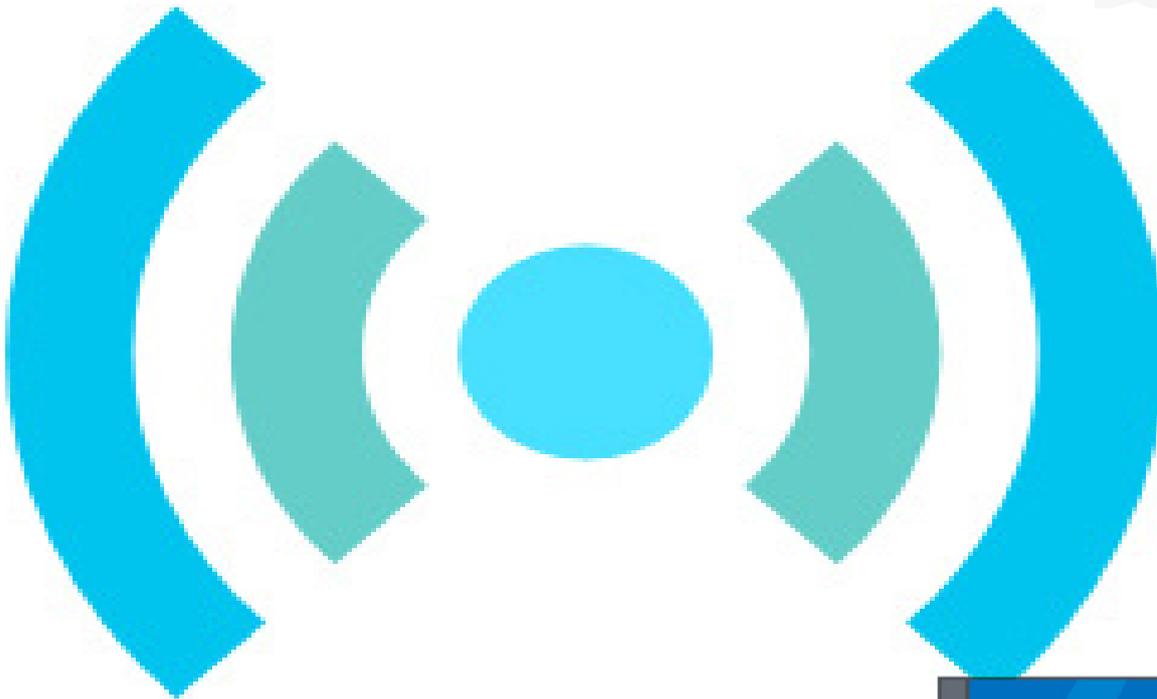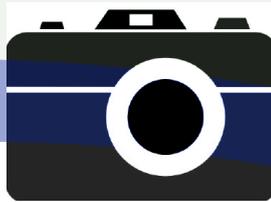
WATER RESOURCES USERS ASSOCIATIONS COMMUNICATIONS TOOLKIT

ACKNOWLEDGEMENTS

Water Resources Authority institutes and recognizes the significant role of the water resources users associations in integrated water resources management in Kenya. This, therefore is an acknowledgement of the contribution and work of our partnering organizations indicated below that made possible the realisation of this WRUA communication toolkit.

PARTNERS:

We also thank Seecom and MetaMeta for their work in development of content for this training module.

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ABBREVIATIONS

CESPAD   Centre for Social Planning and Administrative Development

GIZ   Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

IWaSP   International Water Stewardship Programme

IWRAP   Integrated Water Resources Action Plan Programme

LANABWRUA Lake Naivasha Basin Umbrella Water Resources Users Associations

SCMP   Sub-Catchment Management Plan

WDC   WRUA Development Cycle

WIN   Water Integrity Network

WRA   Water Resources Authority

WRM   Water Resources Management

WRUAs   Water Resources Users Associations

WWF-KCO   World Wide Fund for Nature - Kenya Country Office

1. COMMUNICATION TOOLS FOR WRUAS

BACKGROUND NOTE

This communication toolkit has been developed by Centre for Social Planning and Administrative Development (CESPAD) and MetaMeta under the project "Strengthening transparency, accountability and participation in and through Water Resources Users Associations (WRUAs)". This is a partnership between Water Resources Authority (WRA), GIZ International Water Stewardship Programme (IWaSP), Water Integrity Network (WIN) and World Wide Fund for Nature (WWF) through the Integrated Water Resource Action Plan (IWRAP) Programme.

The development of the communication Toolkit was informed by the organizational capacity assessment that was conducted in 2015 by WWF Kenya Country Office as part of the IWRAP programme and in partnership with Imarisha Naivasha, WRA and GIZ IWaSP.

It has been developed to enhance the communication skills of the WRUAs in Kenya and is to be used by organizational capacity developers that work with WRUAs and natural resources management groups including CFAs and CBOs to strengthen their internal and external communication skills as well as improve visibility of the local user/ community groups.

The Communication Toolkit discusses the use of over 30 communication tools divided in four categories: governance tools, inclusive decision-making tools, advocacy tools, multi-purpose communication tools, that are most commonly used by WRUAs. It is based on the guidance provided through the WRUA Development Cycle (WDC) and borrows from best practices from around the world.

1.1 INTRODUCTION

Advocacy is a deliberate process of influencing targeted actors or institutions in order to achieve desired policy, practice, social, behavioural or political changes that will benefit particular groups. It is the act of pleading or arguing in favour of something, such as a cause, idea, or policy; active support. There cannot be advocacy without communication. In order to be able to influence decisions within political, economic, social and legal systems, effective communication skills are fundamental in being persuasive and determining change.

While "communication" is the act of conveying intended meanings from one entity or group to another, "advocacy" refers to the efforts of an individual or group to effectively communicate, convey, negotiate or assert the interests, desires, needs and rights of yourself or another person.

The tools in this chapter will give you information, strategies and advice to enable you to become a better advocate for your WRUA.

The toolkit is based on adult training principles giving stepwise guidelines on how to develop and use the communication tools and it is more practical oriented. Its successful adoption by WRUAs has the potential not only to improve communication in and through WRUAs, but also enhance the visibility of the WRUAs, attract more financial support (through partnerships and new membership), increase WRUA efficiency, and improve the accountability, transparency and responsiveness of the WRUA.

1.2 WHY THIS TOOLKIT?

Everybody understands the importance of good communication. However, it is not always easy to get our ideas across in a simple way using simple tools. So, how do WRUAs become better communicators?

This toolkit offers a wide range of tools that can be used for example to:

▪ Increase the visibility of WRUAs

▪ Create awareness on conservation and protection of water resources

▪ Inspire other community members to join the WRUA

- Help improve WRUA governance

1.3 WHAT IS IN IT?

For each tool provided, this toolkit answers 5 questions:

- What is the tool?
- Why is it useful in strengthening WRUAs' advocacy activities?
- How to use it
- What are the requirements and costs
- Where to find more information

1.4 HOW TO USE IT?

After identifying your communications goal and messages (see box 1), select the most appropriate tool and simply follow the described steps for its development and use. Keep in mind some basic design principles (see box 2).

Experiences and findings from different WRUAs informed the description of the tools. Each WRUA will need to adapt the tools according to their own situation. It is suggested to ask the below basic questions in advance to match the tools with the context as well as to optimize the tools with the content:

- What is the information that you want to share?
- Based on the information, what is the message you want to convey?
- Is this the best tool to use for the message formulated above?
- Does the WRUA have the requirements for this tool?
- Can the WRUA cover the costs?

BOX 1: TIPS TO GET YOUR MESSAGE ACROSS

It is important to phrase your message in such way that it will connect with your audience. When formulating your message, there are several steps to follow:

- Who is your target audience?
- What is the message you want to give to them? Alternatively, what information should the audience have received after reading your poster/banner/SMS? (Try to formulate this in 1 sentence)
- Phrase your message in a simple and catchy way

The following examples illustrate how the same tool, in this case a leaflet, should contain different information to serve different goals.

Example A: You are going to visit an International NGO to ask for support on building a sand dam and you are bringing a leaflet along which gives additional information on your WRUA. This is what your leaflet could include and why:

- Short introduction with main objectives of your WRUA (to briefly inform the reader on the WRUAs background)
- Examples of the work carried out (to show what the WRUA is capable of and to give an idea on the types of activities it does. Presenting successful examples also creates trust)
- Contact details of the WRUA (to ensure that the WRUA can be reached)

Your leaflet could have a professional look and feel to show that the WRUA is a serious organization that should be valued accordingly.

Example B: You want to involve a large group of young people from the region to help with a tree planting activity of your WRUA. You therefore distribute leaflets to schools to attract. This is what your leaflet could include and why:

- Catchy slogan to draw attention

- Short introduction of the activity (to briefly inform what is going to happen and why)

- Date, location and timing

Your leaflet should have an appealing look and feel, for example with a picture of a young person your audience can relate to, carrying out a similar activity. Keep the language simple and do not use technical terminology.

BOX 2: DESIGN BASICS

Use your creativity in terms of design, language and costs while developing your communication materials.

- Use different colours, but limit your colour palette to 4 – 6 colours

- If you have internet access, www.colourlovers.com provides a wide variety of colour schemes

- Place the most important text at the top left corner as this is where people start to read first

- By using different fonts, you can emphasize on certain parts of your text. However:

  - Do not use too many different types

  - Avoid small differences

  - Choose appropriate font styles

- When using pictures use high quality files

- Pictures with people draw more attention

BOX 3: PLAN YOUR ACTIVITIES

VERBAL – START 5 WEEKS BEFORE

- Statistically, people need to hear about something 3-7 times before they respond. This calls for more than 3 times of verbal announcements

- The message should not just focus on the when, where, how of your event. Share information on the benefits of the event to their lives

- Always remember the goal here is to inform as well as to inspire them. If they see the importance, most likely they advocate the event to more people

PRINT – START 4-5 WEEKS BEFORE

- There is a fine line with print. Too early and people forget about it. Too late and they have already made plans

- Start talking about flyers and posters with important events or opportunities in your bulletin 4-5 weeks before your event

- Make it easy for your WRUA members to invite friends, families and community members by providing flyers 3-4 weeks before your event. This gives them time to make connections and saves them the embarrassment of forgetting details. Also remember to share this with the neighbouring WRUAs and the Umbrella WRUA

- Your goal is to deliver information but also to hint at what to expect

FACEBOOK – START 4 WEEKS BEFORE

- Your Facebook page is the online reception of your WRUA. Quite a number of people will visit your Facebook page before they ever walk into your physical office.

- Use the space as an opportunity to demystify any queries that people might have about attending a WRUA event since you can directly respond on questions asked

MAIL – START 2-3 WEEKS BEFORE

- Depending on the day of your event, plan to send several mails (without overdoing it) over the course of 2-3 weeks

- Its key objective is to make the communication official

WHATSAPP – START 2-3 WEEKS BEFORE

- Use your WhatsApp group to spread the excitement of what is coming

- Minimize posts about the when, where, how of your event. Instead, build excitement with visual posts about last minute planning, event details, volunteers and what to expect.

- It offers a great opportunity to make your event personal and relational

- Link to more expanded event details for those who want to know more. Moreover, do not forget to encourage followers to share your content.

SMS– START 2 WEEKS BEFORE

- Harness the power of your connected friends, community and WRUA members by messaging them directly. Utilise the bulk texting services offered by available service providers to send texts to a large group.

- Like email, keep your messages short and send people to your website or social media for more details or to register.

1.5 COMMUNICATION AND INTEGRITY

Integrity should be an integral part of an organisation's values and strategic considerations. Communicating with Integrity requires:

- Objective thinking free of bias or prejudice caused by personal feelings.

- Integrity is about acknowledging the truth! Truthfulness, accuracy, honesty, and reason are essential to the integrity of communication.

- It is predictable: you do what you say you will do. Integrity tells your team, "You can trust me." The most effective communicators and leaders know that people appreciate transparency and truth.

Whether the news is good or bad, they know it is better to be forthright, honest and timely. Be honest in all your communications. Lack of integrity in communication can result in mistrust and damage relationships. This is why it is important to make the time to think about how we are communicating as well as what we want to accomplish.

This communication toolkit has put forward a number of communication tools that WRUAs can use in raising awareness on water resources conservation and management, the importance of integrity and to engage stakeholders (internal and external) in anti-corruption activities. The WRUAs can also use them to show that they are acting with integrity via external communications campaign.

You do not need to be a professional to develop communication materials. Practicing and keeping in mind some basics will help you create effective tools. This toolkit provides a set of tools that can easily be developed and used at an affordable cost for external and internal communications of a WRUA.

2. GOVERNANCE TOOLS
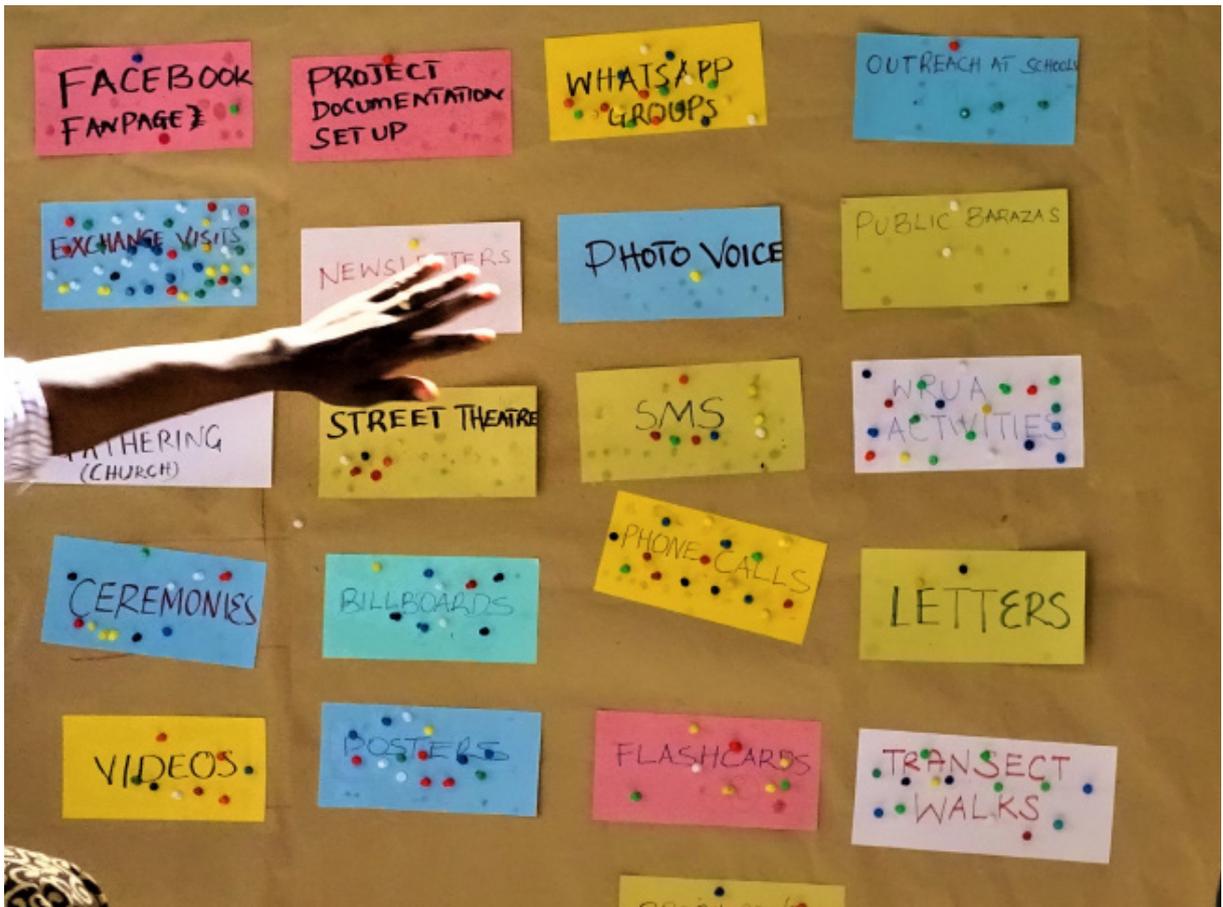
'Governance' comprises the formal and informal rules and processes by which actors articulate interests, manage resources, take decisions, regulate human behaviour, and exercise power in a sector.

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2003). A WRUA must have an effective leader in order to set a good example for the other WRUA members. The leaders must be accountable, competent, have good communication skills, integrity and personal values. Therefore, leadership is included in governance, which is a broader term.

Key principles of good governance are transparency, accountability, integrity, participation, inclusiveness and rule of law. Good governance is important because it:

▪ Promotes confidence of WRUAs members in the WRUA

▪ Leads to better decisions

▪ Increases effectiveness

▪ Reduces legal regulatory and reputational risks

▪ Supports ethical decision making

▪ Fights corruption

The tools presented in this chapter help WRUAs to put good governance into practice. They focus on internal communication and internal processes.

TOOL 2.1 MEETING MINUTES

What?	Meeting minutes are notes of a meeting or hearing. They typically describe the events of the meeting and include a list of attendees, the agenda, related responses, decisions taken, and action points.
Why useful?	Meeting minutes: ▪ Help drive a plan of action for the WRUA's leadership and members. They clarify how, when, why, and by whom decisions were made. They map out a plan for the action items, which helps get the work done. ▪ Describe how a WRUA arrived at reasonable decisions. They provide resolution structure. ▪ Record meeting decisions, which makes them a useful review document when the WRUA needs to measure progress. ▪ Act as an accountability tool as they make it clear whose duty it was to perform which action.

How to develop and use it	▪ The rapporteur can take minutes during the meeting on a computer
	
	▪ There is no standardized size for minutes. The size is highly dependent on the nature of the meeting. Generally, minutes should be as short as possible, as long as they highlight all key information.
	
	▪ Make detailed minutes in situations of critical importance, and where the record is important. If that is not the case, minutes can be simple lists of decisions made and actions they need to take (with the responsible person identified).
	
	▪ Minutes should include:
	   ○ The name of the WRUA
	   ○ The date, time and location of the meeting
	   ○ Who attended and who was absent with or without apology
	   ○ The purpose of the meeting
	   ○ Decisions taken
	   ○ Action points
	   ○ If there's a quorum, they should also note all motions made, any conflicts of interest, when the meeting ended, and who developed the minutes
	
	▪ The leadership team must then approve the meeting minutes at the next meeting
	
	▪ Secretary/minute taker should disseminate the minutes as soon as possible, preferably within 1 day by mail to the attendees

Requirements and costs	▪ Laptop / computer ▪ Bundles or cyber café charges

TOOL 2.2 STAFF EMPLOYMENT CRITERIA

What?	Staff employment criteria are a simple description of the qualifications and skills required to be eligible for selection for a certain job in the WRUA. It sets clear guidelines on how to ensure that the WRUA recruits the best people on merit and that the recruitment process is free from bias and discrimination.
Why useful?	▪ They help to provide equal access to employment for all ▪ Ensures that the WRUA chooses the best person for each position, in terms of knowledge, skills, experience and aptitude which in turn can enhance the WRUA's overall performance ▪ Enhances transparency in recruitment eliminating appointments that are based on favours, bribes and/or ethnic considerations hence avoiding work inefficiencies and poor service delivery
How to develop and use it	Before recruiting staff you need to determine if you have gaps in your WRUA and how staff can fill them, this entails: 1. Looking at your current WRUA needs and your goals to know what level of staff support you will need 2. Thinking carefully about how many hours the staff will need to work to meet the WRUA needs 3. Listing the tasks that the new staff member will be performing 4. Clarifying the required skills and competencies they should have 5. Outlining the results that you want for your WRUA from employing new staff **RECRUITMENT PROCESS STEPS** Define your value proposition – what staff get from working for you. ▪ Development of position description including background about the WRUA ▪ Advertisement. Share out information using different communication tools to publicize the opportunity **CREATE A SELECTION PROCESS** ▪ Use your job description as a basis for your candidate selection. The selection factors are based on the competencies needed e.g. accounting skills (and the questions asked will test how the candidates have demonstrated the skills in the past) ▪ Limit your selection factors to not more than 10 and keep in mind how important each selection factor is. Is it must have or optional? **MAKE PREPARATIONS FOR THE INTERVIEW** ▪ Before conducting an interview, form a team/panel of interviewers from your WRUA and train them on interview process and questions so they will all conduct and ask the same questions the same way. ▪ Rehearse with the panel. This helps memorize your questions. **CONDUCT INTERVIEWS** ▪ Start with some small talk to build rapport. Do not go straight into your questions. Try to make the candidate as comfortable as possible. ▪ Be natural: Make your question sound and feel like you are coming up with them right there. ▪ Dress appropriately to the ambient you are in and to the kind of person you are interviewing.

	▪ Be punctual
	▪ Listen; present yourself aware and interested. If your interviewee says something funny, smile. If it is something sad, look sad. React to what you hear.
	▪ Keep your goals in mind. Remember that what you want is to obtain information. Keep the interview on track; do not digress too much. Keep the conversation focused on your questions. Be considerate of your interviewee's limited time.
	▪ Do not take "yes/no" answers. With such answers, you will not get much information. Ask for an elaboration, probe, and ask why. Silence may also yield information. Ask the interviewee to clarify anything you do not understand
	▪ Show respect for the candidates and make interviewees feel like their answers are very important to you
	RATE OF CANDIDATES
	▪ After the interviews, rate each candidate based on each selection factor. This you will do through giving scores based on: does not have the competency (1), partially has the competency (2) or has the competency (3).
	▪ The preferred candidate has the highest score.
	▪ Also, consider the other candidates to see if they are suitable for the job in the event that the preferred candidate does not accept the employment offer.
More info	▪ http://www.business.vic.gov.au/hiring-and-managing-staff/staff-recruitment/job-interview-and-reference-check-questions
	▪ http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-interviews/main

DRAFT STAFF EMPLOYMENT CRITERIA TEMPLATE FOR EACH POSITION

Name of WRUA:			
Position title:			
Selection factors (Maximum 10 on basis of Job description and the competencies you need)	Name Candidate 1	Name Candidate 2	Name Candidate 3
1. Accounting skills. CPA 3 qualification and above (Mandatory)			
2. Working experience (at least 3 years' experience in the same position.)			
3. Understanding of accounting computer software (added advantage)			
4. Criminal records			
5. Ethical standards and personal integrity			
6. Bankruptcy declaration			
7.			
8.			
TOTAL (HIGHEST SCORE SHOULD BE THE PREFERRED CANDIDATE)			
ASSESSMENT			
* Rating 1=Does not satisfy, 2= Partially satisfies, 3= Fully satisfies			
*Assessment P= Preferred, S=Suitable, U=Unsuitable			

TOOL 2.3 COMMITTEE MEMBERS APPOINTMENT LETTER

What?	A Committee member's appointment letter is a document that confirms the position offered to a person to work in a certain capacity and they have accepted the terms and agreement.
Why useful?	To have formal records of employment and to confirm the appointment to the member including rights and responsibilities.
How to develop and use it	See an example of an appointment letter below
Costs and requirements	▪ Bundles or cyber café charges in case it is sent by email ▪ Transport costs in case of hand delivery

APPOINTMENT LETTER

WRUA Logo and address OR Letter head

Date, Month, Year]

[Candidate Name]

[Address]

Dear [Mr. / Mrs.] [Candidate Name],

SUBJECT: APPOINTMENT FOR POST OF [DESIGNATION]

We are pleased to offer you, the position of [Designation] with [WRUA name] on the following terms and conditions:

1. **Commencement of duty**

You will be effective, as of [Starting Date, Month, Year]

2. **Job title**

Your job title will be [Designation], and you will report to [Mr./Mrs.] [Name], [Supervisor Designation].

3. **Salary**

There is no wage associated with this position (if it does indicate how much and whether it will be subjected to tax)

4. **Place of posting**

You will be posted at [name town]. Details may also include the name of the sub-catchment of the WRUA under which he/she is to work with.

5. **Hours of Work**

The normal working days are [Start Day] through [End Day]. The normal working hours are from [Start Time] to [End Time] and you are expected to work not less than [Number of Hours] hours each week. You may work for additional hours depending on your responsibilities.

6. Nature of duties

You will perform to the best of your ability all the duties as they are in your job description and any other duties as the WRUA may call upon you to perform, from time to time. Schedule I hereto Your specific duties are set out in.

7. WRUA property

You will always maintain in good condition WRUA property, which may be entrusted to you for official use during the course of your engagement with the WRUA and shall return all such property to the WRUA prior to relinquishment of your charge, failing which the cost of the same will be recovered from you by the WRUA.

8. Borrowing/accepting gifts

You will not borrow or accept any money, gift, reward or compensation or otherwise place yourself under anything to do with money to any person/stakeholders/WRUA member with whom you may be having official dealings for your personal gains.

9. Termination

9.1 Your appointment can be terminated by the WRUA, without any reason, by giving you not less than [Notice] months' prior notice in writing.

9.2 You may terminate your engagement with the WRUA, without any cause, by giving no less than [WRUA Notice] months' prior notice

9.3 The WRUA reserves the right to terminate your appointment summarily without any notice period or termination payment, if it has reasonable ground to believe you are guilty of misconduct or negligence, or have committed any fundamental breach of contract or caused any loss to the WRUA.

9.4 On the termination of your contract for whatever reason, you will return to the WRUA all property; documents and paper, both original and copies thereof, including any samples, literature, contracts, records, lists, drawings, blueprints, letters, notes, data and the like; and Confidential Information, in your possession or under your control relating to WRUA's affairs.

10. Confidential Information

10. 1 During your tenure, you will devote your whole time, attention and skill to the best of your ability for its success.

10.2 You must always maintain the highest degree of confidentiality and keep as confidential the records, documents and other Confidential Information relating to the WRUA which may be known to you or confided in you by any means and you will use such records, documents and information only in a duly authorized manner in the interest of the WRUA. For the purposes of this clause 'Confidential Information' means information about the WRUA's activities and that of its members which is not available to the general public and which may be learnt by you in the course of your employment. This includes, but is not limited to, information relating to the WRUA, its members personal information, engagement policies, personnel, and information about the WRUA's projects, processes including ideas, concepts, projections, technology, manuals, drawing, designs, specifications, and all papers, resumes, records and other documents containing such Confidential Information.

10.3 At no time, will you remove any Confidential Information from the office without permission.

10.4 Your duty to safeguard and not disclose Confidential Information will survive the expiration or termination of this Agreement.

10.5 Breach of the conditions of this clause will render you liable to summary dismissal under clause above in addition to any other remedy the WRUA may have against you in law.

11. Governing Law/Jurisdiction

Your engagement with the WRUA is subject to Kenyan laws. All disputes shall be subject to the jurisdiction of the [High Court] only.

12. Acceptance of our offer

Please confirm your acceptance of this Contract of appointment by signing and returning the duplicate copy.

We welcome you, and look forward to receiving your acceptance and to working with you.

Yours Sincerely,

[Signature of Supervisor]

[Name of Supervisor]

[Supervisor Designation]

[Date]

Schedule I – Committee Member Duties & Responsibilities

Duties:

Responsibilities:

[Committee member's Name]

[Signature]

[Date]

TOOL 2.4 MEMBERSHIP BOOKLET

What?	A small book consisting of only a few pages that contains information on WRUA membership
Why useful?	▪ Offers a great opportunity to introduce a WRUA to new members since it answers the many questions they may have about a WRUA. ▪ It provides the information new members need to know on the first day of their membership without overwhelming them with too much information. ▪ Invites water users to enrol in the WRUA ▪ It is specifically designed to give new members information on: ▪ What is a WRUA and its mandate ▪ WRUA Member rights, good practice and obligations ▪ WRUA Member benefits ▪ Code of conduct (summary)
How to develop and use it	▪ Come up with the text based on: ▪ What is a WRUA and its mandate ▪ WRUA member rights, good practice and obligations ▪ WRUA Member benefits ▪ Code of conduct (summary) ▪ These topics can perfectly fit on eight pages in a 4 by 5 inch booklet. ▪ Design your cover page (front and back). Remember an interesting "cover" makes your booklet enticing. It can make your book a highly effective marketing tool for your WRUA hence enhancing your visibility.
Requirements and costs	▪ Design and printing charges
More info	https://support.office.com/en-us/article/Create-a-booklet-or-book-dfd94694-fa4f-4c71-a1c7-737c31539e4a

TOOL 2.5 WHATSAPP GROUPS

What?	WhatsApp Messenger is a cross-platform instant messaging application that allows smartphone users to exchange text, image, video and audio messages
Why useful?	▪ Instantly send message to anywhere in the world. ▪ You can share your location, photos, status, images, videos with WRUA members ▪ Exchange knowledge and ideas / keep the group up to date ▪ To increase the visibility of the WRUA ▪ Awareness creation ▪ Campaign ▪ Have an up-to-date presence ▪ An important advantage of WhatsApp is that when you connect to internet you can receive a message that was shared when you did not have internet connection.
How to develop and use it	**HOW TO FORM A WHATSAPP GROUP** ▪ Download and install the application WhatsApp on your phone ▪ At the top bar click on the 3 bullets on the right ▪ Select the "new group" option ▪ Select the members to be added to your group ▪ Provide a group name and picture **SHARING** ▪ Effectively engage the people in your group as they want to communicate with you and build a relationship with you. If they get to your group and find it inactive, they might leave. ▪ Communicate the goal of the WhatsApp group to avoid topics that do not add value to the WRUA ▪ Pictures and videos can be uploaded in the group to allow for WRUA members discussions. ▪ Encourage conversations through moderating the conversations and encouraging respect for members comments and views
	OPERATING ▪ Group members that have administrator rights are able to add new people to the group. The establisher of the group is administrator by default. He or she can make other members administrator. The chairperson should have administrator rights together with for example the secretary and the treasurer. ▪ When the Chairperson becomes a regular member, he should de-administrate him or herself ▪ A group can only be deleted by an administrator
Requirements and costs	▪ A smartphone with internet access ▪ Subscription to data bundles
More info	http://www.wikihow.com/Use-WhatsApp

TOOL 2.6 PROJECT DOCUMENTATION SETUP

What?	A system for tracking, communicating and reporting on ongoing projects
Why useful?	The main purpose of project documentation is to communicate the scope and goal of a project to stakeholders and reviewers. Project Documentation may be used to: • Define the project, its scope and timeframe • Define how the project is to be managed and areas of responsibility • Track the progress of the project • Ensure transparency to all • Analyse reasons for project success or failure for the benefit of future projects • Manage expectations • Resource mobilization • Ensure a smooth transition to a new management committee
How to develop and use	There are many ways to keep your project documentation organized. Choose what is appropriate for your WRUA. The main documents are mentioned in the table below, organized by project period. **GENERAL TIPS:** • Keep all files at one location (e.g. WRUA office). • Store files in different folders, organized per project • Next to project files, also keep copies of outputs such as brochures, posters • Spend time regularly to keep the folders up to date • When digitally stored, make sure backups are made and kept separately <table><tr><td>**PROJECT PHASE**</td><td>**MAIN DOCUMENTS**</td></tr><tr><td>Initial stage</td><td>Concept note , Draft of ideas, Project proposal, Work plan</td></tr><tr><td>Implementa-tions stage</td><td>Logframe, Budget, Communication plan, Midterm evaluation, Project outputs, Pictures</td></tr><tr><td>Evaluation</td><td>Project review, Financial overview, Final Report</td></tr></table>
Costs and require-ments	Relatively cheap as it requires mainly time.

TOOL 2.7 FREE AND FAIR ELECTION PROCESS

What?	This is a WRUA committee election process that is accessible and respects the fundamental human rights and freedom of all parties and candidates.
Why useful?	▪ It provides the voter with an opportunity to give his voice and ensures that the right leaders are in office ▪ It enables members to elect leaders that will address their issues ▪ It is an important step toward WRUA economic empowerment and financial sustainability

How to develop and use	In a free and fair election process:
	
	▪ Every WRUA member has:
	    ○ The right to vote on a non-discriminatory basis.
	    ○ Access to effective and impartial procedures for voting process.
	    ○ Equal access to the WRUA election venue in order to vote.
	    ○ The right to exercise his or her vote equally with others and to have his or her vote accorded equivalent weight to all others.
	
	▪ All WRUA members can express their election opinions without interference or intimidation.
	
	▪ Candidates can move freely within the sub catchment in order to campaign.
	
	▪ Candidates can campaign on an equal basis with other candidates - including the incumbent(s). All candidates to be treated equally
	
	STEPS TO ENSURE AN ELECTION PROCESS IS FREE AND FAIR INCLUDE:
	
	Step 1: Announcement of elections: The chairperson makes an announcement of an oncoming election. This is done through:
	
	1. Posters: These pass on information on the candidates, time and venue of election. The WRUA members are thus made aware of an upcoming voting process.
	
	2. Annual General Meeting: The list of all eligible voters should be available for members to see and verify. The WRUA can carry out the election through secret ballot depending on each WRUAs constitution.
	
	3. SMS: The WRUA can also send information regarding the Election Day and time to members via SMS.
	
	4. Calendar of election events: The WRUA should display teh important WRUA events in the office so that all members are aware of them.
	
	STEP 2: NOMINATIONS.
	
	Candidates express their interest in various positions. The WRUA should vet nominated candidates to ensure that they are people of integrity and qualify to hold the positions. Their credentials should be shared out well in advance to allow for verification if need be.
	
	STEP 3: CAMPAIGNS
	
	The WRUA allows aspirants to conduct campaigns, sell their manifestos to members. Some of the tools that can be used by candidates to conduct campaigns are Posters, Facebook page, SMS etc
	
	STEP 4: VOTING
	
	The WRUA allows all WRUA members to vote for their preferred candidate.

	1. The WRUA should make the election procedures/ guidelines clear to all members before they start voting
	2. If voting is through secret ballot, there should be clear/transparent ballot boxes labelled for the different posts available for vying
	3. The WRUA should get a presiding officer from outside the WRUA to oversee the elections such as an unbiased WRA officer
	After voting, the WRUA should carry out one of the following steps;
	1. If it is secret ballot, ensure to seal the boxes after elections
	2. Open the boxes in front of all the members
	3. Pour out all the ballot papers on a table that has already been cleared
	4. With the help of other non-partisan members, open each vote, one at a time as you raise it up for all to see the name of the contestant who has been voted for
	5. Let there be someone else who will be tallying on a board as the votes are being counted
	6. Add up the total and announce the winner
	If it is through queue voting:
	▪ With the help of other non-partisan members, count the number of people standing in each contestants queue aloud
	▪ Add up the numbers and announce the winner
	If it is by show of hands:
	▪ Mention the name of the contestant and ask the members who are in favour of the particular candidate to raise their hands up
	▪ Count the number of hands raised
	▪ Double-check the number
	▪ Tabulate the results and record the number
	▪ Let the people raising their hands stand up and move to a different part of the room to avoid double voting
	▪ Repeat the same process for the other candidates
	NB: The rules for voting should be clearly written in the constitution
	STEP 5: TALLYING AND ANNOUNCEMENT OF RESULTS
	The WRUA should tally and announce voting results in the open and immediately after voting is closed. A delay in announcing election results can diminish all the transparent methods in place, because it gives the appearance of impropriety. It is therefore essential that tabulation methods and voting results be open for observation to all WRUA Members and stakeholders.
	STEP 6: ELECTION COMPLAINTS
	The WRUA should also encourage responding to election related complaints in an open and timely manner. It should also acknowledge problems with proper corrective action taken. An evaluation of the election activities should be conducted in a realistic manner, with election officials maintaining impartiality regarding the results of the election
Costs and requirements	It depends on individual WRUA

TOOL 2.8 WRUA CONSTITUTION

What?	The WRUA Constitution is a document with fundamental and enriched rules governing the conduct of the WRUA and establishing its concept, character and structure
Why useful?	▪ It guarantees the most basic rights, including the right to existence as a WRUA, freedom to conduct activities, own property and to participate freely in the management and conservation of water resources.
	▪ It articulates the values for which a WRUA stands and the goals which it strives to achieve.
	▪ It actively promotes the equality of all WRUA members and prohibits unfair discrimination of any kind.
	▪ Provides for the rules to be followed during elections, how they are to be conducted and the period of tenure
	▪ It entrenches the right to practice and advocate for best practices in water conservation and management as legal entities.
	▪ It provides a blueprint for peace, justice and harmony in a WRUA.
	▪ It provides for the roles and responsibilities for the different committees including members and their membership category
How to develop and use it	**STEPS TO FOLLOW IN DEVELOPMENT OF A WRUA CONSTITUTION**
	STEP 1: GATHERING INFORMATION
	It is the initial step in developing a constitution. Encourage participation of everyone to enhance ownership of the constitution. Ideas on what the constitution should include are gathered and compiled. Also, examine other constitutions.
	The constitution answers the following questions:
	▪ What are the functions of a WRUA?
	▪ How would they want the WRUA to be managed?
	▪ Who runs the WRUA (Committees, Sub-committees and their composition and their roles and responsibilities?
	▪ For how long will the committee and sub-committee members be in office (elections)?
	▪ How often will the committee hold meetings?
	▪ In what format would they like to keep the records of their discussions?
	▪ What laws and regulations impact the functions of a WRUA and require strict compliance?
	▪ What types of governance dilemmas have we faced in the past, and what types could we possibly face in the future
	▪ Are there any governance "grey areas" that we need to address?
	▪ What other things would they want in their rules e.g. on financing, different types of membership etc.?
	The result of the information-gathering process should be the creation of an outline that serves as the foundation for the development of the constitution.
	STEP 2: CREATING A DRAFT CONSTITUTION
	Clear, concise language that is free of legal jargon and easy to understand for the WRUA members should be used.
	The draft constitution should include the following information:
	▪ Functions of the WRUA

	▪ Objectives of the WRUA
	▪ WRUA Organizational structure with clearly defined roles and responsibilities
	▪ Who has authority to make decisions on behalf of the WRUA
	▪ Financials: What funds can be used and how they should be accounted for
	▪ How to elect members and how long they can stay in office
	▪ How often meetings should be held and how they should be conducted
	STEP 3: DRAFT CONSTITUTION REVIEW
	Take the draft constitution through a comprehensive review process to ensure it complies with the parameters developed in the initial step.
	Share out the draft constitution to a targeted group of WRUA members and stakeholders who were not otherwise involved in its development process and incorporate their feedback appropriately.
	It is at this point that the WRUA presents a lawyer or a constitutions expert with the document to go through it and ensure legal compliance. Note that the legal practitioners' role is only advisory and NOT actual drafting.
	The reviewed draft constitution is presented to the WRUA members and stakeholders in a meeting where they are guided through the constitution, their feedback is taken and they give an approval.
	STEP 4: REGISTRATION AND APPROVAL
	The WRUA submits the constitution to the Attorney General Chambers for approval after signing by all WRUA members.
	STEP 5: INTRODUCING
	A wide-scale introduction and dissemination process of the constitution is key for its successful implementation. Its acceptance and implementation starts at the top of the organization and trickles down through its various levels. The WRUA leadership is responsible for unveiling the constitution and providing educational resources to execute it effectively.
	The WRUA chairperson or any other top official should unveil the constitution during a WRUA meeting. It is during this meeting that copies of the constitution are given to WRUA members. It is also important that it becomes the culture of the WRUA to be sharing it with any new member as part of the orientation package.
	Other effective educational resources for supplementing constitution rollout include newsletter articles, emails to all WRUA members and stakeholders, and the use of strategically placed posters in the WRUA office. Most importantly the constitution popular version which is a summary of the WRUA Constitution is an effective tool for introducing and disseminating the constitution
	A training on the Constitution is also important for ensuring WRUA members understand the contents of the constitution and how it should be implemented on a daily basis.
	STEP 6: CODE ENFORCEMENT
	This entails the actual implementation of the constitution. It entails transforming what is on paper into action.
Costs	▪ Legal/Constitutions expert fee
	▪ Design and printing charges
More info	WDC 2014

TOOL 2.9 WRUA CODE OF CONDUCT

What?	A code of conduct is a statement of principles and values that establishes a set of expectations and standards for how the WRUA committee will behave, including minimal levels of compliance and disciplinary actions for the committee, its staff, and volunteers. A code of conduct should for instance at minimum include the committee´s policies regarding conflicts of interest, giving or accepting gifts and facilitation payments. A Code of Conduct is also known as Code of Ethics or Code of Practice

Why useful?	▪ It acts as a central guide and reference for the day-to-day conduct of the WRUA management committee in decision-making.
	
	▪ It clarifies the committee's vision, mission, values, and principles which members of the WRUA must uphold, and links them with standards of professional conduct.
	
	▪ It encourages discussion about ethics and guides employees when dealing with ethical dilemmas, prejudices and grey areas of everyday work and life encounters.
	
	▪ It promotes moral behaviour (members) and organizational culture for the WRUA
	
	▪ It enhances the reputation of a WRUA
	
	▪ A code of conduct can offer a number of important cultural benefits for any organization including:
	
	    ○ Helping the organization achieve its long-term ethics goals
	
	    ○ Raising the "ethical bar" for the entire organization
	
	    ○ Fostering an ethical decision-making process at all levels of the organization
	
	    ○ Providing a solid framework for addressing ethical violations
	
	    ○ Creating a healthy dialogue regarding potential ethical issues the organization may face

How to develop and use it	The WRUA Code of Conduct should include basis elements: 1. A title that does not make the code sound overly formal 2. Introductory letter from the WRUA Chairperson detailing the purpose of the code, its importance, and the benefits it has to WRUA members, the community and stakeholders 3. Table of contents 4. Preamble-expands upon the purposes and benefits outlined in the introductory letter 5. WRUA's mission statement and/or statement of key values 6. Definition of the code's scope – to whom it applies, when it applies and how it applies 7. Appropriate behaviour examples as it relates to each code provision 8. A framework providing a WRUA with guidance for making decisions and taking appropriate actions when faced with an ethical dilemma 9. References to disciplinary actions in cases of code violations A truly effective code of conduct should be positive, values-based and serves as a guideline for appropriate behaviour instead of merely a list of rules and regulations that the members must obey at all costs.

Below are 6 simple steps to follow when creating an effective code of conduct

STEP 1: GATHERING INFORMATION

It is the initial step in developing a code of conduct. The WRUA compiles ideas on what the code should include. Examine the values listed in the mission, other codes of conducts.

The code answers the following 4 questions;

1. What are the things we would never do in our WRUA to get support or buy in from stakeholders or community members?

2. What laws and regulations affect our functions and require strict compliance?

3. What types of ethical dilemmas have we faced in the past, and what types could we face in the future?

4. Are there any ethical "gray areas" that we need to address?

When developing a code of conduct one should consider the following topics:

- Conflicts of interest
- Personal and professional integrity
- Stakeholder/community relations
- Confidentiality
- The result of the information-gathering process should be the creation of an outline that serves as the foundation for the development of the code.

STEP 2: CREATING THE DRAFT

Avoid choosing an attorney or other legal expert to create the draft document at this level as it often results in a code of conduct that is filled with a lot of legal language that may be difficult to understand for most people. Clear, concise language that is free of legal jargon should be used.

It is important to keep the language positive and convey benefits rather than dwelling on the negative implications. For instance, point out the advantages for the WRUA its members and stakeholders in not engaging in the negative activity.

STEP 3: DRAFT CODE OF CONDUCT REVIEW

Take the initial code draft through a comprehensive review process to ensure it complies with the parameters developed in the initial step.

"Test drive" the code by submitting it to a targeted group of WRUA members and stakeholders who were not otherwise involved in the code development process and incorporate their feedback as appropriate.

It is at this point that the WRUA presents the document to a lawyer to go through and ensure legal compliance. Note that the legal practitioners' role is only advisory and NOT actual drafting.

STEP 4: FORMAL ADOPTION OF THE CODE OF CONDUCT

This involves presenting it before the WRUA's management committee for approval. Its adoption legitimizes the code and expresses the WRUA's sincere commitment to instilling an ethical culture.

STEP 5: INTRODUCING THE CODE

A wide-scale introduction of a code of conduct is essential for its successful implementation. As a commitment to ethical behaviour starts at the top of the organization and trickles down through its various levels, leadership is responsible for unveiling the

	code and providing educational resources to execute it effectively.
	The WRUA Chairperson or any other top official should unveil the code during a WRUA meeting. It is during this meeting that WRUA members are given a copy of the code. It is also important that it becomes the culture of the WRUA to be sharing it with any new member as part of the orientation package.
	Other effective educational resources for supplementing code rollout include newsletter articles, emails to all WRUA members and stakeholders, and the use of strategically placed posters in the WRUA office.
	Code training is also important for ensuring employees understand the code and how it should be implemented on a daily basis. Training methods can involve presenting WRUA members with potential scenarios and ethical dilemmas and instructing them to resolve these situations based on the language found in the code.
	STEP 6: CODE ENFORCEMENT
	This entails the actual implementation of the code of conduct. It entails transforming what is on paper into action.
Costs and requirements	▪ Legal/Constitutions expert fee ▪ Design and printing charges
More info	https://www.oecd.org/mena/governance/35521418.pdf Ethics Codes And Codes Of Conduct As Tools For Promoting An Ethical And Professional Public Service: Comparative Successes And Lessons (Stuart C. Gilman, Ph.D., 2015)

EXAMPLE TEMPLATE FOR A CODE OF CONDUCT

Common provisions	Details
Title	Code of conduct and ethics for (Name of WRUA).
Introduction	Introductory letter from the WRUA Chairperson detailing the purpose of the code, its importance, and the benefits it has to WRUA members, the community and stakeholders.
Table of Contents	
Preamble-	Expands upon the purposes and benefits outlined in the introductory letter. It gives rules and guidelines that govern the behaviour of committee members and a framework within which members bind themselves in regards to their work, conduct and behaviour.
WRUA's mission statement and/or statement of key values	In addition to the WRUA's mission statement, vision and values, the general principles under which the WRUA members shall operate to ensure that the WRUA maintains high standards of integrity are given here.
Definition of the code's scope	This section answers the questions: A) TO WHOM DOES THE CODE APPLY, B) WHEN IT APPLY AND C) HOW IT IS APPLIED?
Abuse of office	Appropriate behaviour examples as it relates to each code provision

Work place harassment	Talks about what is considered as harassment e.g use of unwelcome, abusive, belittling or threatening behaviour to other members and any kind of sexually harassment to stakeholders or fellow WRUA member.
A framework providing a WRUA with guidance for making decisions and taking appropriate actions when faced with an ethical dilemma	This section details what is to be considered to ensure that the a WRUA enshrines the following components in and through the WRUA: Equal opportunity: Curbs direct or indirect discrimination of individuals on the ground of age, gender, race or disability. Good use of organization property: Encourages all members to take all responsible steps required to ensure that WRUA property that is entrusted to their care is adequately protected and not misused or misappropriated. Secure maintenance of WRUA records and information: Gives guidelines on what is to be done to ensure that WRUA information is safeguarded from removal, alteration, destruction and interference with material from files or documents and/or records without proper authorization. Avoiding conflict of interest: Talks about measures that help restrain members or the committees from giving favours to relatives, friends or associates in decision-making or provision of services. Gifts and gratuities-provision: Warns members against accepting gifts, benefits or favours where these may influence or may be seen to influence his or her decisions Punctuality/absenteeism: Emphasis is put on the need/importance of members being present at committee meetings in time and ensure they give out their very best effort during working hours, display a sense of urgency and endeavour to complete their assignments on time and avoid unnecessary delays.

TOOL 2.10 WRUA ANNUAL GENERAL MEETING

What?	An annual general meeting (AGM) is a mandatory yearly gathering of WRUA members and interested shareholders.
Why useful?	▪ It creates a positive sense of belonging and encourage WRUA members to participate in the functioning of the WRUA ▪ Facilitates and encourages WRUA members to become better volunteers or undertake specific tasks in their WRUAs ▪ Members who attend AGMs are more likely to follow the rules, pay their fees on time and be supportive of the WRUA activities and respect for the elected leaders ▪ Inform WRUA members of previous and future WRUA activities ▪ To present annual reports to WRUA members, shareholders and partners ▪ Review fiscal information for the past year, and ask any questions regarding future undertakings of the WRUA on matters relating to WRUA governance ▪ Making important decisions regarding strategies to be employed to improve WRUA governance ▪ Firming up support from members and management (This could be both human and financial resources)
How to use it	**PREPARING YOUR SPEECH AND PRESENTATIONS** ▪ **Beginning:** Start with an introduction that can grab the attention of the audience and set the tone of the speech. Examples: quick storytelling, a famous quotation, stating the issue and asking rhetorical questions to keep the interest of the audience, etc. While it is useful to thank sponsors and acknowledge their presence, that is if they are part of your audience, do not dwell on it so much. Avoid wasting much time on it. ▪ **Middle:** This is the main content and substance of your speech, which should be organized and logical. If your speech is a bit long, infuse some jokes or short and amusing story about a real incident or person that relate to your speech, etc. ▪ **End:** The conclusion is normally what listeners remember. A good conclusion can also build excitement in a listener and serve as a successful call to action; includes a brief statement/summary of the main points of the speech that is presented in a more memorable way. The organization of a speech or presentation depends on what the speaker is most comfortable with, and what is more appropriate to the type of audience.
Costs	Free
More info	Victoria, January 2012, A guide to Holding a successful annual general meeting for your owners corporation http://vbcs.com.au/wp-content/themes/thalassa/pdf/A%20guide%20to%20holding%20a%20successful%20Annual%20General%20Meeting%20for%20your%20owners%20corporation.pdf

3. ADVOCACY TOOLS

Advocacy is a deliberate process of influencing targeted actors or institutions in order to achieve desired policy, practice, social, behavioural or political changes that will benefit particular groups. It is the act of pleading or arguing in favour of something, such as a cause, idea, or policy - active support. There cannot be advocacy without communication. In order to be able to influence decisions within political, economic, social and legal systems, effective communication skills are fundamental in being persuasive and determining change.

While "communication" is the act of conveying intended meanings from one entity or group to another, "advocacy" refers to the efforts of an individual or group to effectively communicate, convey, negotiate or assert the interests, desires, needs and rights of yourself or another person.

The tools in this chapter will give you information, strategies and advice to enable you to become a better advocate for your WRUA.

TOOL 3.1 AMBASSADORSHIP

WHAT?	A person who acts as a representative or promoter of a WRUA.
WHY USEFUL?	• WRUA ambassadors embody what the advocacy issue is all about • They create awareness • Intensifying advocacy efforts • Garner support from allies and other stakeholders • Promote your campaign and activities • Lead coordination of WRUA members and stakeholders taking part in advocacy activities
HOW TO DEVELOP AND USE IT	All WRUA members are potential WRUA ambassadors. As an ambassador, you are responsible for sharing the WRUA ideology. Ambassadors can invite and recruit new members, arrange trainings for them, make the WRUA as appealing as possible and make sure they are engaged enough to be retained by the WRUA. A WRUA ambassador needs to be: • Confident and a good communicator • Easy to approach with good listening skills • Well organized • Enthusiastic and motivating • Knowledgeable about the WRUA Ideally, ambassadorship is practiced everywhere. For example when you are at a social event and introduce yourself you can tell about your WRUA membership as well.
COSTS AND REQUIREMENTS	Free

TOOL 3.2 BILLBOARDS

WHAT?	This is a large outdoor board for displaying a certain message in public places, such as alongside roads or on the sides of buildings.
WHY USEFUL?	• Designed to capture the attention of motorists and pedestrians • To increase visibility • To have local presence • To share long-term messaging • Great option for awareness and advocacy campaigns Some of the advocacy messages that can be placed on the bill boards could include conservation measures, the impact of pollution and catchment degradation, calls for duty bearers to be accountable, etc.
HOW TO DE-VELOP AND USE IT	• Billboards are meant to be simple, striking, and creative • Consider the content and tone of the billboard to avoid negative publicity • Minimal texts should be used in a billboard • Think about the location of the billboard. When placed next to a road where mainly cars pass, the time to read it is very short
COSTS AND REQUIRE-MENTS	Billboard advertising can be relatively inexpensive depending on the size and location. Wood (3 planks), paint (1 primer, 2 colours of 1 liter), and brushes for billboards similar to the second picture cost about Ksh. 1800
MORE INFO	The eight executional factors that are associated with successful billboard message sharing are: name identification, location of the billboard, readability, clarity of the message, powerful visuals, clever creative, information provision Read more: http://www.businessdictionary.com/definition/integrated-market-ing-communications-IMC.html

TOOL 3.3 PUBLIC BARAZAS

WHAT?	A public meeting
WHY USEFUL?	Public barazas are a great way to involve the public with space for them to air their views. It is also a forum where WRUAs have a chance to have its voice heard. Public Barazas serve the purpose of: ▪ To highlight a specific topic to a large audience ▪ To increase the visibility of the WRUA ▪ To make announcements ▪ To recruit new members
HOW TO DEVELOP AND USE IT	**HOW TO GET SPACE IN A PUBLIC BARAZA** ▪ This may be done through an invitation from the chief or WRUA members proactively engaging the chief to get an opportunity to address the public. ▪ When approaching the organizers of the public baraza to request for space, there is need for the WRUA to align its message with that matter being discussed at the baraza to avoid being out of context. Show the relevance/importance of what you need to share and the value it adds to the community ▪ Make no assumptions that you will automatically be given space, so make requests well early in advance **PREPARING YOUR SPEECH AND PRESENTATIONS** ▪ **Beginning**: Start with an introduction that can grab the attention of the audience and set the tone of the speech. Examples: quick storytelling, a famous quotation, stating the issue and asking rhetorical questions to keep the interest of the audience, etc. While it's useful to thank sponsors and acknowledge their presence, that is if they are part of your audience , don't dwell on it so much. Avoid wasting much time on it. ▪ **Middle**: This is the main content and substance of your speech, which should be organized and logical. If your speech is a bit long, infuse some jokes or short and amusing story about a real incident or person that relate to your speech, etc. ▪ **End**: The conclusion is normally what listeners remember. A good conclusion can also build excitement in a listener and serve as a successful call to action; includes a brief statement/summary of the main points of the speech that is presented in a more memorable way. The organization of a speech or presentation depends on what the speaker is most comfortable with, and what is more appropriate to the type of audience. **TIPS ON PUBLIC SPEAKING** ▪ Make your message simple and clear - point out the problem you are addressing, why your intended audience should be concerned with this problem and what should be done about the problem ▪ Make your message powerful – persuasive and compelling. You will need to say something compelling to capture the attention of the public ▪ Try to create a message that is new and put a human face on it. By humanizing the issue, your issues will have a greater impact on the public than if you just state statistics ▪ Avoid jargons - use "people-speak." Avoid using slogans. Use common language or terms that are easily understood.

	▪ Know your audience - make sure your message targets your intended audience
	▪ Engage and challenge your audience with a question. Speak with your audience, not at them
	Practice! When you are prepared it is also easier to memorize. Read your speech in front of the mirror over and over — or present it to your friends and family members and get their comments
	List down the key words or phrases of your speech. By practicing your speech, fewer and fewer words are needed to recall the main points. Eventually, you may only need a few key words or no visual guide at all!
REQUIRE-MENTS AND COSTS	Free where the event is organized by other actors
	If it is the WRUA organizing, its cost may vary depending on mobilization techniques and equipment used during the event

TOOL 3.4 STREET THEATRE LINKED TO YOUTH

WHAT?	Drama performance done in public. It is informal and the audience do not have to pay
WHY USEFUL?	▪ When executed well it has the greatest potential to grab the attention and interest of a great number of people based on the fact that it is performed live and based on reality and additionally combines oral communication, physical expression, dance, image, music and song, which work together to maintain people's interest over time. ▪ Awareness creation and public sensitization. ▪ Its informal nature provokes discussion on difficult and controversial issues among the audience ▪ Since it is free of charge and takes place in a public area it attracts a lot of people of all socioeconomic backgrounds ▪ Breaks the formal barriers and approaches people directly in a variety of creative ways ▪ Highly memorable: Arouse strong emotions hence the experience and learning is not easily forgotten ▪ Adapted to local realities, plays can be performed anywhere, at any time and in local languages that the target audience can easily relate to ▪ Encourage participation and self-expression, especially from those who often go unheard ▪ Provide entertainment! People learn while enjoying themselves.

HOW TO USE IT	**PREPARATIONS**
	
	▪ Choose right location of the performance. Target where there is a high traffic to attract an audience e.g Public Parks, schools, market centres, road sides etc
	
	▪ Get approvals for locations that require approval from local authorities
	
	▪ Develop a script. Steps to follow:
	
	  ○ Come up with a topic and developing a rough outline of the scenario the group wishes to perform including the main characters
	
	  ○ With the outline as a guide allow the actors to be creative and improvise how the scene unfolds
	
	  ○ Rehearsals are important. Encourage discussions and retain what worked and discard what did not
	
	  ○ Writing up what worked best into a script. (Allocate this role to a third party observer or a non-actor member of the team)
	
	  ○ After this process is complete, the theatre group can add to the script flourishes such as song, dance, puppetry etc.
	
	▪ Make your Message Memorable
	
	Incorporate into a short poem, a song or rap that is performed between scenarios or performances by one of the performers or a group of singers
	
	▪ Have a POWERFUL introduction
	
	▪ Have the message or theme throughout (at the beginning of the performance, between scenes, and at the end) as the audience will arrive at different stages of the performance
	
	▪ Have the characters emphasize it throughout the performance

	THE PERFORMANCE ▪ Remember the audience may not usually come prepared to watch a play and thus many audience members may not have a great deal of time available to do so therefore the performances need to be attention grabbing, exciting, and short. ▪ Performance success heavily relies heavily on the strength of the actors' ability to be convincing and captivating in their role. ▪ Rehearse outside or in a space similar to where the performance ▪ After the performance, invite the audience to stay for a short discussion of what they have observed. It allows the performers to see what their audience has taken away from the performance and it allows the audience the opportunity to ask questions and gather more information.
COSTS	Relatively inexpensive because there are no theatre charges and very few props or costumes used.
MORE INFO	http://www.indiaprofile.com/religion-culture/streettheatre.htm http://www.cantieregiovani.org/ActLearn&Teach_web.pdf

TOOL 3.5 RELIGIOUS GATHERINGS

WHAT?	An occasion when people come together as a group for a word of prayer or to discuss religious matters
WHY USEFUL?	▪ To highlight a specific topic to a large audience ▪ To make announcements ▪ Alliance building Information shared may include inviting church goers and people of high ethics and integrity to help in advocacy
HOW TO DEVELOP AND USE IT	Start 5 weeks in advance ▪ Statistically, people need to hear about something 3-7 times before they respond. With the typical church-goer only attending 2-3 times a month we need to maximize the number of times we announce opportunities. ▪ Don't just share the when, where, how of your event. Take time to let people know how participating will affect their lives. Address the issues of how they will they be impacted if they attended. ▪ Your goal here is to not only inform them, but also to inspire, gunner for support and change mindsets. If they see the importance, they become an advocate for you and will be more likely to invite someone else. ▪ Since it comes at the end of prayer gatherings, It is important to be very brief and to the point as it is time limiting therefore ▪ Don't say too much – If you are trying to say everything, you'll end up communicating nothing. Say less and you'll communicate more. ▪ Respect everyone's time – Whether they are listening to announcements, reading what you have put in the bulletins or website, don't waste their time. Make sure that what you are bothering to say is important to the people (not just to you). And try not to broadcast to everyone the things that are for the WRUA members only. Use the five "I's" of Effective public Communications; ▪ Invite ▪ Inform ▪ Involve ▪ Instruct ▪ Inspire
COSTS	Free
MORE INFO	Church communication

TOOL 3.6 CEREMONIES

WHAT?	These are traditional/cultural public occasions held to celebrate events
WHY USEFUL?	▪ To highlight a specific topic to a large audience ▪ To make announcements ▪ Alliance building
HOW TO USE IT	There are many ceremonies for example in Maasai society including Enkipaata (senior boy ceremony), Emuratta (circumcision), Enkiama (marriage), Eunoto (warrior-shaving ceremony), Eokoto e-kule (milk-drinking ceremony), Enkang oo-nkiri (meat-eating ceremony), Olngesherr (junior elder ceremony), etc. In addition, there are ceremonies for boys and girls minor including, Eudoto / Enkigerunoto oo-inkiyiaa (earlobe) and Ilkipirat (leg fire marks). These ceremonies can be linked up to advocacy activities such as matching in the streets carrying banners with advocacy messages as people head to the ceremony venue. They can also do WRUA specific ceremonies to disseminate information about an advocacy issue that the WRUA is pursuing. For example, hold a river conservation ceremony where they call the community elders to precede over the occasion. Ensure that the WRUA activities are appropriate. In case of doubts, do not use the occasion for the WRUA activities. Other opportunities will come.
COSTS	Cost may vary depending on the approach taken
MORE INFO	http://www.maasai-association.org/ceremonies.html

TOOL 3.7 OUTREACH AT SCHOOLS

WHAT?	Using the schools to announce your WRUA messages
WHY USEFUL?	▪ To highlight a specific topic to students and their teachers ▪ To engage school kids ▪ To make announcements for advocacy events
HOW TO DEVELOP AND USE IT	▪ Adjust your message and ways of communication (posters or verbal) to the age of the children / students. ▪ Liaise with the school so that it is not coinciding with other announcements. ▪ In case of event announcements: Do not just share the when, where, and how. Take time to let the school community know how participating will affect their lives. How will the information impact them if they come? ▪ Remember our goal here is not only to inform them, but also to inspire them. If they see the importance, they become an advocate for you and are more likely to invite someone else. ▪ Maximise on the school visits. When you visit any school, ask yourself what you will do to continue the relationship. Do not leave without connecting. Get some information from them. Give them an action item. Something to do. An event to attend. A way to take a next step in the conservation walk. Do not waste an opportunity to connect. ▪ Remember that communication goes both ways –Take this as an opportunity to also gather information on what they're thinking and what can work ▪ Make it appealing: Use simple language and link the activity to fun to encourage more people to attend. ▪ When involving students, use the opportunity to focus on their strengths: They are usually effective communicators, energetic, willing to try out new things, etc. By keeping the student central of this communication tool, it will ensure that their needs, developmental stage, strengths and perspective are considered.
COSTS AND REQUIREMENTS	Free

TOOL 3.8 NEWSLETTERS

WHAT?	A written document, issued periodically by the WRUA presenting information and news to people with a specific interest in the WRUA and/or its subjects.
WHY USEFUL?	▪ Communicate to a wide range of stakeholders ▪ Awareness creation ▪ Give updates on WRUA advocacy activities (past, ongoing and planned)
HOW TO USE IT	**THINK ABOUT THE AUDIENCE** WRUA activities might be only appealing to those who are involved. If you want to address a larger audience, the messages in the newsletter can also address other relevant topics. For example, a small news article on conservation matters in the Naivasha region. You can even have different mailing lists: one for WRUA members only and one that reaches out to a wider audience including international NGOs for example. **MAKE IT APPEALING** ▪ Use consistent layout to make it recognizable. Several templates exist in Microsoft Word. ▪ Write short texts without difficult words ▪ Choose appealing titles to make people curious to read it. ▪ You may also use pictures **THINK ABOUT THE FREQUENCY** ▪ Send out newsletters periodically, do not overdo it. ▪ Larger newsletters could be once every two or three months ▪ Short updates can be done monthly Steps to follow when developing newsletters 1. Engage a "team" to brainstorm ideas for the publication 2. Develop a plan of Action 3. Develop and share the process template with team. The template has the topic/subject, person responsible, status, anticipated publish date, actual publish date and category 4. Monitor the progress 5. Stick to your deadline – if it is a monthly publication… then stick to that! Set a trend! 6. Adjust content to mode of sending (email, letter, hand delivery)
COSTS AND REQUIRE-MENTS	Computer and access to internet
MORE INFO	http://www.marketingwithclass.com/2013/04/plan-and-executing-company-newsletter

TOOL 3.9 FACEBOOK FAN PAGE

WHAT?	A Facebook fan page is a social media tool (www.facebook.com/fanpage) through which you can share WRUA news, interests and pictures in an informal way with your fans. A fan page is different from a normal account and more appropriate for organizations (though slightly less interactive).
WHY USEFUL?	Nowadays we are used to the fact that we can find not only friends and family but also organizations on Facebook, Twitter, YouTube, etc. The main purpose of social media is to share knowledge, to get opinions from people within your network, and to have discussions - all in an interactive and less formal way. Using social media can also help to keep you up to date with the latest information.
	It is often the youth who are interested in using internet, so it is important to engage the youth through online presence. It is not necessary to be active on every possible tool, but social media might help to get insights and ideas, which you would not have received otherwise.
	Over the years, social media has proved to be a powerful advocacy tool. It can be used to:
	▪ Instantly send advocacy messages to anywhere in the world
	▪ You can share your location, photos, status, images, videos with allies and other stakeholders
	▪ Exchange knowledge and ideas / keep the group up to date
	▪ Awareness creation
	▪ Intensify advocacy campaigns
HOW TO DE-VELOP AND USE IT	The WRUA can disseminate information through Facebook. For example, to share what they do at the community level, mobilize indigenous communities and supporters around campaigns against environmental degradation, land grabbing, rights violations, etc.
	1) SETUP THE FAN PAGE
	▪ As you manage the Facebook fanpage through a personal account, you have to create a free Facebook account first at www.Facebook.com
	▪ Then go to Facebook.com/pages and click the green "Create a Page" button in the upper right
	▪ Then select the appropriate category for your WRUA (e.g. "Organization" or "Cause or Community".)
	▪ Fill in the requested information (depending on the category you chose)
	▪ Choose a sub-category to type your WRUAs name.
	▪ When complete, do not forget to click "I agree to Facebook Pages Terms", and then click the blue "Get Started" button.
	▪ Complete basic information to boost your visibility
	▪ Upload a profile picture, fill out your about section, and set up your Facebook Web Address
	▪ When considering your Profile Picture, be sure you pick an image that is 180px by 180px. Once uploaded, the image will show on your fan page at about 165px by 165px
	▪ Next

	▪ Next, you will want to fil out some basic information about your WRUA. When filling in your basic information, consider being clear and concise while also including keywords relevant to your WRUA to get more leads through Facebook search later on
	▪ Then type in your website URL and click "Save Info"
	▪ Finally, you can set up your personal Facebook link. Your potential customers will type in this link to find you. Make it short and memorable
	▪ Facebook will recommend you use your WRUA name you entered earlier however, if that name is complicated or hard to remember, you may consider an abbreviation
	▪ Click "Set Address"
	2) FILLING THE PAGE
	▪ Post relevant messages on your page through status updates, milestones, images, videos, and other content that shares value with your fans
	▪ Keep updating it regularly (but don't overdo it)
	▪ Share the tasks of filling the site with a small group of other members (make them administrators)
	▪ React to messages from fans
	3) FAN PAGE STATISTICS
	▪ Only the fan page administrators can see the admin panel. The admin panel highlights core pieces of your page including Notifications, new people who have liked your page, and insights, which will tell you how well your fan page is doing.
	▪ Additionally, use the "Edit Page" navigation option to update your info or add new administrators. You can also use the "Build Audience" navigation option to start inviting people to your page.
COSTS	Browsing charges which may be as low as 20 shillings
MORE INFO	Facebook page of LANAWRUA

TOOL 3.10 VIDEOS

WHAT?	Video materials, from clips to documentaries
WHY USEFUL?	Video documentation is a very powerful tool for information dissemination as it is graphic and visual. A simple video camera has great power to spark social change. ▪ It can elicit powerful emotional impact ▪ Helps connect viewers to personal stories ▪ It provides direct visual evidence of mismanagement of water resources or the impacts of the same ▪ It is an effective vehicle for building coalitions with allies ▪ It reaches a wide range of people since it does not require literacy to convey information ▪ It can be used to counter stereotypes and assist you in reaching new, different and multiple audiences, particularly if broadcast is a possibility
HOW TO DE-VELOP AND USE IT	Before you embark on shooting a video, Kindly note the following 5 key ingredients of video advocacy: 1. Each advocacy video has a specific purpose. Ensure that your video has a clear, S.M.A.R.T. objective (S.M.A.R.T. means Strategic, Measurable, Achievable, Realistic and Time-bound). 2. Know your audience. Focus on who rather than how many will watch it 3. Most importantly, anticipate the intended impact. What action do you want your audience to take? 4. Get the best message, people and story to move your audience to action 5. Timing: Choose the right time and the right place to ensure your audience sees your video Below are 10 important questions that you should be able to answer before you even pick up a camera to start filming. 1. Who has the power to create the change you want? In other words, who is your primary audience? 2. Can you access this audience? If not, do you need to engage allies or an intermediary who has access? (allies could be persons or organizations) 3. What do you want your audience to do? 4. What will convince them to take action? 5. What will be appealing, persuasive or interesting to your audience (e.g.: factual information, potential people who can be interviewed or featured in your video, any experts you may want to include on the video or in accompanying material)? 6. Whom will your audience listen to - and why? (This should be the messenger [or messengers] in your video.) 7. How can you get the video material? Do you need to shoot it or does it already exist? Can you crowd-source it?

8. When should your audience see your video? (E.g. If your video pushes for legislation, what is the legislative session and when do bills have to be submitted)?

9. When, where and how will your audience see your video?

HOW TO MAKE POWERFUL SHOTS

Digital media like cameras and computers have enabled everybody to capture images and share them through social media. You do not need to be an expert in filming, but with simple preparations, you can avoid shooting "home videos".

STORY

- Visualize the story in your head (developing a story board would be best)
- Think also in terms of visuals: long shot, medium shot, close up (see pictures)
- What story would you like to tell?
- Who will be the main audience?

BASICS ON FRAMING

The natural tendency of the audience is to look in the direction of the person. The room behind the person is ignored, so do not waste space on this. Use as little as possible Headroom. The Leading room, on the other hand, should have enough space.

RULES OF THIRDS

- When a picture is divided in 3 horizontal and vertical equal parts, the points where the lines meet get most attention
- When you place a single item (e.g. a ball) in the frame, use one of those 4 points. When it concerns a larger object (e.g. a person), use the lines

SHOOTING

- Is the background important to your story? (conference vs fieldwork)
- Be aware of what is visible in the background (For example, a wilted plant is distracting and might even cause a sad feeling)
- Is there something else that distracts people from the subject? Think about bright colours or movement.
- How is the lighting? Look at shadows, especially in people's faces.
- Variety: Try to shoot 3-4 different shots of every object/ movement. Different in terms of size (long/medium/close) or different angles
- Keep the frame still (this makes a huge difference)
- Use a tripod as much as possible. When not possible to use a tripod, keep camera completely zoomed out. Walk forward or back instead of using zoom.
- Record a shot for at least 10 seconds. In the edit, use it for at least 5 seconds.

38	**THE STORY: STORYTELLING FOR ADVOCACY** This is the most powerful component of the advocacy video. It is the first thing to do before even one frame of footage is filmed, perhaps even before you pick up a camera. A good story should be able to grip the imagination of your audience and take them on a journey of discovery, through emotions, places, facts and realities. The story should be captivating, make them care and challenge them to take action. Advocacy story telling is about effectively communicating this message to the audience and encouraging them to act. Once you have done your video, you may consider the following varieties of options for engagement: ▪ Use of the video as a grassroots educational or organizing tool in your community or with other WRUAs elsewhere ▪ Streaming the video on the Internet (YouTube) with associated advocacy campaigns ▪ Presenting the video to key decision-makers ▪ Submitting video as evidence before a county or national court ▪ Uploading it on your website, Facebook and twitter ▪ Using video as source for news broadcast
COSTS	Time, video camera (or smart phone), microphone, tripod,
MORE INFO	▪ Tips on how news should be reported according to BBC: https://www.youtube.com/watch?v=aHun58mz3vI ▪ http://toolkit.witness.org/ ▪ http://www.mediareform.org.uk/wp-content/uploads/2015/11/Video_for_Change-A_Guide_for_Advocacy_and_Activism.pdf

TOOL 3.11 EXCHANGE VISITS

WHAT?	Visit made from one WRUA to another for purposes of learning and sharing experiences
WHY USEFUL?	▪ Encourages open exchange of ideas, knowledge, and sound practices. ▪ Learning from each other ▪ To highlight a specific topic to visiting WRUA ▪ Help in alliance building ▪ To make announcements
HOW TO DEVELOP AND USE IT	Steps to follow when organizing an exchange visit: Step 1: Identify the WRUA to visit (host WRUA) Step 2: Identify potential areas for support or sharing between Your WRUA and the host WRUA Step 3: Initiate dialogue with the host WRUA Step 4: Share out roles and responsibilities for both host and visiting WRUA during the planning and execution of the exchange visit **A) ROLES FOR HOST WRUA** ▪ Coming up and propose exchange visit. If possible, propose a time when the visiting WRUA can observe some of your activities taking place. ▪ Determining the exchange visit participants and the one who will be responsible for receiving the visitors and taking them around. ▪ Making necessary logistical arrangements, e.g. venue, local transport, meals, etc. ▪ Informing and updating WRUA members, local authority and community leaders of the upcoming visit. ▪ Preparing and sharing of the exchange visit agenda. It should include estimate travel times and distances between locations, activities to be undertaken during the visit including wrap-up or closing activities. ▪ Preparing program materials and sharing key documents and background information about the Host WRUA with the visiting WRUA at least 2 weeks prior to their coming. ▪ Identifying good ideas from the Host WRUA that they think might be helpful to the visitors. ▪ Introducing the visits to community leaders as appropriate. **B) ROLES FOR VISITING WRUA(S)** ▪ Determining participants. (People who have a genuine desire to both offer and receive new ideas and to report back to others) ▪ Reviewing and giving feedback on the proposed agenda. ▪ Notifying the hosting organisation well in advance the number of visiting WRUA members, their names, arrival dates/times and any other relevant information that may assist in planning. ▪ Reviewing materials sent by the host WRUA.

- Preparing to present/discuss Visiting WRUA programs/projects, successes and challenges

- Ensuring that participants are adequately prepared for the visit

- Sharing relevant information, approaches, skills, recommendations and ideas learnt from the exchange visit with those who did not participate

C) ROLES FOR ALL INVOLVED WRUAS

- Based on the needs of both WRUAs, identify visit activities/discussion

- Develop clear expectations about the visit, including:

  - Issues to be discussed

  - Activities to be carried out

  - Number of participants

  - Duration/length

  - Financial responsibilities – which WRUA pays for what?

  - Who will be responsible for follow-up and reporting?

- Maintain an open, supportive, friendly environment for discussions

- Provide complete, accurate and meaningful information and feedback

- Allow participants to give comments

Step 5: Follow-up

> When the visiting WRUA returns home, it is time to reflect further on what you learnt. Make an effort to share the information with your colleagues after the visit. Discuss what ideas have come out of the exchange visit and how you might go forward to adapt or enhance your WRUA

Step 6: Fill in the End of visit Table

> It is advisable that the WRUA discuss and fill out the "end of visit table" at the end of the exchange visit. (See table below)

Step 7: Prepare a report

GENERAL TIPS FOR A SUCCESSFUL PEER EXCHANGE VISIT

- Clear expectations for both WRUAs developed prior to the visit.

- A well-planned and well-implemented program, including enough time for visit activities

- A friendly and open atmosphere during the visit.

- All participants from both WRUAs actively taking part in the visit activities

- Effort is made towards trying to learn and identify lessons and ideas to use and adapt after the exchange visit and not just sharing information

- Effective follow-up and reporting

END OF VISIT TABLE (SEE EXAMPLE OVERLEAF)

COSTS AND REQUIRE-MENTS	Varies depending on the numbers of WRUA members and distance travelled

TOOL 3.12 PHOTO VOICE

WHAT?	A participatory process by which WRUA members can identify, represent, and enhance their advocacy issues using pictures they shoot themselves.
WHY USEFUL?	▪ To help those who are often unheard gain a voice, enabling them to record and reflect on their experiences and their communities' conditions, both positive and negative. ▪ To raise awareness. Through choosing, discussing, and reflecting on the subjects of their photographs, the WRUA can come to a clearer understanding of their circumstances (socio-economic, natural resources, political) and the forces that shape them. ▪ To trigger change reaching and influencing policy makers ▪ To encourage transparency ▪ To work together in a fun and creative way

HOW TO DEVELOP AND USE IT	▪ Form teams of two or more
	
	▪ Identify a facilitator
	
	▪ Before going out to shoot, discuss and plan what you will shoot. All team members have to agree with the plan. The plan should include:
	
	    ○ What will we shoot?
	
	    ○ Should we interview people? Whom should we interview? Local people? Officials?
	
	    ○ Present the plan to the facilitator and discuss plenary
	
	▪ After shooting, all the teams should come back and play back to the footage to the WRUA members. They should:
	
	    ○ Explain the footage
	
	    ○ Explain what the story is. (Participants should be able to write down the story told by the footage in text form as well)
	
	    ○ Share their experiences and stories as to how the shoot went
	
	▪ General tips on framing are given in tool 16 (videos)
	
	▪ Using cameras with GPS will enable you to know exact locations of pictures taken.

COSTS AND REQUIRE-MENTS	Simple cameras. Members may also use their phone cameras

EXAMPLE OF END OF VISIT TABLE

NAME OF VISITING WRUA	NAME OF HOST WRUA
Visiting WRUA Contact information: mailing address, street address, telephone, fax, e-mail, website	*Host WRUA Contact information: mailing address, street address, telephone, fax, e-mail, website*
OVERALL PURPOSE AND INTENT OF THE WRUA EXCHANGE VISIT *Planned activities, key issues that were discussed, what both WRUAs wanted to gain from the visit*	
NAMES OF WRUA MEMBERS (VISITING) *Who participated in the exchange visit and their roles in the WRUA*	**NAMES OF WRUA MEMBERS (HOSTING)** *Who participated in the exchange visit and their roles in the WRUA*
AMOUNT BUDGETED FOR THE VISIT	**ACTUAL AMOUNT USED ON THE VISIT**
LEARNING AND FOLLOW-UP QUESTIONS: Most positive or rewarding aspects of the exchange visit for the visiting WRUA What new information, approaches, skills, recommendations or ideas were identified by the visiting WRUA(s) as something they would like to consider for their own WRUA when they returned home? What would they want to adapt? What new information, approaches, skills, recommendations or ideas were shared by the hosting WRUA and the visiting organisation would like to consider for their own WRUA? What challenges did you encounter in planning or carrying out the exchange visit? What did both WRUAs identify as the most important follow-up actions following the exchange visit? What advice would you give to other WRUAs that are planning an exchange visit? How can they make the most of the experience?	

TOOL 3.13 TRANSECT WALKS

WHAT?	A transect walk is a systematic cross-section through the community to collect data on the sub-catchment water resource challenges, opportunities and to have a discussion on future planning. The WRUA does this as a group in a participatory way.
WHY USEFUL?	▪ To have a detailed inventory of the area ▪ To capture the current situation (in terms of opportunities, challenges, resources) of the surroundings ▪ To develop advocacy action plans ▪ To work together in a flexible, interactive and fun way
HOW TO USE IT	▪ Before starting the walk, choose a route with varied environmental and topographical features (with the whole group) ▪ If the group is too big, divide into smaller groups, each having their own focus ▪ Pause the transect walk at each pinpoint (e.g. water point) to make observations, notes ▪ Observe land type, crop cultivation, land use ▪ Take pictures ▪ Depending on the goal of the walk analyse the walk by developing a map (see picture) or ranking matrices
COSTS AND REQUIRE-MENTS	Time, coloured pens and paper, (optional: cameras)
MORE INFO	1. FAO. The Forest Manager's Guide to Participatory Forest Management: Module 2. The Participatory Process in Forest Management. Forestry Policy and Institutions Branch, Forestry Department. http://www.fcghana.com/pfma_fao/archive_docs/ref_docs/pfm_manager_guide_module3.pdf. 3. Integrated Approaches to Participatory Development (IAPAD) website focuses on sharing information on participatory mapping methodologies and processes: www.iapad.org. Transect mapping: http://www.iapad.org/transect_mapping.htm. 4. Rock, F., ed. 2001. Participatory Land Use Planning (PLUP) in Rural Cambodia. 5. Annex 11. Ministry of Land Management, Urban Planning and Construction (MLMUPC), Cambodia. http://www.mekonginfo.org/mrc_en/doclib.nsf/0/BA7AA16ECF97B14247256BC90030DFF1/$FILE/Annex11.html.

## TOOL 3.14 COUNTY PARTICIPATION FORUM

WHAT?	A county forum that directly engages the public in decision-making and considers public input in making that decision.
WHY USEFUL?	▪ Providing information to the public that will help them understand the issues, options, and solutions
	▪ Consulting with the public to obtain feedback on decisions about issues to be advocated for
	▪ Involving the public to ensure their concerns are considered throughout the decision process, particularly in the development of decision criteria and options
	▪ Collaborating with the public to develop decision criteria and alternatives and identify the preferred solution
	▪ To shape or influence a decision or action
HOW TO DE-VELOP AND USE IT	**PREPARING YOUR PRESENTATION**
	▪ Make your message simple and clear - point out the problem you are addressing, why your intended audience should be concerned with this problem and what should be done about the problem
	▪ Make your message powerful – persuasive and compelling to capture the attention of the public
	▪ Try to create a message that is new and put a human face on it. By humanizing the issue, your issues will have a greater impact on the public than if you just state statistics
	▪ Avoid jargons - use "people-speak." Avoid using slogans. Use common language or terms that the audience easily understands.
	▪ Know your audience - make sure your message targets your intended audience
	▪ Engage and challenge your audience with a question. Speak with your audience, not at them.
	▪ Practice! When you are prepared, it is also easier to memorize. Read your speech in front of the mirror over and over — or present it to your friends and family members and get their comments.
	▪ List down the key words or phrases of your speech. By practicing your speech, you will need fewer and fewer words to recall the main points. Eventually, you may only need a few key words or no visual guide at all!
	▪ Do thorough research about the subject to be discussed, get the facts right.
	▪ Make sure you have written the date, time and venue of the county participation forum on your calendar.
COSTS	Free

4. MULTI-PURPOSE COMMUNICATION TOOLS

Varieties of communication tools are applicable in different situations. This chapter provides tools that the WRUA can be used for internal as well as external communication. Strengthening advocacy as well as governance.

TOOL 4.1 POSTERS

What?	A large printed paper used to get your message across
Why useful?	▪ When placed on a strategic place, posters can reach a wide audience and they have the advantage that the audience can read them in their own way, taking as much time as needed. Posters get a large amount of attention for a relatively low investment. They are easy to develop which makes it also easy to keep them up to date. In awareness raising campaigns, WRUAs can use posters to share information or to trigger discussion. There are roughly three types of posters (combinations can be used as well):
	▪ Participatory setting, open interpretation posters, which focus on invoking discussion and lead to creative thinking
	▪ Educational posters usually share a lot of information and details. They are meant for a closer look
	▪ Promotional posters are clear to the viewer at a glance and they often have one large slogan and few details
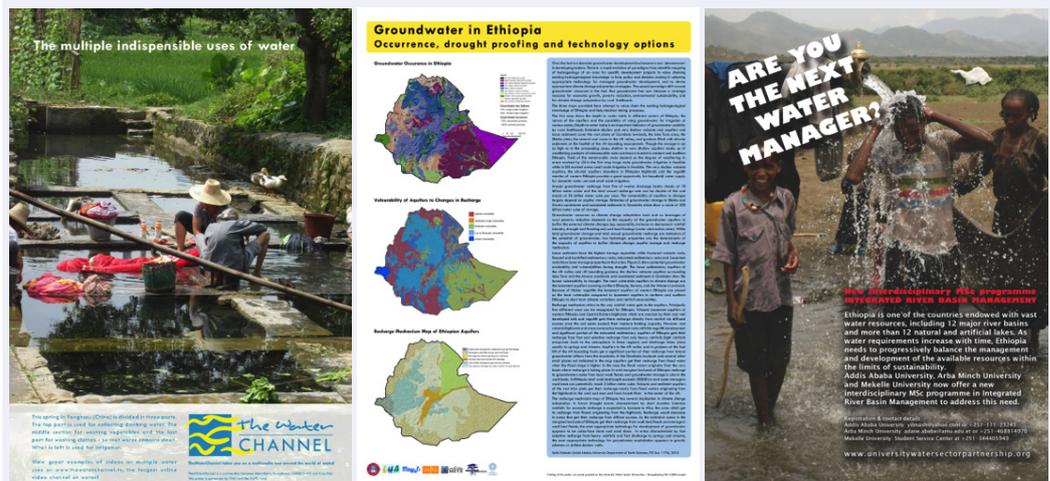
- Using a picture offers room for discussion (left)
- Educational poster on groundwater in Ethiopia (middle)
- Promotional poster to attract new MSc students (right)
- Posters can be used to improve governance and advocacy of the WRUA through sharing information on:
  - Vision / mission / values
  - WRUA key activities / mandate
  - Organogram
 - Election process chat, dates, rules and guidelines
  - Budget and expenditures

How to develop and use it	• Think about the purpose the poster should serve. Keep in mind that the art is a tool to disseminate your message, not a purpose on its own.
	• Think about reader gravity, which is the phenomenon that readers tend to read in their own language-specific way. Readers' eyes in Western countries are pulled from top to bottom and from left to right. In this case, the upper left corner receives the most attention.
	• Put emphasis on the main message. It needs to be seen on the first sight: Use big letters, symbols or figures.
	• Minimize text whenever possible
How to develop and use it	• When doing text, answer the questions Who? What? When? Where? Why? And How? At the beginning.
	• Use a simple style with simple graphics
	• Make sure your message is simple and clear
	• Use a large font size, white spaces to organize your poster, appropriate colours (not too much) and check your spelling
	• Include contact information
	• Think about the material that you will print the poster on. Vinyl, for example, is waterproof and easy to carry along. It even allows writing on it with non-permanent markers, which is useful in trainings.
Requirements and costs	Ranges between 50 to 1000 KSH per poster if you get them printed, depending on size, material and number of copies. If you make them manually, for example for the announcement of 1 event, you can also use manila paper or cloth and markers.

TOOL 4.2 BROCHURES / FLYERS BASIC

WHAT?	An informative paper document (often also used for advertising) that can be folded into a template, pamphlet or leaflet.
WHY USEFUL?	▪ Are promotional documents ▪ Introduce and enhance WRUA advocacy activities ▪ Introduce, share and enhance messages that improve WRUA governance ▪ Share information on governance and advocacy issues/topics
HOW TO DEVELOP AND USE IT	▪ Plan your brochure for AIDA (Attention, Interest, Desire, and Action) ▪ Place information that is relevant to your target audience on the cover page. Your brochure needs to focus on the benefits they will enjoy by associating with you. ▪ Use benefits-oriented headlines inside your brochure, too. ▪ Use bullet points to focus on the key features ▪ Tell them what you want them to do after reading the copy ▪ Give them a reason to act now ▪ Make it easy to respond. Be sure your WRUA name, phone number and Facebook page are easily found in the brochure These forms are also very useful in information dissemination, especially to the public. To implement this at larger scale, it is advisable to cooperate with skilled writers / editors (e.g. though collaborating with NGOs and having reliable allies).
COSTS	20 shillings per piece
MORE INFO	http://www.businessknowhow.com/directmail/ideas/brochures.htm

TOOL 4.3 PHONE CALLS

WHAT?	Using telephone for discussion
WHY USEFUL?	A telephone call is the best alternative for a face-to-face meeting. It allows you to take care of business on the spot. By having a conversation you can also immediately take temperature of the other persons attitude.
HOW TO DEVELOP AND USE IT	**CONVERSATIONAL CALL** ▪ Prepare your phone call by summarizing your message and thinking about the desired outcome. ▪ Think about timing. Make sure both you and the other person have enough time to discuss the matter. Replace yourself in the other person's daily activities (think about milking cows, picking up kids from school, etc.) to ensure convenient timing. Always ask at the beginning of the call, if your call comes at an appropriate moment for the other person. If not, reschedule a conversation right away. ▪ Make notes during the phone call ▪ Give time to the other person to respond ▪ Summarize the conversation at the end in 2 or 3 lines ▪ Close the call with follow up action points (if relevant) ▪ If the person could not be reached, you can leave a voice message on the voice mail (if activated) to announce your call and the purposes of it **INFORMING THE WRUA THROUGH TELEPHONE TREES** ▪ The WRUA can use telephone calls to inform people quickly e.g calling for meetings. In this case, you can set up a telephone tree to ensure the WRUA spreads the message quickly (see diagram). ▪ The chairperson should be at the top followed by the subcommittee members and then the members below the subcommittees. As new members join the WRUA, the WRUA adds their names and numbers at the bottom of the tree. Each member should have a copy of the telephone tree kept safely but easily accessible. ▪ When anyone in the WRUA has information he/she activates the telephone tree by calling the chairman ▪ Each person in the tree is to call the names below him or her on the tree. If someone does not pick up then call the next person on the list. ▪ Last person calls the chairperson. This is to ensure that the circle of communication is complete. **WRUA CALL CENTRE** If the WRUA is large enough and has the capacity, it could be valuable to set up a dedicated office space to handle a large volume of telephone calls, especially for taking orders and providing customer service. Call centres ensure better service delivery to citizens and other stakeholders. In a WRUA, a call centre can ensure improved water resources management efficiency through enhancing accountability and responsiveness of the community members. It enables community members to report mismanagement and misuse of water resources at the grassroots for WRUAs to take action.

EXAMPLE OF TELEPHONE TREE

Chairperson

Chairperson
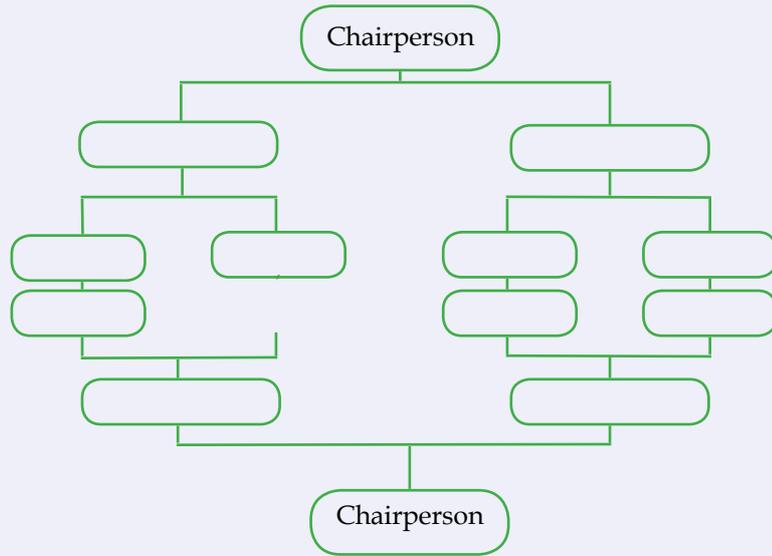
COSTS AND REQUIRE-MENTS	▪ Members need to have (simple) telephones and network coverage.
	▪ Costs per conversation are low, around 10 KSH

TOOL 4.4 SMS (SHORT MESSAGE SERVICE)

WHAT?	A texting messaging service on mobile telephones.
WHY USEFUL?	Texting is commonly used for information dissemination. Kenyan NGOs such as Transparency International-Kenya have used this to mobilize indigenous communities and supporters around campaigns against corruption, violations, poor governance etc. WRUAs can use SMS to: ▪ To share internal event details e.g. a call for meetings ▪ To share important information on conservation activities in the basin ▪ To publicize upcoming activities and events ▪ To increase visibility ▪ To increase awareness on the roles of WRUAs in the sub-catchments ▪ To mobilize large groups ▪ To alert inhabitants to floods
HOW TO DEVELOP AND USE IT	From your own mobile phone, you can send out messages to contact persons in your own telephone contacts book. To address a larger group, for example the steering committee in your WRUA, you can use the functionality group SMS. This way, you only type your message once, while sending it to multiple contacts at the same time. ▪ Messages can be up to 140 characters. Use simple and clear language ▪ The WRUA can use Bulk SMS to mobilize a large group in the area. Some mobile providers offer packages that allow you to send out a message to everyone that is within reach of certain telephone towers. ▪ Make sure your messages are appropriate ▪ Be creative. Use bulk SMS to promote your WRUA, e.g. "Happy New Year on behalf of …WRUA" ▪ Don't use it too frequent as people will then take your SMS less seriously ▪ Note: for public events that are being organized by use of SMS – Start 2 weeks before the event day. Harness the power of your connected WRUA members, family and friends by messaging them directly. ▪ Share your website or social media for more details or to register.
COSTS AND REQUIREMENTS	▪ A simple telephone (does not need to be a smartphone) ▪ 1 shilling per SMS and there are also packages for many SMS e.g. 10 shillings for 200 SMS
MORE INFO	A wide range of services at various providers is available. Safaricom offers for example: ▪ 20 messages for 5 Ksh ▪ 700 message during a period of 7 days for 50 Ksh These Safaricom options can be found by dialling *188#

TOOL 4.6 EMAIL

WHAT?	Sending digital messages with a computer (or tablets / mobile phones).
WHY USEFUL?	Emails are the most common used way of communication by NGOs, Government agencies and international organizations. WRUAs can use it to: ▪ Highlight a specific topic to an individual or group ▪ Call for meetings ▪ To increase the visibility of the WRUA ▪ Resource mobilization
HOW TO DEVELOP AND USE IT	▪ As a WRUA, you can set up an email address that will be used for official mailings, e.g. nameWRUA@gmail.com ▪ Ensure that you have the right email address in the 'send to' box. This the main person that you are addressing ▪ If you need to the share the same mail to other recipients just to make them aware of what is going on, then type their email address in the cc box. ▪ The subject of the mail should be short and clear ▪ Do not write too much in the body– If they contain so much information nobody bothers to read them, they are not doing any good. ▪ The WRUA may write additional information in a Microsoft Word document attached to the mail. ▪ Where you have an attachment make it clear in the main mail ▪ Make sure that the letter is addressed appropriately ▪ Use correct language and avoid grammatical errors. At the same time, do not be too official as email is in general less formal compared to letters. ▪ Read through before sending ▪ Make creative use of the opportunity, include slogan or combine other announcement at the bottom of the mail after signing off
COSTS AND REQUIRE-MENTS	▪ Access to computer ▪ Email address ▪ Internet access (can be bought through bundles or accessed at cyber café)
MORE INFO	▪ How to setup a Gmail address: https://www.digitalunite.com/guides/email/how-create-gmail-account

TOOL 4.7 CONNECT TO WRUA ACTIVITIES (LIKE TREE PLANTING, AND OTHER CONSERVATION ACTIVITIES)

WHAT?	These are activities organized by WRUAs for awareness creation, e.g tree planting, river cleaning and other conservation activities. This also addresses non-conservation activities like biking, marathons and village walks.
WHY USEFUL?	▪ To highlight a specific topic to a large audience ▪ To increase the visibility of the WRUA ▪ Awareness creation ▪ Alliance building

HOW TO DEVELOP AND USE IT	Once you have decided as a WRUA that this is what you want to do, identify who can help you on e.g. publicity, artwork etc. Also, include partner organizations.
	
	PREPARATIONS
	
	Set up an organizing team that will address the following questions:
	
	▪ The goal of the event. From this you can come up with a theme
	
	▪ What do we want those coming to know/do/experience?
	
	▪ Ask yourself what it is that make people to participate in the activity. Did a majority of members decide or was it one person's idea?
	
	▪ When to hold the event: Is there sufficient time to organize and publicize it adequately? Does it coincide with other important events
	
	▪ Resources needed: Come up with an indicative budget: What resources can we muster for this event or meeting? Who else can help? Can we piggy bank it on other events? Do we charge or is it free entry?
	
	▪ Are there any possible legal aspects, such as acquisition of permits?
	
	▪ Develop an action plan: this will help to check periodically that things are on schedule
	
	▪ Who to invite and how
	
	▪ Invite everyone and publicize it widely so everyone has a chance to get involved
	
	▪ To create a buzz about the event use all communication tools available to you; bill boards, radio, Facebook, word of mouth, barazas etc.
	
	▪ As you send out invites, keep in mind the objective and target audience – let the audience know what they will get out of attending
	
	▪ Organize a venue and consider:
	
	  ○ Size – Is it adequate for your activity; Can you demonstrate everything you want to at the site?
	
	  ○ Suitability of furniture and facilities – number of chairs and tables, comfort, equipment availability, power availability
	
	  ○ Location – Is it near your project? Easy to find?
	
	  ○ Access to refreshment facilities and toilets if it is a full day activity
	
	  ○ Space for displays and other information
	
	  ○ Occupational, safety and health hazards – undertake a site inspection prior to the event
	
	  ○ Transport if needed
	
	  ○ Traffic management, (in cases of runs, walks or bike rides)
	
	  ○ Shade and shelter for participants

- ○ Public address system
- ○ Contingency plans for wet weather
- Set a date and time
- For a small event, two weeks' advance notice
- For big events, give 4-5 weeks' notice and request for confirmation of attendance. Follow this up 3–5 days before the event with a phone call or further general publicity.
- Consider the use of a 'telephone tree' to share the load or focus on people you think are critical to the success of your project. Sending out personally addressed invitations works well.
- Avoid clashes with other events or major projects

CONTACT AND RELATIONS BUILDING

- Remember to have an attendance list for people to leave their name, address, and phone number. Also, ask for the names of those who could not come but want to be kept in contact.
- Also consider:
    - ○ Having ushers to hand out an information package, or gather registrations
    - ○ A notice board with 'Welcome' and critical information posted underneath, such as the schedule, location of displays, toilets, refreshments etc.
    - ○ Making the process as inclusive as possible
    - ○ Using inclusive activities or methods to run the event and always strive to encourage participation
    - ○ Providing time for feedback at critical points as the event progresses and at the end

TEMPO AND TIMING

- To keep energy levels high, think about the order and length of activities:
- Allow sufficient time for breaks and social time/networking, particularly for long meetings.
- Do not try to do too much or fit in too many speakers.
- For meetings, consider how long people are sitting down – the average concentration span is about 20 minutes for any one topic. Do not have people sitting for more than an hour at a time.
- For field days, consider how long people will be able to stand in one place and how long it will take to move between sites.

ACKNOWLEDGEMENTS

- Acknowledge all contributions on the day with public and personal thanks, including participants as well as the people who made it possible.
- Send thank you notes to speakers, hosts, helpers, sponsors etc.
- Consider a gift for participants, such as a native tree.

PARTNERSHIP

- Structure the activity/event in such a way that your WRUA is a part of the group rather than always in charge. Invite feedback on your ideas or alterna
- tive options. Consider what the local people are getting out of attending, not just your own needs. Think partnership!

	PLANNING YOUR EVALUATION ▪ Consider how you will evaluate your Activities/event at the design stage. Be specific about exactly what you want to review or evaluate, as this will help you decide the best way to go about it.
COSTS	Varies depending on the size of the event and partnerships
MORE INFO	http://www.doc.govt.nz/get-involved/run-a-project/community-project-guidelines/organise-meetings-and-events/

TOOL 4.8 MASS MEDIA

WHAT?	Any of the means of communication, as radio, television or newspapers, that reach very large numbers of people
WHY USEFUL?	▪ To highlight a specific issue/topic to very large numbers of people ▪ Call for meetings ▪ Announce upcoming WRUA activities ▪ To intensify alliance building efforts ▪ Create awareness, influence trends and introduce new concepts. ▪ Garner support from the public
HOW TO DEVELOP AND USE IT	**HOW TO GET SPACE IN THE VARIOUS TOOLS UNDER MASS MEDIA I.E. RADIO, TELEVISION AND NEWSPAPERS** ▪ The WRUA may do this in response to an invitation from the mass media companies or WRUA members proactively engaging the mass media companies to get an opportunity to address the public. ▪ When approaching the organizers of the programs running on mass media tools to request for space, there is need for the WRUA to align its message with the current topics/issues being discussed to avoid being out of context. Show the relevance/importance of what you need to share and the value it adds to the community ▪ Make no assumptions that you will automatically be given space, so make requests early in advance ▪ Prepare and rehearse for the radio or TV show/interview ▪ Do thorough research about the subject to be discussed, get the facts right. **NOTE**: Ensure you have written the time, date, length of the interview and any other details on your calendar for radio and TV. If you miss a scheduled interview or have to cancel or reschedule an interview, you risk losing it forever.
COSTS AND REQUIREMENTS	Are normally costly. But as a WRUA you can negotiate free sessions like the mazingira programs where community people are invited to talk about the environment
MORE INFO	http://www.authorsandspeakersnetwork.com/radioguest.html

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