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Tripartite Partnership (TPP) approach to developing innovative management models for delivering water, sanitation and hygiene services to the urban poor in Ghana

TPP

Communications Strategy

DRAFT 3.0

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1 Introduction and objectives

The Tripartite Partnership (TPP) Project is a three-year collaborative approach involving Ghanaian and Dutch partners that aims at innovative management models for delivering water, sanitation and hygiene services to the urban poor in Ghana.

The project will seek to develop knowledge on innovative management models in recognition of the fact that, problems of WASH services delivery are multi-sectoral in nature and the complexity of problems means simple public private partnership (PPP) models are not enough in creating an enabling environment for pro-poor service delivery. Instead multi-stakeholder partnerships that recognise the roles of Local Authorities, NGOS, CBOs are more feasible. TREND Group, the main implementing Agency will work closely with core partner groups involving CONIWAS, PRUSPA, and the Netherlands Water Partnership (NWP) with the support of IRC. The Project will mainly look at water supply but will also focus on sanitation/drainage. The target areas will be towns and cities with population of 10,000 and above. The key sector challenge is to document experiences, develop more innovative approaches through pilot projects and use new knowledge to develop knowledge products, tools and strategies that could be applied at scale. Multi-stakeholder platforms (Learning Alliances) will be established at national and local levels to serve as a central tool for ensuring stakeholder involvement in project planning and implementation. The Resource Centre Network Ghana (RCNG), a network of institutional partners will be critical in the knowledge dissemination and advocacy activities, which will be central ongoing activities throughout programme.

Effective communications are central to these approaches and therefore need to be embedded fully across the range of TPP activities and structures. In doing so, we will strengthen our partnerships as effective alliance of learning platforms that will be able to develop truly innovative management models and influencing the creation of enabling environment for effective pro-poor service delivery.

This **communication strategy** explains what TPP's key communications objectives are and how we hope to achieve them. It has been adopted from the Ripple's Project through a process of consultation with the wider TPP team, led by the Communications Officer.

The strategy has been adapted to **support** TPP's two-fold key project objectives:

- To identify and test a range of different management models for providing water services to the urban poor

- To support the creation of the enabling environment (policy, regulation etc.) necessary for these models to be widely scaled up.

To support these objectives, the communication strategy will seek to:

- Enhance efficient and effective interactions within the project core group and sharing progress made mainly with the funding partners and the SC
- Promote sector learning through
  - ➢ Learning and Sharing using the learning alliance processes
  - ➢ Development and dissemination of knowledge products to sector institutions, practitioners, and policy makers in Ghana to inform, educate and influence policy making and practice
- Contribute to the creation of an enabling environment for possible implementation of innovative models at scale, through
  - ➢ Advocacy, etc.

TPP PROJECT ORGANISATIONAL CHART
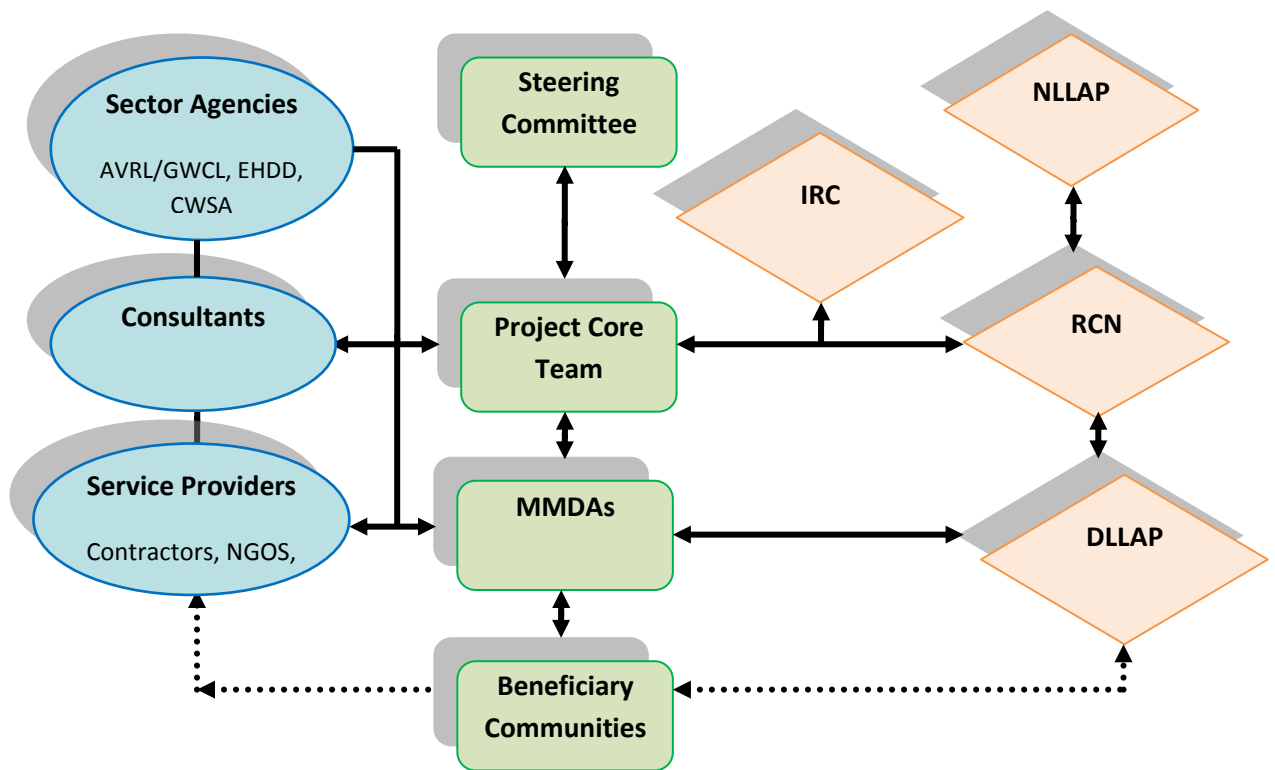
Colour Code

	Implementation Structure
	Service Delivery
	Learning Structure

2 Communications principles

To guide the communications strategy and our approach to implementing activities, TPP follows a few core principles (The "2-TIPS" communications principles).

First, the process of communications is seen as **two-way and continuous.** There should be a constant process of dialogue between the team/researchers/consultants and other stakeholders on issues that include communicating findings on innovative models more effectively and ensuring imaginative approaches are used to promote understanding of issues and impacts, particularly amongst the wider public.

Second, the process of communication should **build trust and legitimacy,** as well as set the ground for the **establishment of consensus** around what innovative model can and should be scaled up to achieve national targets (eg. MDGs), based on evidence from the findings of Tripartite Partnership approach.

Third, communications should seek to have an **impact that enhances systems, capacities and behaviour** for improved planning, more effective financing and greater pro-poor growth benefits for poor people. In short, communications should be part of sector strengthening processes.

Fourth, communications must **use appropriate objects, styles and language** to adapt messages to local and global audiences and for debate or exchange of ideas. It is critical that the act of communication helps to bridge gaps and understandings where, perhaps, these may be exacerbated by poor choice of communications styles and techniques.

Fifth, **process documentation** should be used to deepen understanding of the process of learning within TPP. This involves observing and reflecting on the development of the communications activities and in particular on the way in which the Learning Platforms are developing; and how TPP uses such mediums including the RCN communication tools to disseminate findings.

3 Operationalizing our objectives

TPP will undertake the following activities in order to operationalize the objectives of the communication strategy.

3.1 Enhance efficient and effective communication within the project core group

3.1.1 Improving internal knowledge sharing: TPP needs to ensure that its own internal knowledge sharing is effective so that partner institutions, research teams in the sector have a clear picture of what knowledge is being developed, how it is being used and how it can inform each other's work. This will be achieved through a number of communication channels, including the internet (emails), quarterly updates, workshops and meetings. In practice this means helping internal communications between members, ensuring that members understand   project developments, motivated   to   make   inputs, ensuring interconnectedness among the various structures of the project and ensuring that the LA concept is well articulated.

3.1.2 Process Documentation
Process documentation aims at providing room for deeper learning about complex change processes and adaptive monitoring through critical reflection and identification of patterns and factors that may positively or negatively influence the course of the project. Particularly complex components of project such   as   multi-stakeholder   processes   are   of   central   concern.   Process documentation is critical for TPP to ensure effective learning as well as to provide a more thorough understanding on what model works and what does not to sector stakeholders, researchers and external partners (e.g. NWP, IRC). These will include among others, reporting on project progress.

3.2 Promote Sector Learning

3.2.1. Facilitating the learning process: A key function is in facilitating the learning processes within the sector. In this respect, LA/SC/RCN meetings (and other events) will help to support the generation, linkage and understanding of knowledge emerging from the formulation of conceptual research questions, initial findings to the completion of results and their uptake and dissemination. This will involve the TPP team working closely with the entire project structure including among others, the LA/SC/RCN members drawn from various national institutions and agencies, private sector and NGOs, networks and projects, implementers and policy makers.

3.2.2 Develop and Share knowledge more widely and effectively
In line with supporting the development of better learning processes, and links between   learning   through   the   LAs,   we   will   develop   and   disseminate information materials and enable better sharing of knowledge between TPP and the wider WASH sector. Taking the TPP project outputs beyond the project

partners and into the district, region, national audiences is therefore critical. The communications work will disseminate information to a wide range of audiences in Ghana through the RCN's newsletters (Ghana WASH News) and website (www.ghana.watsan.net), briefing notes, information sheets and media platforms (radio, print) among others. Beyond sharing outputs, TPP will also seek to link with and support other WASH sector events and initiatives. A key issue to address is the local-level involvement in the process of knowledge sharing. This will be done through the local learning structures like the District Level Learning Alliance Platform (DLLAP) at the district level. TPP will also share developments and reports on progress made with the SC as well as the NWP Partners.

3.3 Contribute to the creation of an enabling environment (policies, regulation, ect.) for possible scale up of selected models

In addressing this objective the main focus will be to identify key target audiences, formulate messages, select media mix and collaborate with the relevant institutions/ authorities to advocate for enabling environment for successful implementation of pilots and for possible scale up of selected models.

4 Addressing challenges

The above strategic approach will face a number of challenges. The table below helps to summarize some of the anticipated challenges and ways in which we will seek to overcome them in order to achieve our objectives.

Challenges	Issues to address
• Political influence at level of national policy-making	• Communications must be sensitive to political agendas; we must build trust as we work together with government/ministries/ agencies
• Sector not knowledge/ information driven, but seen gradual improvement with the inception of a lot of projects that recognize the role of KM and support sector KM initiative, the RCN (eg. SWITCH, WASH Cost, WSMP, Triple-S, etc,)	• Mole/ NLLAP are promising platforms for TPP to enable joint learning and develop communications activities at the national level.
• Weak capacity and coordination, especially at the lower level; scattered projects from government and NGOs.	• Important to involve key stakeholders /policy makers/policy shapers, local leaders, key communication actors in the project, in the research agenda and outcomes; and to track uptake of new insights within different institutions. In order to do this, good institutional linkages and understanding are important, including regular contacts
• There is very poor ICT infrastructure meaning that the appropriate communication tools need to be selected to address different levels of audiences	• Internet is not enough and over-reliance on it will bar key groups from communications activities and outputs Appropriate factsheets, briefing notes and other information products would be developed, taking the different target groups into consideration, and effectively disseminated

5 Key audiences, objectives, outputs and outcomes

TPP addresses five distinct audiences, namely:

- internal audience (TPP core project team);
- MDAs, policy makers/ shapers and practitioners audience in Ghana; (GWCL, CWSA, WD, SD, PURC, CONIWAS, PRUSPA)
- MMDAs and district audience; (MMDA, local NGOs, local private sector)
- Representatives of local communities, including WSDBs, where we are undertaking research activities (i.e. community levels).
- International audiences including sector professionals working in other countries in the sub region and beyond.

Breaking this down in a functional sense, we are addressing

The audience of the core project team participating in the research under TPP's research components, selecting research issues and agendas, analysing research outcomes and discussing measures to improve project performance. Communication between them and communication of their lessons learned and recommendations to wider sector audiences is integral to the strategy.

The Ministries, Departments and Agencies, Policy Makers and Influencers, Donors as well as influential constituency of field sector professionals from NGOs, public and private sector institutions working in the area of TPP interest. Research outcomes of TPP on best practices and selected models will be shared with this group through information and advocacy materials, the RCN Media Platforms and the various Platforms including Mole and Round Table Policy Dialogue/Sharing as a way of influencing decision making with regards to scaling up. Outcomes of such interaction need to be incorporated within messages and recommendations for policy and practice development.

The Metropolitan, Municipal, District Assemblies and Sector professionals working at the district level will constitute one of the audiences. Outcomes of the various TPP processes will be shared with this audience and facilitation of the learning processes will be enhanced.

The TPP will engage the local constituencies (eg. representatives of local communities, including WSDBs) where the project is taking place, involve them in the process, learn and share information about the project.

Finally sector professionals working in other countries in the sub region are other audiences. Lessons that are generic for all countries about scaling up management models, financing, governance, planning and impact of WASH services will be shared with government and donor agencies in other countries of the sub region. Existing platforms and institutions will be instrumental in doing so e.g. the African Water Information System (AWIS) Initiative and other regional learning processes

(IRC/WAWI West African Regional Sanitation Symposium)**.**

It is significant to note that only if communication between the partners and participants is effective, can TPP achieve its research and communication objectives.

These audiences will be targeted with specific communication outputs and activities. The following table provides an overview of these outputs/ activities and possible outcomes.

Objectives	Audiences	Activities	Outcome
• Enhance effective and efficient communication within the core project team	• internal audience (TPP core project team)	• Regular communication though email and Skype • Work planning sessions • In-house learning workshops • Development of strategy papers (communication strategy, LA strategy, M&L strategy)	• Internal capacity and motivation developed and sustained • Well informed core project team, fully updated on project developments
• Sharing and reporting on progress made	• NWP TPP partner • internal audience (TPP core project team) • Steering committee	• Quarterly filling in of outcome journals (M&L) • Half yearly SC meetings • Quarterly update (Reports)	• Well informed TPP partners, fully updated on project developments
• Promote sector learning	• MDAs, policy makers/ shapers and practitioners audience in Ghana; • MMDAs and district audience; • Local communities • International audiences	• Periodic TPP National level and district level LA Platform meetings • Information material development and dissemination (factsheets, policy briefs, working papers, newsletter (WASH NEWS) and web articles, etc) • Maintain a TPP part on the www.ghana.watsan website, including information materials and news • Participating and contributing to sessions at workshops and sector events(e.g. annual Mole conference, Ghana water forum) • Development and dissemination of Tools kits/guidelines • Capacity building on the	• A learning and sharing opportunity on innovative management models • Generated new insights from research and reflection • Information on new insights effectively disseminated

		use of tool kit • Radio Programs	
• Contribute to the creation of an enabling environment (policies, regulation)	• MDAs, policy makers/ shapers and practitioners audience in Ghana; • MMDAs and district audience	• Organizing round table policy /LA meetings (NLLAP) • Sector stakeholder meetings/conferences (eg. Mole) to influence policy • Development and dissemination of Advocacy materials (mainly policy briefing notes sheets) • Radio Programs (WASH Agenda; Our Health our Environment)	• Enabling environment that makes it possible for uptake of new insights at scale. • Basic understanding of innovative models and impact on quality service delivery at the district and community level; and support for adoption of new insight within local context.

6 Managing the strategy

The communications strategy is formally the responsibility of TREND Group, the main implementing agency working closely with core partner groups involving CONIWAS, PRUSPA, and the Netherlands Water Partnership (NWP) with technical support of IRC. In practice, Eugene Larbi, the team leader will be overseeing, and planning the strategy with Abubakari Wumbei, the Project Communications Officer who will be directly responsible for implementation.

Implementing the communications strategy will primarily be the responsibility of the communications officer, working in consultation with the Team Leader. However, different TPP stakeholders will have key roles to play, in particular the Core Project Team, the Steering Committee, the RCN and the various NLLAP/ DLLAP.

Additional support will be provided by the other core project staff members, the RCN and other sister projects like SafiSana, WASH Cost, etc. given their proximity to activities and implementation. In addition, staff leading the other components of TPP project (with consultants backing) will support the production of information materials, including working papers, briefing notes, information sheets and GIS Maps, etc.

Through the RCN organized round table sector sharing, the NLLAP/ DLLAP and also other key sector events, the project core team will ensure that lessons learned are shared and the outputs produced disseminated.

The main focus of the communication plan will be to collaborate with the relevant institutions/ authorities to campaign and influence the creation of enabling environment for successful implementation of pilots and for possible scale up of selected models.

7 Monitoring the strategy

Some simple indicators have been developed to monitor the progress and success of the communication strategy.

The three communication objectives address the two-fold project purposes. They also address specific outputs as indicated in the table below.

TPP communication objective	Corresponding TPP purpose	Corresponding TPP outputs
• . Enhance effective and efficient interaction within the core project team	• Create necessary systems and processes that enable the core project team to interact and to identify different management models for providing quality WASH services to the urban poor	• Meetings, Workshops (the structures that enable effective interaction within the core team are established • Internal capacity and motivation is sustained through continuous learning and sharing activities among TPP core team
• Promote sector learning through learning alliances and information materials	• Create necessary structures and processes that enable the effective collaboration across all partner institutions and key Stakeholders to identify and test different Management Models for providing water services to the urban poor	• The NLLAP/ DLLAP (the structures that enable effective collaboration across all partner institutions and key stakeholders) are established • Wide range information materials developed and disseminated
• Contribute to the creation of an enabling environment for possible implementation of innovative models at scale	• Establish a set of advocacy activities to support the creation of enabling environment (policy, regulation, etc.) necessary for models to be widely scaled up	• Relevant advocacy materials developed and disseminated • Round table policy meetings /workshop (structures for advocacy created with partners) • Training kits developed

The delivery of communication's outputs will be verified according to the indicators of the monitoring framework as indicated in the table below:

Narrative summary (NS)/ Objectives	Monitoring areas	Objectively Verifiable Indicators (OVIs)	Means of verification(M0V)
• Communications enhance effective learning processes within the core project team	• Internal communications channels used	• Project core team meets regularly	• Minutes of meetings
• Promote sector learning by sharing knowledge generated through research more widely and effectively with LAs, SC and key policy markers	• Discussions facilitated on identification and testing of existing models for WASH services delivery (in the LA/SC) • TPP information materials produced and disseminated; and used at local and national levels	• Research issues discussed and decisions taken about them in LA meetings • Research issues discussed in sector multi-stakeholder forum (eg. Mole) • Quarterly project update disseminated • TPP web folder created under the RCN website • Policy briefs generated and disseminated • Briefing notes on case studies produced and disseminated	• LA meeting reports • SC meeting reports • Survey among sector stakeholders • WASH News items and distribution list • Copies of presentations at sector events • Web statistics
• Advocate for enabling environment for possible scale up of innovative models	• Advocacy activities facilitated on influencing policy makers/ shapers at the national and local levels • Findings promoted at the national and local levels	• TPP participates in major sector events like Mole and the National Water Forum • Round Table Policy briefing with selected stakeholders	• Presentations at the events • Reports from events and meetings