Interreg
EUROPEAN UNION
2 Seas Mers Zeeën
PROWATER
European Regional Development Fund

# PROWATER: Communication Strategy

www.pro-water.eu

## DISCLAIMER



## COLOFON

The PROWATER project has received funding from the Interreg 2 Seas programme 2014-2020 co-funded by the European Regional Development Fund under subsidy contract No 2S04-027. Interreg 2 seas is a European territorial co-operation program for the United Kingdom, France, the Netherlands and Belgium (Flanders).

## PARTNERS

# Executive summary

**PROWATER** (Protecting and Restoring Raw Water Sources through Actions at the Landscape Scale) is an **Interreg 2-Seas** project running from 2018-2022 with partners from Belgium, Netherlands and the UK.

The overall objective of the project is to build resilience against droughts (and extreme precipitation events) through **Ecosystem-Based Adaptation** (**EbA**) measures. EbAs, which are often known as **nature-based solutions** – **NBS**) are environmental management interventions that work with natural processes to protect, restore or replicate healthy or natural ecosystem functions (ecosystem services).

To set up effective dialogues leading to successful long-term vision building exercises (i.e. long-term spatial planning, design and delivery) on EbA measures with potential sellers (or implementors of EbA measures), we need an effective Communication Strategy targeted at specific key stakeholder groups.

In this report, a comprehensive Communication Strategy has been developed that will: 1) guide and support the PROWATER project partners as they seek to build a participatory long term vision for EbA in their regions (i.e. putting the Communication Strategy theory into practice) and 2) allow the project partners to monitor and evaluate the participatory processes being undertaken and incorporate the lessons-learnt into the Guidance Manual (that will be shared with those wishing to replicate the PROWATER approach to participatory long term vision building outside of the project partnership).

**A communication strategy sets out a framework that supports the efficient and effective planning and delivery of communication actions or activities to achieve the outcomes identified**. A strategic communication planning process:

- allows all participants to agree the **mission (overall aim), objectives and long-term vision** of the communication plan;
- is a proactive, systematic approach that reduces the risk of failure;
- is based on situational analysis (particularly of target audiences) and helps ensure that the communication approach (messages and channels) are designed to successfully **realise the intended outcomes**;
- allows the resources and capabilities required to be identified and for roles and responsibilities to be defined/agreed;
- supports the identification of risks and their mitigation;
- includes a method for **monitoring and evaluation**, which facilities the measurement and demonstration of success and supports the capture of lessons-learnt and knowledge exchange.

Having established the Theory of Change and the logic framework tools to inform the development and implementation of the PROWATER Communications Strategy, is essential that robust monitoring and evaluation is undertaken.

It is through the implementation of effective and robust monitoring and evaluation (and risk assessment) that the successful achievement of the impact and communications objectives of the strategy can be demonstrated. It also allows the benefits realised through the programme to be detected, measured and disseminated (to support learning, knowledge exchange and marketing). Regular M&E activities, incorporated into every aspect of the day-to-day delivery of the strategic plan, also facilitates iterative design and adaptive management (action learning).

# Contents

# 1 Introduction

## 1.1 PROWATER - Protecting & Restoring Raw Water Sources through Actions at the Landscape Scale

**PROWATER** (Protecting and Restoring Raw Water Sources through Actions at the Landscape Scale) is an **Interreg 2-Seas** project running from 2018-2022 with partners from Belgium, Netherlands and the UK.

The overall objective of the project is to build resilience against droughts (and extreme precipitation events) through **Ecosystem-Based Adaptation** (**EbA**) measures. EbA measures, also known as **nature-based solutions** (**NBS**), are environmental management interventions that work with natural processes to protect, restore or replicate functional and natural ecosystem services.

Land-use-, population-, behavioural- and climate-change are putting water resources and the ecosystems that regulate them under ever-increasing pressure. Changing rainfall patterns, alongside intensification of agriculture (often resulting in increased input of fertilisers, pesticides and machinery) and urbanisation (with reduced surface permeability and urban pollution) impact water quality as well as water quantity, not only in the environment, but also as a resource for the provision of drinking water.

Increasing the resilience of catchment landscapes to the combined effects of these pressures necessitates different actors to work together to address these challenges and implement ecosystem-based adaptation. One approach to building resilience in the water environment, is through the development of so-called 'rewarding' or investment mechanisms in the form of **Payments for Ecosystem Services** (**PES**) schemes. These schemes can bring those benefitting from EbA measures and those delivering them together through (financial) incentives that create benefit for both stakeholders.

The PROWATER project will develop regionally applicable approaches that target the long-term implementation of context specific EbA measures to protect and restore raw water sources. PROWATER demonstration sites will showcase EbA measures (promoting infiltration, permanent natural water retention, temporal natural water retention, remediation of soil compaction) as well as the necessary participatory process (involving stakeholders, including private land-owners, for spatial planning and implementation).

## 1.2 Work Package 3 – The geographical & hydrological perspective

The primary **objective** of WP3 is to develop a participatory approach **to the long term spatial planning, design and delivery of EbA measures** (i.e. long term **participatory 'vision building'**) to create more water-resilient landscapes. Ultimately, the final output of WP3 will take the form of a **Guidance Manual** that provides 'step-by-step' instructions allowing potential buyers and brokers to replicate the recommended participatory approach to the **long term vision building (spatial planning, design and delivery) of EbA measures**, **in collaboration with their potential sellers (and the broader group of potential implementors of EbA measures)**.

This Guidance Manual will be **applicable within and beyond the Payment for Ecosystem Services framework**, tailored to stakeholder groups most relevant to the creation of more water-resilient landscapes. The manual will include the knowledge, insights, recommendations and 'lessons-learnt' acquired/captured by the PROWATER project partners as they develop and implement their own participatory processes in each of the PROWATER project regions.

The first major element of WP3, will be the participatory mapping of **challenges and opportunities perceived by the different stakeholder groups** when spatially planning, designing and delivering EbA measures.

This will be based on dialogue with a variety of potential sellers (or implementors of EbA measures), including the assessment of climate change and future water demand scenarios with them, to demonstrate the scale of the challenges and risks to be faced. Based on these participatory assessments, we will be able to deduce the seller's personal perspectives on the challenges and risk faced under current and future climate change.

Following this, the same dialogue approach will be adopted to present specific EbA measures to the potential sellers (or implementors of EbA measures) as solutions to overcome the challenges previously identified. Based on these participatory assessments, we will be able to deduce the seller's personal perspectives on the long-term spatial planning, design and delivery of EbA measures.

Based on this dialogue and mapping exercises, we will design and implement a robust and fully participatory long-term vision-building process. Indeed, the adoption of a Guidance Manual describing the PROWATER participatory approach to the development of a **long-term vision** for EbA measures (including their spatial planning, design and delivery), is a core aim of the PROWATER Project and WP3 specifically.

To set up effective dialogues leading to successful long term vision building exercises (i.e. long term spatial planning, design and delivery) on EbA measures with potential sellers **(or implementors of EbA measures)**, we need an effective **Communication Strategy targeted at specific key stakeholder groups**.

In this report, **a comprehensive Communication Strategy has been developed** that will: **1)** guide and support the PROWATER project partners as they seek to build a participatory long term vision for EbA in their regions (i.e. putting the Communication Strategy theory into practice) **and 2)** allow the project partners to monitor and evaluate the participatory processes being undertaken and incorporate the lessons-learnt into the Guidance Manual (that will be shared with those wishing to replicate the PROWATER approach to participatory long term vision building outside of the project partnership).

# 2 Communication Strategy

To successfully develop a participatory approach for long term vision building exercises on EbA measures, we need to **communicate convincingly to specific stakeholder groups on: (i)** the urgency for climate adaptation and in particular impacts of drought and water scarcity; and **(ii)** the potential of EbA measures to adequately alleviate and counter impacts of drought and water scarcity. These are the two **communication objectives** included in the communication strategy set out below (Figure 1).

We need to convince policy makers, business, farmers, nature organisations and the general public about the urgency for climate adaptation and the potential consequences of inaction, specifically for drought and water scarcity. This communication should be target group specific as impacts and consequences can be rather specific. Also the style of the communication, the communication channels and the discourse should be adapted to these target groups. The **first communication objective** is to convince different groups that action is needed (Figure 1).

Secondly, we need to convince the same target groups that Ecosystem-based Adaptation measures are more beneficial to society than technical solutions (**second communication objective;** Figure 1). But again, this requires a target group specific message. What benefits will EbA deliver for each target group? For some target groups, the direct benefits will be weak, while strong for others. This burden/benefit distribution is sensitive matter. Some target groups may be sensitive to some of the

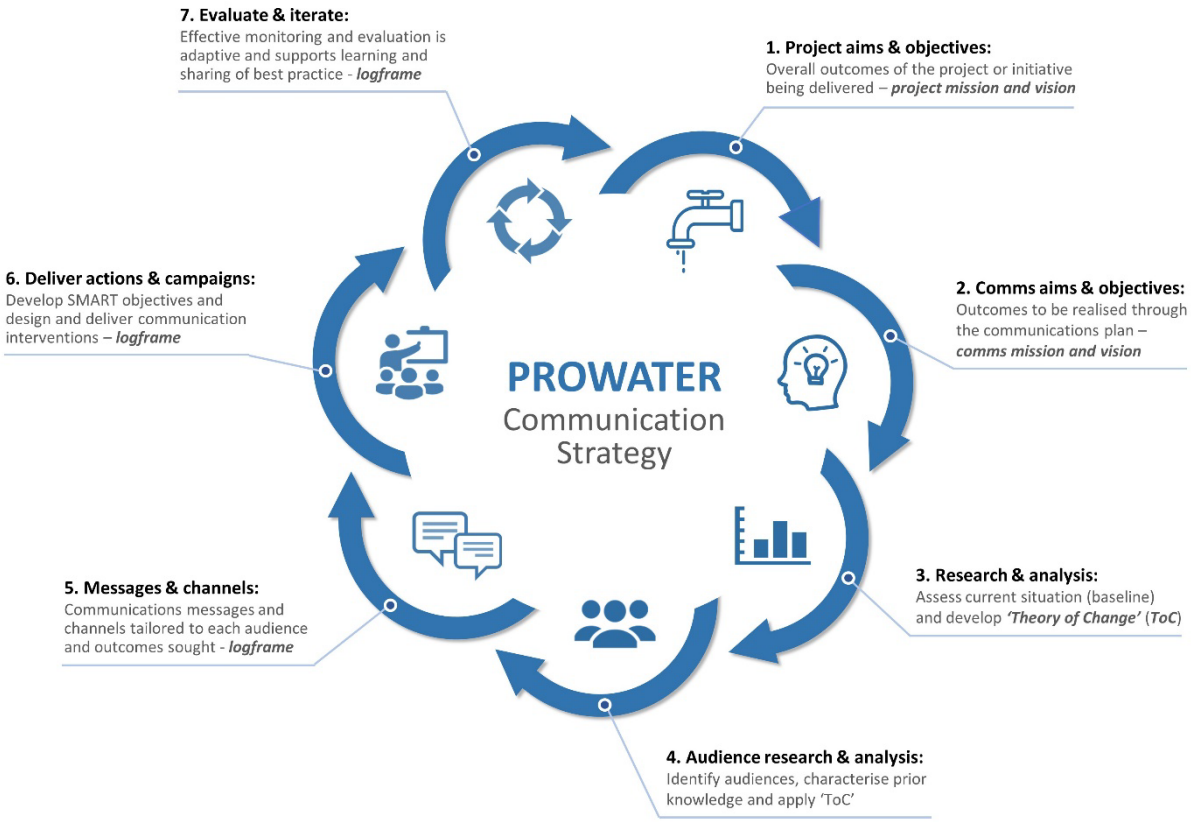
societal benefits, while for other target groups it may have adverse effects. Here we also need to communicate that we have attention for fair and equitable implementation. When target groups are likely to have more burden than benefit, we need to introduce communication on potential rewarding systems to provide leverage.

**A communication strategy sets out a framework that supports the efficient and effective planning and delivery of communication actions or activities to achieve the outcomes identified**. A strategic communication planning process:

- allows all participants to agree the **mission (overall aim), objectives and long-term vision** of the communication plan;
- is a proactive, systematic approach that reduces the risk of failure;
- is based on situational analysis (particularly of target audiences) and helps ensure that the communication approach (messages and channels) are designed to successfully **realise the intended outcomes**;
- allows the resources and capabilities required to be identified and for roles and responsibilities to be defined/agreed;
- supports the identification of risks and their mitigation;
- includes a method for **monitoring and evaluation**, which facilities the measurement and demonstration of success and supports the capture of lessons-learnt and knowledge exchange.

The overarching 7-stage process for the development of the **PROWATER Communication Strategy** is shown in Figure 1 below. To support this development, we have adopted a **Theory of Change** and **logical framework** (**logframe**) approaches. The individual steps involved in this process and these models are described in greater detail in section 2.1 to section 2.7.

**Figure 1:** 7-stage process of the PROWATER communication strategy (adapted from Marushevska – producttribe.com)



## 2.1 Project aims & objectives:

*Overall outcomes of the project or initiative being delivered – **project mission and vision***

The **mission** (overall aim) of the **PROWATER project** is to build resilience against droughts (and extreme precipitation events) through **Ecosystem-Based Adaptation** (**EbA**) measures. EbA measures, also known as **nature-based solutions** (**NBS**), are environmental management interventions that work with natural processes to protect, restore or replicate functional and natural ecosystem services. The **PROWATER Mission Statement** is set out in the box below.

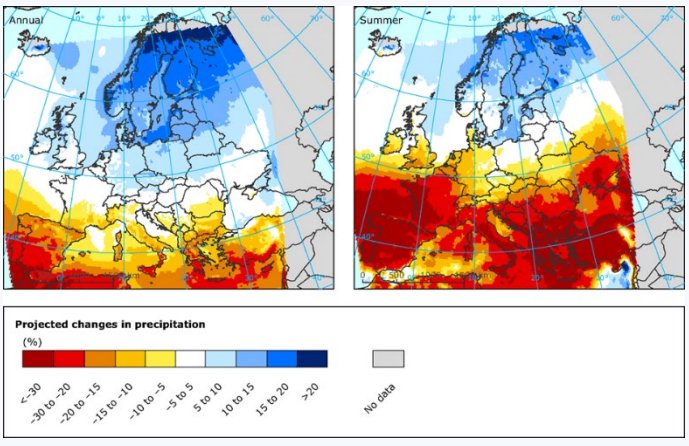
One objective of the PROWATER project is to design, implement and establish Payments for Ecosystem Services (PES) schemes that deliver EbA measures in catchment landscapes to a level that realises measurable benefits to the resilience of the water environment and the balancing of supply and demand in water resources management.

As a contribution to this, within as well as beyond the PES framework, the objective of Work Package 3 (WP3) is to develop a participatory approach **to the long-term spatial planning, design and delivery of EbA measures** (i.e. long term **participatory 'vision building'**). Ultimately, the final output of WP3 will take the form of a **Guidance Manual** that provides 'step-by-step' instructions allowing potential buyers and brokers to replicate the recommended participatory approach to the long term spatial planning, design and delivery of EbA measures, **in collaboration with their potential sellers (or the broader group of potential implementors of EbA measures)**.

Communication (i.e. knowledge dissemination and active knowledge exchange) represents a critical 'pathway to impact' for the PROWATER project and, as such, the successful realisation of the project aims and objectives is dependent on the design and implementation of an effective stakeholder engagement and communication strategy.

### PROWATER Mission Statement *by Jan Staes*

The summer of 2018 can be described as one of the driest summers of the last few decades. All over the European continent, nature, forests and crops were groaning under an enormous drought. But such droughts may become "the new normal" in the future. Climate change will affect the 2 Seas region similarly, but the impact of drought and water scarcity on human well-being is often neglected. The "EU Strategy on Adaptation to Climate Change" also predicts a trend towards drier summers for the largest part of the European Union. For the period 2071-2100, the models show a decrease in average summer precipitation from -15% to -20% compared to the period 1961-1990. However, the same projections also indicate that the average annual precipitation would hardly change and that we are therefore just more likely to have periods of abundant precipitation in the rest of the year. We may be expecting more extremes on both ends of the spectrum.



This poses several important challenges in terms of water supply. The development towards drier and hotter summers combined with changes in the intensity of the precipitation will have a particularly negative impact on the quality and availability of the ground and surface waters and consequently also on the supply of drinking water. A summer precipitation deficit has a double effect because it is at this point that the demand for water is highest. During a heat wave, drinking water consumption can increase rapidly and many farmers irrigate their crops. However, the extraction of groundwater to meet these demands is not without consequences. Ground-water-dependent nature, forests and rivers are particularly affected by rapidly declining groundwater levels. Often, however, it is quite wasteful at the start of the drought period and it takes too long for water-saving measures to be imposed. After all, it is impossible to predict how long such a drought will last.

When the strategic water reservoirs and/or aquifers are sufficiently replenished, a drought period and associated water demand can of course be bridged. But there, too, the shoe pinches. The replenishment of these strategic water reserves (lakes and/or aquifers) may be insufficient because our landscapes are not adapted to deal with extreme weather. Just a few days of heavy rainfall are enough to result in bank full ditches and rivers and this phenomenon can also be seen in the countryside.

Many landscapes in Western Europe have been altered for agricultural intensification and urban development. These changes have decreased the resilience of hydrological systems and have had enormous impacts on biodiversity (Figure 1).

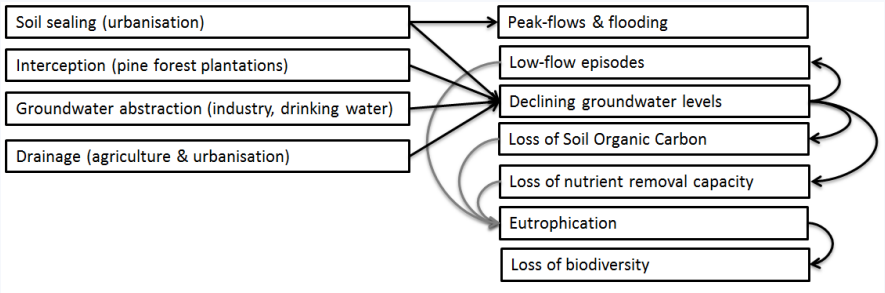
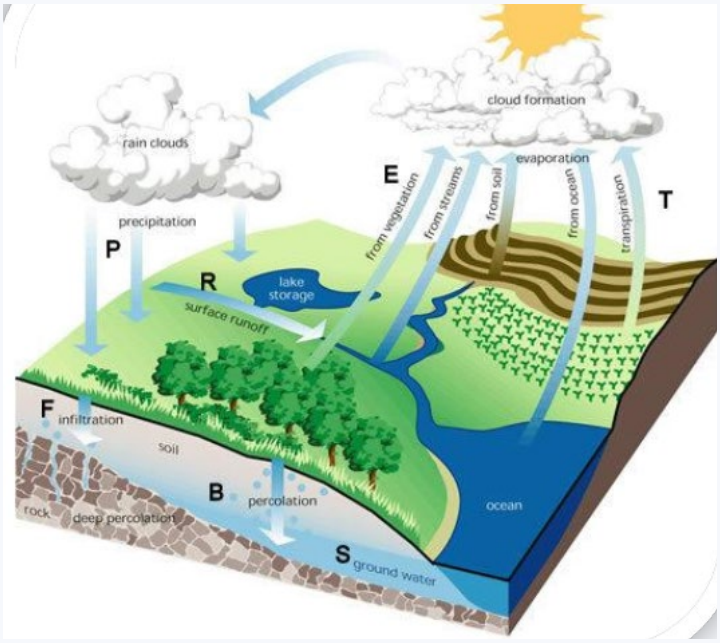



*Figure 1: Pressures on the water system and related impacts*

Land-use changes and land-use intensification often coincide with increased soil sealing (urbanisation), soil compaction, increased interception (plantations), groundwater abstraction and drainage of wetlands (Figure 1). But most importantly, these changes lead to a decrease in the natural water availability. Runoff and drainage lead to declining (ground)water levels and the degradation and loss of wetlands. This degradation has in its turn impact on river hydrology, soil nutrient retention, soil carbon sequestration and biodiversity. Loss of biodiversity is not only associated with the physical loss of habitats, but also with the degradation of its quality (desiccation, eutrophication and acidification) and additional greenhouse gas emissions.

To increase water security, we need to make better use of occasional periods with extreme precipitation surplus to offset the shortages in the summer water balance. Storage and treatment of water in artificial reservoirs will not suffice. We need to decrease run-off and drainage to store more water in the landscapes. This will enhance natural purification and aquifer recharge.

The challenge for management and planning is to restore a natural diversity of ecosystems and create (semi-artificial) opportunities for ecosystem development that can compensate for climate changes and anthropogenic impact. This EbA approach thus requires a new approach for land-use planning that includes spatial objectives for the multitude of services that need to be generated on the limited land surface.




Although the principles of EbA may be clear on a conceptual level, water managers and spatial planners struggle to implement these principles in a practical context. To limit the complexity, we focus on the restoration of infiltration and retention (ecosystem functions) to increase resilience to the local impacts of climate change.

The application of principles and associated measures requires a thorough understanding of the hydrological (dis)functioning of catchments. Indicators can be useful for the spatial and thematic prioritization and optimization of restoration measures at landscape-level.

Cross-border projects like PROWATER are needed to fill the information gap to policy and the general public, about the need for long-term drought risk strategies to address water scarcity and drought risk.

***"PROWATER focusses on measures that aim to increase retention and infiltration at the landscape level by restoring ecosystems and enhancing natural processes".***

Restoring these functions will improve long term stability of groundwater levels and result in less extreme fluctuation in river flow. We link this to three important adaptation challenges closely related to water management and hydrological functioning.

These adaptation challenges are: 1) sustainable water provisioning from groundwater resources; 2) base-flow maintenance of surface hydrology and associated issues regarding navigability and water quality, and 3) reduction of peak flows and associated flood risk to downstream. Challenges related to water quality, climate mitigation and biodiversity (conservation objectives) are not included in the prioritisation method, but they are important to bear in mind. Implicitly, EbA inspired restoration scenarios will probably affect a broad range of ecosystem services (e.g. recreation, health effects, fisheries management, etc.).

## 2.2 Communication aims & objectives:

*Outcomes to be realised through the communication strategy & action plan*

From the overall mission and vision of the PROWATER project set out previously and its underlying 'Theory of Change' (summarised in Figure 2), we have identified that **communication** (internally and externally to the project) is a critical **'pathway to impact'** for the project and especially for the long term **participatory 'vision building'** under WP3 (i.e. **the overall communication aim**). To meet this challenge and to support the effective implementation of communication activities by partners, we have developed a PROWATER project C**ommunication Strategy** and, subsequently, we will develop **Communication Action Plans specific to the PROWATER project regions**.

The PROWATER Communication Strategy aims at convincingly communicating to specific stakeholder groups on: **(i)** the urgency for climate adaptation and impacts of drought and water scarcity; **(ii)** the potential of EbA measures to adequately alleviate and counter impacts of drought and water scarcity.

These are the two **communication objectives** included in the communication strategy set out below.

***PROWATER Communication Strategy Mission Statement***

The overall communication aim for the PROWATER project is for each region to develop a participatory long-term vision on the spatial planning, design and implementation of EbA measures in balancing future water demand and supply.

This can only be achieved by setting up a participatory process that brings together all the various stakeholders who are required to participate in the process (e.g. buyers, brokers and sellers within the Payment for Ecosystem Services framework). Together, we will analyse which factors (statutory, ethical, economical...) determine whether EbA measures are perceived as a threat or opportunity. We will also explore trade-offs or win-win's associated with the measures.

The views (concerns, attitudes, arguments, perceptions) of stakeholders will be captured, documented and exchanged between the partners and regions. The pro and contra arguments and potential responses will be structured and analysed. These insights will form the generic building blocks to develop a participatory approach to the long-term spatial planning, design and implementation of EbA measures and will be used to inform the development of subsequent communication campaigns (e.g. outside of the PROWATER project partnership).

## 2.3 Research & analysis:

*Assess current situation (baseline)*

Having established the communication objectives of the PROWATER Communication Strategy, the next stage in the process is to undertake research and analysis to assess the current situation (or baseline) and operating context within which the communication interventions (**audience-message-channel** combinations) will be delivered.

Initially, it is important that an assessment is made of the factors (opportunities and threats) in the macro-operating environment/context of the project, which may affect the successful realisation of the project objectives. This should include consideration of **policy**, **economic**, **social**, **technological**, **environmental** or **legal** (statutory or regulatory) factors at a variety of different spatial scales and in different locations within the project. The findings of this analysis (known as a **PESTEL Analysis**), which also serves as a **risk assessment** for the project/strategy, can be fed directly into the logframe and are also used to inform the **Theory of Change** (see below).

***Table 1:*** *PROWATER Communication Strategy: PESTEL Analysis*

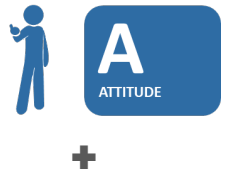
| PESTEL Factor | O/T | Impact | Timeframe | Implication: |
|---|---|---|---|---|
| **Political** | | | | |
| • BREXIT | Both | High | Short & long | Major changes in legislative framework could impact project work |
| • Change of Government | Both | Medium | Short | Changes in policy frameworks – 25 Year Environment plan, farmed- and urban landscapes – planning |
| **Economic** | | | | |
| • Recession or reduced funding available | Threat | High | Short & long | Reduction in funding for social, cultural & environmental work |
| • Market changes – e.g. global food markets | Threat | High | Short & long | Reduction in funding for social, cultural & environmental work |
| **Social** | | | | |
| • Low public engagement | Threat | High | Short & long | Harder to get public support for scheme |
| • ↑ social hardship in PROWATER Regions | Threat | High | Short & long | Focus moves away from environment despite potential value/importance |
| **Technological** | | | | |
| • New innovations (in farming for example) | Both | Medium | Short & long | This may make farming industry more sustainable or intensify problems |
| **Environmental** | | | | |
| • Ecological decline | Both | High | Long | Increased need, but focus may shift to other priorities or to simpler challenges |
| • Climate Change | Both | High | Long | May overtake our work – funders may be distracted or give up |
| **Legal** | | | | |
| • BREXIT | Both | High | Short & long | Major changes in legislative frameworks could help or hinder our work –remains to be seen |
| • Environment Act, 2019 | Both | High | Short | Changes in regulations may change our approach, be an opportunity or be a risk |

Developing a **Theory of Change** (**ToC**) involves making explicit a set of assumptions in relation to a given change process (ODI, 2015). It helps us adopt a more reflective and adaptive understanding of how change is achieved and explores how change occurs in the specific context and the role of individuals and organisations in affecting that change. Early development of a Theory of Change in a project, which involves undertaking research and reflecting on existing research helps guide the completion the project logframe and ensures that robust strategic decisions are made during the project development phase. In line with this, a ToC can integrate well with the logframe approach – it allows us to critically

evaluate the underlying assumptions of the logframe and causality between inputs, outputs and outcomes.

To facilitate this research and analysis, we have adapted the **RARE ToC Framework** (RARE, 2014) to create a Theory of Change for the PROWATER Communication Strategy (see below). This process identified a series of **communication outcomes** (aims and objectives) that, if realised, will contribute significantly to the realisation of these overarching **strategic project outcomes** (the PROWATER aims and objectives).

***Figure 2:*** *PROWATER Communication Strategy: 'Theory of Change'*

| Communication Outcome ↓ | Description of outcome | Pathway to impact (ToC) | SMART Objectives |
|---|---|---|---|
|  | Stakeholders have a greater awareness and understanding about the water environment, the benefits it provides (its value) and the impacts of it being degraded. | Knowledge is the first step towards changing attitudes and behaviour. If people understand the value of nature and how they affect it, they are more likely to care for it. | By the end of the project, the awareness, knowledge and understanding of the water environment among stakeholders will be significantly raised. |
|  | People's attitude (how they feel and what they believe) towards the environment changes and they want to talk about it. | How people feel and what they believe can be more important than what they know. Attitude & communication often reinforce each other. | By the end of the project, the attitude of stakeholders towards the water environment and water shortage will be significantly altered. |
|  | Once engaged and inspired there is often an increase in dialogue/ communication between different stakeholder groups – esp. peer-peer. | Perhaps the best way to influence people's behaviour is stimulate dialogue between them. Peer-peer is often most effective due to trust. | By the end of the project, we will have captured numerous conversations, dialogues & discussions among stakeholders. |
|  | It is vital to break down the barriers that prevent people from changing their behaviour. Barriers can be social, economic, technological or physical. | By identifying barriers and finding mechanisms to break them down, the potential benefits of behaviour change can be fully unlocked. | All barriers preventing successful delivery identified and measures then successfully implemented to overcome them. |
|  | Key stakeholders change their behaviour and/or take action to contribute to PROWATER mission or participate in PES development or delivery. | To overcome problems the causal behaviour must be identified. Only then can stakeholders be informed, persuaded, and mobilised change it. | By the end of the project, we will have demonstrably changed the behaviour of key stakeholders. |
|  | Threats to the successful realisation of the PROWATER vision/ outcomes are mitigated and enabling conditions created to unlock success. | Buy-in to shared vison for a resilient and climate adapted landscape reduces the risk of the PROWATER vision not being realised. | By the end of the project, we will have used communication to build a resilient and sustainable scheme that has low risk of failure. |
| **Project Strategic Outcome ↓** | **Description of outcome** | **Pathway to impact (ToC)** | **SMART Objectives** |
|  | The long-term strategic aims & objectives of the PROWATER Project are realised – ecosystem-based adaption delivered | | |

## 2.4 Audience definition & analysis:

*Identify audiences, characterise prior knowledge – apply **'Theory of Change' (ToC)***

When developing a Communication Strategy, it is vital that all the potential audiences that you might wish to communicate with are identified and analysis undertaken to characterise the outcomes sought for each group. What are their current levels of engagement and prior knowledge, how influential (or how much power do they have) over the successful delivery of your project or scheme, how do we want them to respond (awareness, attitude, advocacy, action)?

We need to make sure we tailor our messages (and the language they are delivered in) to each of our target audience groups and that we have some insight into their viewpoints and initial status before we attempt to communicate with them.

Early dialogue between the PROWATER Partners revealed there to be three broad audience categories that would need to be engaged and convinced if the PROWATER project vision was to be successfully realised:

1. People who suffer from droughts or benefit from healthy functioning ecosystems that regulate water resources correctly (**'problem owners'**).

   These are people who suffer the impacts of water shortage or drought and who could be convinced that EbA measures could represent at least part of the solution. This group may include farmers, but also drinking water companies, nature organisations and the public.

   If we can develop the message that increased groundwater recharge and river flows could reduce the probability of restrictions on water use being applied, then we may be able to convince the managers of water dependent biodiversity-supporting features, farmers reliant on water abstraction for irrigation or crops or water for livestock, and water companies/authorities requiring water for drinking water provision to engage in the project and provide support.

2. People who currently work to manage droughts and deal with the consequences of water shortage ('problem managers').

   This group is largely comprised of government agencies and water authorities who currently tend to manage the impacts of water shortage or drought via curative or technical solutions, rather than preventing the drought itself. Currently, they tend not to understand the value of EbA measures and the groups that deliver them.

   We must convince them that the problem is not the drought, but rather the lack of groundwater recharge and river flows, and that EbA measures may represent at least part of the solution.

3. People seeking to build resilience in the water cycle by delivering EbA measures ('solution owners').

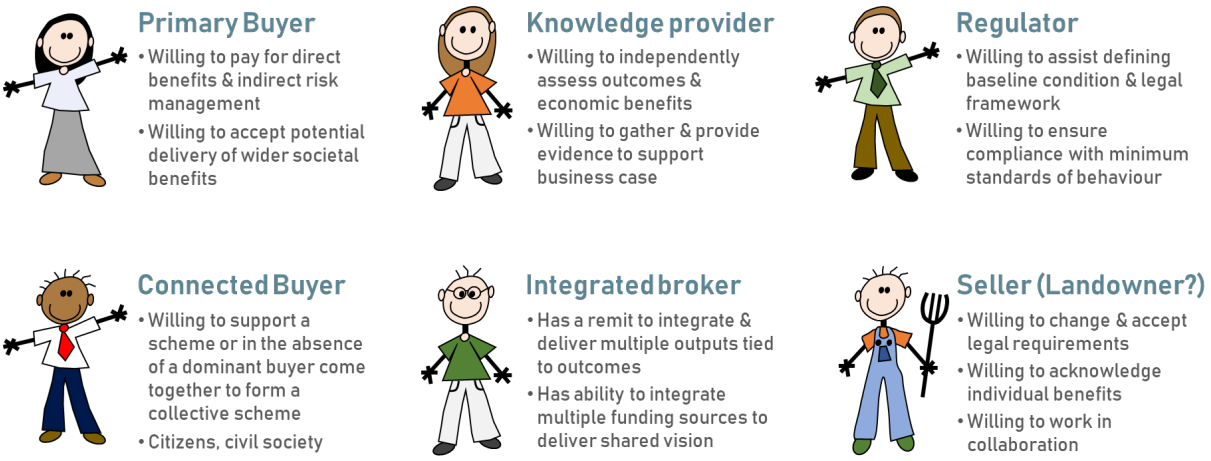
   These are people and organisations who could implement EbA measures. We need to convince them that they have an important role to play, that can be part of the solution to water shortage and drought risk and convince them of the societal impact they can have. This group may include farmers, forest owners, local government organisations, land/estate managers, environmental groups/NGOs, etc.

   Sometimes problem owners and solution owners coincide and collaborate, but often this is not the case and it in these situations that Payments for Ecosystem Services schemes (with their 'broker' role) are most impactful. The spatial scale and level at which measures need to be implemented in a landscape is also important to communicate. Only if there is sufficient uptake of EbA measures will the beneficial effects be observed.

It is also helpful to note that a series of key roles have been identified and charaterised for the successful implementation of Payments for Ecosystem Services (PES) schemes (see Figure 3 below).

This taxonomy also serves as a useful framework for the identification of key audiences in the PROWATER Communication Strategy and the subsequent development of communication 'tactics' or actions (activities and campaigns tailored to specific audience-message-channel combinations – see Section 2.5 below).

***Figure 3:*** *Key roles in a PES Scheme*




Having characterised these broad audience groups, the PROWATER Project partners were then able to develop comprehensive lists of specific stakeholders for their project regions/areas. The output from a stakeholder workshop held by the UK PROWATER partners is shown below (Figure 4).

Stakeholder (audience) datasets of his type (each of the PROWATER regions have worked to develop their own region-specific datasets) can then be analysed using several techniques to partition or segment them into target audiences for which communications actions/tactics can then be developed using the logframe approach.

***Figure 4:*** *Example of stakeholder 'mapping' output from UK workshop*


Having identified key audience groups and created exhaustive list of stakeholders and categorised them into those groups, we can now analyse them using techniques such as an importance-influence (power)

matrix (see Figures 5 and 6 below). These analyses help us to understand our target audiences, apply the Theory of Change to help develop communication objectives for each and then tailor our communications actions/tactics to them using the logframe approach.

***Figure 5:*** *Examples of stakeholder analysis for Belgian context – importance-influence matrix.*

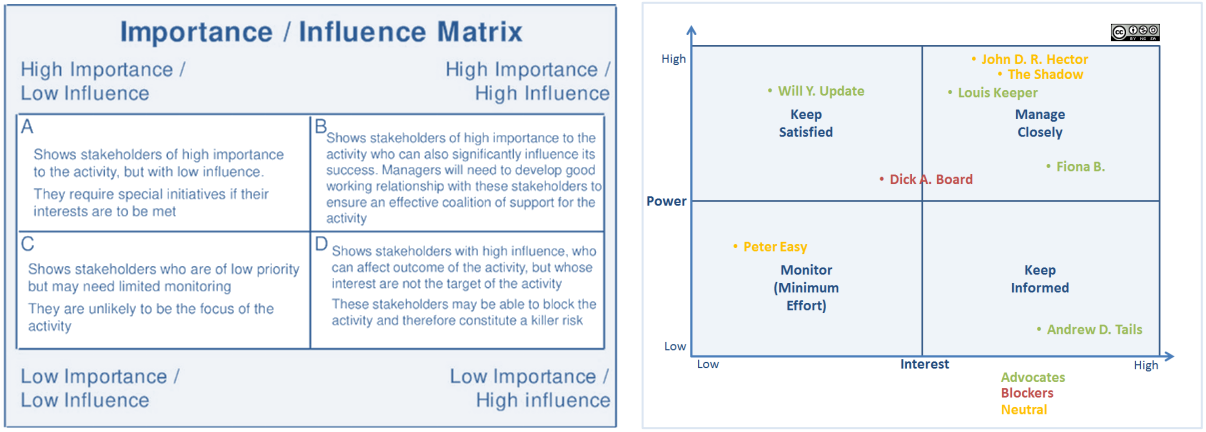
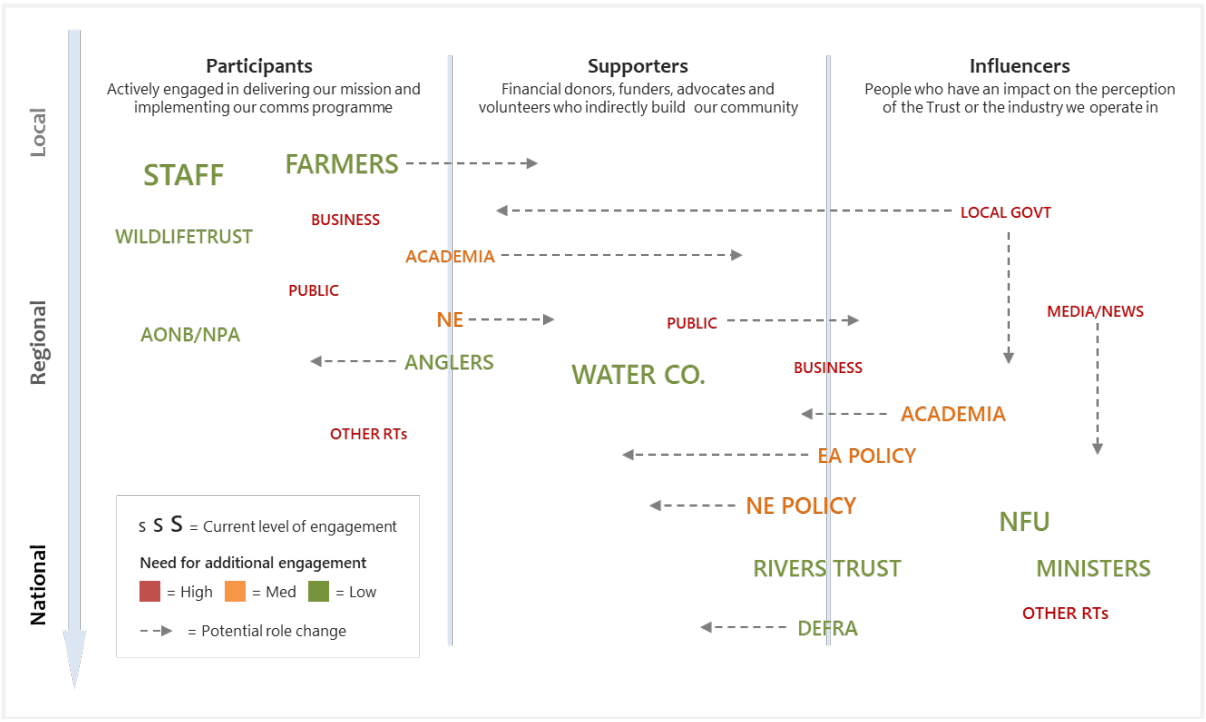



***Figure 6:*** *Example of stakeholder analysis for UK context – mapping audience engagement and outcomes*



## 2.5 Messages & channels:

*Communications messages and channels tailored to each audience and outcome*

Once the key audiences have been characterised, the next stage was to develop specific messages for each audience, identify appropriate communication channels to connect with them and then design targeted and tailored communications actions (i.e. communication interventions or **audience-message-channel** combinations) to them using the **logframe approach.**

Logframes can be effective tools to help communicate the relationship between an intervention's inputs, activities, outputs, outcomes, and impacts (ODI, 2015). They can be especially effective when integrated within the 'Theory of Change' - ToC (ODI, 2015).

The **PROWATER logframe** (Figure 7) is flexible and can be adapted to inform the design, implementation and evaluation of communication on any element of the project Evaluation can be targeted at the Communications Strategy itself, specific elements of the strategy and/or specific communication interventions (**audience-message-channel** combinations). The logframe helps integrate the (audience) research and analysis elements (step 3 and 4 of the ToC process). It will be maintained as a 'live' document that is frequently updated and improved iteratively as the delivery of the strategy and interventions are evaluated.

***Figure 7:*** *PROWATER Communication Strategy: 'Logic Model' or 'logframe'*

| LOGIC MODEL **a logframe* | SITUATION | PRIORITIES |
|---|---|---|
| | What is the context/background of the challenge or issue you are seeking to address…? | What are the overarching objectives, missions, vision, values or mandates within which you are operating…?<br>*his could be the overall strategic objectives (mission) of PROWATER as a whole or external priorities, drivers or strategic goals this activity is influenced by.* |

| INPUTS | OUTPUTS | | OUTCOMES (FROM THEORY OF CHANGE) | | |
|---|---|---|---|---|---|
| | AUDIENCES | ACTIVITIES | SHORT-TERM | MID-TERM | LONG-TERM |
| What physical or human resources are needed…?<br>*e.g. time, money, staff, research, materials and technology* | Who do you want to connect with and what do you want to say to them…?<br>*Audience identification, segmentation and analysis, plus development of messages and channels* | What are the interventions/ actions being delivered…?<br>*What tangible products, events, training, partnerships, media are being produced and via what channels are they being communicated…?* | What short-term results do you expect to achieve…?<br>*What will indicate that the action/ intervention was successfully delivered, and the immediate aims and objectives achieved - e.g. increased awareness, engagement, changed opinions, etc…??* | What interim results do you expect to achieve…?<br>*What interim outcomes was the action/ intervention designed to realise - e.g. behaviour changes, policy changes, action-oriented responses, etc…?* | What long-term environmental or societal impacts are expected…?<br>*Did the action/ intervention contribute to the overall objectives of the project - e.g. help to realise environmental, social, cultural or economic benefits…?* |

| ASSUMPTIONS | EXTERNAL FACTORS |
|---|---|
| What assumptions are you making that will determine whether you are successful? | What external factors are there that could enable or hinder your success?<br>*This can be assessed and captured via a SWOT analysis - either applied to the project overall, or to the Communications Strategy or to the action/intervention in isolation.* |

| SUCCESS INDICATORS (MONITORING & EVALUATION) | | |
|---|---|---|
| INPUT METRICS | OUTPUT METRICS | OUTCOME METRICS |
| How did you (or do you intend to) monitor what investment in time, human resources and physical resources were secured…? | How did you (or do you intend to) monitor whether the activity/intervention was delivered as planned…?<br>*This is how you check that you meet your targets for the activity, were the immediate aims and objectives achieved…?* | How did you (or do you intend to) monitor and evaluate the delivery of the anticipated outcomes over the short, mid- and long-term…?<br>*This is how you demonstrate/verify the successful realisation of these outcomes (monitoring and evaluation) or, if they weren't, how were the necessary changes to the process identified to ensure they are achieved in the future (plan, do, check, act).* |

Initial examples of PROWATER 'messages' developed are shown (below) along with a review of all potential communication channels available for use by the project partners (Figure 8).

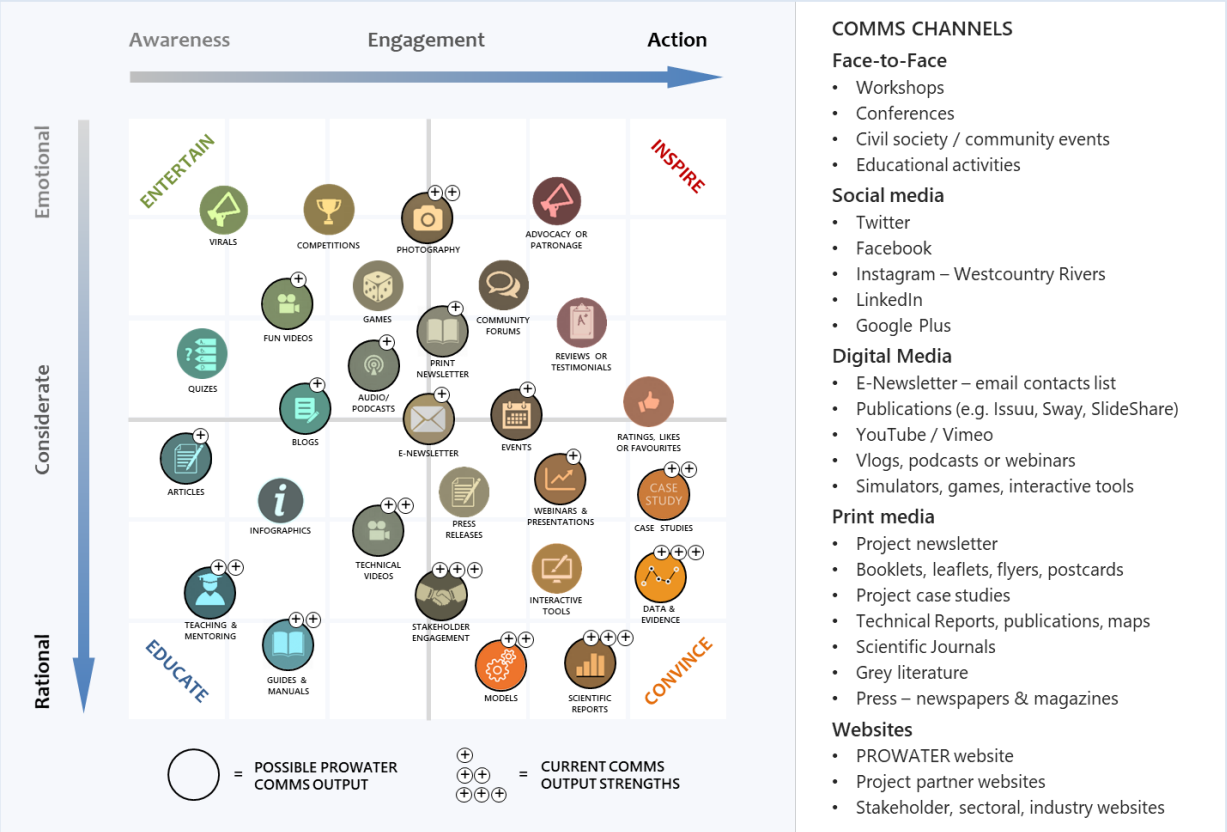
***Message development:*** *Campaign on drought vulnerability and need for EbA solutions*

Despite EbA being widely recognized by policy and science, there is little awareness among many actors (stakeholders) of the imminent water scarcity and its consequences. We must therefore communicate this in a clear and consistent way: 1) how future water scarcity and droughts can affect people, the economy and biodiversity; 2) How EbA measures can increase resilience against drought episodes and 3) what more can be achieved through such EBA measures (co-benefits). The awareness campaign will be a starting point to collaborate with interest groups, water companies, the nature sector, forest owners, landowners, water managers, farmers, etc... As a starting point, we provide a charter that defines the basic principles for financing and implementing EbA measures. A major advantage of such an arrangement and partnership is that such structures can respond quickly and flexibly to options for implementing measures.

***Message development:*** *Campaign on need to operationalise PES to fund EbA solutions*

This communication campaign specifically targets policy and the international community (stakeholders). The message is that a PES-like system to fund many small-scale investments in EbA measures works, but that there is a real need to effectively create climate adaptation funding if these schemes are to be realised. It is a call to upscale and implement the PROWATER findings in other regions. Drafting a payment for Ecosystem based Adaptation Measures scheme that will be adopted by stakeholders (post-project legacy).

***Figure 8:*** *Exploring the communication channels available to deliver PROWATER messages*




Examples are provided in the table below (Table 2) of outputs from logframes that have been completed by all regional partners in PROWATER, and used to guide the communication tactics for a range of key audience groups. In this example the audience groups are derived from the PES model, and the logframe inputs used a range of communication examples taken from workshops and research

undertaken by partners within Work Package 1 of PROWATER. These will be applied more widely to a range of stakeholders throughout the PROWATER project.

***Table 2:*** *Developing communication tactics – audience-message-channel mix (from logframes) for PES audiences*

| Key Audience Group ↓ | Communication tactics – audience-message-channel mix (from logframes) |
|---|---|
|  <br>**Primary Buyer**<br>• Willing to pay for direct benefits & indirect risk management<br>• Willing to accept potential delivery of wider societal benefits | **Context:** These groups differ regionally and are not all aware/bought-in to EbA as a solution<br>**Objectives:** Create an increased awareness of PROWATER and EbA and a willingness to participate<br>**Assumptions:** We can establish a robust link between measures/asset health and water resources; Knowledge translates into action if financial barriers are reduced; Finance and Knowledge are key barriers to implementing more water resource friendly farming practices; The financial benefit of land management changes outweighs the costs (to farmers & buyers of service)<br>**Comms Activities:** Workshops, meetings, conferences, demonstration site visits, demonstration materials<br>**Evaluation:** Questionnaires, metrics for 'awareness', asses number of buyers engaged and interested in trials |
|  <br>**Integrated broker**<br>• Has a remit to integrate & deliver multiple outputs tied to outcomes<br>• Has ability to integrate multiple funding sources to deliver shared vision | **Context:** These groups differ regionally – one Belgian example is the Regional Landscapes<br>**Objectives:** Create an increased awareness of PROWATER and EbA and a willingness to participate<br>**Assumptions:** Already have a certain knowledge level in relation to blue-green networks and EbA<br>**Comms Activities:** Group demonstration site visits, peer to peer, workshops<br>**Evaluation:** Workshops, conferences/seminars, site visits, policy brief, case studies, demonstration sites, online tools, stakeholder and power analysis |
|  <br>**Seller (Landowner?)**<br>• Willing to change & accept legal requirements<br>• Willing to acknowledge individual benefits<br>• Willing to work in collaboration | **Context:** Current land management does not sufficiently take into account the impacts on and vulnerability of water resources.<br>**Objectives:** Build shared knowledge of the links between land management choices and water resource provision. Develop a framework for a financial incentive system to increase uptake of costly measures.<br>**Assumptions:** We can establish a robust link between measures/asset health and water resources; Knowledge translates into action if financial barriers are reduced; Finance and Knowledge are key barriers to implementing more water resource friendly farming practices; The financial benefit of land management changes outweighs the costs (to farmers & buyers of service)<br>**Comms Activities:** Workshops, farm visits, trial sites, training, guidance and demonstration materials, questionnaires<br>**Evaluation:** Questionnaires, metrics for 'awareness', asses number of landowners engaged and participating in trials |
|  <br>**Connected Buyer**<br>• Willing to support a scheme or in the absence of a dominant buyer come together to form a collective scheme<br>• Citizens, civil society | **Context:** These groups differ regionally and are not all aware/bought-in to EbA as a solution<br>**Objectives:** Create an increased awareness of PROWATER and EbA and a willingness to participate<br>**Assumptions:** We can establish a robust link between measures/asset health and water resources; the financial benefit of land management changes outweighs the costs (to farmers & buyers of service)<br>**Comms Activities:** Workshops, meetings, conferences, demonstration site visits, demonstration materials<br>**Evaluation:** Questionnaires, metrics for 'awareness', asses number of buyers engaged and interested in trials |

**Knowledge provider**

- Willing to independently assess outcomes & economic benefits
- Willing to gather & provide evidence to support business case

**Context:** These groups differ regionally – may include universities, non-profit organisations etc

**Objectives:** Create an increased awareness of PROWATER and a willingness to participate

**Assumptions:** Already have a good knowledge level in relation to blue-green networks and EbA or specific elements of this

**Comms Activities:** Group demonstration site visits, peer to peer, workshops

**Evaluation:** Workshops, conferences/seminars, site visits, policy brief, case studies, demonstration sites, online tools

**Regulator**

- Willing to assist defining baseline condition & legal framework
- Willing to ensure compliance with minimum standards of behaviour

**Context:** Risks to water resources and links to land management are not sufficiently understood, represented and supported in national policy making and subsequent regulation

**Objectives:** Increase the willingness of policy makers to take water resources into account when designing future land management policies and funding for them.

**Assumptions:** We can establish a robust link between measures/asset health and water resources; results from various ongoing projects are clear and consistent; the "window of opportunity" is open and we will be able to tie into a national conversation about drought risk

**Comms Activities:** workshops, conferences/seminars, site visits, policy brief, case studies, demonstration sites, online tools, stakeholder and power analysis

**Evaluation:** Increased awareness, increased funding, appropriate policies and strategies

## 2.6 Design & deliver actions (campaigns):

*Design and deliver communication interventions to meet communication SMART objectives*

Once all the research and conceptual planning had been completed, the next stage was to develop the PROWATER Communication Action Plan and begin to deliver the interventions.

The example below (Figure 9) highlights objectives and interventions produced as part of the PROWATER communication action plan and will be updated as the project progresses, and lessons are fed back.

This research and conceptual planning will be applied regionally in order to develop regional communication action plans, that will guide communication activities throughout the project and allow the lessons learnt to be incorporated and disseminated beyond the timescale of the PROWATER project.

***Figure 9:*** *PROWATER Communication Action Plan*

| Phase | Objective | Action | Timing | Target group | Message | Comms Tool | Frequency | Material/output | Responsible |
|---|---|---|---|---|---|---|---|---|---|
| Cross-border dissemination during the project 1/9/2018 - 31/8/2022 | Cross border dissemination of PROWATER, the socio-economic benefits of the project, as well as communication about the various activities and the final results | Campaign on drought vulnerability and need for EbA-solutions | 1/09/2018-31/08/2022 | regional and local authorities, local stakeholders (drinking water producers), spatial planners | Develop a common communication and awareness campaign that targets a broad audience on i) the importance of nature and landscapes for water provisioning and ii) the need to anticipate to climate change by restoring and enhancing catchments resilience to drought. | website, events, newsletter, social media, press releases, demo site visits | continuous (cont.) | posters, info panes, brochure | LP1 |
| | | Campaign on the need to operationalise a PES to fund EbA-solutions | 1/09/2018-31/08/2022 | policy (regulators all levels) | The message is that a PES-like system to fund many small-scale investments in EbA measures works, but that there is need to effectively create those climate adaptation funds. It is a call to upscale and implement the PROWATER findings in other regions. | events and workshops, meetings and mailings with policy, demo site visits | cont. | draft of a payment for Ecosystem based Adaptation Measures scheme, signed by stakeholders | LP1-PP2-PP5 |
| | | Kick-off event (UK) | Mar-19 | PP's, observers, policy (regulators all levels), stakeholders (buyers, sellers, brokers) | To build an international network to inform (and get feedback) on the project's objectives | newsletter, digital invitation, press release | 1x | network, program | LP1 |
| | | Mid-term event (FR) | 01/09/2021 | PP's, observers, policy (regulators all levels), stakeholders (buyers, sellers, brokers) | To inform on the results of the water demand analysis and resulting long-term vision and action program. | newsletter, digital invitation, press release | 1x | report on findings WP3, program | LP1 |

| Phase | Objective | Action | Timing | Target group | Message | Comms Tool | Frequency | Material/output | Responsible |
|---|---|---|---|---|---|---|---|---|---|
| | | Development of information panes: Based on WP 2, information panes for each of the cases. | 15/01/2022 | international community | To inform on climate change and the importance of the site for high quality ground/surface water recharge. | website, demo site visits | 1x | information panes | LP1 |
| | | International workshop on the design and operationalisation of the rewarding system for EbA measures | 01/09/2021 | PP's, observers, policy (regulators all levels), stakeholders (buyers, sellers, brokers) | To evaluate and discuss the synthesis report. | midterm event (possibly), digital invitation | 1x | report | LP1-PP2-PP5 |
| | | Development of synthesis booklet: Report of the assessment results for the cases | 15/08/2022 | policy, stakeholders, international community | To inform on the findings and results of the project | launch at closing event, website, newsletter, social media | 1x | synthesis booklet | LP1-PP2 |
| | | Demo-visits: Free visits to the demonstration projects (linked to closing event) | 15/08/2022 | regional and local authorities<br>Local stakeholders<br>Planners and consultancy agencies | Practical explanation about the works of WP4 and their benefits for adaptation to climate change and information on the impacts of the investments, including the impacts of past actual-future land-use & management changes within the site. | website,digital invitation, newsletter, social media | 4x | guided visit | LP1 |
| Communication management and support 1/9/2018 - 31/8/2022 | Completion of the PR and communications requirements for partners in accordance with the program rules is made by the communication coordinator. | Spokesperson | 30/09/2018 | project partners | For each country there will be a spokesperson who, in close consultation with each other, communicates to the press. The communication coordinator will talk to the press for items about the project in total. | email and partner meetings for implementation | 1x | a spokesperson for each country (4) | LP1 |

| Phase | Objective | Action | Timing | Target group | Message | Comms Tool | Frequency | Material/output | Responsible |
|---|---|---|---|---|---|---|---|---|---|
| | A communication working group is set up. It includes the communication coordinator and the communicators of the different countries or work packages. The working group provides a message regarding Prowater for every partner. | Development of a corporate style | 15/02/2019 | project partners | For offline communication (articles, press releases, brochures, banners, posters, etc.), a number of resources and templates will be developed to be used by every partner. Both the online and offline communication uses a same corporate style for PROWATER. | textbook, email and partner meetings for implementation | 1x | corporate textbook | LP1 |
| | | Development of a website and social media | 15/02/2019 | international community | To communicate about the status of running activities of all WP's, a project website will be created. The website links with relevant social media channels and sends newsletters. | website, social media, newsletter | 1x | website, social media account | LP1 |
| | | Communication about work packages | 1/9/2018-31/08/2022 | project partners | Any partner that performs concrete realizations within the project can provide communication about an activity.<br>The communications working group provides an umbrella message regarding PROWATER, and the partners can capture this in their particular communication. The communication coordinator will look after the wording and editors. The communication coordinator will develop a communication plan about the target groups, messages and how to reach them. The partners can communicate in that way. | email and partner meetings for implementation | cont. | communication plan | LP1 |

| Phase | Objective | Action | Timing | Target group | Message | Comms Tool | Frequency | Material/output | Responsible |
|---|---|---|---|---|---|---|---|---|---|
| | | Internal communication and communication working group | 1/9/2018-31/08/2022 | project partners | Internal communication is enhanced by the communication workgroup. In addition, the project group (see WP management) will also contribute to the internal communication. Internal communication is as digital as possible. This reduces travel and meeting costs. | Partner meetings, digital means (skype meetings, mails, drives, etc.) | cont. | communication working group minutes | LP1 |
| Final cross-border dissemination activity 2/01/2022-6/6/2022 | During the project 3 events are organized to present PROWATER and its message to the public. Every event has his own targets (see deliverables). The closing Event is to assure a post-project legacy and continuation. | Closing Event (BE+NL) | 01/06/2022 | PP's, observers, policy (regulators all levels), stakeholders (buyers, sellers, brokers) | To assure a strong post-project legacy. Key representatives from all partners will present layman presentations on all results. A speed-dating concept will allow stakeholders to discuss applications and implications with key project members. This aligns with the communication campaign to operationalise a PES to fund EbA-solutions (WP1 + WP4). | newsletter, digital invitation, press release | 1x | PROWATER network, program | LP1 |

## 2.7 Evaluate & iterate:

*Design and deliver communication interventions to meet comms SMART objectives*

Having established the Theory of Change and the logic framework to inform the development and implementation of the PROWATER Communications Strategy, is essential that robust monitoring and evaluation is undertaken (for the project, the strategy and the individual activities included in the Action Plan.

It is through the implementation of effective and robust monitoring and evaluation (and risk assessment) that the successful achievement of the impact and communications objectives of the strategy can be demonstrated. It also allows the benefits realised through the programme to be detected, measured and disseminated (to support learning, knowledge exchange and marketing). Regular M&E activities, incorporated into every aspect of the day-to-day delivery of the strategic plan, also facilitates iterative design and adaptive management (action learning).

As stipulated in the logframe, monitoring and evaluation processes should be designed and implemented for inputs, outputs and outcomes, including short-, mid- and long-term (strategic) outcomes. These methods may include the definition of critical success factors, key performance indicators and an array of other data and metrics.

### Methods for Input M&E

The financial and project management protocols for Interreg Projects, such as PROWATER, provide the perfect opportunity to monitor and report the resources input to project delivery activities. The human resource, financial and physical resources deployed for any activity can therefore be assessed at any stage of the project.

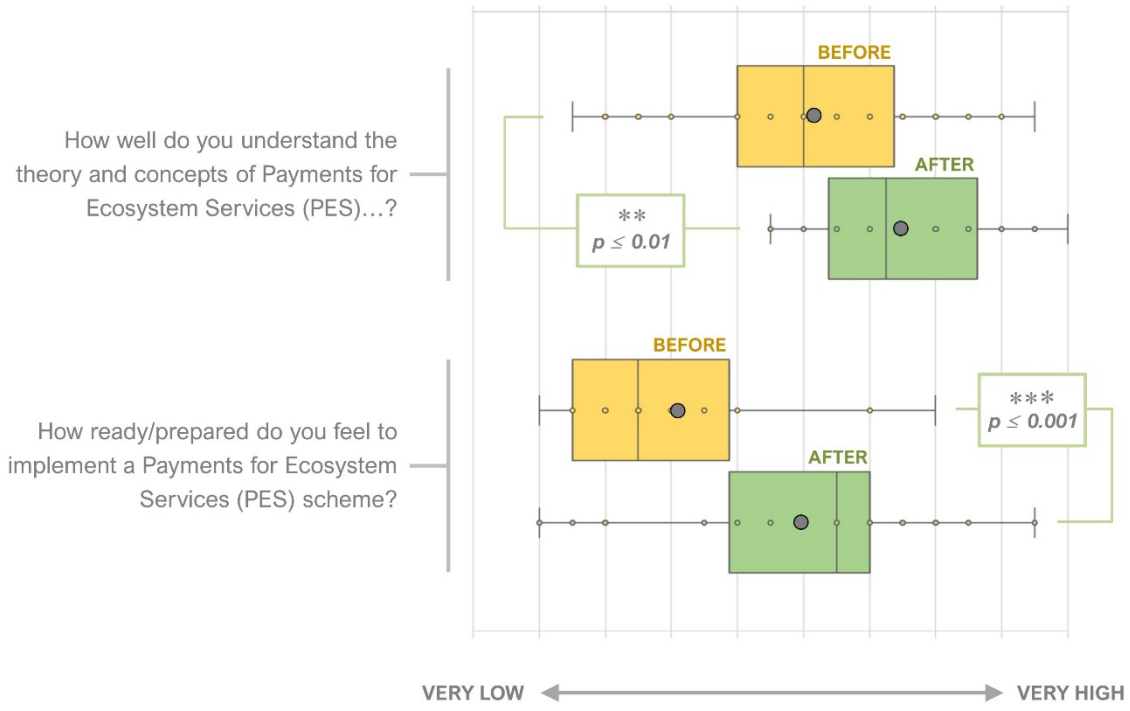
### Methods for Output M&E

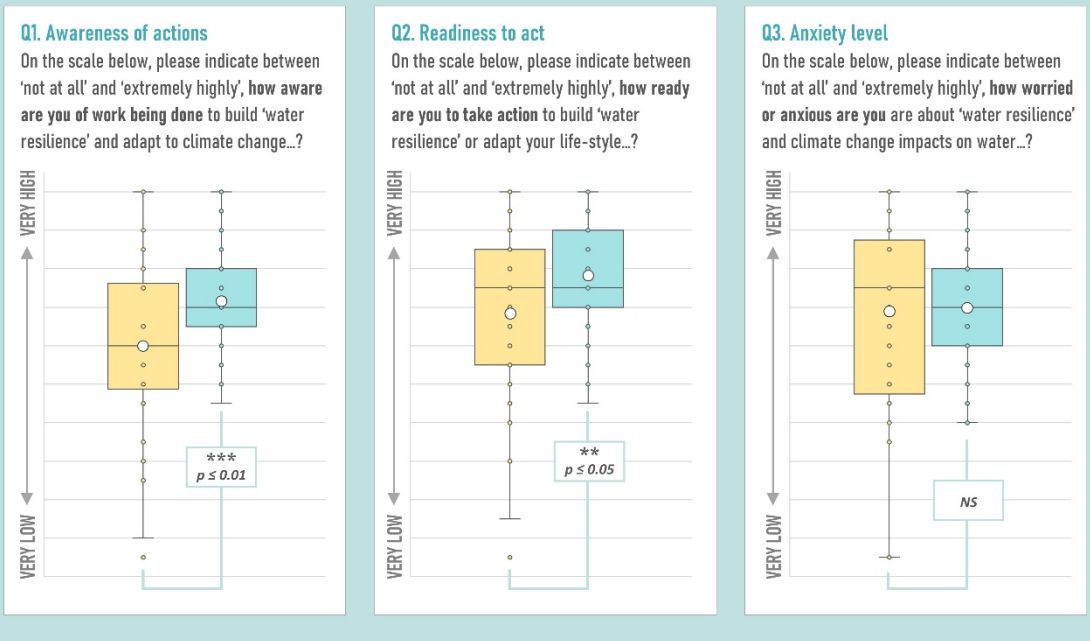
The outputs generated during the delivery of project activity can be monitored and evaluated using several straightforward techniques. Photographic evidence, attendance (sign-in) records and documented evidence of the activities undertaken (such as workshop outputs or digital analytics) can all be used to demonstrate that the outputs were delivered as intended and the immediate objectives of the intervention achieved.

## Methods for Outcome M&E

There is a wide array of techniques that can be used to evaluate the successful delivery of short-, mid- and long-term (strategic) outcomes during the delivery of a communication programme or individual communication activity/intervention. These include methods for gauging the change generated in the audience, during of following the activity (examples of which are illustrated below), but can also include the use of digital data/metrics, web analytics, primary and secondary research, etc, etc…

*Evaluation of outcomes (before and after testing of attendee perceptions) for the September 2018 Prowater Partners' Workshop on the theory and practical implementation of Payments for Ecosystem in the South of England.*



# 3 PROWATER Communication Action Case Studies

Communication action case studies will be provided for key activities throughout the project, to allow learning to be shared among the partners and outside the project. This will include key communication channels such as the website, and events such as the launch event and international workshops. As case studies are produced they will be included within this section of the strategy (using the form in Anne 1) to enable a quick review of some key project actions and to allow an assessment of the impact and benefits of the project.

| PROWATER COMMUNCICATION ACTION – CASE STUDY | |
|---|---|
| NAME OF ACTION | |
| **Launch Conference (Canterbury)** | |
| SITUATION: What was the context of the challenge or issue you are seeking to address…? | |
| Following from the 2018 drought, water scarcity was a wide concern in the UK and beyond and set the scene for introducing the PROWATER project and embedding it within ongoing debate around the potential of natural capital and nature-based solutions approaches. 6 months into the project, an event was held to introduce the challenge addressed by the project to a wider audience and bring together a wide range of stakeholders to share views and approaches to addressing water resources through ecosystem-based adaptation. | |
| PRIORITIES: What overarching factors in the macro-environment within which you are operating will influence your action…? | |
| After a dry summer 2018, policy and other stakeholders were very perceptive to speaking about issues of drought and using nature-based solutions to address this challenge. The conference was therefore timely and well received. Additionally, in the UK, natural capital approaches are supported by government and policy, and embedded in the government's 25-year environment plan, water company water resources management plans and many workstreams of county councils and other authorities. A changing land management system due to anticipated changes after Brexit has increased interest in exploring new funding systems and wider benefits from land management. Brexit also impacted the timing and location of the conference, generating uncertainty around the ability of European partners to travel and of conditions in the South East of England. | |
| AUDIENCE: Who do you want to connect with and what do you want to say to them…? | |
| To introduce the project and its challenge, a wide range of audiences relevant to land and water management was addressed, including regional and national policy makers, local authorities, environmental NGOs, land management organisations, government agencies, academia and private sector consultancies. | |
| OUTPUTS: ACTIVITIES<br>What were the interventions/ actions being delivered…? | INPUTS REQUIRED<br>What physical or human resources were needed…? |
| A one-day conference with a range of speakers from different backgrounds, poster displays, conference video, social media posts and post-event blog. | Staff time, external event manager time, catering cost, speaker time, accommodation (staff and speakers), printed conference delegate packs, printed posters, venue including auditorium and breakout area, audio and video recording equipment |

## OUTCOMES (FROM THEORY OF CHANGE): What short-, mid- and log-term results did you expect to achieve…?

Short term: attendance of appr 150 delegates from a range of stakeholders
Short term: engaged audience satisfied with the event
Medium term: interest in PROWATER and engagement with external organisations
Medium term: increase conversation about collaboration on water resource resilience through EbA
Medium term: generate sense of urgency on addressing water scarcity through EbA
Long term: international network of engaged stakeholders that adopt, advocate and advise on delivery of EbA for water resources

## ASSUMPTIONS & EXTERNAL FACTORS: What assumptions/external factors determined whether you were successful?

Brexit – concern over travel arrangements for European attendants and selection of location in South East England
High interest in topic – drought awareness higher than usual after recent dry summer, land management changes following on from Brexit, high climate change awareness due to recent school strikes for climate and Greta Thunberg speech: a wide audience is engaged with the topic and eager to learn and share opinions, take up new initiatives and so is responsive to the messages about the project and strengthening a network of practitioners.
Willingness to travel to Canterbury on comparatively short notice – although the event was advertised with relatively short notice, delegates will be interested and able to attend a location in the South East
Speakers are willing to speak for free and have a diverse range of knowledge and insight that makes the day interesting and relevant.

## SUCCESS INDICATORS (MONITORING & EVALUATION)

### INPUT METRICS: How did you monitor what investment in time, human resources and physical resources were secured…?

Staff time – timesheets and event manager invoice (hours spent on activity)
Communications channels used and audience reached with information/invitation
Catering & venue - procurement information from venue
Other costs: free or existing resources from partners

### OUTPUT METRICS: How did you monitor whether the activity/intervention was delivered as planned…?

# delegates: sign in sheets and Eventbrite records
Programme for the day
# posters submitted

### OUTCOME METRICS: How did you monitor and evaluate the delivery of the outcomes over the short, mid- and long-term…?

- Level of increase in knowledge: Attendant survey on the day (online poll) to assess increase in knowledge about water resources and land management
- Satisfaction with the day: Post-event survey (online sent out as part of follow up)
- Variety of stakeholders attending: sign up details (organisational background)
- Ongoing engagement with partner organisations (other organisations contact us about the project and outputs, invite project representatives – is occurring but numbers are not recorded)
- No long-term monitoring in place (potential to repeat survey and compare sign up to see if attendants have stayed engaged)

# 4 Annexes

## Annex 1 – Communication Action Reporting Template

| PROWATER COMMUNCICATION ACTION – CASE STUDY | |
|---|---|
| NAME OF ACTION | |
| **e.g. Project website, Launch Conference, PES workshop, Water Resilience Summit 2019** | |
| SITUATION: What was the context of the challenge or issue you are seeking to address…? | |
| Text… | |
| PRIORITIES: What overarching factors in the macro-environment within which you are operating will influence your action…? | |
| Text… | |
| AUDIENCE: Who do you want to connect with and what do you want to say to them…? | |
| Text… | |
| OUTPUTS: ACTIVITIES<br>What were the interventions/ actions being delivered…? | INPUTS REQUIRED<br>What physical or human resources were needed…? |
| Text… | Text… |
| OUTCOMES (FROM THEORY OF CHANGE): What short-, mid- and log-term results did you expect to achieve…? | |
| Text… | |
| ASSUMPTIONS & EXTERNAL FACTORS: What assumptions/external factors determined whether you were successful? | |
| Text… | |
| SUCCESS INDICATORS (MONITORING & EVALUATION) | |
| INPUT METRICS: How did you monitor what investment in time, human resources and physical resources were secured…? | |
| Text… | |
| OUTPUT METRICS: How did you monitor whether the activity/intervention was delivered as planned…? | |
| Text… | |
| OUTCOME METRICS: How did you monitor and evaluate the delivery of the outcomes over the short, mid- and long-term…? | |
| Text… | |