

STAKEHOLDER COMMUNICATION STRATEGY (SCS)

FUNAFUTI WATER SUPPLY AND SANITATION PROJECT (FWSSP)

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ACRONYMS

ADB	Asian Development Bank
C4D	Communication for Development
CSO	Civil Society Organisation
DICT	Department of Information, Communication and Technology
EHS	Environment, Health and Safety
EMP	Environmental Management Plan
FAQs	Frequently Asked Questions
FGD	Focus Group Discussion
FWSSP	Funafuti Water and Sanitation Project
GEF	Global Environment Fund
GRM	Grievance Redress Mechanism
MoF	Ministry of Finance
MHSWGA	Ministry of Health, Social Welfare and Gender Affairs
MLGA	Ministry of Local Government & Agriculture
MPUIELD	Ministry of Public Utilities, Infrastructure, Environment, Labour & Disaster
OAG	Office of the Attorney General
PIP	Project Information Pamphlet
PLWD	People Living with Disability
PMU	Project Management Unit
PWD	Public Works Department
NGOS	Non-Governmental Organisation
PACOC	Public Awareness and Community Outreach Campaign
TMP	Transport Management Plan
WASH	Water, Sanitation and Hygiene

I. Introduction

Funafuti faces several problems similar to those faced in other urban centres. Inadequate water supply and sanitation services and an increasingly high rate of communicable diseases are particular challenges.

The Funafuti Water and Sanitation Project (FWSSP), supported by ADB, seeks to help address these challenges through: (i) making safe drinking water and safe and resilient sanitation more available to all households on Funafuti; (ii) enhancing hygiene and water conservation awareness and practices that help prevent water and sanitation-related illnesses.

The project is aligned to the Government of Tuvalu's most recent sustainable development strategy¹ and is also in line with the ADB's operational priorities for the region.²

The expected results from improved water and sanitation infrastructure and services will include: i) increased rainwater storages/cisterns reservoirs; (ii) increased rainwater/stormwater harvesting facilities; (iii) stormwater treatment facilities; (iv) improved desalination plant capacity and efficiency; (v) improved waste water treatment and maintenance services for on-site facilities; (vi) improved community sanitation facilities and (vii) improved school sanitation facilities and management.

I. Objectives of the Stakeholder Communication Strategy

Overall Objective:

To foster stakeholders' support for, and trust in, the FWSSP and nurture changes in their health and hygiene habits through transparent and interactive communication approaches contributing to enhanced project outcomes.

Specific objectives:

- To provide relevant information to, and receive feedback from different stakeholder groups, through appropriate communication channels in a regular and timely manner.
- To facilitate meaningful dialogue on project activities through systematic engagement with different groups of stakeholders throughout the lifetime of the project.
- To ensure the views and concerns of more vulnerable groups are heard and taken account of in the development and implementation of the FWSSP.
- To foster adoption of improved health and hygiene practices

II. Potential Issues/Risks

These include:

- Stakeholders, including vulnerable groups, have only a limited understanding of the project leading to misunderstandings and possible delays in implementation of project activities.

¹ Government of Tuvalu.2016. *Te Kakeega III: National Strategy for Sustainable Development 2016-2020*

² ADB, 2016. *Pacific Approach, 2016-2020.* & ADB.2018 *Strategy 2030: Achieving a Prosperous, Inclusive, and Sustainable Asia and the Pacific.*

- Limited capacity of the Project Management Unit (PMU) to: (a) engage systematically with all stakeholders, including vulnerable groups; (b) manage stakeholders' expectations; (c) handle complaints competently throughout project development.
- Some stakeholders are reluctant to adopt improved health and hygiene practices.
- All households on Funafuti atoll may not be able to access improved water and sanitation services fueling some discontent and opposition to the project.
- Limited willingness amongst stakeholders to pay for access to improved water and sanitation services.

III. FWSSP Stakeholders

Key Stakeholders	Primary/Direct Stakeholders	Secondary/Indirect Stakeholders
Ministry of Finance, Economic Development (MoF)	Households on Funafuti Atoll	Construction & Engineering Contractors
Ministry of Public Works, Infrastructure, Development and Water (MPWIDW) Public Works Department (PWD) (under MPWIDW) Meteorological Service (under MPWIDW)	Vulnerable Groups (includes People Living with Disability (PLWD); the Elderly; female-headed household, recent arrivals from other islands to Funafuti who are not government employees and those on low incomes)	Church Leaders including Ekalesia Kelisiano (EKT)
Ministry of Health and Social Welfare (MHSW)	Youth and Children	Island Communities' Assembly Leaders
Ministry of Home Affairs, Climate Change and Environment	Schools	Members of Parliament
Office of the Attorney General (OAG) (under the Office of the Prime Minister) Lands and Survey Department (under the Ministry of Natural Resources Development)	Health Centres and Hospital	CSOs/NGOSs
Department of Information, Communication & Technology (under Ministry of Transport, Energy, Communication and Information)	Landowners	Media (especially national radio)
Kaupule	Businesses	
Falekaupule		
Asian Development Bank (ADB)		
Global Environment Fund (GEF)		
New Zealand Ministry of Foreign Affairs and Trade (MFAT)		

Key Stakeholders: those who can significantly influence or are important to the success of the project

Primary Stakeholders: those who are directly affected by project activities

Secondary Stakeholders: those who have some influence and/or who act as intermediaries in the project process.

IV. Strategic Approach

The Strategic Communication Strategy:

- a) has been informed by (i) a stakeholder analysis which identified and classified different FWSSP stakeholder groups (ii) a communication audit and communication assessment which pin pointed the information exchange and communication practices of the various stakeholder groups. Together these anchor the communication strategy by enabling the tailoring of messages through relevant communication mechanisms to meet the specific needs of the various groups.
- b) coordinates messaging across a range of communication mechanisms to increase understanding and knowledge and foster changes in attitude and behavior.
- c) adopts a multidimensional approach that: (i) recognises the importance of delivering timely access to relevant and understandable information/ messages through appropriate communication channels; (ii) promotes meaningful consultation through dialogue and feedback; (iii) prioritises building PMU capacity to engage effectively with stakeholders; (iv) expands outreach to poor and vulnerable groups and amplifies their voice through collaboration/ partnership with civil society organisations (CSOs) and (v) takes account of lessons learned in other WASH projects.
- d) promotes systematic engagement with stakeholders that helps build their confidence to hold project management and related government agencies accountable for effective delivery of project outputs.
- e) should be viewed as a crucial underpinning of all FWSSP activities requiring a commitment and involvement from staff at all levels for its effective implementation. The strategy is dynamic and will be revisited and updated at regular intervals.

VI. Key Elements of the Stakeholder Communication Strategy

1. Establishment of a communications structure within the PMU: The PMU manager will have overall responsibility for the effective implementation of the SCS. Other members of the PMU team³ will also have responsibility for putting into practice key tasks detailed in the SCS. An NGO will be recruited to work with the PMU team on the roll out of the Public Awareness and Community Outreach Campaign (PACOC) which will be aligned to the principles and approaches outlined in the stakeholder communication strategy. Village level communication focal points will be identified and contractors/construction companies implementing civil works will be required to appoint a communication focal point to facilitate relationships with communities. The PMU team will be supported by relevant technical specialists.

2. Development of Core and Customised Messages: Core information about the FWSSP will be developed by the PMU team, supported by the technical specialists, and addressed to all stakeholders with the aim of raising their awareness about the project⁴ and encourage their support and participation. Customised messages will be targeted towards specific stakeholder groups to take account of their specific needs and preferences during the different phases of project development. The content of customised messages will be determined by the relevant technical specialists. It is anticipated that

³ It is anticipated that the FWSSP PMU team, in addition to the Project Manager and Project Accountant, will include Environment Safeguards Specialist, Safeguards Community Liaison and Communications Specialist, Social Resettlement Specialist and Gender Specialist.

⁴ Core messages would include (i) key project features(objectives, beneficiaries, location etc.) (ii)context ((iii) general activity plan (iv) expected outputs/outcomes/impacts (v) stakeholder engagement mechanisms including feedback mechanisms (vi) Grievance Redress Mechanism (vii) Progress report schedule.

customised messages will be particularly important in the implementation of the enhanced hygiene awareness and behaviour component of the project.

The PMU team will ensure: (a) it has an up to date understanding of the type of information required by each stakeholder group, especially vulnerable groups, at each stage of project development and (ii) timely delivery of that information through appropriate channels.

Customised messages will be developed in Tuvaluan in a wide range of easily understandable, relevant and culturally appropriate materials. These may include leaflets, fact sheets, PACOC posters, Frequently Asked Questions (FAQs), videos, public noticeboards, website etc and will be tailored to meet the needs of specific stakeholder groups. A Project Information Pamphlet (PIP) providing a detailed overview of the project, will be produced and circulated widely through a range of communication channels to stakeholders and potential donors.

3. Communication Channels: Core and customised messages will be conveyed through stakeholders' preferred communication channels identified in the Communication Assessment which informs this strategy. Communication through Radio, Facebook, Mobile Phones and Face to Face meetings will be prioritised and the PMU will also explore using a mix of other traditional communication channels and social media platforms.

4. Two way communications: Meaningful consultations through systematic interaction between PMU staff and different groups of stakeholders, will take place throughout the project cycle. Priority will be given to primary stakeholders - those directly affected by the project- with the aim of ensuring that they not only have a solid understanding of the project but are able to participate in its development and implementation. Face to Face meetings and other forums which allow stakeholders to engage meaningfully at all stages of project development will be considered priority activities. Particular attention will be paid to ensuring that public meetings, focus group discussions, other face to face meetings etc are scheduled in locations and at times convenient and safe for different stakeholder groups. A feedback mechanism which encourages stakeholders' input and ensures a prompt response from project management is considered an integral part of project planning and development and will be put in place in the preparation phase. Regular meetings will also take place with key and secondary stakeholders.

5. Building adequate capacity within the PMU to implement the SCS

Enhancing the capacity of the PMU team to engage effectively with stakeholders is an integral part of the stakeholder communication strategy. Team members need to have both the confidence and competence to (a) facilitate consultations on water, sanitation and hygiene related issues with different groups of stakeholders, (b) respond efficiently to concerns/manage disputes raised through the Grievance Redress Mechanism (GRM), (c) extend project outreach to the most disadvantaged stakeholder groups within communities.

Capacity building will mostly be in the form of on the job training and workshops. A cascade approach to building communication capacity is envisaged whereby the project's technical specialists will work closely with PMU team members to strengthen their communication capacity. The PMU will in turn work to strengthen the capacity of intermediaries such as Kaupule and Falekaupule representatives', communication focal points and communication champions.

6. Collaboration with selected NGOs: The PMU team will seek to collaborate/ develop partnerships with those NGOs which have significant knowledge /experience of working with communities on health and hygiene issues. Such collaboration will enable the project to have enhanced outreach to households and communities.

7. Establishing & Maintaining an effective Grievance Redress Mechanism (GRM): The GRM is an essential vehicle for encouraging stakeholder engagement in, and support for, the FWSSP. The PMU

team will ensure that a multi-level GRM is established and maintained and that during the project preparation phase all stakeholders know its purpose and how to access it. A fully functional GRM can: (i) help resolve project-related disputes before they escalate and become more difficult to manage; (ii) serve as an ‘early warning system’ for project management; (iii) contribute to building trust and confidence in the project and encourage productive working relations between communities and project staff/management. A functional GRM may also serve as a conduit for inviting suggestions, increasing community participation and promoting transparency and accountability. It can also help deter fraud and corruption and mitigate project risks.

8. Project Updates: The PMU will share brief monthly updates with stakeholders through a mix of traditional and on line communication channels. More detailed quarterly progress reports will be disseminated in advance of village-level meetings to discuss progress on implementation and related issues. Village level meetings should be time bound and carefully planned and facilitated to encourage widespread participation and stimulate feedback. The PMU team will be aware of the need to avoid ‘meeting fatigue’ and coordinate carefully in advance so that, where possible, meetings take place at times that do not interrupt people’s work or social events.

9. Retention of specialist technical support: Technical specialists, through the Project Implementation Assistance Consultant ,will support the PMU to fulfil their responsibilities under the SCS.

VII. FWSSP - STAKEHOLDERS COMMUNICATION STRATEGY (SCS) MATRIX

Overall FWSSP Objective:

To increase access to safe water and improved sanitation and reduce the incidence of waterborne diseases in Funafuti.

Overall SCS Objective

To foster stakeholders' support for, and trust in, the FWSSP and nurture changes in their health and hygiene practices through transparent and interactive communication approaches contributing to enhanced project outcomes.

Specific SCS Objectives:

- To provide relevant accessible information to, and receive feedback from, different stakeholder groups through appropriate communication channels in a regular and timely manner.
- To facilitate meaningful dialogue on project activities through systematic engagement with different groups of stakeholders throughout the lifetime of the project.
- To foster adoption of improved hygiene and health practices
- To ensure the views and concerns of the most vulnerable groups about the FWSSP are heard and taken account of in the development and implementation of the project

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
Ministry of Finance, Economic Development (MoF)	<p>Full understanding of the project, especially benefits, entitlements & impacts within communities across Funafuti atoll: support for the project.</p> <p>Prioritise FWSSP to better enable achievement of project objectives.</p> <p>Sufficient resources allocated (human and financial) to the Project Management Unit (PMU) to implement the SCS, including the recruitment of an NGOS</p>	<p>Accuracy, Completeness and timeliness of information.</p> <p>Weak coordination across sectors – poor information flows</p> <p>Changes of staffing/roles within the PMU and related Ministries.</p> <p>Possible confusion between responsibilities of oversight agencies.</p> <p>Poorly functioning GRM resulting in unresolved grievances and oNGOSing problems &</p>	<p>FWSSP Plans, and activities (Water & Sanitation services, & Civil works and WASH activities); expected benefits; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities.</p> <p>Overview of: (i)Grievance Redress Mechanism (GRM) (ii)Environmental Health and Safety (EHS) Plan</p>	<p>Development and circulation of a range of easily understandable core and customised information materials targeted to the various stakeholders on water and sanitation services, civil works and WASH activities .</p> <p>Development and regular updating of project information on FWSSP page of PWD Facebook page & website.</p> <p>Production and circulation of monthly Project Progress</p>	<p>A mix of Project Information Pamphlet (PIP), Frequently Asked Questions (FAQs,) pamphlets, Radio, Social Media (Facebook/Instagram, Twitter etc), mobile phones, project website.</p> <p>Regular Face to Face meetings between PMU/technical specialists and designated officials within the MOF,</p> <p>Monthly Project Progress reports (PPRs)</p>	<p>Throughout project cycle:</p> <p>Preparation: Implementation; Monitoring & Evaluation (M&E)</p>	<p>MoF/ADB</p> <p>PMU Team</p> <p>Project Technical Specialists</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	<p>to deliver the public awareness and Community Outreach Strategy (PACOC).</p> <p>Ensure Capacity Building support for PMU staff and related oversight personnel to implement and monitor the impact of the SCS and PACOC..</p> <p>Ensures clarity on roles and responsibilities within the PMU and oversight agencies.</p> <p>Commitment to ensuring an effectively functioning Grievance Redress Mechanism (GRM) across the project.</p>	<p>delays for the project; reputational damage.</p>	<p>(iii) Stakeholder Communication Strategy (SCS)</p> <p>(iii)Public Awareness and Community Outreach Strategy (PACOC)</p>	<p>Reports(PPRs) and quarterly newsletters</p>			
<p>Ministry of Public Works,Infrastructure, Development and Water (MPWIDW)</p> <p>Public Works Department (under MPWIDW)</p>	<p>Full understanding of FWSSP objectives and activities, benefits, entitlements & impacts</p> <p>Effective oversight of project implementation including the implementation of the Stakeholder Communication Strategy & Public Awareness and Public Outreach Strategy.</p> <p>Active systematic support for the PMU team in implementing the SCS & PACOC.</p>	<p>Accuracy Completeness and timeliness of information.</p> <p>Weak coordination with other ministries/departments – poor information flows</p> <p>Lack of understanding of non-technical aspects of project.</p> <p>Lack of effective oversight of and support for PMU activities.</p> <p>Poorly functioning GRM resulting in unresolved grievances and oNGOsing problems &</p>	<p>FWSSP plans and activities (Water & Sanitation services & Civil works and WASH activities); expected benefits; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities.</p> <p>Overview of: (i) GRM (ii) EHS Plan (iii) Stakeholder Communication Strategy (SCS) (iv) Public Awareness and Community</p>	<p>Development and circulation of a range of easily understandable core and customised information materials on water & sanitation services, civil works and WASH activities.</p> <p>Development and regular updating of FWSSP website.</p> <p>Monitoring various stakeholders’ engagement with the project.</p> <p>Production and circulation of monthly Project Progress Reports (PPRs) and quarterly newsletters.</p>	<p>A mix of PIP,FAQs, project Facebook page/website, radio, TV, Social Media (includes Facebook, Instagram etc.), mobile phones project website..</p> <p>Regular Face to Face meetings between PMU/technical specialist and designated officials within the MoPWELMD /PWD.</p> <p>Monthly PPRs</p>	<p>Throughout project cycle:</p> <p>Preparation; Implement-ation; M &E</p>	<p>MoPWIEMD/PWD</p> <p>PMU</p> <p>Project Technical Specialists</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	Establishment and maintenance of an effective GRM	delays for the project; reputational damage.	Outreach Strategy (PACOC) (v)Stakeholder Engagement Plan				
Project Management Unit (PMU) (under MPWIDW)	<p>Full understanding of the project, especially benefits, entitlements & impacts within communities across Funafuti atoll:</p> <p>Effective management of project activities including environmental and social safeguards.</p> <p>Transparent, inclusive, responsive and systematic engagement with all stakeholder groups to gain support for/ participation in project activities and adoption of improved hygiene practices.</p> <p>Enhanced capacity to implement the SCS & PACOC.</p> <p>Systematic liaison with all key stakeholders.</p> <p>Fully Functioning GRM</p> <p>Effective Collaboration with selected CSOs, WASH sector and other relevant players</p>	<p>Accuracy Completeness and timeliness of information.</p> <p>Lack of clarity on responsibilities and required standards within the PMU for effective communication across all stakeholder groups.</p> <p>Limited capacity of PMU to implement the SCS and PACOC.</p> <p>Poor management of stakeholders' expectations.</p> <p>Lack of trust in/support for project due to limited engagement with some stakeholder groups.</p> <p>Insufficient time to achieve needed changes in hygiene practices</p> <p>Poorly functioning GRM resulting in unresolved grievances and oNGOsing problems & delays for the project; reputational damage.</p>	<p>Detailed understanding of Project Plans/ activities to include (i) Water & Sanitation Services (ii)Civil works – including any land acquisition/ transfer/ leases and resettlement and schedule of civil works and (iii)WASH activities; expected benefits; (iv) potential adverse impacts (e.g. health and safety concerns, loss of income assets etc) and how those will be mitigated and managed; (v) timeframe for implementation of project activities.</p> <p>GRM SCS PACOC EHS Plan</p>	<p>Establish responsibilities for implementation of SCS and PACOC within the PMU team.</p> <p>In liaison with relevant technical specialists & NGOs⁵: (i)develop core and customised messages on civil works & services, WASH activities for the different stakeholder groups: (ii) Establish and maintain a functioning GRM: (iii)Identify the most appropriate medium⁶ for conveying project information to different stakeholders. Disseminate information; (iv)Input to the development of the public awareness and community outreach campaign; (v)Develop and implement a stakeholder engagement Plan; (vi)Identify & support communication focal points and communication champions within communities (vii)Liaise with national WASH sector Group on development of public</p>	<p>PIP, posters, pamphlets, FAQs, project updates, project Facebook page/website, radio, TV, Social media (includes Facebook, Tiktok Instagram), meetings, community notice boards etc.</p> <p>Systematic awareness raising, consultation, dialogue and feedback through a mix of Face to Face meetings, traditional media, social media.</p> <p>Awareness raising &consultation</p>	<p>Throughout project cycle:</p> <p>Preparation: Implement-ation; Monitoring & Evaluation</p>	<p>MoF/MPWID</p> <p>PMU team Project Technical Specialists</p> <p>PMU Team NGOSs Project technical specialists</p> <p>PMU Team CCS NGOSs</p> <p>Project Technical Specialists/ PMU Team</p>

⁵ NGOs implementing the PACOC

⁶ The manner in which a message is conveyed to the different stakeholder groups

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
		Vulnerable groups have limited access to project benefits.		awareness and outreach messages. (viii) Collaborate with relevant local NGOs to enhance involvement of primary stakeholders in, and leverage impact, of the project. (ix) Involve local NGOs in roll out of Public Awareness and Community Outreach Strategy (x) Establish dedicated project telephone line/number. Produce regular monthly progress reports and quarterly newsletters.			
Ministry of Health and Social Welfare (MHSW)	Full understanding of the project, especially benefits of WASH initiatives. Support the PMU team in the development and dissemination of relevant WASH messages	Accuracy Completeness and timeliness of information. Overload of health care front line workers with insufficient time to help promote changes in hygiene practices amongst stakeholder groups	Project Plans to include Water and Sanitation, Civil Works as well as WASH activities); expected benefits from FWSSP; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities. Overview of: (i) GRM (ii) EHS plan (iii) PACOC	Seek input from MoH on the development and dissemination of core and customised WASH messages for different stakeholder groups. Circulation of a range of easily understandable core and customised information materials on water & sanitation services, civil works and WASH activities. Consult MOH on development and roll out of public awareness and outreach strategy	A mix of PIP, FAQs, pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Tiktok Instagram), mobile phones project website. Awareness raising and consultation meetings Meetings with PMU and project technical specialists.	Throughout project cycle: Preparation: Implementation M&E	PMU Team Project technical specialists NGOSs
Ministry of Home Affairs, Climate Change and Environment (MHACCE)	Full understanding of the project, especially benefits, entitlements & impacts for communities across Funafuti atoll:	Accuracy Completeness and timeliness of information.	FWSSP plans/activities, include Water and Sanitation, Civil Works as well as	Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvalu.	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook,	Project Preparation & implementation	PMU Team Project technical specialists

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	<p>Active support for the FWSSP</p> <p>Facilitates discussions with, and support from, Kaupule and Falekaupule throughout lifetime of project.</p> <p>Involvement in FWSSP climate change awareness campaigns & measures to mitigate drought effects and promote water conservation</p>	Weak coordination across Ministries may lead to poor information flow about the project.	<p>WASH activities); s; expected benefits; potential adverse impacts and how those will be mitigated and managed;</p> <p>Resettlement Plans (if relevant); timeframe for implementation of project activities.</p> <p>Overview of: (i) GRM (ii) EHS plan (iii) PACOC</p>	Circulate quarterly newsletters.	<p>Instagram) community notice boards etc.</p> <p>Awareness raising meetings/events</p> <p>Regular meetings between PMU team MLGA , Kaupule and Falekaupule representatives</p>		
Offices of the Attorney General (OAG) (under the Office of the Prime Minister)	Full understanding of the project, especially benefits, entitlements & impacts.	Accuracy Completeness and timeliness of information.	<p>Project Plans to include land acquisition/transfers & Lease processes and corresponding entitlements, expected benefits; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities.</p> <p>Overview of: (i) GRM (ii) EHS plan (iii) PACOC</p>	<p>Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvaluan.</p> <p>Circulate quarterly newsletters.</p>		Project Preparation & implementation	PMU Team Project technical specialists
Lands and Survey Department (under the Ministry of Natural Resources Development)	<p>Full understanding of the project, especially benefits, entitlements & impacts.</p> <p>Active support for the FWSSP.</p>	<p>Accuracy Completeness and timeliness of information.</p> <p>Inadequate liaison with PMU and oversight agencies leading to</p>	<p>Project Plans to include land acquisition/transfers & Lease processes and corresponding entitlements, expected benefits; potential</p>	Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvaluan.	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram), community notice boards etc.	Project Preparation & implementation	PMU Team Project technical specialists

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	Facilitation of land acquisition/lease/ transfers processes as required by the FWSSP	delays in processing any land acquisition and transfers	adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities. Overview of: (i) GRM (ii) EHS plan (iii) PACOC	Circulate quarterly newsletter.	Awareness raising meetings/events		
Meteorological Service	Full understanding of FWSSP. Active support for the FWSSP. Active support for/ involvement in climate change awareness campaigns & measures to mitigate drought effects and promote water conservation	Accuracy Completeness and timeliness of information. Inadequate liaison with PMU & weak coordination across sectoral Ministries leading to poor information flow about the project.	Overview of Project Plans including expected benefits from FWSSP; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities. Overview of: (i) GRM (ii) PACOC	Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvaluan. Seek input from meteorological service on the development of messages to make stakeholders more aware of weather patterns' affect on rain fall/conservation. Circulate quarterly newsletter.	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram), community notice boards etc. Regular Face to Face meetings	Project Preparation & implementation	PMU Team Project technical specialists
Department of Information, Communication & Technology (DICT) (under the Ministry of Transport, Energy, Communication and Innovation)	Good understanding of the overall FWSSP project Good understanding of the SCS and PACOC Support PMU & other agencies to use government communication channels to build public awareness and support for the FWSSP.	Accuracy Completeness and timeliness of information. Inadequate liaison with PMU & weak coordination across sectoral Ministries/departments leading to poor information flow about the project.	Overview of Project Plans/activities including expected benefits from FWSSP; potential adverse impacts and how those will be mitigated and managed; timeframe for implementation of project activities. Overview of: (i) GRM (ii)Stakeholder Communication Strategy (SCS) (iii) PACOC	Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvaluan. Close liaison between designated officials within DICT and PMU and project technical specialists on development and roll out of public awareness & community outreach strategy.	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram), community notice boards etc. Regular Face to Face meetings	Project Preparation & implementation	PMU Team Project technical specialists

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
				Circulate quarterly newsletter.			
Kaupule & Falekaupule (under the MHACCE)	<p>Full understanding of the project, especially benefits, entitlements & impacts</p> <p>Act as champions within communities for the FWSSP</p> <p>Enhanced capacity to facilitate discussions about the FWSSP with the various stakeholder groups.</p> <p>Strengthen the effectiveness of the GRM</p> <p>Facilitate the rollout of the Public Outreach Strategy across communities.</p>	<p>Accuracy Completeness and timeliness of information.</p> <p>Inadequate liaison with PMU leading to loss of interest by Kaupule and Falekaupule representatives.</p> <p>Competing demands on Kaupule and Falekaupule's time</p>	<p>Project Plans/ activities to include: (i) Water & Sanitation & Civil works – including any land acquisition/ transfer/ leases and resettlement framework; schedule of civil works (ii)WASH activities; (iii)expected benefits ;(iv) potential adverse impacts (e.g. health and safety concerns, (v)loss of income assets etc) and how those will be mitigated and managed; (vi) timeframe for implementation of project activities.</p> <p>GRM EHS Plan Environment Management Plan(EMP) Traffic Management Plan (TMP)</p> <p>Overview of SCS & PACOC</p>	<p>Circulate easily understandable, culturally appropriate and accessible information on the overall project in Tuvalu.</p> <p>Seek input from Kaupule and Falekaupule on (i) dissemination of core and customised messages to different groups of stakeholders; (ii) delivering the PACOC</p>	<p>A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram), , community notice boards etc.</p> <p>Regular awareness raising and consultation meetings</p>	<p>Throughout project cycle:</p> <p>Preparation: Implement-ation M&E</p>	<p>PMU team NGOSs Project Technical Specialists</p>
Primary/Direct Stakeholders							
Households(HHs) on Funafuti Atoll	<p>Full understanding of benefits of FWSSP's objectives and planned activities.</p> <p>Support for the Project</p> <p>Active engagement in the design, implementation</p>	<p>Accuracy Completeness and timeliness of information</p> <p>Poor experience of effectiveness of other projects.</p> <p>Information flow mechanisms established</p>	<p>Core message: - Overview of FWSSP to include: (i) objectives, (ii) all planned activities including likely impacts (positive and negative); land acquisition &</p>	<p>Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvalu.</p> <p>Develop and disseminate core & customised messages on available improved water and</p>	<p>A mix of FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Tiktok,Instagram), mobile phones, community notice boards etc.</p>	<p>Throughout project cycle:</p> <p>Preparation: Implement-ation M&E</p>	<p>PMU team (Project Manager, Safeguard Community Liaison and Communication Specialist, Environment Safeguards Specialist ,</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	<p>and monitoring of project activities.</p> <p>Increased awareness of improved water and sanitation services</p> <p>Improved knowledge and utilisation of safe water and sanitation facilities.</p> <p>Increased adoption of improved hygiene and water conservation practices.</p>	<p>do not take account of realities of peoples' daily lives.</p> <p>Existing habits and social norms undermine adoption of new practices.</p> <p>Reluctance to change existing cultural practices and lifestyle.</p> <p>Unrealistic expectations from project.</p>	<p>resettlement (if relevant)</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p> <p>(v) GRM</p> <p>(vi) EHS Plan</p> <p>Customised messages to include:</p> <p>(a)Health benefits of adopting improved hygiene practices (?)</p> <p>(b) Adopting new health & hygiene practices (?)</p> <p>© how to access improved water and sanitation services (?)</p> <p>(d)cost of accessing improved water and sanitation services; (?)</p> <p>Consultation & Participation arrangements</p>	<p>sanitation supply and services: improved water ,sanitation, hygiene (WASH) practices ; information to help inform stakeholders decisions about participation in the project/uptake of project benefits e.g. costs etc.</p> <p>Implement stakeholder engagement plan.</p> <p>Identify and train communication champions focal points within local communities.</p> <p>Conduct WASH public outreach campaign</p>	<p>Churches, Schools and Health Centres disseminate key messages about the project and WASH campaign.</p> <p>Systematic engagement with HHs through Face to Face meetings e.g. awareness raising, consultation, focus groups, survey etc.</p> <p>Wash sector group disseminates customised messages.</p>		<p>Social Resettlement Specialist)</p> <p>NGOs</p> <p>Project technical specialists</p>
Vulnerable Groups includes People Living with Disability (PLWD); the Elderly; female headed households, and those on low incomes.	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Support for the project</p> <p>Increased awareness of improved water and sanitation services</p> <p>Improved knowledge and utilisation of safe water and sanitation facilities</p>	<p>Accuracy Completeness and timeliness of information</p> <p>Lack of familiarity with government policies on water and sanitation.</p> <p>Excluded from participation in the project due to limited targeting and affordability of benefits.</p> <p>Lack of trust</p>	<p>Core/message - Overview of FWSSP to include:</p> <p>(i) objectives,</p> <p>(ii) all planned activities including likely impacts (positive and negative). land acquisition & resettlement (if relevant)</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p> <p>(v) GRM</p>	<p>Disseminate easily understandable, culturally appropriate and accessible information on the overall project in Tuvaluan. (core messages)</p> <p>Develop and disseminate customised messages on available improved water and sanitation supply and services: improved water ,sanitation, hygiene (WASH) practices ; information to help inform</p>	<p>Outreach through a mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Facebook, Tiktok Instagram, mobile phones, community notice boards etc.</p> <p>Systematic engagement through Face to Face meetings, Public meetings e.g. awareness raising,</p>	<p>Throughout project cycle:</p> <p>Preparation:</p> <p>Implement-ation</p> <p>M&E</p>	<p>PMU team</p> <p>NGOS</p> <p>Project technical specialists</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	<p>through affordable means.</p> <p>Increased adoption of improved hygiene and water conservation practices.</p>		<p>(vi) EHS Plan</p> <p>Customised messages to include:</p> <p>(a)Health benefits of adopting improved hygiene practices (?)</p> <p>(b) Adopting new health & hygiene practices (?)</p> <p>© how to access improved water and sanitation services (?)</p> <p>(d)cost of accessing improved water and sanitation services; (?)</p> <p>Consultation & Participation arrangements</p>	<p>stakeholders decisions e.g. costs etc.</p> <p>Work with project champions, communication focal points and NGOss to enhance outreach to vulnerable groups.</p>	<p>consultation, focus groups, survey,</p> <p>Falekaupule, Churches, Schools Health Centres, Island Communities Assembly circulate key messages about the project.</p> <p>Wash sector group disseminates customised messages.</p>		
Children, schools and youth	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Increased awareness and adoption of improved hygiene practices</p> <p>Act as champions/advocates for improved WASH practices within their households and their wider communities</p>	<p>Accuracy Completeness and timeliness of information</p> <p>Timing of WASH campaign/training may not coincide with school timetable.</p> <p>WASH campaign does not capture the imagination/ attention of children and young people.</p>	<p>Core messages provide overview of project and include:</p> <p>(i) objectives,</p> <p>(ii) all planned activities including likely impacts (positive and negative).</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p> <p>(v) GRM</p> <p>(vi) EHS Plan</p> <p>Water, Sanitation and Hygiene (WASH) messages e.g</p>	<p>Develop and disseminate easily understandable and culturally appropriate and accessible information (core information) on the overall project.</p> <p>Develop and disseminate WASH messages, customised to children and young people.</p> <p>Explore how schools can help PMU staff promote greater awareness of the project within pupils' homes and their wider communities .</p> <p>Liaise with schools, children and young people</p>	<p>A mix of project website, Social Media (Tik Tok, Instagram, Twitter, Facebook) radio, TV, mobile phones,</p> <p>Systematic engagement through regular meetings at schools and other public forums</p> <p>Churches circulate and reinforce key messages</p>	Project Preparation & implementation	PMU team NGOS Project technical specialists

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
			(a)Health benefits of adopting improved hygiene practices (?) (b) Adopting new health & hygiene practices at school, at home, within communities (?) Consultation & Participation Arrangements	on types of communication mechanisms to improve uptake of improved WASH practices within schools & in HHs. Identify communication focal points and project champions within schools and youth organisations.			
Hospitals and Health Centres	Understanding of FWSSP, its potential impacts and benefits. Engaged in: (i) design and implementation of WASH activities. (ii) Promotion of project benefits within communities Hospital/Health centres have capacity carry out safely different and more medical procedures Support for the project	Accuracy Completeness and timeliness of information. Unrealistic expectations	Core message - Overview of Project to include: (i) objectives, (ii) all planned activities including likely impacts (positive and negative). (iii) management arrangements (iv) project timeline (v) GRM (vi) EHS Plan Customised Water, Sanitation, (WASH) practice messages Consultation & Participation Arrangements	Develop easily understandable and culturally appropriate and accessible information on the overall project. Seek input from health workers on development and dissemination of WASH messages. Identify communication focal points and project champions within health sector.	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram, Twitter), mobile phones, community notice boards etc. Systematic engagement through regular meetings	Project Preparation & implementation	PMU team NGOS Project technical specialists
Landowners, Farmers and Businesses	Understanding of FWSSP, its potential impacts and benefits. Support for the project Willingness to make land available to enable project development	Accuracy Completeness and timeliness of information Unrealistic expectations Disagreement on entitlements related to land transfers leading to	Core message - an overview of project to include: (i) objectives, (ii) all planned activities including likely impacts (positive and negative).	Provision of easily understandable, accessible and culturally appropriate information (i.e. core information) on FWSSP. Develop & disseminate core & customised messages including: (a)	A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram) mobile phones, community notice boards etc.	Project Preparation & Implementation	PMU team NGOS Project technical specialists

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	Act as champions for the project within their wider communities	delays in project implementation	(iii) management arrangements (iv) project timeline (v) GRM (vi) EHS Plan Customised messages to include: (a) resettlement action plan (RAP) covering land acquisition, related entitlements and compensation and timeframe) (?) (b) how to access improved water and sanitation services (?) (c)cost of accessing improved water and sanitation services; (?) (d)Health benefits of adopting improved hygiene practices (?) (e) Adopting new health & hygiene practices within communities (?) Consultation & Participation Arrangements	accessing improved water and sanitation supply, including costs of access (b) RAP © adopting improved health & hygiene practices at home and in wide communities. Identify project champions	individual meetings with affected landowners/businesses Regular Face to Face meetings		
Secondary/Indirect Stakeholders							
Construction & Engineering Contractors	Detailed understanding of project's objectives, activities, benefits and potential impacts. Comprehensive understanding of ,EMP and GRM,	Limited commitment of contractors to inclusive engagement with different groups within communities during construction	Project Plans to include Water and Sanitation, Civil Works;; expected benefits from FWSSP; potential adverse impacts and how those will be mitigated and	Key elements of Resettlement Plan, GRM. and EHS to be discussed with contractors and included as annexes to contractors' contracts.	Contract(s)	Pre-construction Pre-construction	PWD/PMU PWD/PMU

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	<p>Environmental, Health and Safety Plan.</p> <p>Appointment of communication focal point to help build harmonious and constructive relationships with communities.</p> <p>Fewer grievances from communities during construction phase.</p>	<p>Limited capacity of contractors to: (a) engage effectively with affected communities during project implementation; (b) handle complaints during construction resulting in loss of trust and poor working relations between project and communities.</p> <p>Problems between external labour force and with local communities.</p>	<p>managed; timeframe for implementation of project activities.</p> <p>Details of: (i)Grievance Redress Mechanism (GRM) (ii)Environmental Health and Safety (EHS) Plan (iii) EMP (iv) TMP</p>	<p>Consultations with contractors, prior to start of work, on communication and safeguards requirements.</p> <p>Discussions between contractors and affected communities prior to start of construction on: planned activities, compliance with EMP, labour issues, timeframe etc.</p> <p>Appointment of communication focal point by contractor to liaise with communities (e.g. on GRM, health and safety).</p> <p>Contractor and key staff receive training on the role of/access to the GRM.</p>	<p>Meeting with individual contractors</p> <p>Public meetings, meetings with Falekaupule & Kaupule</p> <p>Regular meetings with Falekaupule and community representatives</p> <p>Training sessions on the GRM & EHS</p>	<p>Pre-construction</p> <p>Pre-construction/ during construction</p> <p>Pre- Construction</p>	<p>PWD/PMU</p> <p>PWD/PMU</p> <p>PWD/PMU</p>
Church Leaders including Ekalesia Kelisiano (EKT)	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Support for the project</p> <p>Support in identification the most vulnerable within their congregations</p> <p>Act as champions for WASH activities within communities</p> <p>Act as communication champions and focal points</p>	<p>Accuracy Completeness and timeliness of information</p>	<p>Core message - Overview of project to include (i) objectives, (ii) all planned activities including likely impacts (positive and negative). (iii) management arrangements (iv) project timeline (v) GRM (vi) PACOC</p> <p>Water, Sanitation, (WASH) behaviour messages</p> <p>Consultation & Participation arrangements</p>	<p>Provision of easily understandable, accessible and culturally appropriate core information on FWSSP.</p> <p>Disseminate customised messages on available improved water and sanitation supply and services: improved water ,sanitation, hygiene (WASH) practices</p> <p>Identify project champions and focal points</p>	<p>A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (includes Facebook& Instagram,) mobile phones, church and community notice boards etc.</p> <p>Systematic engagement through regular meetings</p>	<p>Throughout project cycle:</p> <p>Preparation: Implement-ation</p> <p>M&E</p>	<p>PMU team</p> <p>Government Focal Point</p> <p>NGOS</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
	Act as intermediaries to resolve disputes arising from project activities.						
Island Communities' Assembly Leaders	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Support for the project</p> <p>Support in identification the most vulnerable people from the outer islands resident on Funafuti/</p> <p>Help familiarise communities recently arrived on Funafuti with FWSSP activities</p> <p>Act as champions for WASH activities within communities from outer islands living on Funafuti as well as outer islands.</p>	<p>Accuracy Completeness and timeliness of information</p>	<p>Core message - Overview of project to include</p> <p>(i) objectives,</p> <p>(ii) all planned activities including likely impacts (positive and negative).</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p> <p>(v) GRM</p> <p>(vi) PACOC</p> <p>Core Water, Sanitation, (WASH) behaviour messages</p> <p>Consultation & Participation arrangements</p>	<p>Provision of easily understandable, accessible and culturally appropriate core information on FWSSP.</p> <p>Disseminate customised messages on available improved water and sanitation supply and services: improved water ,sanitation, hygiene (WASH) practices</p> <p>Identify project champions</p>	<p>A mix of PIP, FAQs pamphlets, project newsletter, project website, radio, TV, Social Media (includes Facebook, Instagram,(, mobile phones, community notice boards etc.</p> <p>Systematic engagement through regular meetings</p>	<p>Throughout project cycle:</p> <p>Preparation: Implement-ation</p> <p>M&E</p>	<p>PMU team</p> <p>Government Focal Point</p> <p>NGOS</p>
Youth Organisations	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Increased awareness of and adoption of improved hygiene practices</p> <p>Act as champions/advocates for improved WASH practices within their households and their wider communities</p>	<p>Accuracy Completeness and timeliness of information</p> <p>PACOC campaign does not capture the imagination/ attention of young people and opportunity lost to engage enthusiastic 'champions' for the project.</p>	<p>Core messages provide overview of project and include:</p> <p>(i) objectives,</p> <p>(ii) all planned activities including likely impacts (positive and negative).</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p> <p>(v) GRM</p> <p>(vi) EHS Plan</p> <p>Water, Sanitation and Hygiene (WASH) messages e.g</p>	<p>Develop and disseminate easily understandable and culturally appropriate and accessible information (core information) on the overall project.</p> <p>Develop and disseminate WASH messages, customised to young people.</p> <p>Ensure members of youth organisations from outer islands but resident on Funatufi are included in</p> <p>Liaise with young people on types of communication</p>	<p>A mix of project website, Social Media (Tik Tok, Instagram, Twitter, Facebook) radio, TV, mobile phones,</p> <p>Systematic engagement through regular meetings.</p> <p>Churches circulate and reinforce key messages</p>	<p>Project Preparation & implementation</p>	<p>PMU team</p> <p>NGOSs</p> <p>Project technical specialists</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
			<p>(a) Health benefits of adopting improved hygiene practices (?)</p> <p>(b) Adopting new health & hygiene practices at school, at home, within communities (?)</p> <p>Consultation & Participation Arrangements</p>	<p>channels to improve uptake of improved WASH and water conservation practices within their HHSs and broader communities.</p> <p>Identify communication focal points and project champions within youth organisations.</p>			
Media – radio and TV	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Support for and promotion of the overall project through radio & TV</p> <p>Active engagement in tailoring WASH messages to their specific audiences.</p> <p>Act as a key vehicles for relaying information during the PACOC</p>	Accuracy Completeness and timeliness of information	<p>Overview of project (objective, planned activities at each stage of the project; land acquisition, related entitlements and compensation and timeframe).</p> <p>Stakeholder Communication Strategy (SCS)</p> <p>Public Outreach Strategy (PACOC)</p> <p>Water, Sanitation, (WASH) behaviour messages</p> <p>GRM</p>	<p>Input to the development of the public awareness and community outreach campaign.</p> <p>Assist in dissemination of accessible and culturally appropriate information</p>	<p>PIP, FAQs pamphlets, project website, radio, TV, Facebook/other social media platforms,</p> <p>Regular meetings</p>	Project Preparation & implementation	<p>PMU team</p> <p>Government Focal Point</p> <p>NGOSs</p> <p>Technical Specialists</p>
Members of Parliament	<p>Understanding of FWSSP, its potential impacts and benefits.</p> <p>Support for the project</p> <p>Act as champions for the FWSSP</p>	Accuracy Completeness and timeliness of information	<p>Core message - Overview of project to include</p> <p>(i) objectives,</p> <p>(ii) all planned activities including likely impacts (positive and negative).</p> <p>(iii) management arrangements</p> <p>(iv) project timeline</p>	<p>Provision of easily understandable, accessible and culturally appropriate information on FWSSP..</p> <p>Identify project champions</p>	<p>PIP, FAQs, project newsletter, project website, radio, TV, Social Media (including Facebook, Instagram) mobile phones,</p> <p>Face to Face Meetings</p>	Project Preparation & implementation	<p>PMU team</p> <p>Government Focal Point</p>

Stakeholders	Desired Attitudes/Behaviours/ Actions	Risks	Information Key Messages	Activities	Communication Channels	Timing	Responsibility
			(v) GRM (vi) PACOC				
NGOs/CSOs	Understanding of FWSSP, its potential impacts and benefits. Collaborative relationship with FWSSP PMU Improved outreach to vulnerable groups	Accuracy Completeness and timeliness of information	Core message - Overview of project to include (i) objectives, (ii) all planned activities including likely impacts (positive and negative). (iii) management arrangements (iv) project timeline (v) GRM (vi) PACOC	Provision of easily understandable, accessible and culturally appropriate information on FWSSP. Disseminate core messages on available improved water and sanitation supply and services: improved water ,sanitation, hygiene (WASH) practices	PIP, Fact sheets, Project Website, Facebook, other social media platforms. Face to Face meetings	Project Preparation & implementation	PMU team NGOS