



Twinning Project - SR 2005/IB/EN/01 Capacity Building of the Directorate for Water

between the Ministry of Agriculture, Forestry and Water Management of Serbia and the German Ministry for Environment, Nature Conservation and Nuclear Safety

Component 1: Strengthening the institutional capacity of the Directorate for Water and related institutions

Sub-Component 1.5: Design of a WFD public awareness programme

Activity 1.5.2 PR-Strategy for a Modern Water Management System

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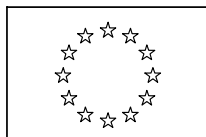
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1 Introduction

The overall objective of this strategy is to support the vision of the Water Directorate which relies on an enhanced communication with all stakeholders in Serbia. We understand this communication as a dialogue and the strategy describes the objectives of the communication of the Directorate, the organisation of the communication and the activities to reach the goals.

Good communication is the precondition for public participation in water management decision making and for sustainable solutions to water problems. The Directorate has extensive knowledge and practice about water issues and it is our hope that this strategy will help us share and develop this knowledge with the citizens of Serbia to the benefit of the state of the waters.

The strategy covers the proactive strategic communication as well as the reactive communication based on contacts to the Directorate from stakeholders. As such the strategy is to become a working tool for the staff of the Directorate.

The strategy will be accompanied by more detailed action plans and evaluated by the end of the period. This strategy is also to be found on the website of the Directorate of Water along with other relevant documents from the Directorate.

2 Objective and values

It is the mission of DW to implement Serbian water legislation in consideration of the national priorities of current and future generations. The vision of the Directorate for Water is to be a competent, credible and national authority taking care of the Serbian waters in full harmony with EU water policy and regulatory principles. The PR Strategy for Modern Water Management should support this vision.

We intend to ensure that the Directorate develops as a transparent organization with enhanced external and internal communication, in harmony with EU water policy from an organisational, judicial and procedural perspective.

Furthermore in this document, we intend to present the intentions and values for our external and internal PR in our daily work for the general public and for our employees. The strategy covers the period of a twinning project and we will evaluate the impact of our efforts by the end of the period.

We are inspired in this work by the principles of the EU WFD on access to information, access to participation through the way this directive has influenced recent by laws on water and perspective new law adopted in Serbia as part of the EU approximation process.

2.1 Key Values

The Directorate of Water attaches importance to the following values in our work:

• Openness

- we intend to be an open institution providing access to our knowledge and expertise for the citizens of the Serbian Republic, the business community, research institutions, other governmental authorities, the media and others with interest in water issues. The work of the Directorate is carried out in a dialogue with all relevant parties.

• Competence

- we intend to be known for executing our duties with the high professional expertise in water protection and our competence is shared with the population in an understandable way.

- **Transparency**

- we intend the Directorate to be known for transparency and good governance practices allowing the citizens to enjoy their water rights.

3 Visions for communication activities

The Water Directorate has formulated the following visions for its communication activities:

Vision 1

Our internal communication in the Directorate is well organised, continuous, clear and timely provided. An open and friendly communication between staff and management stimulates our working environment

Vision 2

In international forums we forward Serbian water policies and national priorities and demonstrate our national capacity to solve water problems

Vision 3

We promote an open and timely exchange of updated information with sector institutions

Vision 4

We are responsive and provide competent and updated information in an understandable manner

Vision 5

We wish to carry out communication in a modern way and in the spirit of the Water Framework Directive

Vision 6

We raise water awareness and law abiding behaviour in the population and we invite the population to participate in water decision making

Vision 7

We assist water agencies and decentralised authorities in the execution of their duties for water issues in Serbia e.g. collection and dissemination of information

Vision 8

We provide clear, complete and expert information to the Minister and assist in promoting water policies in other ministries

4 Priority areas in the near future

This strategy outlines the overall visions for the communication activities of the Directorate for Water and suggests activities to implement the visions. The following initiatives will have top priority during the first planning period namely introduction of electronic administration and communication and development of guidelines for public authorities introducing the principles of the Water Framework Directive. These priority areas will be implemented as priority projects.

4.1 Introduction of Electronic Administration

WD will expand the use of electronic administration. Exchange of documents and information will be carried out electronically and WD will harvest the benefits of rationalisation and service development.

4.1.1 Planning the introduction

Introduction of electronic administration involves project management, organization of working processes, HRD and communication, administrative rules, service provision and external relations, electronic administration and filing, administrative support functions and IT – infrastructure.

WD will prepare a plan for the introduction of electronic administration considering the following issues:

- Digitalisation to cover the entire organisation
- Project to be handled as a project of change
- Project to be realised in stages
- Project to give high priority to continuous information and training
- Decisions only to be taken upon planning stage except for immediate projects
- The Strategy concerns digital administration and filing and therefore implies change of working routines and procedures

4.1.2 Organisational aspects

The Communication Group in WD will be formed and it will plan for the introduction of digital administration in three phases:

- Phase 1: Planning 2007
- Phase 2: Implementation 2008: change of working procedures, development of service concept
- Phase 3: Evaluation and possible expansion 2008

This project organisation will steer the overall planning and take initiative to form smaller groups involving both technical and administrative staff of WD with specific tasks. One such organisation will plan the introduction of an intranet.

This working group will refer to the Communication Group on major decisions.

4.1.3 Intranet

One of the first initiatives to introduce electronic administration and communication in WD will be to organise an intranet facility. An intranet is basically a communication tool providing simple administrative information and distributing news quickly because of its universal coverage.

A small working group will plan the design of intranet considering:

- The contents of Intranet by obtaining inputs from all divisions
- technical set-up and maintenance
- operation of Intranet e.g. webmaster
- a simple design and downplaying complexity of contents
- to test design on different staff
- to train staff and management to make use of the Intranet
- to rearrange existing methods to be overtaken by the Intranet so as not to run parallel systems
- to give instructions on possible expansion of system

Technical arrangements with servers etc. should be organised for the Directorate.

4.2 Guidelines on the implementation of the public participation according to the WFD

WD will assist decentralised authorities and sector institutions in the implementation of the new water legislation based on the principles of the Water Framework Directive. More specifically WD will provide guidelines in which water authorities and sector institutions will find explanations of the principles of the Water Framework Directive. The guidelines will describe the management of water information and provide inspiration to develop the dialogue with the citizens in water issues.

Such guidelines may include relevant considerations on the public participation in water administration, introduction to behaviour, organisation and methods to allow public access and give specific examples of public participation in the Serbian water administration.

4.2.1 Developing and presenting the guidelines

The Communication group will draft the structure of the guidelines and delegate the actual writing of the contents to individuals or small groups. The guidelines may be presented in meetings for relevant staff from local authorities, sector organisations in Serbia to allow for interpretation and discussion.

5 Activities related to the visions

In the following the visions have been translated into communication activities so as to make the visions active in the daily work of the Directorate. The implementation of the activities will be coordinated in an action plan which should carry a budget of its own.

Some of the activities imply a development or changes in well known routines whereas other activities are new and could be implemented as a project with separate terms of reference. As all communication touches upon the mode of behaviour of both staff and management the introduction of changes will be accompanied by information to all relevant parties and in some cases by training, where necessary. Cooperation is envisioned between communication and human resource development units in Ministry.

5.1 Activities related to vision 1

Our internal communication in the Directorate is well organised and continuous. An open and friendly communication between staff and management stimulates our working culture and improves the way we carry out our work.

Our external communication is based on a positive and effective internal communication and a synergy should be attempted so that the messages from the Directorate are clear to everyone.

5.1.1 Regular staff meetings

The management communicates priorities and plans to staff in regular meetings e.g. weekly so that staff is well informed, motivated and able to communicate decisions and information further into society. Staff meetings would also serve to follow-up on issues or unfinished businesses dealt with during the previous period.

5.1.2 Electronic Administration system

Electronic administration is planned for and introduced in stages. An intranet facility will have priority to increase communication between staff and management.

5.2 Activities related to vision 2

In international forums we forward Serbian water policies and national priorities and demonstrate our national capacity to deal with water issues.

The EU approximation process allows a possibility to express Serbian points of view in water discussions and participation in global water forums can be used to strengthen the communication about international water problems and the Serbian contribution to their solutions.

5.2.1 Networking

We develop contacts during the meetings. We attend and distribute introduction materials about the Directorate to contacts.

5.2.2 Continuous updating of website

We continuously update the website and develop staff capacity for this activity (web master). English translation to be available.

5.2.3 Participation in international events

We prioritise participation in international conferences, meetings etc. in order to develop our understanding of water affairs and to bring forward Serbian views.

5.3 Activities related to vision 3

We promote an open and timely exchange of updated information with sector institutions

It is essential for the policy making and strategic work of the Directorate that staff has efficient and effective access to correct information on the water.

In the spirit of the EU WFD the Directorate will promote the exchange of this information with sector institutions and between sector institutions and the public. Our communication with sector institutions will strengthen the sector concept in the administration of water protection.

5.3.1 Dialogue with partners

WD will promote the dialogue on water issues in the National Council for sustainable development in Serbia.

5.3.2 Focussed information for stakeholders

WD will provide timely and expert knowledge and data on water issues to stakeholders so that openness can be achieved about state of the art of water knowledge. WD will look into the needs of different stakeholders in order to prepare relevant information.

5.4 Activities related to Vision 4

We are responsive and provide competent and updated information in an understandable manner

5.4.1 Improved access to water information

Access to water information will be boosted through electronic media especially the website and WD will give priority to relevance and timing of information. The information will be tailor made to the target group so as to be sure to meet demands on relevance and understanding.

5.4.2 Improved public service

The Directorate will analyse its public service obligation and find the best ways to promote and organise increased service to the population. The Directorate will strengthen telephone and reception services and the service mindedness of staff e.g. through training.

5.5 Activities related to Vision 5

We wish to carry out communication in a modern way and in the spirit of the Water Framework Directive

5.5.1 Digitalised administration and communication

WD will introduce digitalised administration and communication in a phased development in order to cater for increased volume of communication.

5.5.2 Campaign on water rights of citizens

WD will carry out a campaign to inform citizens of Serbia about their water rights and the contents of the Water Framework Directive.

5.6 Activities related to Vision 6

We promote water awareness and law abiding behaviour in the population and we invite the population to participate in water decision making

5.6.1 Promoting water issues on the public agenda

We participate in and initiate awareness raising campaigns on water issues and we evaluate the impact of our activities on a continuous basis. We communicate the water dimension of activities and plans of other actors and participate in the public debate on water issues through television, newspapers, meetings etc.

5.6.2 Pro-active contact to media

We feed the media with relevant and well timed information and develop our contacts to national and regional media so that our messages get the biggest impact. We develop a more proactive and offensive style in our information materials for inspiration e.g. through more visual materials.

5.6.3 Promotion of good practices

We publicise examples of good practices of water protection in the media and encourage others to follow.

5.7 Activities related to Vision 7

We assist water agencies and decentralised authorities in the execution of their duties e.g. collection and dissemination of information and public participation

It is important to assist and guide local authorities and agencies with well targeted and well timed information in the implementation of the water policies.

5.7.1 Guidelines on public participation procedures

We assist local authorities in application of local participation methods to the water administrative procedures.

5.7.2 Cooperation with local authorities on campaigns

WD initiate campaigns with local authorities and institutions on specific issues of local relevance so as to communicate the messages in the best possible way.

5.8 Activities related to Vision 8

We provide clear, precise and expert information to the Minister and assist in promoting water policies in other ministries

WD provides optimal service to the Minister. Our expert information given in a correct and precise language enables the Minister to give competent answers to water questions.

5.8.1 Inter-sectoral cooperation

We propose a continuous cooperation in inter-ministerial working groups so as to promote intersectoral discussion of water problems and their solutions.

5.8.2 Quality service to the Minister

We provide our minister with updated knowledge on current issues of importance in the public debate and complete information and analysis of issues of relevance for the political procedures. WD keeps alert towards the media and prepares materials for the Minister in ongoing media debates.

6 Responsibility for communication work

The overall responsibility for all communication activities rests with the Director of the Directorate for Water Protection. A separate communication unit should be established with responsibility for implementation of the activities. This unit will support all aspects of communication work in the Directorate.

Terms of Reference should be prepared for the unit including: IT maintenance work, production of communication and water educational materials, PR functions etc. In addition to the strategy an action plan will be worked out with a budget. The Director will allocate staff and resources to carry out the activities.

7 Follow-up activities

This PR Strategy is the first of its kind in WD and it will be evaluated on its impact and results. WD will develop accounts of its PR activities and in time integrate these accounts in the overall accounts of the Directorate. In principle this strategy tries to integrate the internal and external communication in WD and both aspects should be measured. By the end of the duration of this strategy it will be evaluated on its ability to translate its visions into practise. In between smaller evaluations will be conducted e.g. once a year to check the demand and quality of communication services and materials from WD. Priority activities will be evaluated because they constitute major efforts.

8 Basic framework of the Public Relation

Nowadays, the mass media determine about the topics to take place in certain time span in daily programs of the public communication. A successful communication policy is based on a high presence in the media and based on the **long term and very close work** with the press and other media.

Nature and environment protection today must communicate their crucial impact, concerning the security of work places and furthermore the life quality.

A modern Water Management system (WMS) is based on integrated water quantity and quality management, having regards to the fact that water is a complex issue. Water has the meaning as a vital good, social, economic and environmental issue. In order to have sustainable water supply and use, what also must be indicated is the ecological and chemical status of the water and further steps in order to enhance it. The EU Water Framework Directive (WFD) can be of help and support at this matter, being the legislative framework for the entire water management of the EU since December 2000.

Basic precondition for such an integrated system is a broad and intensive exchange of information on all levels. That includes especially the information and hearing of the public, as well as the active participation of the citizenship in order to improve the water quality and the conscious relation to the water. Also the connection with the policy areas of agriculture, nature and soil protection and spatial and urban planning is of great importance.

The overall objective of this strategy is to support the vision of the Water Directorate which relies on an enhanced communication with all stakeholders in Serbia. This communication should be seen as a dialogue. The strategy describes the objectives of the communication of the Directorate, the organization of the communication and the activities to reach the goals. Good communication is the precondition for public participation in water management decision making and for sustainable solutions to water problems.

The Directorate has extensive knowledge and practice of steering various water issues and it's to hope that this strategy will help sharing and developing this knowledge with the citizens

of Serbia to the benefit of the waters. The strategy covers the proactive strategic communication as well as the reactive communication based on stakeholders' initiatives towards the Directorate. As such, the strategy is to become a working tool for the staff of the Directorate.

The strategy will be accompanied by more detailed action plans and evaluated by the end of the period. This strategy is also to be found on the website of the Directorate of Water along with other relevant documents from the Directorate.

9 Explanation of terms

9.1 PR activities

Basic functions of the public relations in one organization are information, communication and persuasion of the public for the goals of that organisation – in this case, for Directorate for Water in Serbia - such as building, maintaining and forming of the consistent image, confidence and trust. The image and trust are based on the good contact and agreement between various targeted governmental organizations and others, first of all in order to clear any possible conflicts in a trustful way. The stress point is thereby on the corresponding parts of the administration, citizens, citizens' initiatives, media, industrial and environmental organisations, sponsors, cooperatives, etc. Also the lobby-policy, as a particular form of PR should be strongly considered. It naturally succumbs to much less attention of the media, but it can target much more essential points.

There must be a clear division line between the short term daily tasks, dealing with the press by such means as press conferences and press releases, and the long term goals of the PR about the water either through education or campaigns. The highest priority is the creation of a broad environmental awareness and influence on the image of the water administration in the public.

9.2 Awareness on water issues

The awareness on water issues represents the human insight into the fact that the environment, as the basis for human and other existence – is scarce and endangered through more pressing needs of humans, industry, intrusions in the environment etc. The awareness of water issues emerges thereby from the knowledge and attitudes about the environment, the intentions of the behaviour regarding the environment and the actual human behaviour in the environment.

The natural environment is a common property, and everyone has the equal right to use it. Furthermore, individual contributions don't enhance or diminish environmental protection. As long as the environmental behaviour is not legally defined through charges or fines, i.e. as long as it does not provide any direct economical advantages, there is also no high motivation for any environment-friendly behaviour.

Personal exposure to the environment is also of significant influence, for example through the noise, waste gas or industrial waste water. Moral convictions are closely connected to the expenses and costs of the behaviour relevant for the environment. As a starting point, the environmental awareness can be transformed to an environment-friendly behaviour, the lower the costs, i.e. the expenses for this behaviour are. Care for own health is also one strong motive for this kind of behaviour, as well as purchasing ecological products. Also the care for the future generations counts as a motivation factor for protection of the environment.

9.2.1 Integrated Water Resource Management

Support of decision makers and better coordination of decisions which have to be made currently need improvements in order to reach success in Integrated Water Resource Management (IWRM) process and harmonisation with the EU WFD. Activities to create a broader social consensus and political support for improving water management and increasing investments in water must be undertaken. The need to make a powerful message on the economic benefits is going to be the central concern in such activities and especially in advocacy and awareness campaign.

9.2.2 European framework

Although Serbia is not a member of the EU yet, there is a strong political will and need to harmonize domestic conduct and legislation relating to water with European practices. The current Government of Serbia has followed a structured approach towards European Integration, continuing the work launched under the former administration. A comprehensive strategy for joining the EU is under preparation. A new mechanism, institutionalized in the government Rules of Procedure, stipulates that every proposed bill must be accompanied by the statement on compliance with the EU acquis. (Report on the preparedness of Serbia and Montenegro to negotiate a Stabilisation Association Agreement with the European Union, EC, Brussels, 12. April 2005).

WD should soon cooperate with the NGOs, civil society organisations and with the association of water users which will be established according to the new draft of Water Law, in order to gather all stakeholders around the common platform. This common platform will create broader consensus of decision makers, particularly the Ministry of Finance and other governmental players, and the wide variety of users, which will lead to the acceptance of the need to tackle and step-by-step solve the problems. Many of the problems are originating in the absence of cost recovery and the inefficiency of water management policies.

9.2.3 Water economy

A key part of the program is that the tailoring of investments to the specific circumstances and opportunities of the poor can greatly enhance the efficiency of investments and effectiveness in terms of poverty impacts. The adoption of targets such as those in the Millennium Development Goals of the UN is politically and strategically important, but also has an inherent danger that progress is simply measured through the numbers regardless of the sustainability, cost effectiveness or appropriateness of the technologies and management models used. This 'taps and toilets' approach can lead to top-down prescriptive campaigns where uniform solutions are imposed on the poor regardless of their characteristics or desires. The poverty reduction impacts of improved water management are immediate and direct - it enhances livelihoods, improves health and reduces vulnerability - but there is a need to be flexible to reflect the diverse character of both poverty and different environments. Patterns of livelihoods, water use and water resources availability are extremely diverse: there is a need to differentiate policy and regulatory changes to reflect this social and environmental diversity.

Water pricing and cost recovery issues are usually only a part of a larger policy package. They are often combined with other tools of a management strategy. There is clearly potential to reduce water use through management of demand, and water demand seems to be at least somewhat sensitive to properly implemented pricing. Experiences indicate that public and/or stakeholder direct participation in planning is the key to the development of successful strategies.

Integrated funding for integrated water management in Serbia should be based on following:

- Funding all important functions and services of the water sector in a reliable, coherent and sustainable way,
- Including of all aspects of management and investment & operation of the infrastructure,
- Some components easy to finance, others more difficult,
- Some areas of activities are neglected or under-financed: e.g. cross-sectoral & integrative functions - flood control, watershed management, navigation, environmental management, maintenance & repairs.
- The “water economy” should hang together and be properly financed. Under-funding in one area leads to problems in others, and is costly in long term.

9.3 Education on water issues

Education on water issues consists of following tasks:

- Passing on the knowledge about water cycle,
- Pointing out the threatening dangers and concrete shortages of water,
- Sensitization of population in order to understand the water’s role in nature,
- Establishing the awareness of the water scarcity, water pollution, floods and other water related problems,
- Including the basic ethical attitude,
- Enhancement of the water awareness,
- Communicating the responsibility for solutions and actions and
- Strengthening and enhancement of the organisational abilities of the people.

One of the goals which are connected to these tasks is to empower the people for an active water-friendly behaviour and reasonable use of water resources.

Whilst the results of the environment education are more or less failing, the successes of the children and young people can be spectacular, if the environment and particular education projects on water awake and acquire the children’s interest. This involves to bring in the knowledge and experience, in order to encourage them to an active participation and enhance their environmental awareness, with particular emphasis on water awareness.

Practical activities of the children in the nature, near the nearest river or lake and in the water factories achieve a higher learning success than any theoretical learning class.

9.4 Public participation

Civil participation means the participation of the citizens in the political decisions. The item is not strictly limited, but it mainly means a participation which exceeds the choice of the political representatives in the parliament.

For instance, in the Article 14 of the WFD, there are also provisions for the involvement of the public into the process of the implementation of the WFD. Among the provisions, it is to delineate between:

- information,
- hearing,
- active participation.

In cases of information and hearing of the public, the following documents are foreseen:

- Time plan and work program for establishing of the River Basin Management Plan (RBMP),

- Overview over the most important questions concerning the RBMP in the river basin areas
- Drafts of the RBMP.

In addition, the advancement of the active participation of all interested parts is required. The priority is thereby the participation in establishing, examination and updating of the River Basin Management Plan. The public should be able to pursue the development of the water situation in their region.

10 Current state of the PR activities in the water area of Serbia

10.1 Ministry for Agriculture, Forestry and Water Management

The state of the environment is mostly discussed in the Serbian media in special situations, such as the period of severe floods 2006, water pollution incidents, fish die-off etc. Other than that, there are no significant interests in this topic.

In the Ministry for Agriculture, Forestry and Water Management of Serbia, there is an Info centre with four employees. Three persons work in the Call-Centre and Ms. Jasna Stojanovic is responsible for the activities concerning the information both in the written media and available on the Internet. The press releases from the Water Directorate are published via the Info centre. The stress point of the Info centre, concerning the contents, is naturally on the agriculture and water issues are coming on ad hoc basis. There is a draft for an internal and external communication plan for the whole Ministry for 2008. The technical infrastructure for publishing the information on the intranet or internet is available, yet it is out of use in certain divisions. There is a possibility for making the TV interviews and publishing regularly in Ministry's own info magazine, however, both are aiming to the farmers and countrymen rather than the general public.

The available approaches for a Corporate Design at the Ministry level are not applicable in the area of water.

10.2 Water Directorate

It is the task of WD to implement Serbian water legislation with respect of the national priorities of current and future generations. National and international obligations require the implementation of the EU Water Framework Directive (WFD). The vision of the Directorate for Water is to be a competent and credible national authority taking care of the Serbian waters in full harmony with EU water policy and regulatory principles. The PR Strategy for Modern Water Management supports this vision.

At the WD, there is an employee in charge of, among other duties, relation with media and NGOs. Unlike the 90ies, when only the director was entitled to speak with the press, now also the experts in certain fields can independently contact the press. For instance, an expert for flood issues was also assigned in spring 2006 as a contact person for any national or international press representatives. Also, on water inspectorate issues the coordinator of the water inspectorate gave the relevant information on the water pollution issues as well.

A long term strategy for continuous PR work does not exist in the WD. The development of PR work in WD is partly hindered by the fact that most of the PR activities are situated in the Ministry. There is though an excellent experience with the Danube Day in June each year. The ICPDR has declared the 29th of June as a fix term for all countries in the Danube river basin and stimulated the ministries and water organisations in all those countries to organize celebration of that day. This is usually the time, apart when accidents with floods or water pollution happen, for positive PR activities of WD.

The Water Directorate has had their Internet homepage since two years ago. Now all press release information is available on the homepage of the Ministry: www.minpolj.sr.gov.yu.

Information about the water projects, such as SAVA Cards and twinning, are also posted on the Internet via separate web sites.

Round one half of the employees of WD, namely water inspectors, do not work in Belgrade but in various areas of Serbia. These persons were not equipped with computers until this year. The Internet connection as well as the use of e-mails are not adequately developed in these areas. The general Internet equipment in Belgrade is comparable with other European countries, but out of Belgrade it is hard to approach via Internet. Therefore, radio broadcasting and other forms of media in order to reach the broader public should be more emphasised.

All questions from the press, NGO's and citizens are answered in written according to the Law on availability of public information. The paper with the seal on it is generally accepted as valid. Free access to the all public information and environmental information as well is since 2 November 2004 legally prescribed in Serbia.

A draft for the new Water Law concerning the implementation of the EU WFD is present at the Water Directorate since December 2005. Among other changes, the districts are proposed, a large system for price rates for the water services, and the committee of a water conference for the civil participation.

10.3 Public Water Management Companies

In the companies Srbijavode and Vode Vojvodine, there are already PR activities taking place. In the „Vode Vojvodine“ there are some very good experiences with informing the citizens and civil participation. For the last 3 years, in all larger regions of the Danube basin area in Vojvodina, the presentations of Vode Vojvodina's activities are organized in November each year, where the results of the previous and the plans for the year to come were presented. Meanwhile, these presentations are well visited and of use from the citizens for questions and discussion. Besides that, „Vode Vojvodine“ is also engaged in the environmental education of the preschool children above all. Srbijavode for the time being is reconstructing its web site to make it more attractive for public.

11 Goal of the PR-Strategy

The water policy is defined via political, social, economical and administrative systems. The use, development and management of the water resources, as well as the water supply and distribution as service provision, influence directly or indirectly the various levels of the society. In order to establish an effective management, the following aspects are important:

- All citizens should be able to take place in the decision making processes.
- Information should be available free of charge.
- All groups of the society should be in condition to improve their ways of life.
- Administration should provide the citizens with the account of its work.

It's widely recognized that water has traditionally been regarded as a free resource of unlimited supply with zero cost at supply point and at best, water users have been charged with only a part of the costs of water abstraction, transfer, treatment and disposal. All associated externality costs of water have been ignored and users are offered very little incentive to use water efficiently and not waste it.

According to the World Water Development Report 'Water for People, Water for Life', water prices are expected to serve various and often conflicting purposes, including: cost recovery, economic efficiency and social equity.

Defining agenda of the awareness campaign for WD to follow in order to catalyse process of change in water management would greatly enhance the importance of water to different

aspects of development. It should provide for a better understanding of the benefits, including the direct economic benefits that increased investments in water will generate and would stimulate all stakeholders to make these investments. An agenda for change of attitude is needed in order to support the policy and reform processes under way in water sector so that changes become the norm rather than the exception.

Investing in water is a good move, whether one is talking about large-scale infrastructure or small local developments. Investments at all levels can generate rapid returns that make them competitive when compared to the direct economic effects of investments in other sectors. They are also beneficial in wider development terms, in many cases tackling fundamental causes of poverty such as ill health, environmental degradation and livelihoods insecurity.

What is essential is to make the case for increased investments as a central dimension of water's contribution to poverty reduction and economic development. This case is all too often not made, or is made in a fragmented manner without strong enough evidence to support it. A key challenge is to create an environmental policies and regulations that support the scaling up of positive examples of pro-poor water management and policy development, in particular creating the incentives to generate investments, from communities and capital markets, that are essential to supplement government and donor resources. This includes an awareness amongst policy makers of all costs and benefits and values that water investments generate. The argument for investments has to be based on more robust and coherent data than ones presently given: the evidence that exists is compelling to the opposite, but also is too patchy and too localised to convince the hesitants.

Further analysis of this pivotal issue is needed at the national level (to demonstrate the contribution of water management to the national economy), at the level of private investments (to assess the full range of costs and benefits the investments will generate) and at the level of the individuals and households, where poverty and livelihood impacts are most convincingly being understood.

For the good PR-Strategy, the public must participate in the process of its development, at the same time having an economical and social relation with the water as well as increase its environmental awareness.

The legislative basis, among all, is also represented by the Law on the Free Access to Information of Public Interest (Zakon o slobodnom pristupu informacijama od javnog znacaja) from the 2nd November 2004.

11.1 Who should be reached and how?

Regular events:	Danube-Day on the 29th June every year, World Water Day on the 22nd March every year,
Regional events :	Fairs, Congress', Exhibition, University presentations, Regional or local festivities
Theme oriented:	Integrated Water ressource management Water supply, Flood protection, Water pollution, Water prices of water services,
User oriented:	All inhabitants,

children, students,
organisations, institutions, universities,
schools, communities, municipalities

11.2 Which time span is foreseen?

mid-term: till Danube-Day 2008,
see point 7 „Activities and course of time“

long-term: permanent process

11.3 Means of communication

- simple press release information,
- permanent information about own Website with the conclusive and constant Internet address,
- newsletter about successful steps taken in work and the achieved state in the project, by the implementation of the WFD, by the adjustment of the Water Law to the demands of the WFD,
- photo opportunities, press conferences to certain occasions such as Danube Day, measures for protection from flood, bathing season opening, or publications
- press journeys to interesting water organisations or water relevant geographical points
- informative personal contacts,
- posters, flyers
- postcards, posters on Celebrating Danube Cultures, t-shirts and stickers for Danube Day,
- quiz for children in the newspapers
- environment games on the Internet (the EEA is offering a free game in 26 languages on the Website www.honoloko.com. In cooperation with the EEA, it could also be translated to Serbian),
- questionnaire for evaluating the environmental awareness via Internet, with a large promotion of the activity and the Internet site via traditional media (see point 8 „Questionnaire“).

11.4 Choice of media

- radio and TV stations
- daily newspapers (regional, supra-regional)
- weekly newspapers
- Yellow Press
- special publications
- special revues on environment, local issues, cultural matters, travel, free time, etc.
- internet: all press release information and activities will parallelly be documented and posted on the internet

12 Participants, financing and sponsors

12.1 Participants and their tasks

Ministry for education:	Multiplicator for schools and pre-school children
Ministry for culture and media:	Use of contacts to all media Trying to win the commercial time for TV advertising
Ministry for environment:	Partner for questionnaire activity Partner for the environment game on the Internet
Regional Environmental Centre:	

12.2 Financing

The issue of financing is at the moment not clear. There is obviously a request for financial means for the PR work. Minimum would be the means for awards for quiz and questionnaire activity (main award: books on water issues) but far more is necessary for proper PR campaigns.

12.3 Sponsoring

Possible partners to contact:

Coca-Cola, as a sponsor of the Danube-Day,
Water companies/organisations,
TV and/or Radio stations,
Daily newspapers,
Special environment related magazines,
Universities

13 Short-term recommendations for the organisations

- Nomination of a person solely responsible for the PR activities and implementation of the PR strategy at the Water Directorate and the cooperation with the PR person of the Ministry,
- Establishment of a unified Corporate Design (logo, word art...) for press release maps and documents and for publishing on the Internet.
Education of the staff on the basics of the PR issues:
 - How do I write a press release?
 - Organisation of the presentation,
 - Presentation in the media,
 - Observation of media participation,
 - Internet presentations, ...
- Contact with the ministries (in charge for education, culture and media and environment) and institutions specialized for water issues in any sense, in order to establish common PR-activities.
- Contact with the experts association on water issues, with Chamber of Commerce, with public utility companies, water works etc.
- Establishment of an own internet site for the Water Directorate and an independent posting of the information in the Internet
- Improvement of communication between the authorities and within the authorities themselves.

14 Activities in the course of time

Activity	Time span
Regional Conference - Groundwater Management in DRB and other large river basins, press release on groundwater issues and the goals of EU WFD, distribution of information in relation to Danube day celebration.	June 2007
Press conference related to Danube Day celebration, press release for announcement and presentation of the questionnaire	June 2007
Distributing the questionnaire together with a short information on twinning project together with the promotion and invitation to the Danube-Day	About a week later - June 2007
Interviews on water issues in the context of Danube Day in newspapers, TV and radio stations	15 June-29 June
Conclusion of the questionnaire activity	Ending: July 10 th
Press conference on Joint Danube Survey 2	September 2007
Press release about the results of the questionnaire activity, information on the Pilot project: Implementation of the Danube Box in schools in Novi Sad	September/October 2007
Press conference Environment for Europe, Sixth Ministerial Conference	October 2007
Press conference or photo opportunity for publishing the posters i.e. flyers of the WFD, follow up on the Pilot project: Implementation of the Danube Box in schools in Novi Sad	November 2007
Press release on the results of the Pilot project: Implementation of the Danube Box in schools in Novi Sad	April 2008
Press release on the bathing water quality in Serbia and the goals of the WFD	May/June 2008
Interviews of water director in domestic and international daily and weekly newspapers on urgent and strategic water issues	Continuous
News announcements of international activities of WD	Continuous

15 Questionnaire for Evaluation of the awareness for WFD

We want to know what you are thinking about water.

We are members of a twinning project dealing with water. Twinning is an instrument of the EU created to assure the implementation of the common set of laws and regulations of the EU in the candidates and partners countries. Our Twinning Project has name „Capacity Building of the Directorate for Water“ and is a close partnership between the Ministry for the Environment, Nature Protection and Nuclear Safety of the FR Germany and the Directorate for Water of the Ministry of Agriculture, Forestry and Water Management of Republic of Serbia. Its aim is to assist the Serbian water administration in the implementation of the EU’s Water Framework Directive (WFD).

WFD is centered around sustainable water management, which is tied with integrated river basin management, achievement of good status for all waters, cost recovery for water services and public information and consultations in the field of water.

Within our Twinning project we screen the public opinion on water in Serbia. Now we ask you several questions about the situation of water information and awareness. Next year we will ask you again the same questions, so that we could measure if some change occurred in your opinion. If you leave us your e-mail-address, you have the opportunity to win the award – award: 1 of 3 books concerning water issues. We will use your personal data only for this poll.

Please fill in the questionnaire until the 10th of July 2007. and send it back to Valentina Mileusnic, Bulevar umetnosti 2a, 11000 Belgrade. You can fill in this questionnaire also at the Internet site <http://www.twinning-serbia.org/srpski/>

Questionnaire for assessment of water awareness

(If you don't know the answer to one question, feel free to leave it empty.)

How much do you agree with the following statements?

very strongly	partially agree	no opinion	partially disagree	strongly disagree
1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water is an environmental protection issue.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water is an issue of economy.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water is a social protection issue.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water is an human right issue.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How important is it to have clean rivers and water?

Very important	important	neutral	Less important	Not important
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How important is it to have clean drinking water?

Very important	important	neutral	Less important	Not important
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Evaluate the costs of the production of one m³ of drinking water!

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
under 100 dinars	100 – 500 dinars	over 500 dinars

Who should cover these costs, in your opinion?

- | | | |
|--------------------------|--------------------------|--------------------------|
| state | consumers | both |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Do you normally take care about your water use?

- | | | |
|--------------------------|--------------------------|--------------------------|
| always | sometimes | never |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Is it right to calculate the water price based on the water use?

- | | | |
|--------------------------|--------------------------|--------------------------|
| yes | I don't know | no |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Have you ever heard of the Serbian Water Law or read about it?

- | | | |
|--------------------------|--------------------------|--------------------------|
| yes | I don't know | never |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If yes, do you remember where it was?

If yes, could you give a short hint on its contents?

Have you ever heard or read about the Water Framework Directive?

- | | | |
|--------------------------|--------------------------|--------------------------|
| yes | I don't know | never |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If yes, do you remember where it was?

If yes, could you give a short hint on its contents?

For the end, please answer some more questions about your personally.

Name: _____

Town: _____

E-Mail: _____

Age: 5 – 12 13 – 20 21 – 35 36 – 50 51 – 70

Education:

- Elementary School
- Vocational Education
- Secondary School
- High school / University degree

Thank you for your attention and help!