Global Environment Facility funded – Integrating Watersheds and Coastal Areas Management in Caribbean Small Island Developing States (GEF-IWCAM) Project*

Demonstration Project Communications Planning Workshop

26-28 May 2008, Santo Domingo, Dominican Republic

<u>FINAL REPORT</u>

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1. Background, Purpose and Organization of the Workshop

The development and implementation of communications activities to help promote and strengthen IWCAM at community, national and regional levels are fundamental to the success of the Global Environment Facility-funded Integrating Watershed and Coastal Areas Management (GEF-IWCAM) Project. As such, the GEF – IWCAM Project convened a Workshop on Communications, Public Education and Outreach for Integrated Watershed and Coastal Areas Management in February 2008 in Port of Spain, Trinidad & Tobago. Later, recognizing that there was need for more in-depth work in support of the Demonstration Project Work Plans, a second Communications Workshop for Demonstration Projects was scheduled for 26 – 28 May 2008 in Santo Domingo, Dominican Republic.

The GEF-IWCAM Project has nine demonstration projects, in eight of its Participating Countries, which will deliver on-the-ground demonstrations targeted at national hotspots where specific threats have been identified. Each Demonstration activity has been designed to substantially involve national and local NGOs and community groups which are concerned stakeholders in these areas.

The objectives of the Workshop were:

- To develop the Communications and Public Education Strategies and Action plans of each of the Demonstration Projects;

- To provide guidance in the development of meaningful participation by stakeholders; and

- To obtain input from the Demonstration Projects regarding the planned IWCAM Information Management System.

The Workshop was coordinated by the Project's Communications, Networking and Information Specialist (CNIS), Donna Spencer, and the strategic planning exercise was led by Dr. Maria Protz, a Communication for Development Specialist, with extensive experience in the Caribbean who had led the wider strategic communications planning at the February 2008 Workshop.

The Workshop took place over three days from 26 – 28 May 2008 (See Workshop Agenda, Appendix I, page 15).

2. Introduction to the GEF-IWCAM Project

Vincent Sweeney, Regional Project Coordinator, briefly introduced the GEF-IWCAM project and its various components (see his presentation, Appendix II, page 18). This included an overview of the implementation status of all nine demonstration projects, which are part of Component 1 of the Project. In addition the following had been completed so far:

- Review of existing national and regional level indicator frameworks; the indicators template was being finalized following review at a Workshop in March 2008
- Review of national policy, legislation and institutional structures identifying barriers to IWCAM completed; a Tool Kit has been prepared and reviewed
- IWRM Informal Working Group established
- Support for IWRM Planning provided to Grenada, St. Vincent & the Grenadines, Dominica and Antigua & Barbuda
- Project Steering Committee convened in 2006 & 2007; RTAG convened in 2007
- National Inter-sectoral Committees being established
- Production of a range of public education and outreach materials including the quarterly newsletter "*Caribbean WaterWays*" and the bulletin.

Ongoing work mentioned included:

- Regional Work Groups for GIS, Indicators, IWRM etc (to be established, expanded and/or supported)
- Capacity building for environmental monitoring (including Laboratory Strengthening and training) to be provided
- Training in indicators
- Support for model guidelines, policy and legislation
- Support for GIS strengthening
- Development of additional relevant projects
- Support for IWRM Plan development
- Preparation of additional outreach materials
- Support for information management and sharing.

3. Status of the Demonstration Projects – Country Presentations

Antigua & Barbuda: Mitigation of Groundwater and Coastal Impacts from Sewage Discharges from St. Johns

See presentation, Appendix III, page 20.

The Demonstration Project, originally located in the city of St. Johns, had recently been relocated to the McKinnons area in the parish of St. Johns on the North-West coast of Antigua.

By the end of this Project a completed wastewater management strategy would have been produced for Antigua and Barbuda. To date, a consultant has been contracted and is currently conducting studies in the McKinnons area. Collection of baseline data is also an important part of this project. It is intended that a usable database of all previous information relating to sewage management for the demo site and all relevant areas will be created.

While the Pubic Awareness and Training work had started in 2007, it was placed on hold due to the changes in the location of the demo site. Work has once again begun with the creation of brochures and a jingle to be played in the media until the completion of the project. Yet to be completed are public consultations in the McKinnons area which are expected to commence in the first week of June 2008.

The Bahamas: 1) Marine Waste Management at Elizabeth Harbour in Exuma, Bahamas
**   2) Land and Sea Use Planning for Water Recharge Protection and**
**   Management in Andros, Bahamas**

See presentation, Appendix IV, page 23.

Exuma

This project aims to demonstrate active groundwater recharge area protection through the development of a Land and Sea Use Plan supported by an on-the-ground monitoring, surveillance, and compliance, mechanism. In addition, sewage is discharged mainly from yachts and waterside commercial establishments. There are no moorings at Elizabeth Harbour and anchoring causes coral damage leading to environmental degradation. The objective is to demonstrate how such facilities can be retroactively installed and sustainably managed.

To date a Chair for the Steering Committee for Exuma has been appointed, places for moorings have been identified and a harbour master has been selected. With regard to pump out, an exact estimation has not been made as yet by *ClearWater Caribbean*, partners in the Project, but it was projected that there would be 2 stationary pump outs (1 location identified so far) and 2 boats that also pump out. Areas for placement of moorings and anchors need to be finalised. The law as to who can implement moorings needs to be enforced.

Andros

The best groundwater reserve and extensive wetlands are threatened by pollution of the aquifer (as a result of agricultural activities, sewage, careless domestic use, puncturing from development), encroachment, destruction of sensitive habitats, dredging, and over-fishing. To date no project activity has been initiated. Meetings have been held monthly until recently, due to elections and change of staff at the Bahamas Environmental Science and Technology (BEST) Commission.

A project coordinator has recently been recommended in an effort to accelerate progress on both demonstration projects.

Cuba: Application of IWCAM Concepts at Cienfuegos Bay and Watershed

See presentation, Appendix V, page 24.

The main objective of Cuba's Demonstration Project is to demonstrate the benefits of application of the IWCAM concepts for effective management of watershed and coastal areas (IWCAM) in Cienfuegos Bay basin.

Cienfuegos Bay, site of the Cuban Demonstration Project, is located in the South-Central part of Cuba and represents an area that has traditionally suffered from the absence of any integrated environmental management approach. This area extends to some 2 210 km², and is one of the biggest hydrological systems in the country. Its rivers are impacted by several land-based point sources of pollution. These land-based sources of pollutants include excessive nutrients (from agricultural and domestic sources), chemicals (industrial and agricultural), suspended sediment, etc.

Port and marine activities represent one of the principal multiple uses of the bay. Cienfuegos port is located inside the bay, and is one of the most important ports in the country. Associated activities include the movement of general cargo, export of sugar, tanker movement and coastal traffic, and a well-developed fishing industry. The coastal area of the bay is also important for tourism. A whole series of environmental problems have arisen in this area as a consequence of industrialization and a rapid, poorly regulated programme of urbanisation. This has created additional pressure to that already caused by the existing development of the sugar industry, increasing port activities, and the use of environmentally inappropriate fishing technologies. Increased population growth and increased agricultural activities, along with inappropriate and poorly controlled methods of cultivation, have led to depletion of soil fertility and soil erosion. Additionally, there has been insufficient environmental education of decisions-makers and citizens and a lack of community participation in the decision-making process.

Some of the main environmental problems emerging from the aforementioned concerns include:

- Increase of wastewater flow (organic and inorganic wastes) into the basins, leading to eutrophication.
- Increase of soil erosion processes causing excessive areas of sedimentation within watercourses and ultimately within the bay.
- Loss of soil fertility.

- Deforestation of rivers fringes and coastal areas.
- Increased levels of salinity and sediments affecting drinking and irrigation waters.
- General impacts on natural ecosystems with inherent risks to biodiversity and natural resource accessibility/productivity (e.g. fisheries and recreational usage)
- General threats to human health.

Priorities activities for this demonstration project are:

- Water Supply Management, Pollution Mitigation and Environmental Monitoring
- Soil Management and Conservation
- Environmental Education, Capacity Building and Community Work

Dominican Republic: Mitigation of Impacts of Industrial Wastes on the Lower Haina River Basin and its Coast

See presentation, Appendix VI, page 26.

This presentation was very brief as the Project Management Unit was in the process of being set up. The Unit would include a Specialist in Quality and Environmental Management of Industrial Processes, a Specialist in Quality and Environmental Management of Basins and Coasts. Project Steering Committee members and Haina Lower Basin Management Council members had been selected.

Jamaica: An Integrated Approach to Managing the Marine, Coastal and Watershed Resources of east-central Portland

See presentation, Appendix VII, page 27.

The Project Management Unit had been set up and consists of the following; a Governance and Participation Specialist; a Public Information and Outreach Specialist; a Community Animator; a Field Coordinator, and; a Research Officer. All work plans have been completed.

An improved governance structure to support the IWCAM Approach had been put in place with the result that environmental monitoring and enforcement are better.

Five stakeholder meetings have been held. A one-year Work Plan has been completed and a mapping exercise has begun. The following four Committees have been established:

- Sanitation and Livelihoods
- Governance and Enforcement
- Public Education
- Environmental Monitoring

Community members can participate in a maximum of two committees based upon special ability or special interest. State agencies sit on committees relevant to their areas of expertise in order to provide technical guidance. The Environmental Monitoring committee has held three meetings so far and conducted training for a total of 16 persons in chemical and biological water quality in April and May 2008. Monitoring is being conducted for a total of 8 marine sites and 12 riverine sites.

A Grant Programme began earlier in 2008. Following establishment of a Grant Selection Committee, a call for proposals was put out in May with the programme intended to last from August 2008 – April 2009.

Public Education activities have included a debating competition for high schools which takes place in June 2008, a poster competition and a grant programme.

St. Kitts and Nevis: Rehabilitation and Management of the Basseterre Valley as a Protection Measure for the Underlying Aquifer

See presentation, Appendix VIII, page 30.

St. Kitts' water supply comes from a network of shallow wells located on aquifers which are found at a depth of as little as 2 metres near the coast to 70 metres in mountainous areas. The Basseterre Valley Aquifer supplies approximately half of the daily supply. It is only 20 metres to the groundwater/saltwater interface. Coastal aquifers are crucial and need to be protected.

The Demonstration Project has the main objective of demonstrating proper management and protection of this critical aquifer through the following means: mitigation of threats from contaminants; protection of the aquifer, and improvement to the user-resource interface.

Mitigation of threats from contaminants

- Review of agricultural practices and land use and sewage and wastewater practices
- Development and implementation of policy reform and incentives for appropriate land use and wastewater disposal
- Monitoring and compliance

Protection of the aquifer

- Survey of the ecosystem functions and natural resources
- Designation of national park for the protection of the aquifer
- Adoption of a formal management authority
- Development and implementation of an aquifer protection zone management plan

Improvement to the user-resource interface

- Hydro-geological survey of the aquifer and well-field
- Survey of wastage and leaks in the groundwater extraction and distribution process
- Options for recovery and recycling of water and reduction in losses
- Development of IWRM plan for the aquifer and its commercial zone including incentives for water conservation and recycling

The Project Manager had not yet been hired with the result that the Project would have to be scaled down from 3 years to 2 years and there might be implications for the achievement of goals as stated.

St. Lucia: Protecting and Valuing Watershed Services and Developing Management Incentives in the Fond D'or Watershed Area.

See presentation, Appendix IX, page 34.

The Fond D'or Watershed where St. Lucia's Demonstration Project is located is the country's second largest watershed at 10,230 acres. Many years of inappropriate land management practices, significant wastage of available water at the intake and in the delivery network due to ageing infrastructure, inadequate management capacity and low capital investments; and natural climate have resulted in the area being water scarce. To address this, the Demonstration Project uses a range of activities:

- Compensation for environmental services (CES) for best land Practices
- Capacity building
- Land use proposals
- Soil and Water conservation
- Awareness and education
- Long-term watershed Monitoring
- Drainage and Flood Mitigation
- Integration and Networking

A participatory approach is particularly important. The Project Management Unit is guided by the Fond D'or Watershed Management Committee (WMC) which is made up of community members, government representatives, representatives of the water utility and other key stakeholders. The WMC meets regularly. Ongoing and recent activities have included:

- Training workshops and study tours
- Community outreach, particularly through schools and CBOs
- The monitoring of soil erosion
- The launch of a rainwater harvesting demo
- Partnering with the Banana Industry Trust (BIT) to initiate a new pipe-borne water project
- Water quality monitoring (for weedicides, pesticides and other agrochemicals)
- Water safety plans

Trinidad & Tobago: **Land-Use Planning and Watershed Restoration in the Courland Watershed and Buccoo Reef Area**

See presentation, Appendix X, page 37.

The PMU has been fully staffed and includes the Project Manager, an Environmental Education Coordinator, a Geographic Information Systems Specialist, and a Scientific Diver. The National Intersectoral Committee is well established and held four meetings in 2007. There has been significant progress in the following areas:

- **The creation of partnerships and cooperation** – major partners are the Division of Natural Resources and the Environment, Tobago House of Assembly, the National Emergency Management Service, the Water and Sewerage Authority, and Coral Cay Conservation of the United Kingdom.

- **Baseline data collection** – Marine - Coral Cay conservation has collected the marine baseline for one year, 2007, and has identified benthic species. Baseline sites are monitored by the Scientific Diver (13 throughout Tobago) for coral cover, macro algal abundance, coral diseases, presence and identification of sediments and water quality; Terrestrial – in partnership with the Tobago House of Assembly, data is collected for point and non-point sources of pollution and limited water quality testing is conducted.

- **Public and Community Awareness and Participation** – children, youth, land developers, residents and farmers within the watershed make up the main focus

groups. Students from secondary schools are introduced to water quality testing and encouraged to make connections between water quality with land activities. Primary schools within the Courland Watershed and two adjacent watersheds are given outdoor lectures and puppet shows.

- **Community Reforestation** – this is facilitated through partnership with the Anse Fromager Environmental Protection Group and includes reforestation, beach protection, fire protection and community clean-ups.

5. The GEF-IWCAM Communications and Education Approach and Role of the Project Coordination Unit

Donna Spencer described the GEF-IWCAM approach to Communications and Public Education (refer to the GEF-IWCAM Project Communications and Education Planning Guide at: http://www.iwcam.org/information/gef-iwcam-communications-public-education-and-outreach-workshop-12-13-february-2008-port-of-spain-trinidad-tobago/gef-iwcam-communications-and-education-planning-guide-revised-april-2008   as consisting of three parallel sets of activities:

- **Track I:** Public Relations and Public Education

- **Track II**: Social Marketing – Behavioural Modification – Communication for Development (CommDev).

- **Track III:** Documentation and Communicating Lessons Learned and Best Practice

Demonstration Project Managers were reminded that they are responsible for developing and implementing their own communication strategies in collaboration with their Project Teams, and, that they are the public faces of the Demonstration Projects.   The importance of strategizing and planning as early as possible was stressed.

The objectives of the three tracks are different. These were explained and some examples of activities illustrating each were given.

Track I: Public Relations and Public Education

Objectives – to raise awareness amongst the wider public about the declining state of the environment of our watershed and coastal areas and of the benefits of adopting an integrated approach to their management, and; to keep GEF-IWCAM in the public's eye on a timely basis.

Activities could include: newsletters/brochures; media releases/feature press articles; educational presentations/lectures /discussions; media tours of Demonstration Project sites; short radio messages/video documentaries; public service announcements; media events for key milestones; workshops, and; web pages.

Track II: Social Marketing – Behavioural Modification – Communication for Development

Objective - To focus upon behaviours which are having the greatest negative impact upon the state of watershed and coastal areas in GEF-IWCAM PCs and to promote changes in those behaviours by presenting practical alternatives.

This entails:

Audience research

Analysis of the GAPs in the KAPs
Select campaign focus/ issue
Participatory strategy design and material development
Participatory implementation
Evaluation

Track III: Documentation and Communication of Lessons Learned

This has two main objectives:

1) to make information, resources and products developed during the GEF-IWCAM Project easily accessible to the public; and

2) to promote the benefits and lessons learned from the Project to key audiences.

General documentation and Dissemination of Information Activities include: technical reports; guides, toolkits (e.g. legislation, indicators); fact sheets/ briefing sheets; Demonstration Project Case Studies; individual Demonstration Project videos; focus meetings/ workshops/ seminars and; the IWCAM Project Information Management System (PIMS).

With respect to each of the three parallel tracks, the Project Coordination Unit (PCU) would have its own set of activities. Donna Spencer explained the PCU's approach to Track II, which targets decision-makers, in some detail, given its implications for the sustainability of the approach. See presentation, Appendix XI, page 40.

In recognition of the resource constraints faced by the Demonstration Projects with regard to communications and public education activities, the importance of seeking partners was stressed. They can help to, among other things:

- Fund activities and publications

- Sponsor advertisements

- Fund other tangible items (e.g. events, bags)

- Endorse messages/ positions

- Share workload

- Involve wider range of participants

- Enrich activities

- Seek free space, airtime in commercial media (public service appeal)

- Use available resources (e.g. Government departments have access to the Government Information Service)

6) The Strategic Communications Planning Process

Maria Protz reiterated that the main goal of the Workshop was to ensure that by the end of it each demonstration project had well advanced, on paper, a well-thought out, structured and integrated communication strategy that is harmonized within its overall work plan.

She then proceeded to recap some of the main points introduced at the Project's first communications workshop held in Trinidad in February 2008.

All of the steps involved in designing and executing a strategic communications plan were introduced and discussed by Dr. Protz (See presentation Appendix XII, page 44). Participants worked in pairs consisting of the Demonstration Project Manager and communications person present from each country, with the exception of St. Lucia which had only one representative. In the series of working sessions which followed, each group worked through the following stages of the Strategic Communications Planning process:

- Establishing a clear problem statement to be addressed and a SMART and Necessary and Sufficient overall communication goal;
- Establishing clear and SMART objectives to achieve the goal;
- Identifying PRIMARY and SECONDARY audiences;
- Identifying SMART communication activities to fulfill your objectives and/or support the demonstration project's intervention activities; and
- Establishing SMART indicators for measuring communication effectiveness.

At intervals selected templates were distributed to participants as they allowed exploration and discussion of these steps in detail and with reference to case study material. All templates used may be found in Appendix XIII, page 57. In addition a series of resource and example materials were referred to and distributed to participants during the course of presentations as well as the working sessions. The PCU should be contacted if copies are desired for reference.

7) FIELD TRIP: Lower Haina River Basin, site of the Dominican Republic's Demonstration Project

On the afternoon of Tuesday 27 May participants in the workshop visited the Lower Haina River Basin, site of the Dominican Republic's GEF-IWCAM Demonstration Project and one of the main industrial conglomerations in the Dominican Republic. Within this River Basin there is a coal-fired electricity generating plant, a petroleum refinery and a vehicle battery factory amongst more than one hundred medium to large sized industries. The area has been highly contaminated by these industrial activities as well as by the solid and liquid wastes generated by the communities. It is home to very large unplanned or squatter settlements and the effects of the lack of planning and services are very apparent on the hills, along the river banks and in the water.

The waters of this Basin are among the main fresh water sources of the capital city, Santo Domingo. The Project is working to reduce the pollutants in the river basin through interventions in the industrial sector. Participants were shown some of the key sites.

8) Mainstreaming Communications Activities into Demonstration Project Work Plans

The first part of Day 3, Wednesday 28 May, focused upon mainstreaming communications activities into the work plans of the Demonstration Projects once the strategy is written. In this presentation (see Appendix XIV, page 65) Maria Protz stressed the importance of:

- **Budgeting**: checking the available budget and adapting the plan accordingly: distinguishing the "must-do activities" i.e. those necessary to the achievement of the communication goals and objectives. *The objective-and-task method* of budgeting in which budgets are established by: reviewing specific objectives, identifying the tasks that must be performed to achieve these objectives; and estimating the costs associated with performing these tasks is the approach recommended by IWCAM. This method also allows projects to look at whether activities can be altered or done more efficiently and cheaply while still allowing achievement of the same objective. Rather than changing

goals or objectives, is it possible to adopt a different communication activity that fits the budget?

- **a comprehensive implementation plan** with three main components: 1) a distribution (dissemination) plan; 2) a public relations plan; and 3) an internal readiness plan.

- **outlining the management and implementation plan**, and

- **monitoring, documentation and evaluation:** Ideally, in order to determine if the campaign has had an impact, measurement should be done at three stages: a) **Baseline data** should be collected before the launch of the campaign. This data is used to assess later impact; b) **During campaign** monitoring data should be collected to track results; and c) **Post-campaign** data should also be collected when the communication elements are all totally completed.

9) Demonstration Project Presentations

Following the Working Sessions, each of the Demonstration Projects presented their Strategic Communications Plans for discussion. Given the limited time available for working through each of the stages of the planning process, although much progress was made, no demo was actually able to complete all stages for all activities. The presentations were made using the templates given (see Appendices XV to XXII, pages 77 - 98) and each was in turn commented upon by Maria Protz as well as the other participants.

10) Ensuring Meaningful Participation

The inclusion of stakeholders is a fundamental component of Integrated Water Resource Management (IWRM) and is necessary to ensure that the multiple perspectives, needs and objectives of the community of water users are properly represented. Edward Spang, doctoral candidate, Tufts University, in his presentation (see Appendix XXIII, page 99) stressed the benefits of participation while acknowledging that it is a time consuming process. These include enhanced democracy, empowerment, ownership, access to data, insight into the problem, and knowledge sharing.

In order to help Participating Countries and the Demonstration Projects in particular ensure that stakeholder participation is meaningful, and not merely token, he had developed, in consultation with the PCU, an **Evaluation Checklist for Ensuring Meaningful Participation** (see Appendix XXIV, page 102). This provides a brief set of assessment criteria to monitor participatory learning based upon the common principles of PLA (Wageningen University): Acceptance Criteria; Process Criteria; Learning Criteria, and; System Change and "Bottom Line" Results.

The Checklist was reviewed and Demonstration Project Managers were encouraged to use it to evaluate participation. It can be adapted to suit their particular contexts and should be used periodically at successive meetings of a watershed management committee, for instance, in order to evaluate participation over time. Since this is an important aspect of evaluation, all demonstration projects were asked to use the tool as much as possible.

11) The GEF-IWCAM Information Management System (IMS) and Sustainability

The PCU is working to develop an IWCAM Information Management System (IMS) which facilitates and supports the Project's implementation and continues to provide support and information for the IWCAM approach into the future. This is relevant to Track III of the Project's

Communications Strategy: Documenting and Communicating Lessons Learned and Best Practice.

Donna Spencer briefly presented the rationale for the IMS and its status. It would be built in stages, with the initial stage to begin later this year. Terms of Reference (TORs) for consultants were being prepared. Inputs on desired functionalities of the system were being sought from the Demonstration Project Managers, given their roles and country perspectives. Brief discussion followed and participants were encouraged to send input following the meeting due to the fact that there was little time for more discussion during the Workshop. See presentation, Appendix XXV, page 108.

12) The Way Forward

The participants (see complete List of Participants, Appendix XXVI, page 110) were all urged to complete their Demonstration Project Strategic Communications Plans and begin implementing them as soon as possible. Donna Spencer reminded that the PCU is available to assist and that she would welcome any questions regarding their communications and public education and outreach activities as work continues.

Participants were also reminded that the Project has a **Communications Protocol**, to which they had been introduced at the orientation meeting which took place in May 2007 in St. Lucia and which was meant to guide them in such things as use of the Project logo etc. Further information could be sought from the CNIS.

Maria Protz and Edward Spang were both thanked for their invaluable contributions to the Workshop. Both voiced their willingness to continue assisting the Project as it developed communications and stakeholder participation further. The Dominican Republic's Demonstration Project team, and in particular, Felipe Ditren, Director of the Secretariat for Environment and Natural Resources, who had most graciously been the guide, were thanked for a very interesting and enlightening field trip to the nearby Lower Haina River Basin.

Participants were assured that the Draft Workshop Report would be circulated to all participants for comment before finalization as soon as possible.

After a final thank you to the Secretariat and all participants for their keen participation, the meeting ended.

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Demonstration Project Communications Planning Workshop

26-28 May 2008, Santo Domingo, Dominican Republic

<u>AGENDA</u>

	DAY 1: Monday 26 May	
8:30 – 9:00	Registration	
9:00 – 9:15	Welcome and Introduction to the GEF-IWCAM Project	Vincent Sweeney, GEF-IWCAM Regional Project Coordinator
9:15 – 9:20	Greetings from the Government of the Dominican Republic	Jose Valenzuela, Project Coordinator, Dominican Republic Demonstration Project
9:20 – 9:30	Purpose and Organization of the Workshop	Donna Spencer, GEF-IWCAM Communications, Networking & Information Specialist
9:30 – 10:45	Status of the Demonstration Projects: 1) Antigua & Barbuda 2) The Bahamas 3) Cuba 4)Dominican Republic 5) Jamaica 6) St. Kitts & Nevis 7) St. Lucia 8) Trinidad & Tobago *Followed by brief discussion*	Demonstration Project Managers
10:45 – 11:00	Coffee Break	
11:00 – 12:00	The GEF-IWCAM Communications and Education Approach and Role of the Project Coordinating Unit: 1) Public Relations and Education 2) Behaviour Modification	Donna Spencer

	3) Documentation and Communicating Lessons Learned *Followed by brief discussion*	
12:00 – 13:00	Lunch	
13:00 – 14:30	The Strategic Communications Planning Process .	Maria Protz
14:30 – 14:45	Coffee Break	
14:45 – 16:30	Working Session I: Demonstration Projects Report: GAPS in the KAPS and Identifying Primary and Secondary Audiences *Followed by review and revision*	Demonstration Project Representatives Review by Maria Protz
DAY 2: Tuesday 27 May		
8:30 – 8:45	Recap of Day I	Donna Spencer
8:45 – 10:00	Working Session II – SMART Objectives and Appropriate Indicators	Facilitated by Maria Protz
10:005 – 10:15	Coffee Break	
10:15 – 12:00	Working Session III – Identifying Communications Activities	Facilitated by Maria Protz
12:00	Lunch	
Afternoon	FIELD TRIP - Dominican Republic's Demonstration Project site – Lower Haina River Basin	
Day 3: Wednesday 28 May		

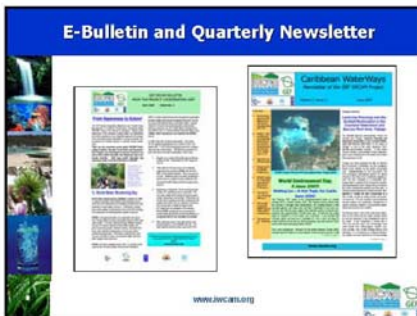|		
8:30 – 8:45	Introduction to Day 3	Donna Spencer
8:45 – 10:15	Working Session IV: Mainstreaming Communications Activities into Demonstration Project Work Plans	Facilitated by Maria Protz
10:15 – 10:45	The Importance of Evaluation *Followed by discussion*	Maria Protz
10:45 – 11:00	Coffee break	
11:00 – 12:15	Presentation of Demonstration Project Communications Work Plan Outlines	Demonstration Project Managers
12:15 – 13:15	Lunch	
13:15 – 13:45	Ensuring Meaningful Stakeholder Participation *Followed by brief discussion*	Edward Spang
13:45 – 14:45	Working Session - Towards Meaningful Stakeholder Participation	Facilitated by Edward Spang
14:45 – 15:00	Coffee Break	
15:00 – 15:15	The IWCAM Information Management System and Sustainability	Donna Spencer
15:15 – 16:00	Demonstration Project Information Needs and Contributions/Inputs *Discussion, to include consideration of outputs re. documentation of best practice and lessons learned*	Facilitated by Donna Spencer
16:00 – 16:30	Wrap Up and Way Forward	Donna Spencer

* The GEF-IWCAM Project is co-implemented by the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) and co-executed by the Caribbean Environmental Health Institute (CEHI) and the Secretariat of the Cartagena Convention (UNEP CAR-RCU).

APPENDIX II: Presentation: GEF-IWCAM Project Introduction

Overview – May 2008

GEF/UNEP/UNDP/CEHI-IWCAM Project

Participating countries

- ANTIGUA AND BARBUDA
- THE BAHAMAS
- BARBADOS
- CUBA
- DOMINICA
- DOMINICAN REPUBLIC
- JAMAICA
- GRENADA
- HAITI
- SAINT KITTS AND NEVIS
- SAINT LUCIA
- SAINT VINCENT AND THE GRENADINES
- TRINIDAD AND TOBAGO

IWCAM Project Objective and Components

Objective: To Assist Caribbean Small Island Developing States to Adopt an Integrated Approach to Watershed and Coastal Area Management

Component 1: Demonstration, Capture and Transfer of Best Practices	Component 2: Development of IWCAM Process, Stress Reduction and Environmental Status Indicators Framework
Component 3: Policy, Legislative and Institutional Reform for IWCAM	Component 4: Regional & National Capacity Building & Sustainability for IWCAM
Component 5: Project Management and Coordination	

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GEF-IWCAM Background

- Funding: Global Environment Facility (GEF)
- Project Cost: US$112M (includes co-financing)
- GEF Funding US$14M
- Implementing Agencies: UNEP & UNDP
- Executing Agencies: UNEP CAR/RCU, CEHI and UNOPS
- Project Coordination Unit: based at CEHI

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GEF-IWCAM Component #1 - Demo Projects

- **Antigua and Barbuda:** Mitigation of Groundwater and Coastal Impacts from Sewage Discharges from St. John's
- **Bahamas:** Land and Sea Use Planning for Water Recharge Protection and Management in Andros
- **Bahamas:** Marina Waste Management at Elizabeth Harbour in Exuma
- **Cuba:** Application of IWCAM Concepts at Cienfuegos Bay and Watershed
- **Dominican Republic:** Mitigation of Impacts of Industrial Wastes on the Lower Haina River Basin and its Coast

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GEF-IWCAM Component #1 - Demo Projects

- **Jamaica:** An Integrated Approach to Managing the Marine, Coastal and Watershed Resources of East-Central Portland
- **Saint Kitts and Nevis:** Rehabilitation and Management of the Basseterre Valley as a Protection Measure for the Underlying Aquifer
- **Saint Lucia:** Protecting and Valuing Watershed Services and Developing Management Incentives in the Fond D'or Watershed Area
- **Trinidad and Tobago:** Land-Use Planning and Watershed Restoration as part of a Focused IWCAM Demonstration in the Courland Watershed and Buccoo Reef Area

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GEF-IWCAM Component #1
Demo Project Status

Status of GEF-IWCAM Demo Projects
Jan. 2008

Level of Completion

Antigua and Barbuda | Bahamas – Andros | Bahamas – Exuma | Cuba | Dominican Republic | Jamaica | Saint Kitts and Nevis | Saint Lucia | Trinidad and Tobago

Countries

- MOU signed
- Workplan / Detailed Budget Elaborated
- 1st Payment Received
- 2nd Payment Received

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GEF-IWCAM Status - Other Components

- Review of existing national and regional level indicator frameworks completed; preparing for workshop
- Review of national policy, legislation and institutional structures identifying barriers to IWCAM completed; Tool Kit prepared and reviewed
- IWRM Informal Working Group established
- Support for IWRM Planning provided (GDA; SVG; DOM; ANU)
- Project Coordinating Unit established
- Project Steering Committee convened in 2006 & 2007; RTAG convened in 2007
- National Inter-sectoral Committees being established

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E-Bulletin and Quarterly Newsletter

www.iwcam.org

GEF-IWCAM Partnership Posters

www.iwcam.org

IWCAM Plans

- Regional Work Groups for GIS, Indicators, IWRM etc (to be established and/or supported)
- Capacity building for environmental monitoring (incl. Labs and training) to be provided
- Training in indicators
- Support for model guidelines, policy & legislation
- Support for GIS strengthening
- Development of additional relevant projects
- Support for IWRM Plan development
- Preparation of additional outreach materials
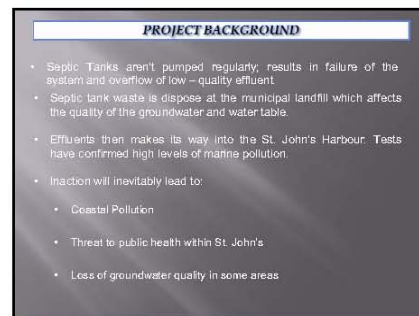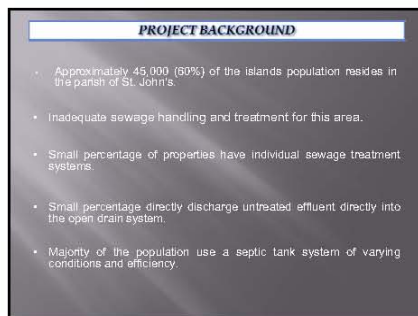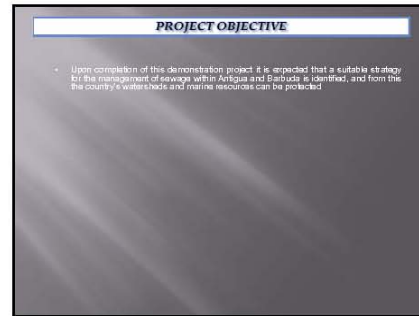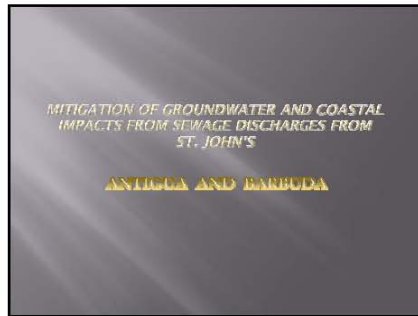- Support for information management & sharing

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More Information

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Vincent.Sweeney@unep.org

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APPENDIX III: Presentation – Antigua and Barbuda Demonstration Project Status

MITIGATION OF GROUNDWATER AND COASTAL IMPACTS FROM SEWAGE DISCHARGES FROM ST. JOHN'S

ANTIGUA AND BARBUDA

PROJECT OBJECTIVE

- Upon completion of this demonstration project it is expected that a suitable strategy for the management of sewage within Antigua and Barbuda is identified, and from this the country's watersheds and marine resources can be protected

---

PROJECT BACKGROUND

- Approximately 45,000 (60%) of the islands population resides in the parish of St. John's.

- Inadequate sewage handling and treatment for this area.

- Small percentage of properties have individual sewage treatment systems.

- Small percentage directly discharge untreated effluent directly into the open drain system.

- Majority of the population use a septic tank system of varying conditions and efficiency.

PROJECT BACKGROUND

- Septic Tanks aren't pumped regularly; results in failure of the system and overflow of low – quality effluent.
- Septic tank waste is dispose at the municipal landfill which affects the quality of the groundwater and water table.

- Effluents then makes its way into the St. John's Harbour. Tests have confirmed high levels of marine pollution.

- Inaction will inevitably lead to:

  - Coastal Pollution

  - Threat to public health within St. John's

  - Loss of groundwater quality in some areas

PROJECT BACKGROUND

Main Barriers for better control and management of sewage handling.

- Lack of adequate domestic handling and holding facilities.

- Lack of treatment facilities prior to discharge

- Inappropriate waste disposal mechanism for septic tank sludge

- Inadequate legislative control and lack of capacity for enforcement.

MAIN BENEFICIERIES

- Residents of the McKinnon's Area

- Hoteliers

- Visitors to the area

- Entrepreneurs

LONG – TERM SUSTAINABILITY STRATEGY

- Identification of a long term cost recovery program that will incorporate a cost recovery program to be approved by the Cabinet and implemented after the demonstration project is completed.
- It is anticipated that the Antigua Public Utility Authority will continue the implementation of the project by providing sewage disposal services to the populace.

STATUS OF THE DEMONSTRATION PROJECT

- The Demo Project, originally to be done in St. John's City, has now been relocated to the McKinnons area in the parish of St. John's
- Due mainly to the temporary upgrade of the city in preparation for the 2007 Cricket world Cup.

STATUS OF THE DEMONSTRATION PROJECT

- McKinnons is located within the parish of St. John's on the North – West coast of Antigua within the McKinnons watershed.
- Topography mostly flat with undulating hills along the Cedar Grove area.
- Annual average rainfall within the area is ~ 41 inches.
- Many residents within the area have either no, or an inadequate sewage systems.
- Effluent may then be disposed of inappropriately, such as:
  - Drains
  - Pit latrines
  - Nearby bushes, or on open lands

STATUS OF THE DEMONSTRATION PROJECT

- To date the IWCAM PMU of Antigua and Barbuda have accomplished the following under our work plan

  - **Public Awareness and Training**
    The Target is to make the population, especially the residents of McKinnons, more aware of the project. This aspect of the work plan had started in 2007, but was placed on hold due to the changes in the demo site. Work has once again commenced with the creation of brochures and a jingle to be played in the media until the completion of the project. Yet to be completed are public consultations in the McKinnons which is expected to commence in the first week of June 2008

  - **Collection of Baseline Information**
    This aspect of the project has commenced. It is intended that a usable database of all previous information relating to sewage management for the demo site and all relevant areas will be created.

  - **National Sewage and Wastewater Management Strategy**
    It is intended that upon completion of this aspect of the project, a completed wastewater management strategy would have been produced for Antigua and Barbuda. To date, a consultant has been contracted and are currently conducting their studies in McKinnons

STATUS OF THE DEMONSTRATION PROJECT

- **Environmental Impact Assessment**
  Upon completion of this aspect of the project, it is expected that there will be a completed EIA for the potential sewage treatment system for the demo project area. This aspect of the project will be completed as part of the sewage management strategy

- **Feasibility Study Conducted for A Central Sewage System**
  This section will entail a completed feasibility study for the demonstration site once the strategy identifies the most suitable sewage management demo. This will also be completed as part of the central sewage treatment system for the sewage management strategy.

- **Street Level Wastewater Management Demonstration in McKinnons**
  It is not clear at this time what form the demonstration project in McKinnons will take; however there are ideas that will be confirmed during the sewage management strategy process. Upon completion, the consultant(s) will be solicited to complete this aspect of the project

- **Legislative Review and Policy Reform Study**
  Presentation of the necessary legislative reforms that will need to be done in relation to sewage and wastewater management for Antigua and Barbuda. TORs have been created and a consultant has been contracted. The first draft of the legislative review report have been presented to the TAC for review.

STATUS OF THE DEMONSTRATION PROJECT

- **Development of a GEF MSP for the Development of Low Cost and Environmental Friendly Options for the Parish of St. John's**
  This entails the presentation of a project to the GEF for funding of a low cost wastewater / sewage treatment option for Antigua and Barbuda. This aspect of the project is yet to be completed; however research in this area is currently ongoing as part of the sewage management strategy.

KNOWLEDGE, ATTITUDES, PRACTICES & BEHAVIOUR

- The Antigua and Barbuda IWCAM PMU is currently preparing for the *PUBLIC RELATIONS* aspect of our project.

- Primary Target Group: Adult residents of the McKinnons area

- Secondary Target Group: General Populace of Antigua / Barbuda

- Our Primary Objective: Educate the residents of the area of the intention of the PMU to upgrade the sanitation conditions.

- Various tools will be used to inform the target groups of the intent and benefits of the project

STATUS OF THE DEMONSTRATION PROJECT

- The brochure provides
  - Background information on the importance of the project
  - A linkage of this project to national development
  - The reason which contributed to the decline in environmental integrity in the area
  - Contact information for the Executing Agency

KNOWLEDGE, ATTITUDES, PRACTICES, & BEHAVIOURS

- Necessary that home residents become aware of the negative affects that their current practices has on the environment.

- Necessary that residents be aware of the positive aspects upon completion of the project.

- Interviews in the electronic media; intended to capture both the primary and secondary groups. Ts exercise is intended to provide instructions for the best practices to alleviate the existing problem

- Public consultation to be held in the McKinnons community to address all stakeholders of the impact this project will have on their community

KNOWLEDGE, ATTITUDES, PRACTICES, & BEHAVIOURS

- Discussions are ongoing to prepare a short, straight-forward, documentary to be played on the television frequently. It is intended to reach the entire populace and introduce them to the project

- GEF website is being designed which will educate the public of all GEF projects that the NEA is currently engaged with. This website will be linked to the Antigua and Barbuda's Environment division website.

- Some residents are of the opinion that once their waste are out of sight, there's no problem. PR necessary to demonstrate to them that an inappropriate practice will affect everyone.

- Legislations exists which makes such practices unlawful. It will be necessary to have the laws enforced to encourage individuals to deal with their waste appropriately

KNOWLEDGE, ATTITUDES, PRACTICES, & BEHAVIOURS

- The CBH being a stakeholder in the project will have to ensure that hotels within this area, and later other hotels maintain a set standard with respect to the treatment of their sewage

APPENDIX IV: Presentation Bahamas Demonstration Project Status
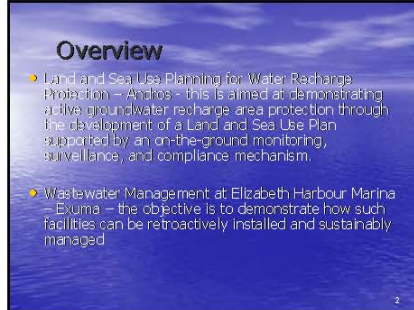
Status of the Demonstration Projects
GEF-IWCAM

The Bahamas Environment, Science & Technology Commission

Exuma
Andros
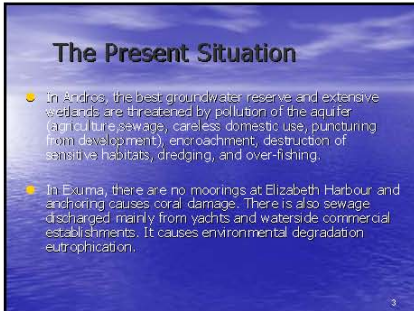
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Overview

- Land and Sea Use Planning for Water Recharge Protection – Andros - this is aimed at demonstrating active groundwater recharge area protection through the development of a Land and Sea Use Plan supported by an on-the-ground monitoring, surveillance, and compliance mechanism.

- Wastewater Management at Elizabeth Harbour Marina – Exuma – the objective is to demonstrate how such facilities can be retroactively installed and sustainably managed
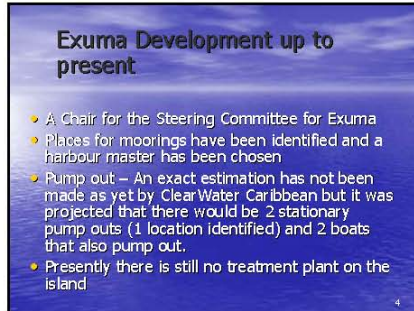
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The Present Situation

- In Andros, the best groundwater reserve and extensive wetlands are threatened by pollution of the aquifer (agriculture,sewage, careless domestic use, puncturing from development), encroachment, destruction of sensitive habitats, dredging, and over-fishing.

- In Exuma, there are no moorings at Elizabeth Harbour and anchoring causes coral damage. There is also sewage discharged mainly from yachts and waterside commercial establishments. It causes environmental degradation eutrophication.

3

Exuma Development up to present

- A Chair for the Steering Committee for Exuma
- Places for moorings have been identified and a harbour master has been chosen
- Pump out – An exact estimation has not been made as yet by ClearWater Caribbean but it was projected that there would be 2 stationary pump outs (1 location identified) and 2 boats that also pump out.
- Presently there is still no treatment plant on the island
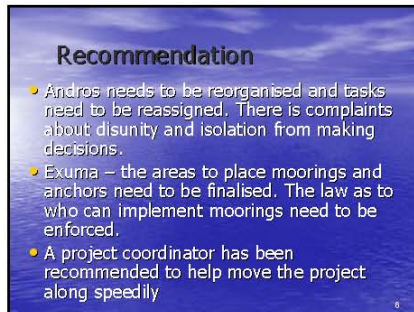
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Andros Development Up to Present

- Meetings were held monthly but recently it has not been held due to elections and change over of staff at BEST Commission
- Nothing has been initiated
- Reports of deforestation and further degradation

5

Recommendation

- Andros needs to be reorganised and tasks need to be reassigned. There is complaints about disunity and isolation from making decisions.
- Exuma – the areas to place moorings and anchors need to be finalised. The law as to who can implement moorings need to be enforced.
- A project coordinator has been recommended to help move the project along speedily

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APPENDIX V: Presentation Cuba Demonstration Project Status

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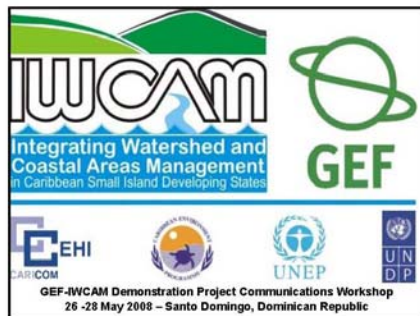
COMPONENTES DEL PROYECTO.

1. Establecimiento de la Autoridad Local de Manejo.
2. Establecimiento de un programa de Monitoreo de la Calidad del agua.
3. Área demostrativa de buenas prácticas forestales.
4. Área demostrativa de buenas prácticas agrícolas.
5. Área demostrativa de buenas prácticas en la industria azucarera.
6. Manejo de residuales en cuencas y áreas costeras.
7. Programa de formación de capacidades y fortalecimiento de la conciencia pública.

Estrategias comunicativas y de Educación Públicas en apoyo a los Planes de Trabajo del Proyecto.

Crear un ambiente psicológico favorable, a través de la Educación Ambiental, formal e informal sobre el Manejo Integrado de Cuencas y Áreas Costeras, temas marinos, actividades actuales y perspectivas, relacionadas con Bahía, aprovechando los medios de comunicación y otras vías.

Objetivos Generales:

- Desarrollar una comunicación ambiental en función de los objetivos del proyecto y de las necesidades sociales.

- Transformar los resultados científicos obtenidos en el tema del MICAC en productos comunicativos palpables.

TAREAS:
DIMENSIÓN EDUCACIONAL
1. Trabajar con los Círculos de Interés de los distintos niveles educacionales de la región.
2. Conformar una memoria de la ejecución del proyecto y sus ramificaciones, en formato digital.
3. Producir materiales educativos para diferentes públicos según los objetivos del proyecto en cada momento.
4. Impartir cursos sobre la comunicación ambiental que queremos lograr, como parte del proceso educativo del MICAC hacia la sociedad.
5. Crear cursos de superación interna sobre los diversos temas de la comunicación institucional para lograr un mejor funcionamiento del proyecto.
6. Generar artículos (publicables) de periodismo especializado donde queden plasmadas las experiencias que se logren en el campo de la divulgación y comunicación científica en el proyecto.
7. Lograr a través de spots promocionales una mayor presencia del proyecto y los temas del MICAC en los medios nacionales y provinciales.
8. Usar los diversos medios de comunicación masiva para difundir el trabajo del CEAC como líder del proyecto GEF-IWCAM y Usar la página Web como cara del CEAC ante el mundo.
DIMENSIÓN CIENTÍFICO TÉCNICA
6. Crear una videoteca con el fin de ampliar la documentación científico técnica con que contarán los trabajadores y públicos interesados.
7. Generar la mayor cantidad posible de productos audiovisuales para los distintos proyectos del CEAC, como una vía para socializar los resultados.
8. Evidenciar a través de productos audiovisuales el valor de los servicios que presta el CEAC, con el fin de ganar credibilidad ante los posibles clientes y aumentar el número de estos.
9. Participar en el proceso de corrección de las publicaciones de los investigadores.
10. Garantizar la presencia del CEAC en todos los eventos que se realicen sobre ciencia, tecnología y medio ambiente en el país y fuera de este.

"La Perla del Sur o La Linda Ciudad del Mar"

MUCHAS GRACIAS
República de Cuba
Ciudad de CIENFUEGOS

APPENDIX VI: Presentation Dominican Republic Demonstration Project Status

A brief status of the IWCAM – RD Demonstration Project

Mitigation of Impacts of Industrial Wastes on the Lower Haina River Basin and its Coast.

- The Project is still in the phase of conformation of the Project Management Unit:

  - Incorporation of an Administrative Assistant.
  - Incorporation of a Specialist in Quality and Environmental Management of Industrial Processes.
  - A contest is open for the selection of a Specialist in Quality and Environmental Management of Basins and Coasts.
  - Office equipment and materials requested.

- Indicators selection sent for approval.

- Project Steering Committee members selected.

- Haina Lower Basin Management Council members selected.

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APPENDIX VII: Presentation Jamaica Demonstration Project Status

UNEP/UNDP/GEF/CEHI-IWCAM
INTEGRATING WATERSHED AND COASTAL AREAS MANAGEMENT PROJECT
JAMAICA'S REPORT

Communication Workshop
May 26, 2008
Santo Domingo

Progress to Date of GEF – IWCAM
- Project Management
- Improved Governance structure to support IWCAM Approach
- Improved Environmental Monitoring and Enforcement
- Grant Programme
- Public Education
- Governance & Enforcement

Project Management
- Governance & Participation Specialist
- Public Information & Outreach Specialist
- Community Animator
- Field Coordinator
- Research Officer

Project Management
- Preparation & Signage of Contracts
- Orientation of Consultants to the DRWMU
- Work Plans have been completed by all

Improved Governance structure to support IWCAM Approach
- 5 Stakeholders Meeting held
- 1 Yr. Work Plan Completed with time line
- Started mapping exercise
- 4 Committees Established

Committees
- Sanitation & Livelihoods
- Governance & Enforcement
- Public Education
- Environmental Monitoring

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Bottom Up Approach

STAKEHOLDERS MEETING

SLC   GEC   PAC   EMC
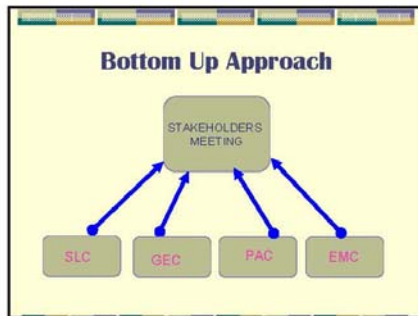
Committees

- Community Members can participate in a maximum of 2 committees

- Committee chosen on the basis of special ability or special interest

- State Agencies sits on committee relevant to their area of expertise and give technical guidance

Environmental Monitoring Committee

- 3 Meetings

- Water Quality Training ie. chemical & biological (April 16, & May 7, 2008)

- A total of 16 participant trained (mix, sch leavers, Community rep., fishermen)

- Water Quality Monitoring (WQM) of approximately 23 is anticipated to start May 27, 2008

Material Need for WQM

- Waders
- Gloves
- 2 large igloos
- Ice Packs
- Containers
- Refrigerator
- Square baskets

Stipen for WQM

- A stipen per sample collected (Land based)

- There are a total of 8 marine sites 12 riverine sites

- Stipen use to off set transportation cost and fuel for boat in the case of marine sites

Procurement

- Currently in the process of procuring stream flow equipment and rain gauges in collaboration with WRA & Met.Offic

2

Grant Programme

- Grants Selection Committee Established
- Call for Propsal – May 20 – June 20, 2008.
- Notice of interest – May 30, 2008
- The length of the programme August 1, 2008 to April 2009.

Public Education

- Debate competition (High Schools; June 25)
- Poster Competition
- Grant Programme

Governance & Enforcement

- Draft instrument to ascertain KAP
- Mapping exercise started
- Hot Spots ID.

THE END

THANK YOU!

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APPENDIX VIII: Presentation St. Kitts and Nevis Demonstration Project Status

Rehabilitation and Management of the Basseterre Valley Aquifer

Dr. Halla Sahely and Ms. Teshell Francis
Government of St. Kitts and Nevis

GEF-IWCAM Demo Project Communications Workshop
26-28 May, 2008
Santo Domingo, Dominican Republic

Outline
• Facts about groundwater in St. Kitts
• Introduction to SKN demo project
• Status Report
• Communications goals
  – GAPS in the KAPS
  – Primary and secondary audience

St. Kitts - Groundwater
• Network of 29 shallow wells
• Supply approximately 4 MGD (2 MGD from the Basseterre Valley Aquifer)
• Depth to aquifers
  – 2 m near the coast (20 m to groundwater/saltwater interface)
  – Up to 70 m further inland
• Total groundwater basin yield estimated at 10 MGD
• Coastal aquifers are crucial and need protection
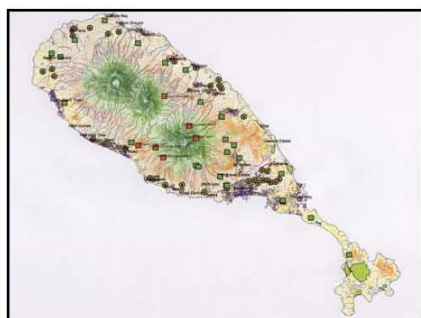
St. Kitts - Groundwater

St. Kitts - Groundwater

Objectives

- Demonstrate proper management and protection of critical aquifer
  - Mitigation of Threats from Contaminants
  - Protection of Aquifer
  - Improvement to the User-Resource Interface

Mitigation of Threats from Contaminants

- Review of agricultural practices and land use and sewage and wastewater practices
- Development and implementation of policy reform and incentives for appropriate land use and wastewater disposal
- Monitoring and compliance

Protection of aquifer

- Survey of the ecosystem functions and natural resources
- Designation of national park for the protection of the aquifer
- Adoption of a formal management authority
- Development and implementation of an aquifer protection zone management plan

Improvement to user-resource interface

- Hydrogeological survey of the aquifer and well-field
- Survey of wastage and leaks in the groundwater extraction and distribution process
- Options for recovery and recycling of water and reduction in losses
- Development of IWRM plan for the aquifer and its commercial zone including incentives for water conservation and recycling

Status report

- Project Manager not yet hired
- Project will have to be scaled down from 3 years to 2 years
- Will be difficult to achieve goals as stated

Baseline KAPS

- Knowledge
  - The majority of farmers, land owners, developers and the general public are not aware of the location and importance of the Basseterre Valley Aquifer
  - Little understanding of the link between land use practices and groundwater
  - Limited understanding of the importance of groundwater resources and link to public health

Baseline KAPS

- Attitudes
  - Interest of environmental issues/protected areas is low (as demonstrated by the KAPS study undertaken by the OPAAL project)

Baseline KAPS

- Practices and behaviours:
  - Inappropriate livestock practices are rampant throughout the island as well as near to the aquifer
  - Residential areas near to the aquifer are serviced by septic tanks. Generally, these are not maintained properly and not appropriate for the area
  - Pressure by commercial entities to expand onto the land (even by the National Housing Corporation) – land use polices not streamlined or cohesive

GAPS in the KAPS

- Need for targeted awareness raising at all levels
  - Should be targeted to various groups including high-level policy makers
- Provide access to cost-effective practical alternatives to current inappropriate practices
- Need for policies that integrate land use planning and water resources planning more effectively

Audiences

- Primary
  - Farmers, residential home owners, developers
- Secondary
  - Government departments
  - Physical planning and environment, agriculture and water services

Thank you! Questions?

APPENDIX IX: Presentation St. Lucia Demonstration Project Status

GEF-IWCAM
Fond D'or Watershed Demonstration
St.Lucia
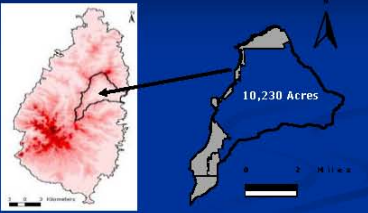
CECIL H HENRY
Community Liaison Officer

Project Title

Protecting and Valuing Watershed Services
&
Developing Management Incentives for the
Fond D'Or Watershed

2006-2010

Fond D'or Watershed

10,230 Acres

CURRENT ACTIVITIES

INTEGRATED WATERSHED MANAGEMENT

- Compensation for environmental services(CES) for best land Practices
- Capacity building
- Land use proposals
- Soil and Water conservation

Cont'd

- Awareness and education
- Long-term watershed Monitoring
- Drainage and Flood Mitigation
- Integration and Networking

1

Participatory Approach towards Integrated Watershed Management

- Networking and partnership building

- Capacity Building :
  - Community Outreach (schools, CBOs etc)
  - Training workshops
  - Study tours(watershed mgmt. committee)

SOIL CONSERVATION
MONITORING OF EROSION

WATER CONSERVATION

- Rain-water Harvesting Demonstration

- Water Safety Plans

Rain-water Harvesting Demo

- 21 Household units installed

- 5 schools, 1 police station, 2 health centres underway

- Monitoring plan currently under review

Bringing Portable Water to the "Petit-Gardette" Community

Partnering with the Banana Industry Trust(BIT) to initiate a new pipe-borne water project

Water Quality Monitoring

- *Weedicides*

- *Pesticides*

- *Other Agrochemicals*

2

OTHER OUTPUTS

- Integration and Networking

- Sustainable Funding Mechanism

- Lessons Learnt Replication

THANK YOU

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APPENDIX X: Presentation Trinidad and Tobago Demonstration Project Status

1

TOBAGO WATERSHEDS

Public Awareness and Participation

- **Executing Staff: Environmental Education Coordinator, Education and Research Officer**
  - Focus Group: Children, youth, farmers, Land developers, residents within the watershed
  - **Awareness through participation**
    - Secondary Schools
      - Connecting water quality with land activities
        - Water quality testing
      - Identification of indicators macro-invertebrates

Public Awareness and Participation

Primary School Outreach
  - Schools within the Courland watershed and two adjacent watersheds
  - Lectures on land activity (outdoor activity)
  - Puppet show on marine life (outdoor activity)

Public Awareness and Participation

- **Facilitating Partnership in Community Reforestation**
  - Anse Fromager Environmental Protection Group – Les Coteaux, Golden Lane
    - Reforestation
    - Beach Protection
    - Fire Protection
    - Community Clean Up

Field Visit to Trinidad

- Reforestation Support– Anse Fromage Environmental Protection Group

2

Partnership

- Division of Natural Resources and the Environment, Tobago House of Assembly
- National Emergency Management Service
- Water and Sewerage Authority
- Coral Cay Conservation - UK

Partnership?

Buccoo Reef Trust
GEF-IWCAM
Trinidad & Tobago Demonstration Project

Sandra Timothy
Demonstration Project Manager

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s.timothy@buccooreef.org
www.buccooreef.org

APPENDIX XI: Presentation – The GEF-IWCAM Communications and Education approach and Role of the Project Coordination Unit

The GEF-IWCAM Communications and Education Approach and Role of PCU

GEF-IWCAM Demonstration Project Communications Workshop
26 – 28 May 2008

Donna Spencer
Communications, Networking & Information Specialist

GEF-IWCAM Communications Approach

Track I: Public Relations and Public Education

Track II: Social Marketing – Behavioural Modification – Communication for Development (CommDev).

Track III: Documentation and Communicating Lessons Learned and Best Practice

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Strategize and Plan as early as possible to...

- Clearly identify objectives, processes and benefits of the project for target audiences at the local, national and regional levels
- Ensure meaningful participation by stakeholders
- Make best possible use of available resources (inc. human and financial)
- Ensure that approach is realistic, actionable and measurable.

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Demonstration Project Managers - Communications & PEO Role -

- responsible for developing and implementing their own Communications Strategies in collaboration with their Project Teams, some of which have Community Liaison / Education persons.
- the public faces of the Demonstration Projects.

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Target Audiences for Demo Projects

- National Focal Points
- Lead Agencies / Ministries
- National Intersectoral Committees (NICs)
- Demonstration Project Communities
- Wider National Publics
- Private Sector
- Scientific Community
- Non-government organizations (NGOs) / Community-based organizations (CBOs)
- Regional Partners

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Track I. Public Relations and Awareness Raising

Objective:

To raise awareness amongst the wider public about the declining state of the environment of our watershed and coastal areas and of the benefits of adopting an integrated approach to their management, **and** to keep GEF-IWCAM in the public's eye on a timely basis.

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I. Public Relations and Awareness Raising

Activities e.g.s:
- newsletters/ brochures
- media releases / feature press articles
- educational presentations / lectures / discussions
- media tours of Demonstration Project sites
- short radio messages/ video documentaries
- public service announcements
- media events for key milestones
- Workshops
- Web pages

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Track II. Social Marketing – Behavioural Modification

Objective:

To focus upon behaviours which are having the greatest negative impact upon the state of watershed and coastal areas in GEF-IWCAM PCs and to promote changes in those behaviours by presenting practical alternatives

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II. Social Marketing entails:

- Audience research
- Analysis of the GAPs in the KAPs
- Select campaign focus/ issue
- Participatory strategy design and material development
- Participatory implementation
- Evaluation

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Track III. Document and Communicate Lessons Learned

Objectives:

1. To make information, resources and products developed during the GEF-IWCAM Project easily accessible to the public

2. and to promote the benefits and lessons learned from the Project to key audiences

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III. Documenting and Communicating Best Practice and Lessons Learned:

General documentation and Dissemination of Information Activities include:

- Technical reports
- Guides, toolkits (e.g. legislation, indicators)
- Fact sheets/ briefing sheets
- Demonstration Project Case Studies Book
- Individual Demonstration Project Videos
- Focus meetings/ workshops/ seminars
- IWCAM Information Management System (IMS)

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II. PCU Approach to Social Marketing-Behavioural Modification:
Target Decision-makers

Why? - root causes of degradation of aquifers, surface water quality and land include:

- limited communication and collaboration between various sectors;
- a fragmented approach to environmental management;
- limited information on alternative practices;
- Weak institutional arrangements → limited knowledge of inadequate laws and policies.

   …all of which they influence.

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2

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Who are the decision-makers?

Primary audience:
Key persons within lead agencies which are responsible for managing natural resources in watersheds e.g. Permanent Secretaries, Directors, CEOs, technocrats.

Secondary audience:
Key persons responsible for the allocation of resources (funds, human resources etc.) for the management of natural resources e.g. Ministers, Ministries of Finance.

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Communications objectives:

- **Sensitize** decision-makers to the issues of aquifer, surface water quality and land degradation.
- **Introduce** them to Project and other resources available to help them make wiser decisions.
- **'Listen'** to feedback on both issues and resources provided.
- **Evaluate response** and, as far as possible, make improvements to both delivery and content of resources provided.

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Intervention Activities:

Broadly, all five GEF-IWCAM Project Components:

- Demonstration, Capture & Transfer of Best Practice
- Development of Indicator Framework
- Policy, Legislative and Institutional Reform for IWCAM
- Regional and National Capacity Building for IWCAM
- Project Management and Coordination

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Communications activities (broadly):

- **Produce** IWCAM resources and tools (website, toolkits, databases etc.) and promote their use.
- **Prepare** briefing documents & reports both proactively and reactively.
- **Produce** and distribute public education materials (newsletters, brochures, bulletins, videos etc.).
- **Organize** workshops and meetings on IWCAM, IWRM and other relevant topics.
- **Lobby** decision-makers and promote networking amongst them.

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Success? – how will we know? (Indicators)

?

(Perhaps you can help me with this?)

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Limited Resources? ...creative solutions

Seek **partners** to:

- **Fund** activities and publications
- **Sponsor** advertisements
- **Fund** other tangible items (e.g. events, bags)
- **Endorse** messages/ positions
- **Share** workload

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3

Limited Resources? More ideas...

- **Involve** wider range of participants
- **Enrich** activities
- **Seek free** space, airtime in commercial media (public service appeal)
- **Use available resources** e.g. Government departments have access to the Government Information Service
- ...

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Thank you!

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APPENDIX XII: Presentation – The Strategic Communications Planning Process

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The Strategic Communication Planning Process

DAY I - 13:00 to 14:30
Maria Protz, Ph.D.

IWCAM
Integrating Watershed and Coastal Areas Management
GEF

Demonstration Project Communications
Planning Workshop
26-28 May 2008
Santo Domingo, Dominican Republic

Workshop Goal:

- To ensure, by the end of 3 days, that each demo project has well advanced (on paper) - a well-thought out, structured and integrated communication strategy that is harmonized within its overall work plan.

Objectives for today's Session 1:

1. To recap some of the main points introduced in the February communication workshop in Trinidad;
2. To outline all the steps involved in designing and executing a strategic communication plan;
3. To explore these initial steps in detail through actual examples and case study material.

Where have we been and where are we now?

A Brief Review

Strategic Plans Can Draw from Different types of Communication:

1. Public Relations and Promotional Communication
2. General public awareness & environmental education (EE)
3. Technical Communication and support
4. Social Marketing & Behaviour Change Communication and
5. Communication for Development

While each approach seeks different ends and has different goals and objectives, most of these communication approaches will follow *similar strategic planning steps* including the following:

1

Basic Steps in A Strategic Communication Process

1. Needs Assessment & Situational Analysis
2. Defining the problem to be addressed
3. Identifying the gaps in 'K,A,P & B s'
4. Segmenting and Profiling Audiences
5. Setting SMART Aims, Goals and Objectives
6. Setting SMART indicators
7. Planning the Strategy (4Ps, media mix & communication channels, timing, etc.)
8. Designing Messages and Slogans (Branding....)
9. Developing Media Products and Materials
10. Developing a Distribution Plan
11. Implementation & management of the Strategy
12. Monitoring (including documentation) & Evaluation

---

1) Public Relations & Promotional Communications

- All good communication strategies have a solid and well-designed 'PR' dimension
- You will **need** to keep your demo project and IWCAM as a whole visible in the hearts, eyes, minds and ears of the public generally and will need to do so in harmony with the IWCAM demos in the region - **BRANDING**
- This means that you'll need to keep your demo 'news worthy'
- PR emphasizes mass media

- PR seeks to ensure that the public in general knows the correct **FACTS** about your project – the "WHO,WHAT, WHEN, WHERE, HOW and WHY" of IWCAM and your demo.
- PR also seeks to generate 'excitement', 'interest' and 'enthusiasm' for your initiative (i.e., generates DEMAND)

---

2) Public Awareness or Environmental Education Campaigns

The basic premise of most public awareness campaigns is that '*people need information in order to make informed decisions and informed choices*'.

Common Elements of Public Awareness Campaigns:

- Mass audiences –generally not segmented
- Time-bound within limited time-frames (usually not more than 3 to 4 months)
- Mass media are preferred to maximize broadest reach
- communication and 'persuasion' methods emphasized
- high profile with official 'launches'

- few if any measurable indicators. If there are any at all, they are usually simple '*calls to action*' (i.e., calls to a hotline for more info or hits on a website)
- relatively inflexible, given the short time period of implementation
- focused on 'one-way', generally top-down communication.

2

3) Technical Communication

- In each of the demo projects you will also likely be expected to provide technical information and/or educational information to key actors and stakeholders
- Technical communication is usually 'supportive' of some other development activity – rather than a communication activity that stands on its own

- **_Audiences_** are more **_focused_** and more **_technically specific_** (such as environmental engineers, scientists, planners and so on).
- **_Communication activities are more 'educational'_** and may include: a) training; b) workshops; c) technical reports; d) technical publications such as 'how to' brochures and manuals; e) conferences, technical meetings, f) websites; g) on-line technical support; h) e-forum discussions on technical issues, and so forth.

4) Social Marketing & Behavioural Change Communication

Social marketing efforts sometimes share many of the common features found in public awareness campaigns, but social marketing's objectives and goals are **_often much more complicated._**

5) Communication for Development

Communication for Development (ComDev) – is an approach that is probably best in-sync with IWCAM and its demo projects.

Central to the ComDev approach, is the use of **_participatory communication appraisal methods (PRCA) tools_** and **_STAKEHOLDER Participation_** throughout all the various phases of communication design and planning, including:
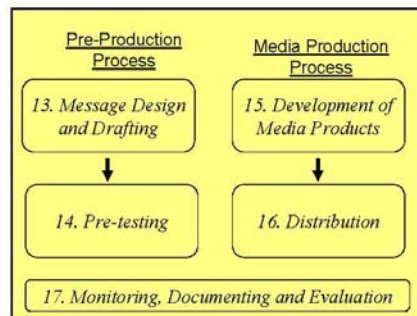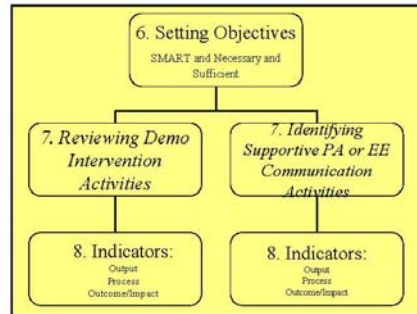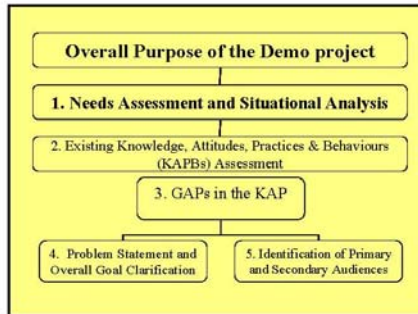
(1) needs assessment,
(2) baseline data collection,
(3) strategy design,
(4) message development,
(5) materials development,
(6) implementation,
(7) monitoring and evaluation.

Strategic communication as a whole is a process that involves **more than just**:

(1) the timely delivery of needed information; messages and services;
(2) the changing of negative attitudes & opinions;
(3) the promotion of positive practices &;
(4) tactics to persuade persons to adopt positive behaviors.

3

It is a <u>supportive process</u> of broader development interventions that builds stakeholder capacity, ownership and participation in the overall demo planning, implementation and management process.

Now let's look more closely at the <u>STEPS</u> involved in a Strategic Communication Planning Process

Overall Purpose of the Demo project

1. Needs Assessment and Situational Analysis

2. Existing Knowledge, Attitudes, Practices & Behaviours (KAPBs) Assessment

3. GAPs in the KAP

4. Problem Statement and Overall Goal Clarification

5. Identification of Primary and Secondary Audiences

6. Setting Objectives
SMART and Necessary and Sufficient

7. Reviewing Demo Intervention Activities

7. Identifying Supportive PA or EE Communication Activities

8. Indicators:
Output
Process
Outcome/Impact

8. Indicators:
Output
Process
Outcome/Impact

9. Determining Key Messages

10. Determining Media Mix & Promotional Strategy (including PR)

11. Budgeting & Partnering

12. Developing a Management and Implementation Plan

Pre-Production Process

Media Production Process

13. Message Design and Drafting

15. Development of Media Products

14. Pre-testing

16. Distribution

17. Monitoring, Documenting and Evaluation

4

The #1 Rule in all
strategic planning,
is to always
remember that:

The Main Thing –
is to keep
he Main Thing,
The Main Thing
(Keefa, no date:11)

The NEXT STEP is….
Getting to know your Audiences
through Knowledge, Attitudes
and Practices Surveys (KAPs)

Segmenting Audiences

Primary

&

Secondary audiences.

Primary audiences – are those
persons who you absolutely must
reach – if you want to solve 80%
of the problem.

Ask yourself – which group – if
we could get them to change
their behaviour – would solve
80% of the Problem?

Secondary audiences are best
understood as those persons
who you may have to reach first,
before you can get to your
primary audience.

5

A Basic Audience Analysis Checklist: Some variables to consider….

What things do we need to know about our target audience?

1. What media do they have access to? What media do they prefer? What media do they actually use?
2. How old are they?
3. Are they male or female?
4. What social class are they from?
5. How strong is their self image? What is this self image? How do they see themselves, particularly in relation to the problem/issue? …

Topic/issue specific: Audience "Existing Knowledge" Guidelines

- Have they heard of ____ (your topic, issue, problem?
- What do they think it is?
- What do they actually know about it (actual facts)
- Who is it a problem for?
- Why is it a problem?
- What will happen if the problem is not addressed?
- How widespread do they think the problem is?

Topic/issue specific: Audience "Existing Practices" Guidelines

- What, if anything, are they personally doing about the problem? Why or why not?
- Where would they go for more info/assistance on the problem?
- What media do they prefer? When do they watch T.V., listen to the radio, read the paper, etc.? Which media are the most important for them?

Topic/issue specific: Audience "Existing Feelings and Beliefs" Guidelines

- Do they think it is a problem/issue for them?
- If yes, how important a problem is it?
- How do they feel the problem affects or could affect them?
- When, if at all, do they think the problem could affect them?
- If it is not a problem, why not?

Once you've identified your audiences and have a good understanding of their current "**_Knowledge, Attitudes, Practices and Behaviours_**" your can focus your strategy by identifying….

The Gaps in the KAPs

What is the difference (Gap) between the *Ideal* situation you want your audience to be at in terms of KAPs by the end of the Demo and the current situation? What needs to be done to reduce the gap between '*current reality*' and '*ideal reality*'?

6

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6

Let's look at the first set of handouts…

LOOK

With gaps identified, it's easier to see who your AUDIENCE should be, and also easer to set appropriate communication goals, objectives and activities.

For each DEMO activity – you will also need to identify whether or not there are specific supportive communication activities that can help to ensure it is effective.

And you are then also ready to determine precise messages that need to be developed, and will know whether or not you need to have:

a) a PR communication activity;
b) a technical communication activity;
c) a public awareness activity or
d) a behaviour change communication activity.

Now you can begin to establish:

• An overall goal for your demo's communication strategy;
• Appropriate objectives for achieving your goal;
• Appropriate indicators for measuring results; and
• Appropriate communication activities for implementing your objectives

Remember to distinguish between:

• Communication goals
• Communication objectives
• And appropriate indicators

7

Communication Goals

Goals are sometimes confused with objectives. While similar, they are also slightly different.

The best way to think of a goal is as "*the end toward which effort is directed*"

It is best to understand objectives as *steps* toward achieving the ultimate desired end goal.

The odds of objectives being implemented are also greatly enhanced the more '*realistic and appropriate they are*'. There are 2 tests we can use to check if this is the case.

Test 1

Necessary and Sufficient

- Is each objective necessary to achieve the goal?
- Are the objectives sufficient to achieve the goal, or is something missing?
- What is possibly missing that is necessary and will make the objectives sufficient to achieve the goal

---

Test 2

Another good way to set realistic and DOABLE objectives is to adopt the **SMART** principle (OECS, 2007:22):

S	Specific (indicate exactly what is to be done or achieved)
M	Measurable (how many? By whom? Where? How? When? By what degree or percentage?, etc.)
A	Achievable (concrete actions that can be executed or completed within the time frame)
R	Realistic (err on the side of expecting less, rather than too much)
T	Time-bound (specific deadlines should be articulated)

By adopting SMART principles, you can always revised your objectives until they meet SMART criteria. Also consider if the following elements have also been considered?

8

- A – Audience – who is going to do the task?
- B – Behaviour – what is the task to be performed?
- C- Condition – under what circumstances and time frame is the task to be performed?
- D – Degree – how much is expected to be achieved? By what percentage or amount?

Indicators
Forming SMART goals and objectives are especially critical when we begin to look at the type of indicators that will be used to assess communication results. There are three (3) basic types of indicators that one needs to be aware of and these are:

- *Output* Indicators
- *Outcome* or Impact Indicators (for each objective)
- *Process* Indicators

Output indicators are the easiest to identify and are the types of indicators that are most often used by projects in their logical frameworks.

Most public awareness campaigns emphasize output indicators over any other type of indicator. They are also the most straightforward indicators to fulfill.

Most 'output' indicators are concerned with the number of 'things' that are produced and the numbers of people '*reached*' through media products – and they show that '*work is taking place*'. BUT what they DO NOT show is what type of impact is taking place on the ground...

Outcome or impact indicators.

According to Kotler et.al., (2002:327) outcome measurements correspond to whether or not the communication effort has made any really impact among target audiences on the ground....

These include impact with respect to:

1. Changes in behaviour
2. Changes in behaviour intent
3. Changes in knowledge
4. Changes in belief
5. Responses to strategy elements
6. Levels of awareness of key messages
7. Customer satisfaction levels

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Changes in behaviour

Usually quantitatively noted in terms of a '***change in percentage' or a percentage increase or decrease*** in specific behaviours OR changes in actual numbers (#s of persons participating, buying, requesting info, etc). These indicators are especially important in communication strategies.

Changes in behaviour intent

This type of measurement is particularly relevant for short-term communication efforts for which it is only possible to measure 'intent' rather than actual behaviour (even though this is what is most desired).

Changes in knowledge
Typical changes in knowledge relate to changes in awareness of:

Facts (e.g., % of people that now know the actual amounts of waste water or garbage that are impacting coastal areas)
Information (e.g., % of people that now know garbage does not just 'wash wey' but actually harms other living things in the sea and undergound water sources)
Recommendations (e.g., % of people that now know the alternatives to dumping – such as mulching, recycling, and so on)

Changes in belief & attitudes
Typical indicators include changes in:

Attitude indicators (e.g., it is OK to dump garbage if you don't get caught)

Opinions (the only option we have is to throw trash in the river)

Values (only 'ignorant people who don't know better dump garbage in rivers and streams')

For both '***changes in knowledge***' and '***changes in beliefs or attitudes***' indicators, some type of quantitative and/or qualitative evaluation will have to be conducted to see if the numbers of percentage of people have indeed changed due to the communication effort.

Last but not least, are ***Process indicators.***

Essentially, process indicators are concerned with whether or not the communication strategy was implemented and managed 'efficiently' (***on time and within budget***) while outcome indicators are concerned with whether or not it was 'effective'.

From DevCom perspective, process indicators are also as important than outcome or impact indicators because they measure – ***the quality of participation, ownership and buy-in*** as well as:
- How well the project went;
- How well participants were engaged;
- How much social capital was generated;
- Whether or not policy was affected; and so on.

10

So let's look now at the next set of handouts.

Finalizing Your Media Mix and Communication Channels

Handout # 9

Budgeting
(Time, Human, Financial Resources)

Management and Implementation Plan
(harmonizing your communication activities with your overall Demo workplan)

Message Development Pre-Production
Message Design and Pre-testing

Media Production
(producing the various media products – using a SPEC sheet to ensure it's strategic)

11

Post-Production:
Distribution and Dissemination

Post Production:
Monitoring, Documentation and Evaluation

To recap:

Today you need to look at your demo project through a 'communication lens' in order to:

• Establish a clear problem statement to be addressed and a SMART and Necessary and Sufficient overall communication goal;

• Establish clear and SMART objectives to achieve your goal;

• Identify your PRIMARY and SECONDARY audiences;

• Identify SMART communication activities to fulfill your objectives and/or support your demo's intervention activities; and

• Establish SMART indicators for measuring your communication effectiveness.

Thank you very much.

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APPENDIX XIII: Strategic Communications Process Templates

AUDIENCE IDENTIFICATION TEMPLATE **DAY 1 – WORKING SESSION 1**		
Demo Project:		
	Country:	
Demo Activities to address gaps	**Potential Audiences**	**"Knowledge, Attitudes and Practices" Gaps to be Addressed based on the goals and objectives**
	Primary: *Secondary:*	

	Primary:	
	Secondary:	

Demo Activities to address gaps	Potential Audiences	Gaps to be Addressed based on the goals and objectives

A review of legislation as it applies to sewage handling, treatment and discharges and to pollution of groundwater and coastal waters Recommendations for policy reforms and supportive regulations and legislation in support of a new sewage treatment option.	*Primary:* Government, enforcement officers *Secondary:* Public, environmental NGOs, private sector	*Not so much a lack of awareness or knowledge, but lack of capacity. Perhaps lack of what alternative legislative control options might exist (such as community enforcement).* *Little advocacy for policy reforms.* *Fines may be inadequate to encourage compliance.* *Perhaps little awareness of incentives and/or disincentives for construction* *Little knowledge of alternatives* *Lack of knowledge of cost/benefits of effective, alternative septic tanks*
The collection of data for the assessment of recurrent cost of system and infrastructure, cost recovery options (source of co-financing) The implementation of a programme of collection of environmental indicators to identify principal areas of impact and concern and for monitoring environmental conditions Identification and design of sewage treatment option (including options related to a Wetland Filtration System) that will meet the environmental and economic needs of A. St. John and B. the rest of the country; Identification of funding mechanisms to cover costs of monitoring (compliance and water quality data) and enforcement	*Primary:* Government, technical officers, private sector *Secondary:* Public, environmental NGOs	*Lack of awareness of the importance of monitoring water quality among the public at large and policy makers and legislators in particular* *Improved water quality monitoring skills and mechanisms for community involvement*

GAPs in the KAPs Template
DAY 1 – WORKING SESSION 1

Demo Project:

Country:

Actual Reality (Current "Knowledge, Attitudes and Practices)	Gaps to be Addressed based on the goals and objectives	Demo Activities to address gaps	Expected Outcomes from Demo Activities	Ideal "Knowledge, Attitudes and Practices the Demo hopes to achieve)

GAPs IN THE KAPs TEMPLATE DAY 1 – WORKING SESSION 1

Demo Project:

Country:

Actual Reality (Current "Knowledge, Attitudes and Practices)	Gaps to be Addressed based on the goals and objectives	Demo Activities to address gaps	Expected Outcomes from Demo Activities	Ideal "Knowledge, Attitudes and Practices the Demo hopes to achieve)

COMMUNICATION GOALS AND OBJECTIVES TEMPLATE
S.M.A.R.T AND "NECESSARY AND SUFFICIENT"
DAY 2 – WORKING SESSION 2

Demo Project:

Country:

Overall Communication Goals:
     1.
     2.
.

Demo Activities to address gaps	Potential Audiences	"Knowledge, Attitudes and Practices" Gaps to be Addressed based on the goals and objectives	Communication Objectives

COMMUNICATION ACTIVITIES AND INDICATORS
DAY 2 – SESSIONS II AND III
S.M.A.R.T. AND "NECESSARY AND SUFFICIENT"

Demo Project:

Country:

Communication Objectives	Potential Communication Activities	Type of Communication Activity	Output indicators	Process Indicators	Outcome/Impact Indicators

Working Session IV:
Mainstreaming Communications Activities into Demo Project Work Plans

While you may think that you're ready to begin implementation as soon as your strategy is written, in fact what you need to do is to sit down again and:

- Check your *budget* and adapt your plan accordingly
- Outline your *management and implementation* plan (timelines, staffing, etc.)
- Consider *monitoring, documentation* and how you will *evaluate* results.

Budgeting

This is "*where the rubber hits the road*". We may find that what we want to do is beyond your existing budget capacity.

Having a budget ahead of time sometimes constrains your planning process and thwarts the creative process.

This is why it is so important to have SMART communication goals and objectives established FIRST.

BARE BONES

While you may need to adjust your goals and objectives, don't do this right away. Instead, think good and hard about what are the absolutely must-do activities – the bare bone activities & tools without which you will NOT be able to achieve your communication goals and objectives.

Then, identify those activities would be ideal to do, but which are **not necessarily critical**. From among these, distinguish between those that are **high profile** (PR) and **high-ticket activities** which would like attract considerable interest and possible partners (shows, races, and so forth), and those that would be **nice to do** – but which might involve quite a **high level of effort** without necessarily having high impact (such as local fun-days). These will form your **bonus list**.

Next see if you can obtain *additional sources of funding* or do certain activities more cheaply by sourcing in-kind contributions or attracting sponsorship.

Volunteer agencies can be a bit help! Many potential sources of additional funding do exist though, such as:

•Identifying private sector sponsors and partners who are sympathetic to what you are doing;

•Donor agencies
•Grant funding
•Foundations
•Inheritances

Three (3) Different Approaches to Budgeting:

The *affordable method* – "Budgets are based on what the organization has available in the yearly budget or on what has been spent in prior years."

The *competitive-parity method* – "Budgets are set or considered on the basis of what others have spent for similar efforts." This is useful if you are starting a new campaign and want to learn how others have done them.

The objective-and-task method – "Budgets are established by:

(1) reviewing specific objectives,
(2) identifying the tasks that must be performed to achieve these objectives; and
(3) estimating the costs associated with performing these tasks.

This method also allows you to look at whether your activities can be altered or done more efficiently and cheaply while still allowing you to achieve the same objective. Rather than changing goals or objectives, is it possible to adopt a different communication activity that fits the budget. ***This what IWCAM recommends.***

2

Once you determine which approach you are taking then you can cut or revise your budget accordingly.

According to Kotler, et. al, (2002:351), however, whatever in the end you have to work with, your budgeting work still requires that you assess:

Product-related costs – such as merchandising (tangible items – caps, pens, etc) or any associated services (training of service staff, new labs or offices, etc) to be incorporated into your effort.

Price-related costs – including costs associated "with incentives, recognition programmes, and rewards"

Place-related costs – *include any new delivery channels that need to be established such as websites, hotlines, extended hours, new facilities, on-line purchasing and so forth).*

Promotion-related costs – include costs for developing and disseminating your messages through the media, through advertising or through events or other channels including print production, PSAs, flyers, etc.

Evaluation-related costs – include costs for all surveys, research, tracking mechanisms (hotline databases, website hits, evaluation consultants, data processing, etc.) – AND costs for final evaluation.

3

ONE Important caveat about sponsorship and partners.... it is important to recognize right from the get-go that sourcing additional funds is also time-consuming and in many cases a full-time job in and of itself.

Inviting '*more cooks into the kitchen*' can also have a downside if additional partners and sponsors need recognition and also want more say in what takes place. That isn't always easy.

Your first priority has to be to your client and primary stakeholders.

With a clear strategy developed, and your budget set, it's now time to develop an Implementation Plan.

Once your implementation plan is done, we'll explore management.

According to Weinreich (1999:159), a comprehensive implementation plan has three main components:

1. A distribution (dissemination) plan
2. A public relations plan; and
3. An Internal readiness plan.

Distribution Plans

Now you should have identified your communication channels and media that you are going to use. But now you should focus on a *detailed distribution plan* that will outline exactly how you are going to put these channels in motion.

For example, if your strategy is relying on individuals to give out flyers and brochures at key places where your target audiences are likely to be, you will need to ask:

- Are our brochures and flyers ready?
- If not, when will they be ready?
- How many will we need?
- How many people do we need to actually distribute them?
- Will they need training to know exactly how to distribute the materials and/or talk with audiences?

4

- Do they need to be paid for their time?
- If yes, when and how?
- How will you verify if they have done their work properly and not just dumped material?
- Who will monitor? How will you monitor them?
- Should they work in pairs or in teams?
- How early before hand do they need to get the materials for distribution?
- What will they do if they run out?
- How will they contact us if they need more?
- Do we need to get permission for them to be on certain premises (say malls, churches, schools, etc.)?

Each aspect must be planned out and considered before you begin in order that things run smoothly.

Public Relations Plan

Make a specific '**Public Relations Plan**' in order to *leverage as much free media attention as possible*.

For all your demo project's **key milestones** mark them with major public relations activities that attract the press. This is something that should happen on a regular and strategic basis as a campaign is implemented.

Some ideas include:

- Walk-a-thon or fun runs
- Health fairs
- Expert panel discussions
- Concerts
- Celebrity appearances

Some other ideas might include:
- Announcing new 'national days'
- Launching or announcing new components & products associated with the strategy (such as a scholarship programme, new training initiative, hiring of new personnel, etc.)
- Film premiers
- Fashion shows
- Competitions (jingles, songs, essays, dance, posters…)
- Among others…..

Use your ENVIRONMENTAL CALENDAR

And link your events and milestones to key environmental calendar days and Piggy Back on events that others are planning

5

Civic Journalism

Find these persons/shows. By partnering with them, you create a win-win scenario.

Management

Internal Readiness Plan

An internal readiness & management plan is prepared AFTER your strategy has been accepted. It asks:
- *Who* is the main person responsible for this activity?
- *Who else* does this person need to work with?
- Are they ready to undertake this task?
- If not, what type of *training and support* will they need and when should this take place?

•What additional materials and resources will be required? When do these need to be made available?
•How often will we meet?
•What type of reporting mechanisms and communication do we need to have in place with each other?
•Who will be the overall spokesperson for the campaign strategy?
•How will we ensure that we all speak with one voice?
•What procedures and steps will be followed if something goes wrong?
•And so on…

In addition to implementing the various communication activities that are in your strategy, you will also be expected to '*manage*' your staff, clients, stakeholders and any consultants and services that will be part of your effort. Central to this is answering the questions of:

6

Who really 'owns' the strategy? How much buy-in and ownership has been accomplished through the strategy design? If you have following a participatory approach and done a good job – ownership is likely to be very high among a number of stakeholders.

But the 'buck' has to stop somewhere – and that is where different stakeholders may not all be equal.

Participation may help to garner wide support for the communication initiative, but responsibility also to be shared and often participation leads to a situation where there are a lot of people who want to have a role in decision-making, but few who are willing to shoulder responsibility.

At some point, final decisions and ultimate responsibility have to be determined and respected – or expectations will be unrealistic.

Where does the buck stop?

Once you know that, then many of the other management decisions will be more straightforward.

Once you know that, your management plan can also consider factors such as:

- **Contracting** – how will consulting and technical services be contracted? Who will do it? Who will prepare contracts? How will contracts be solicited? How will contractors be selected and so forth? How will they be fired, if need be?
- **Management team** – who should sit on our management team?
- **Advisory bodies** – should we establish a steering committee or advisory group to help advise implementation?

All of these considerations make up your *Internal Readiness Plan*

7

But even with the best plans and management skills…things always go awry and that is why its important to always remember the 5 stages of project management:

Five Stages of Project Management:

1. Excitement, euphoria
2. Disenchantment
3. Search for the guilty
4. Punishment of the innocent
5. Distinction for the uninvolved

Which is why Monitoring, documentation and evaluation are so important.

When should your communication efforts be measured and/or evaluated?
Ideally, in order to truly determine if your campaign has had impact, measurement should be done at three stages:

a) **Baseline data** should be collected before you actually launch your campaign. This data is used to assess later impact;
b) **During**– monitoring data should be collected to track results; and
c) **Post-campaign** data should also be collected when the communication elements are all totally completed.

For the media production process itself, there are also three (3) phases of evaluation

- *Pre-production* (formative evaluation)
- *Production* (monitoring)
- *Post-production* (final, or summative evaluation)

Let's look at evaluation in the context of media production first:

- *Pre-production evaluation includes pre-testing all communication materials and products with representatives of your target audience BEFORE they are finalized and distributed.*

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Why pretest?

- To ensure that your audience actually comprehends the message you are trying to get across.
- To detect other interpretations of you message (so you can correct these or avoid them…)
- To catch potentially costly mistakes.
- To indicate what the strengths and weaknesses of your strategy, messages and materials might be.

- To check your beautiful creative messages against the 'real world' before actually sending it out there.
- To make your message and materials even more appealing and effective.
- To revise your promotional strategy and media mix to incorporate possible new ideas that result from the pretesting findings.

With whom should you pretest?
With persons who are as representative of your target audiences (both primary and secondary) as possible.

Pretesting Pitfalls

Despite the fact that it is absolutely critical for you to pretest, doing so does not automatically guarantee that your campaign will be successful. Pretesting is only as good as the quality of the research that is done and the quality of the analysis that is conducted.

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1. Comprehension	Do they 'get' the main points you are trying to make? Do they understand every word? Are the visuals understood. Are there any difficult concepts that need to be clarified?
2. Relevance or Utility	Do they feel the materials/message are meant for them? Are they relevant to their own lives?
3. Noticeability	Do the materials attract attention? Do they 'grab the eye' through the rest of the clutter? Do they hold attention?
4. Memorability (recall)	Can they remember the main messages/points after being exposed just once? Or many times?
5. Credibility	Is the messenger appropriate? Do they trust the messenger and believe the message is credible?

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6. Acceptability	Do they find the materials acceptable (as opposed to being offensive) or do they reject them? Do they fit with the audience's beliefs, culture, sensitivities?
7. Attractiveness	Do they generally think the materials are attractive? Would they pick them up? Would they listen to the message again?
8. Knowledge, Attitude and/or belief change	After exposure, did the audience increase its knowledge about the topic or change its attitudes or beliefs? Did they express the intention to change their behaviour?
9. Strong & Weak Points	What were the things your audience liked best about the material/message? What did they like least? If they could change anything, what would it be?

Monitoring and Documentation

As you management and implement your communication activities – you can use your "process indicators" to determine if they are having the effect you desire or not – and adjust your activities accordingly.

Evaluation of communication efforts need to distinguish between two different terms which are often confused:

1. *Communication effects* (impact and outcomes)

2. *Communication effectiveness* (implementation, process, deliverables, etc.)

Communication efforts may be a success in one area, and a failure in another.

So to some extent the final word on success is relative and subjective.

Salmon and Murray-Johnson (in Rice and Atkin, 2001), suggest that there are in *fact several layers of effectiveness* that can be considered:

Definitional effectiveness:

Was the problem correctly identified and seen as important by audiences? Did we get the problem right and did we keep "The Main Thing, the Main Thing?

Programmatic Effectiveness
Did the campaign reach its objectives and achieve its goals?

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Process measurements correspond to what was done (i.e., XXX billboards were constructed; XXX posters distributed; XXX schools participated; XXX radio Public Service announcements were broadcast, etc.).
Process evaluation is often considered to be the same as '*monitoring*'.

Process Measures
For the most part, process measures are usually under the social marketers control (although not all). Again, according to Kotler et.al, (2002)Evaluations should consider:
 1. Changes in policy and/or infrastructure
2. Reach and frequency
3. Media coverage
4. Total impressions
5. Dissemination of materials
6. Participation and contribution from outside sources
7. Assessment of implementation of campaign programmes

Reach and frequency
Most communication efforts have to have a 'stated reach' of their target audience (e.g.., XX number of inner-city women will hear the Public Service Announcement on IRIE FM within a 3 –month period). These measurements refer to the number of people who are exposed and to the number of times they are exposed to different media within the media mix.

Dissemination of materials
Most evaluations will include a section on the number of materials produced and distributed, where, when, and how.

Participation from outside sources
How many volunteers have come on board? Have additional organizations become involved and wanted to support your efforts? Has the private sector donated or wanted to support it? Have you received cash or in-kind contributions? You should try to put specific dollar values to these contributions so that they can be included in your overall total impression analysis.

Assessment of implementation of campaign programs
This is essentially an 'audit' of your campaign. Did you do everything you said you would do? Why or why not? Were we on time and within budget? Why or why not? Were our estimated costs realistic? What could we have done differently?

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Outcome evaluation is usually considered as *'summative evaluation'*. What was the sum result of the campaign and all its various elements?

Again, you go back to your OUTCOME indicators and look at:

1. Changes in behaviour
2. Changes in behaviour intent
3. Changes in knowledge
4. Changes in belief
5. Responses to campaign elements
6. Level Awareness of the campaign overall and key messages

The final summative evaluation looks at the OUTCOME indicators that you established when setting your communication goals and objectives.

Thank you.

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Slide 1

MITIGATION OF GROUNDWATER AND COASTAL IMPACTS FROM SEWAGE
DISCHARGES FROM ST. JOHN'S

ANTIGUA AND BARBUDA

IWCAM
Integrating Watershed and
Coastal Areas Management
GEF

Communication Strategy

Slide 2

Overall problem(s) the demo project is trying to address:

➢ Improving sewage handling and treatment within the McKinnons Community

➢ Increasing public awareness of the dangers of improper sewage treatment, and to allow for the public to be more aware of the various options to treat sewage

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Slide 3

Overall communication goal to support the demo project's goal (SMART and N&T):

➢ Through the use of the various media that is available - the internet, radio, newspaper, and TV – Antigua and Barbuda is striving for approximately 80 percent of the residents in McKinnons will be aware of the benefits and are willing to change their practices, and Approximately 60 – 70 percent of the populace will be aware of the benefits and will desire an alternative sewage treatment system.

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Slide 4

Main Demo Activities:

1. Public Awareness and Training
2. Collection of baseline information
3. National sewage and WMS developed
4. EIA conducted for wetland filtration system for demo site
5. Feasibility study for wetland filtration system for demo site
6. Street level wastewater management for area
7. Legislative Review
8. Development of GEF MSP proposal for City

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Slide 5

GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

1. Limited knowledge of alternative sewage handling methods

2. Residents not fully aware of the effects of the poor handling of sewage disposal on the watershed

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Slide 6

Primary Audience that if targeted will solve 80% of the problem:

Ages: 27 - 75
Gender: Male and Female
location: McKinnons / Yorks Community
Key social and psychological features
Limitations: Need to produce results in a short period
Media preferences: Radio and Television

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Secondary audiences:

Technicians at APUA and CBH that will fully understand the gravity of the project and will assist in getting the word out in a non – technical form to the public.

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Key messages (products) that need to address the gaps in the KAPs for the primary audience:

1. Poor waste disposal can affect the quality of water both on the surface and beneath the ground
2. Unsanitary conditions can lead to break out of diseases in the community
3. Completion of the project can assist in improving the appearance of the area

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Main tone or approach to the messages:

The main tone of the messages will be one of importance to the development of the community, and the eventual development of the nation once the project is implemented on other communities

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Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):

1. 60% of residents of the McKinnons area will have exposure to an alternative means of sewage disposal by the end of the project

2. 75% of residents of the McKinnons area will want the alternative sewage disposal method by the end of the project

3. 80% of the residents of the McKinnons area will be more aware of the benefits of the alternative sewage method by the end of the project

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Communication Activities to support Objective Number 1:

- Description: Visual Leaflets
- Type of activity: Informational & Instructional
- Process Indicators: Distribution of brochures through proper venues every week through the newspapers
- Output Indicators: ~ 2000 brochures distributed on a weekly basis
- Outcome Indicators: 60% of Mckinnons residents would have visited the demo site
- Proposed timeline: From July 1st to Nov 30th
- Possible partners: Gov. Printary & Newspaper houses

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Communication Activities to support Objective Number 2:

- Description: Community Consultations
- Type of activity: ComDev
- Output Indicators: At least 3 public consultations with the residents of the McKinnons area
- Process Indicators: Number of Participants and generated interests
- Outcome Indicators: 75% of residents will demand the alternative waste disposal system
- Proposed timeline: By the end of the demo project
- Possible partners: CBH, APUA

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APPENDIX XVI: Presentation Communications Strategy The Bahamas

Wastewater Management at Elizabeth Harbour Marina – Exuma

The Bahamas

Communication Strategy

Overall problem(s) the demo project is trying to address:

A pump-out and mooring system need to be implemented to ensure and discourage yachters from emptying their holding tanks into the harbour and damaging the benthic areas.

The objective is to demonstrate how such facilities can be retroactively installed and sustainably managed

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Overall communication goal to support the demo project's goal (SMART and N&T):

By the end of the demo project
- To have 75% of Elizabeth Harbour adapting affordable, efficient pump out and mooring systems for yachters.
- To have 50% of the wider public and private sector actively engaged in support of policy and legislation reform

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Main Demo Activities:

1. Choose location and construct stationary pump-out system.
2. Choose location and implement a treatment and deep well disposal mechanism.
3. Choose locations and mounts for mooring buoys.
4. Lobby government to pass Cabinet Conclusion on a Mooring system and anchorage policy

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GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

1. Lack of pump out facility
2. Lack of treatment facilities
3. Lack of a Mooring system and establishment of anchorages
4. Lack of legislation and community enforcement
...

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Primary Audience that if targeted will solve 80% of the problem:
Yachters

Ages: 35+ years old

Gender: Irrelevant

location: The Bahamas and abroad

Key social and psychological features: Better services and aesthetics

Limitations: No real limitation has been identified as yet

Media preferences: Websites, Magazines, Newspapers

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Secondary audiences:

- The Community
- The private sector, winter residents (SC Johnson a family)
- The government

Key messages (products) that need to address the gaps in the KAPs for the primary audience:

1. Improper waste disposal can affect the health of your family and the environment
2. Money can be saved by pumping out at the dock rather than fuel costs for dumping 3 to 4 miles offshore
3. For every 3 pump outs get 1 free promotion.
4. Save money by paying in advance for a certain amount of moorings

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Main tone or approach to the messages:

Serious? Yes but in a witty way

Fear tactics? Indirect fear

Embarrassment approach? No this is definitely not a good idea

Praise approach? Yes, this approach would be good because it encourages the people to do right.

Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):

1. By the end of the 1st year of the demo project, 60% of the yachting community will have been exposed to an efficient waste disposal system in Exuma.
2. By the end of the 1st year of the demo project, 50% of the residents in Elizabeth Harbour will have seen the demo, and will be 100% more knowledgeable of its benefits and cost effectiveness.
3. By the end of the demo project, 70% of the wider public in Exuma will be able to articulate the reasons why the improper waste disposal of yachts is harmful to human health and to the coastal marine environment and will also suggest that a land based disposal system is also needed
4. By the end of the demo project, 100% of the government will realise the importance of proper waste disposal and legislate laws for stricter penalties and fines in the entire Bahamas

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Communication Activities to support Objective Number 1:
Yachting community

- Description: Post an ad in the Yachters Guide and Southern Boating Magazine
- Type of activity: Environmental Education
- Output Indicators: Once yearly for the Yachters Guide and every 3 months in the Southern Boating Magazine
- Process Indicators: Ads are prepared and on time
- Outcome Indicators: 60% of the readers of the magazines
- Possible partners: Director of the Yearly Cruising Regatta

Communication Activities to support Objective Number 2:
Residents in the demo area

- Description: Newspaper article with reports on the degradation on the harbour e.g. declining amounts of fish
- Type of activity: Public education and sensitisation
- Output Indicators: Reports posted on the bulletin once a month
- Process Indicators: Reports on reduction in fowl odour and improvement in water quality of the harbour are prepared on time
- Outcome Indicators: 50% of the residents in the demo area read the bulletin
- Possible partners: Private business sector

2

Communication Activities to support Objective Number 3: Wider Public

- Description: Newspaper article with reports on the degradation on the harbour e.g. declining amounts of fish
- Type of activity: Environmental Education
- Output Indicators: Reports posted in the newspaper once a month
- Process Indicators: Reports about Water Quality Monitoring prepared on time
- Outcome Indicators: 70% will become aware of the problem in the demo area
- Possible partners: Exuma Waste Management

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Communication Activities to support Objective Number 4: The Government

- Description: Hold public meetings and consultations
- Type of activity: Public Relations
- Output Indicators: 3 – 4 Update meetings are held
- Process Indicators: Meetings are held before and after each boating season
- Outcome Indicators: 60% increase of interest from the Ministry of Health and the Environment especially Department of Environmental Health & Services (DEHS)
- Possible partners: Bahamas National Trust (BNT) and DEHS

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Distribution Plan and Dissemination

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Noted Considerations regarding Management and Implementation

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Documentation, Monitoring and Evaluation Considerations

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Any other considerations to note

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3

COMMUNICATION ACTIVITIES AND INDICATORS
DAY 2 – SESSIONS II AND III
S.M.A.R.T. AND "NECESSARY AND SUFFICIENT" *Demo Project*:

Country: CUBA

Communication Objectives	Potential Communication Activities	Type of Communication Activity	Output indicators	Process Indicators	Outcome/Impact Indicators
1. Trasladar el enfoque de manejo integrado de cuencas hidrográficas y zonas costeras a los tomadores de decisiones, personal técnico y público en general	- Talleres para tomadores de decisiones, personal técnico y público en general - Elaboración de materiales de comunicación/ posters, plegables, videos - Programas y entrevistas en los medios locales y nacionales de difusión /TV, radio, prensa escrita	Sensibilización y Educación pública	Nivel de participación de los actores involucrados en la elaboración del Plan de manejo de la cuenca y su zona costera asociada		Disponibilidad de un Plan de manejo integrado y socializado
2. Sensibilizar a los tomadores de decisiones y público en general, acerca de los problemas ambientales existentes y su impacto en la cuenca	- Talleres de Sensibilización - Charlas/conversatorios a nivel de las comunidades - Elaboración de materiales relacionados con este tema/ posters, plegables,	Sensibilización y Educación pública	Cantidad de participantes en talleres, charlas y conversatorios		- Disminución de los niveles de tala ilegal - Disminución de los incendios forestales - Disminución de los consumos de agua en la industria y en

hidrográfica y zona costera asociada	videos - Programas y entrevistas en los medios locales y nacionales de difusión /TV, radio, prensa escrita				la actividad domestica - Disminución de prácticas inadecuadas de disposición de desechos sólidos
Communication Objectives	**Potential Communication Activities**	**Type of Communication Activity**	**Output indicators**	**Process Indicators**	**Outcome/Impact Indicators**
3. Transformar los resultados obtenidos en el proyecto en productos comunicativos palpables	- Modelación que permita facilitar la interpretación de los resultados del Monitoreo Ambiental para todos los públicos meta	Instructivo	Cantidad de modelaciones disponibles		- Cantidad de modelos utilizados en los procesos de toma de decisiones a nivel local - Cantidad de modelos utilizados en las actividades de sensibilización y educación a las comunidades involucradas

Name of Demo Project:

Country:

Communication Strategy

Overall problem(s) the demo project is trying to address:

Mitigation of Impact of Industrial Wastes In Lower Haina River Basin

Dominican Republic

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Overall communication goal to support the demo project's goal (SMART and N&T):

Goal:

- 80% of the industry sector members of lower Haina River Basin will assume the concept and practices of Clean Technology in productive activities by 2010.

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Main Demo Activities:

1. Technical Meetings
2. Publication of simple legislation and policies review. (fact sheet)
3. Industries sightseeing
4. Establishment of website for regular information updates.
. . . .

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GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

1. Knowledge and aplication of national environmental normatives and legislation
2. Awareness about the importance of the environment protection in the sustainability of industry sector.
3. Changes in production patterns based on demonstration activities about values and benefits of recycling and reuse.

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Primary Audience
- Industry Owners, Planners, and Managers

Ages   **Adult people**

Gender **Mostly Male population.**

location: **Haina**

Key social and psychological features: **High economic status**

Limitations: **Poor awareness about the importance of environment.**

Media preferences: **T. V., radio, newspapers**

Other factors.... **Meddium and high education level.**

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Secondary audiences:

- Haina Industry Associations.
- Local Governments.
- Governmental institutions that deal with legislation, normatives and controls to industrial activities.

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Key messages (products) that need to address the gaps in the KAPs for the primary audience:

1.
2.
3.
4.

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Main tone or approach to the messages:

Serious?
Fear tactics?
Embarrassment approach?

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Communication Objectives

1. By the end of 2009, 90% of industry members will manage the Environmental General Law and standards related to water, air, and solid wastes.

2. By the end of 2009, 90% of industry members will be familiar with clean technology principles applied to the different steps of industry planning and production.

3. By the end of 2010, 90% of industry members will be aware about values and benefits of recycling and reuse in waste management processes.

4. By the end of 2008, 90% of Haina Industry Association members will be informed and motivated about the Demo-Proyect through Association Directorate activities.

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By the end of 2009, 90% of industry members will manage the Environmental General Law and standards related to water, air, and solid wastes.

Communication Activities

- Description:
  - Technical Meetings
  - Publication of simple legislation and policies review. (sheet/brochure)
- Type of activity: **Technical /informational**
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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By the end of 2009, 90% of industry members will be familiar with clean technology principles applied to the different steps of industry planning and production.

Communication Activities

- Description:
  - Technical Meetings
  - Publication of of clean technology practices. (sheet/brochure)
  - Industries sightseeing
- Type of activity:
  - Technical /informational
  - Social marketing
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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2

By the end of 2010, 90% of industry members will be aware about values and benefits of recycling and reuse in waste management processes

Communication Activities

- ♦ Description:
- - Technical Meetings
- - Publication of specific recycling and reuse activities. (sheet/brochure)
- - Industries sightseeing
- ♦ Type of activity:
- - Technical Informational
- - Social marketing
- ♦ Output Indicators:
- ♦ Process Indicators:
- ♦ Outcome Indicators:
- ♦ Proposed timeline:
- ♦ Possible partners:

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By the end of 2008, 90% of Haina Industry Association members will be informed and motivated about the Demo-Proyect through Association Directorate activities.

Communication Activities

- ♦ Description:
- - Personal visits to Industry Association Directorate by communication officers
- - Establishment of website for regular information updates.
- ♦ Type of activity
- - Social marketing
- - Public Relations
- ♦ Output Indicators:
- ♦ Process Indicators:
- ♦ Outcome Indicators:
- ♦ Proposed timeline:
- ♦ Possible partners:

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Distribution Plan and Dissemination

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Noted Considerations regarding Management and Implementation

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Documentation, Monitoring and Evaluation Considerations

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Any other considerations to note

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APPENDIX XIX: Presentation Communication Strategy Jamaica

Name of Demo Project: An Integrated Approach to Managing the Marine, Coastal and Watershed Resources of East Portland in Jamaica as part of a focused GEF-IWCAM Regional Demonstration

Country: JAMAICA

Communication Strategy

Overall problem(s) the demo project is trying to address:

Pursuing Durable Solutions !

NEPA
10 & 11 Caledonia Avenue
Kingston 5
Jamaica, W.I.

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Overall communication goal to support the demo project's goal (SMART and N&T):

- 1. By the end of the Demo project to have 50% of the surveyed population of the DRW adopt best practices that meaningfully maintain and promote watershed and coastal zone management

- 2. To develop a mechanism to transfer lessons learnt from this Demo project to other WMU in Jamaica and other SIDS

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Main Demo Activities:

1. Appropriate waste disposal programme implemented

2. Grant Programme implemented

3. Poster & Debate Competitions conducted

4. Production of brochure; reprinting of posters, Enforcement & Legislative Workshops conducted

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Main Demo Activities:

5. Conduct talk show around the IWCAM approach scheduled for National Wood &Water Day (4th October); Minister of Agriculture to plant 1st cassava stick in a mini-campaign in collaboration with RADA; distribute cassava sticks; give c/sticks to school(s) for planting by children; make fact sheet on (types of cassava, its use, method of propagation and nutritional content in conjunction with RADA

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GAPs in the KAPS

Gaps in Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

1. Lack of knowledge of low cost appropriate waste management options

2. Lack of capacity to improve way of life

3. Lack of awareness of the impact of positive and negative practices in WMU &CZ

4. Lack of knowledge in steps to reporting environmental breaches; the Acts that govern env. Management and conservation

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GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities

5. Lack of awareness of alternative farming practices

6. Lack of water quality monitoring skills and mechanism for community involvement

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Primary Audience that if targeted will solve 80% of the problem:

Ages   7-60yrs.
Gender   Male & Female
Location   DRWMU Eastern Ja.

Key social and psychological features: Poor rural amongst affluent hotel owners

Limitations: illiteracy; lack media coverage

Media preferences: combination, posters, town cry, Street meeting, local cable network, word of mouth ie. 1-1e.g. church, bars

Other factors....One of the most pristine and ecological diverse area in Ja.;NGOs/CBOs

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Secondary audiences:

1. Teachers

2. Hoteliers

3. State Agencies

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Key messages (products) that need to address the gaps in the KAPs for the primary audience:

1. Alternative waste disposal options

2. Funding option exists based on IWCAM Approach

3. Modify behaviours based on facts related to the protection of WMU&CZM

4. Guidelines to reporting & consequences of environmental breaches

5. The importance of the WMU &CZM in food production

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Main tone or approach to the messages:

Serious?
Fear tactics?
Embarrassment approach?

➢ Layered: showing the linkages between practices & impact

➢ Consequences & Enforcement

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Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):

1. By the end of the demo project community members are able to articulate the reasons why improper waste disposal is harmful to human health and the environment and can also describe alternative options

2. By the end of the project 50% increase demand for similar alternative waste management options.

3. By the end of the project to have raised national interest in W&W Day and to have increased the number of planted c/sticks by 100% in the communities

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2

Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient)

4. By the end of the project 10 NGO/CBO would have successfully implemented a mini community improvement project.

5. By the end of the project, to have 70% school submissions in the poster competition (Primary) & 100% participation of schools (Secondary) in the Debate competition

6. By the end of the project 50% of the DRW area will be able to identify and report environmental breaches

7. By the end of the project to have raised national interest in W&W Day and to have increased the number of planted c/sticks by 100% in the communities

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Communication Activities to support Objective Number 1:

- **Description:** Demo of the Alternative waste disposal options; Production of simplified fact sheets
- Type of activity (PR, EE, Social Marketing, etc.): Informational/Instructional
- Output Indicators: 5 sch.demo; 700 fact sheet produce
- Process Indicators: Facts sheet produced on time & handed out at these sch. Venues; request for additional facts sheet
- Outcome Indicators: 50% increase in interest level for sys.; 70% community Mem. recall facts
- Proposed timeline: 16 months
- Possible partners: Build Ja.

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Communication Activities to support Objective Number 2:

- Description: Debate competition
- Type of activity: Communication Development
- Output Indicators: Debate
- Process Indicators: Workshop conducted, news release, video tape, 100% school Participation
- Outcome Indicators: 100% increase awareness of WMU&CZ issues
- Proposed timeline: 1st Quarter
- Possible partners: Schools

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Communication Activities to support Objective Number 3:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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Communication Activities to support Objective Number 4:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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Distribution Plan and Dissemination

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3

APPENDIX XX: Presentation Communications Strategy St. Kitts & Nevis

Rehabilitation and Management of the Basseterre Valley as a Protection Measure for the Underlying Aquifer

Country: St. Kitts and Nevis

Communication Strategy

Three TRACKS which are the focus of this project

1. Mitigation of threats from contaminants
   - Agricultural (livestock production and chemical usage)
   - Domestic (inappropriate sewage treatment)
   - Legislation, policy reform and incentive scheme
2. Protection of the aquifer
   - Establishment of a National Park
3. Improvements to resource management
   - Survey of wastage and leaks
   - Review of options for recovery, recycling and conservation

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OVERALL communication goal to support the demo project's goal (SMART and N&S):

1. By the end of the demonstration project, to have 50% of the population in the demonstration area aware of the importance of the Basseterre Valley Aquifer and support its protection.

2. By the end of the demonstration project, to have 50% of government officials (departments of physical planning, water services, environmental health and agriculture) supporting and promoting the protection of the Basseterre Valley Aquifer.

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MAIN Demo Activities (Track #1)

1. Review of agricultural, wastewater and land use practices
2. Development of incentives and practical alternatives for altering agricultural and wastewater practices

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MAIN Demo Activities (Track #2)

3. Survey of ecosystem functions and natural resources of the Basseterre Valley
4. Designation of a National Park for the protection of the aquifer (including establishment of a Management authority and plan)

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GAPS in the KAPS (Tracks #1 and 2)

1. Lack of knowledge of appropriate agricultural practices
2. Lack of knowledge of appropriate domestic onsite wastewater disposal
3. Lack of awareness of impact of inappropriate land use on groundwater resource AND the LINK with quality of drinking water

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Audiences

Track #1 (Mitigation of contaminants):
1. Farmers, residents and developers of the Basseterre Valley
2. Gov't departments (DPPE, WSD, EHD, Ag)

Track #2 (Protection and national park):
1. General public (all sectors), NGOs
2. Gov't departments

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KEY Messages (Tracks #1 and 2)

1. Practical alternatives are available for livestock production and chemical use in the agricultural sector
2. Alternative onsite domestic wastewater treatment technologies exist
3. Land use practices impact groundwater resources and water supply
4. Establishment of a National Park will serve to protect the aquifer and provide a place for recreational activities for all Kittitians

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Main tone or approach to the messages:

- Informative (EE important but especially make the connection to IMPACTS of behaviors)
- Positive
- INCLUSIVE

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MAIN Communications Objectives (Track #1)

1. By the end of demo project, 50% of farmers within the Basseterre Valley having first hand exposure to alternative practices for livestock production and chemical usage and 10% of farmers applying alternative practices.
2. By the end of demo project, 50% of residents within the Basseterre Valley having first hand exposure to alternative, appropriate onsite wastewater treatment technologies.

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Communication Activities Objective # 1 AND 2 (Track #1):

Communication activity:
- ✓ Series of community workshops and training days to impart general knowledge, present practical alternatives and follow-up/motivation (for both farmers and residents)
- ✓ Type: Public awareness, instructional / technical information

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Communication Activities Objective # 1 AND 2 (Track #1):

OUTPUT Indicators:
- ✓ 6 workshops (3 for each primary target audience)
  - ✓ 1 workshop for awareness building and education
  - ✓ 1 workshop/training to DEMONSTRATE alternatives (focus on benefits to audience)
  - ✓ 1 workshop to follow-up, reinforce, motivate
- ✓ "Take-home" informational booklets to reinforce lessons learnt in each workshop (50 per workshop)

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Communication Activities
Objective # 1 AND 2 (Track #1):

PROCESS Indicators:
- ✓ Number of participants.
- ✓ Number of drop-outs.
- ✓ % increase in participation over the series of workshops
- ✓ Number of positive assessments from feedback forms distributed at the end of each workshop

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Communication Activities
Objective # 1 AND 2 (Track #1):

OUTCOME Indicators:
- ✓ 50% of farmers and residents understand the importance of the aquifer and its link to drinking water supply
- ✓ 50% of farmers aware of alternative practices for livestock production and chemical usage
- ✓ 10% of farmers applying at least one of the alternative practices for livestock production or chemical usage
- ✓ 50% of residents aware of alternative onsite wastewater treatment technologies

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Communications Objective (Track #2)

1. By the end of demo project, 50% of the wider public in St. Kitts will know of the importance of the Basseterre Valley aquifer and its establishment as a National Park

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Communication Activities
Objective # 1 (Track #2):

Communications Activities/Type:
1. Media event/launch for the establishment of the Basseterre Valley as a National Park and benefits for the community (Informational/PR)
2. National Park logo and slogan competition with winning prizes (PR)
3. Billboards to show location of National Park (PR) placed at strategic entry points

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Communication Activities
Objective # 1 (Track #2):

OUTPUT Indicators:
- ✓ News release prepared and distributed for launch of national park
- ✓ 10 press kits prepared and distributed
- ✓ 1 editorial newspaper article
- ✓ Winning logo/slogan announced at launching event
- ✓ 3 billboards produced at various entrances or key areas of the National Park

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Communication Activities
Objective # 1 (Track #2):

PROCESS Indicators:
- ✓ Number of attendees (both community and press corps) and extent of coverage in the media
- ✓ Number of requests for information/press kits
- ✓ Number of newspapers that publish the article
- ✓ Number of good quality entries for the logo/slogan competition
- ✓ Winner announced and covered by the media
- ✓ Billboards produced on time and on budget

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Communication Activities
Objective # 1 (Track #2):

OUTCOME Indicators:
✓ 50% of the wider public in St. Kitts know of the importance of the Basseterre Valley aquifer and its establishment as a National Park

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APPENDIX XXI: Presentation Communications Strategy St. Lucia

Slide 1

**Protecting and Valuing Watershed Services
&
Developing Management Incentives
for the Fond D'Or Watershed**

SAINT LUCIA

Communication Strategy

Slide 2

Overall problem(s) the demo project is trying to address:

- WATER SCARCITY AT HOUSEHOLD LEVEL

- POOR WATER QUALTIY

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Slide 3

Overall communication goal to support the demo project's goal (SMART and N&T):

- By the end of the project, at least 40% of farmers, operating within the Fond D'or watershed, would have been educated on the value and contribution of "Integrated Watershed Management" towards the improvement of quality of life

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Slide 4

Main Demo Activities:

1. **Compensation for Environmental Services** i.e. a system for incentives and cooperative arrangements that will encourage best land use practices
2. Develop Land Use proposals
3. Develop a Soil & Water conservation program/activities
4. Develop and implement an Integrated watershed management strategy and plan.
5. Awareness, education and capacity building
6. Policy and legislation framework

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Slide 5

GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

1. Inappropriate land use practices, particularly at the farm level

2. Lack of proper mitigative measures to address soil erosion and siltation

3. Lack of awareness of damaging effects of poor land use, on the watershed and marine resources.

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. . .

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Slide 6

Primary Audience: FARMERS/LAND OWNERS

Ages : 18 – 70
Gender : male & female
Location : Fifthteen(15) communities within the Mabouya valley
Media preferences: Mainly TV and Radio
Other factors :

- Primarily banana, food crops and pig farmers.
- Mostly non tertiary level education

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Secondary audiences:

- Government departments,
- "Fairtrade" & other Farmer Organisations,
- School teachers
- Policy makers

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Key messages (products) that need to address the gaps in the KAPs for the primary audience:

1.
2.
3.
4.

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Main tone or approach to the messages:

SAY IT AS IT IS

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Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):

1. To educate 55% of farmers in the Mabouya Valley on sustainable land use practices throughout the life of the project.(2006-2010)

2. By the end of the project 70% of target audience will have a better appreciation of the damaging effects of poor land use practices on water quality

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Communication Activities to support Objective Number 1:

- Description: Radio and TV PSAs
- Type of activity : Panel discussions, call-in radio & TV programs(English and Creole)
- Output Indicators: An average of 100 callers recorded,on 5 radio programs
- Process Indicators: radio programmes aired during pick hours for maximum listenership
- Outcome Indicators: Over 95% of callers acknowledge problem needs urgent attention
- Proposed timeline:
- Possible partners: GIS

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Communication Activities to support Objective Number 2:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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APPENDIX XXII: Presentation Communications Strategy Trinidad & Tobago

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LAND-USE PLANING AND WATERSHED RESTORATION OF THE COURLAND WATERSHED AND BUCCOO REEF AREA

TRINIDAD AND TOBAGO

IWCAM
Integrating Watershed and Coastal Areas Management
GEF

Communication Strategy

Overall problem(s) the demo project is trying to address:

- Poor/declining coastal water quality that threatens reefs

- Declining quality and quantity of freshwater supply

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Overall communication goal to support the demo project's goal (SMART and N&T):

- By the end of the project, 50% of the farmers, residents and developers within the Courland community would be knowledgeable of how their activities within the watershed affect the quality and quantity of freshwater supply.
- To educate 50% of the Tobago population on the negative impact that improperly treated waste water has on fresh and coastal water quality and the benefits of the pending waste water treatment system.
- To have 50% of the general public and private sector actively engaged in support of policy and legislative reform on land-use plan and the EIA process

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Main Demo Activities:

- Data collection Progamme and input to decision making process
- Establish GIS Unit
- Conduct public awareness and Participation
- Stakeholders workshops
- Instigate community reforestation
- Facilitate upgrade of land-use plan and EIA process
- Development of the draft policy paper for IWCAM in Tobago
- Transfer of lessons and best practices to IWCAM regional projects
- ....

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GAPs in the KAPS

Gaps In Knowledge, Attitudes and Practices that need to be addressed in order to support the demo activities:

- Lack of integrated approach to land management and supporting legislation
- Lack of education in the proper use of fertilizers and other harmful chemicals
- Lack of understanding of how wild fires spread and its detrimental effects on the watershed
- Lack of understanding of how soil erosion and runoff degrade freshwater quality and quantity and the importance of the land to food security
- Lack of knowledge of the destructive effect of waste water and on aquifers and coastal resources and the need for a treatment system
- ...

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Audiences:

Primary
- Farmers
- Community groups
- Residents

Secondary
- Technocrats
- Government
- NGOs and CBOs

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Primary Audience that if targeted will solve 80% of the problem:

Ages:
- All age groups

Gender:
- males, females and transexuals

location:
- Courland Watershed and Areas Adjacent

Key social and psychological features
- Rural, agricultural, Religious, Superstitious

Limitations
- Tradition, Illiteracy, finance

Media preferences
- TV, Print, Radio

Other factors.... Baseline analysis needed

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Key messages (products) that need to address the gaps in the KAPs for the primary audience:
- The benefits of Improving farming methods and practices in watershed
- Need to improve and maintain vegetative cover (reforestation and fire prevention)
- Importance of the wastewater management system to economy and human health
- Need for land-use reform

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Main tone or approach to the messages:

Persuasive!

Incentives

Entertaining

Factual/fear tactics?

Participatory/conversational

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Communication Objectives **to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):**

- Catalyze a more effective, coordinated approach to land use planning
- Educate and train % farmers and community groups in the ?? appropriate use of fertilizers and harmful chemicals
- Training workshops with target groups (e.g. Anse Formager) in fire prevention and control
- Educate and train farmers and community groups in best agricultural practices
- Support awareness drive for pending wastewater management system (WASA)
....

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Communication Activities to support Objective Number 1:
To catalyze a more effective, coordinated approach to land use planning

Description:
- Workshop with stakeholders

Type of activity:
- Social Marketing?

Output Indicators:
- # of meetings held

Process Indicators:
- level and quality of participation/drop out
- Level of media coverage

Outcome Indicators:
- Changes in practices
- Changes in behavior intent

Proposed timeline:
- June 2009 (intent)

Possible partners:
- THA, NGOs

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Communication Activities to support Objective Number 1:
Educate and train farmers and community groups in the appropriate use of fertilizers and harmful chemicals

Description:
- Workshop with stakeholders,
- Educational film
- Posters, brochures

Type of activity:
- PR, EE & Social Marketing

Output Indicators:
- # of meetings held, # of people trained, brochures printed

Process Indicators:
- level and quality of participation/drop out
- Dissemination and distribution of materials to right audiences
- Extent of participation and contributions from outside sources

Outcome Indicators:
- Changes in behavior and practices
- Changes in beliefs and attitudes
- Changes in behavior intent

Proposed timeline:
- By end of project

Possible partners:
- THA, NGOs, CBOs, Private sector

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Gracias!

Communication Activities to support Objective Number 2:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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Communication Activities to support Objective Number 3:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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Communication Activities to support Objective Number 4:

- Description:
- Type of activity (PR, EE, Social Marketing, etc.)
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:

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Noted Considerations regarding Management and Implementation

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Documentation, Monitoring and Evaluation Considerations

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3

Ensuring Meaningful Participation

Edward Spang, Tufts University

GEF-IWCAM Demonstration Project Communications Workshop
26 -28 May 2008 – Santo Domingo, Dominican Republic

Challenge of Sustainability

- No universal solutions for sustainability
- Interventions must be adapted to local context:
  - Physical/Ecological
  - Socioeconomic
  - Political
  - Cultural
- Effective participation emancipates this information from local communities

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Participation: Means or End?

- End: A Goal Itself
- Enhanced Democracy
- Community Acceptance
- Means to an End: A Way to Achieve a Goal
- Improved Project Design
- Creating a Shared Vision
- Learning for Sustainability
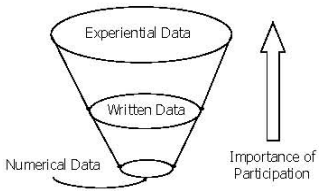- So…should be BOTH, but often only treated as an END

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Participation: Classification

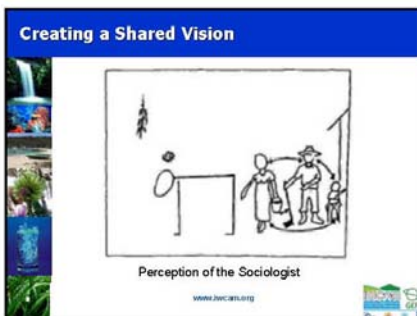|	
Manipulative	False representation, participants have no power
Passive	Participants are told what has already been decided
By Consultation	Participants are consulted but have no role in decision-making
For Material Incentives	People contribute resources (labor) in exchange for material incentives (food, cash)
Functional	Participation as a _means_ to achieve predetermined project goals
Interactive	People participate in joint-analysis and action plans, participation a fundamental _right_
Self-Mobilization	People take initiatives independently of external institutions

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Improved Project Design

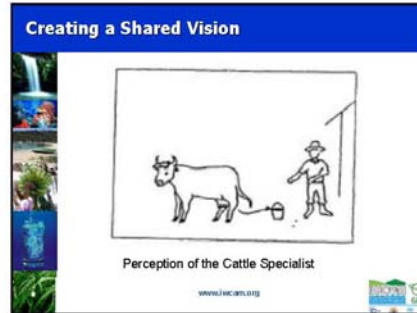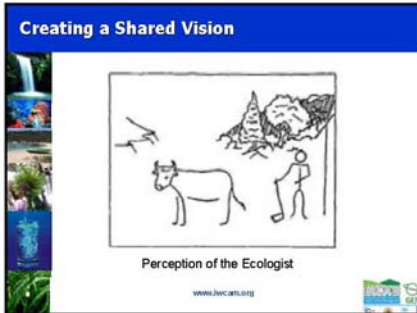Experiential Data

Written Data

Numerical Data

Importance of Participation

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Creating a Shared Vision

"Reality"

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Creating a Shared Vision — Perception of the Ecologist

Creating a Shared Vision — Perception of the Cattle Specialist

Creating a Shared Vision — Perception of the Sociologist

Creating a Shared Vision — Perception of the Agronomist

Creating a Shared Vision — "Reality"

Creating a Shared Vision

Colearning: Alignment of Mental Models
- Everyone gets a better understanding of the water system through mutual communication
- People can collaborate more effectively with a clear, common goal
- Learning can also be applied beyond the boundaries of the project focus area - Behavior Change!
  - Water conservation at home/work
  - Sharing of information with broader community
  - "Multiplier effect"

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2

How to Encourage Learning?

Summative Evaluation
- Why: Judgment of Worth
- When: Subsequent to Project Completion
- Process: How *did* agencies and citizens interact?
- Outcome: What environmental outcome resulted?

Formative Evaluation
- Why: Planning and Mid-course Correction
- When: Before and During Project
- Process: How are agencies and citizens *interacting*?
- Outcome: Are we making progress? Why? Why not?

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How to Encourage Learning?

Experiential Learning

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Tools for Evaluation

- Review of Criteria for Ensuring Meaningful Participation
- Web Resources
  - Wageningen University: http://portals.wi.wur.nl/msp/?page=1180
  - International Development Research Centre: http://www.idrc.ca/en/ev-116774-201-1-DO_TOPIC.html
- Questions/Comments?
- Thank you very much!!

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APPENDIX XXIV: Ensuring Meaningful Participation Evaluation Checklist

ACCEPTANCE CRITERIA

*Representation***: The public participants should comprise a broadly representative sample of the population of the affected public.**

Broad Representation: Do participants represent a broad sample of the affected public?	
Circle the appropriate number on the left	
3	Participants represent a <u>complete sample</u> of affected stakeholders in the project area.
2	Participants represent <u>most of</u> the affected stakeholders in the project area.
1	Participants represent a <u>less than half of</u> the affected stakeholders in the project area.
0	Participants represent <u>only a few</u> stakeholders in the project area.

Women's participation: How fully and actively do women participate in the operation and management of the group?	
Circle the appropriate number on the left	
3	Women participate <u>as fully as men</u> or even more fully in running the group.
2	Women participate <u>almost as fully</u> in running the group.
1	Women participate <u>somewhat</u> in running the group.
0	Women <u>do not</u> participate in running the group.

Active Involvement: **The public should be actively involved through project implementation.**

Frequency of exchange opportunities: How often are participants consulted?	
Circle the appropriate number on the left	
3	<u>Weekly</u> and whenever needed.
2	<u>At least monthly</u> and more often if required.
1	<u>At least every two months</u> on average.
0	<u>Irregularly</u>.

Communication: Open and equitable discussion is essential to effective participation.

	Open participation: How fully do participants engage in project meetings and activities?
	Circle the appropriate number on the left
3	All members participate actively in meetings and group activities. Everyone feels free to speak up and play an active role.
2	Most members participate actively in meetings and group activities. Most feel free to speak and play an active role.
1	Some members participate actively in meetings and group activities.
0	Few members participate actively in meetings and group activities.

	Quality of discussion: How do members communicate with one another?
	Circle the appropriate number on the left
3	There is always frank and constructive discussion.
2	There is usually frank and constructive discussion.
1	There is sometimes frank and constructive discussion.
0	There is seldom frank and constructive discussion.

	Communications: How good is communication within the group?
	Circle the appropriate number on the left
3	All members are always kept informed about plans, programs etc.
2	Most members are usually kept informed.
1	Some members are generally kept informed.
0	No members are as a rule kept informed.

	Interpersonal relations: How do members relate to one another?
	Circle the appropriate number on the left
3	All members maintain friendly and mutually supportive relations.
2	Most members maintain friendly and supportive relations.
1	Some members maintain friendly and supportive relations.
0	No members maintain friendly and supportive relations.

	Conflict management: How able is a group to resolve conflicts?
	Circle the appropriate number on the left
3	Group is always able to resolve conflicts among members and with external bodies.
2	Group is usually able to resolve such conflicts.
1	Group is sometimes able to resolve such conflicts.
0	Group is never able to resolve such conflicts.

Influence: The output of the participation process should have a genuine impact on project implementation.

Speed and effectiveness of decision-making: How quickly are decisions made and with what likelihood that they will be implemented?	
Circle the appropriate number on the left	
3	Decisions as a rule are made <u>quickly and effectively.</u>
2	Decisions are made <u>quickly but not always followed up</u>, or even if made slowly are generally given effect.
1	Decisions are only <u>sometimes made quickly or effectively</u>.
0	Decisions <u>take a long time</u> and are <u>seldom effective</u>.

Transparency: The process should be transparent so that the public can see what is going on and provide feedback about the process.

Opportunities for feedback: Do the participants have opportunity to provide feedback?	
Circle the appropriate number on the left	
3	Participants have <u>frequent</u> opportunities to provide feedback to the project.
2	Participants have <u>periodic</u> opportunities to provide feedback to the project.
1	Participants have <u>occasional</u> opportunities to provide feedback to the project.
0	Participants have <u>no provision</u> opportunity to provide feedback to the project.

PROCESS CRITERIA

Resource Accessibility: **Public participants should have access to the appropriate resources to enable them to successfully fulfill their assignment.**

<u>Facilities for meetings</u>: How well provided for are group meetings?	
Circle the appropriate number on the left	
3	Meetings are held in a <u>comfortable and congenial</u> setting either through having a regular meeting place or a satisfactory rotation among members' homes.
2	Meetings are held in a <u>satisfactory</u> place for everybody.
1	Meetings are <u>sometimes</u> held in a satisfactory place.
0	Meetings are held in <u>uncomfortable and uncongenial</u> settings.

Structured Decision-making: **The participation process should include appropriate mechanisms for structuring the decision-making process.**

<u>Style of management</u>: How are group activities managed?	
Circle the appropriate number on the left	
3	Decisions are <u>always</u> made with all members' knowledge and participation.
2	Decisions are <u>usually</u> made with all members' knowledge and participation.
1	Decisions are <u>sometimes</u> made with all members' knowledge and participation.
0	Decisions are <u>never</u> made with all members' knowledge and participation.

<u>Decision-making method</u>: How are decisions made?	
Circle the appropriate number on the left	
3	By <u>consensus</u> with agreement reached by all.
2	By <u>majority</u> vote.
1	By group <u>officers.</u>
0	Not made in any regular way.

Cost-effectiveness: **The participation process should be cost-effective.**

<u>Productivity of meetings</u>: How productive are group meetings?	
Circle the appropriate number on the left	
3	Group meetings are <u>always</u> very productive; time is well spent; decisions clearly made and followed up.
2	Group meetings are <u>usually</u> reasonably productive.
1	Group meetings are <u>sometimes</u> productive.
0	Group meetings are <u>never</u> productive.

SYSTEM CHANGE AND "BOTTOM LINE" RESULTS

"Bottom Line" Results: Improved outcomes for participants

Broader benefits: Are benefits beyond the IWCAM objectives being generated for the community as a result of the participatory process?	
Circle the appropriate number on the left	
3	Participants have produced <u>substantial</u> benefits beyond the IWCAM activities.
2	Participants have created <u>some benefits</u> beyond the IWCAM activities.
1	Participants have <u>considered producing</u> benefits beyond the IWCAM activities.
0	Participants have undertaken and are <u>concerned only</u> with IWCAM activities.

Improved Knowledge Sharing: Improving community access to knowledge

Knowledge sharing: Do members who get training share their new knowledge with others?	
Circle the appropriate number on the left	
3	Group actively provides for the sharing of members' new knowledge and skills with others, both other members and even persons outside the group.
2	Group sharing of members' new knowledge
1	Sharing of new knowledge occurs only at individual initiative.
0	There is no sharing of new knowledge.

Spreading the program: Do participants take initiative to spread the program to other areas and other community members?	
Circle the appropriate number on the left	
3	Participants have helped <u>numerous other</u> community members engage in the project.
2	Participants have helped <u>some other</u> community members engage in the project.
1	Participants have helped <u>a few others</u> to engage in the project.
0	Participants have <u>not helped others</u> to engage in the project.

Improved Autonomy: Local groups are able to function beyond the boundaries of the IWCAM project.

Continuation of groups: How confident is the group that it can maintain itself after the GEF-IWCAM project ends?	
Circle the appropriate number on the left	
3	Group is quite confident it can maintain itself on its own.
2	Group is somewhat confident it can maintain itself on its own.
1	Group thinks it might be able to maintain itself on its own.
0	Group lacks confidence it can maintain itself on its own.

Improved Partnerships: Shifts in network of agencies that support services integration

Community support: How much understanding and support has the group created within the community?
Circle the appropriate number on the left

3	Group enjoys <u>strong and enthusiastic support</u> from the community.
2	Group has <u>good understanding and support</u> from some parts of the community, such as chief or local administrators.
1	Group has a little understanding and support from the community.
0	Group has <u>no understanding and support</u> from the community.

Linkages with other local organizations: Does group have link-ages with other groups at the local level, like cooperatives, church associations, youth clubs, etc.?
Circle the appropriate number on the left

3	Group has very active and good cooperation with other voluntary organizations at local level.
2	Group has some very good cooperation with other voluntary organizations at local level.
1	Group has at least one cooperative link with another voluntary organization at local level.
0	Group has no links with other voluntary organizations.

Linkages outside program: How does group relate to government agencies?
Circle the appropriate number on the left

3	Group has excellent interaction with many relevant agencies that can help it achieve its goals.
2	Group has some good interaction with several relevant agencies.
1	Group has a few interactions with some agencies.
0	Group has no reliable interaction with any agencies.

APPENDIX XXV: The IWCAM Information Management System and Sustainability

The IWCAM Information Management System and Sustainability

GEF-IWCAM Demonstration Project Communications Workshop
26 – 28 May 2008

Donna Spencer
Communications, Networking & Information Specialist

Goal:

To develop an IWCAM Information Management System (IMS) which facilitates and supports the Project's implementation and continues to provide support and information for the IWCAM approach into the future

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Rationale for IWCAM IMS:

- Under Component 4: Regional and National Capacity Building and Sustainability for IWCAM, one of the activities is the establishment of a **Regional Clearing House Mechanism (CHM)** to capture inputs from all of the national and regional Project activities as well as the Demonstration Project.

- CHM will also act as a repository of linkages to more technical regional and IWCAM information.

- CHM is to identify and disseminate relevant lessons and practices from other related coastal and watershed initiatives which may be of value both to the national demonstrations and to the regional project activities as a whole – i.e. the database of relevant projects

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Rationale for IMS 2:

- Archiving of project information and outputs as well as an information management system which supports the needs of the PCU and partners (NFPs as well as Demo Project staff) in the Participating Countries.

- Support for decision-making at every level including the needs of the various committees e.g. PSC, RTAG.

- Integrated Project therefore high priority is given to developing critical linkages and relationships for information sharing.

- Stakeholder participation an essential component of the Project - supported by effective sharing and dissemination of all project information.

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Status:

- Terms of Reference (TORs) for consultants being prepared

- IMS to be 'built' in stages

- Initial stage to begin in September 2008

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Intervention Activities:

Broadly, all five GEF-IWCAM Project Components:

- Demonstration, Capture & Transfer of Best Practice

- Development of Indicator Framework

- Policy, Legislative and Institutional Reform for IWCAM

- Regional and National Capacity Building for IWCAM

- Project Management and Coordination

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Desired functionalities of IWCAM IMS:

General:

- Allow monitoring of traffic and content development by the administrator (based at CEHI)

- Be user-friendly

- Have different access levels / password security

- Be a web-based, distributed system; i.e consist of a set of content-relevant nodes and links?

- Should enable comments and feedback.

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Desired functionalities cont'd:

Clearing House Mechanism:
Fully cross-compatible therefore there must be consistency in standards for metadata, indexing, searching and other critical components. The CHM should allow the user to:

- Search, discover and access information and data about the IWCAM approach

- Obtain up-to-date information about IWCAM

- View on-line GEF-IWCAM Project documents, GEF-IWCAM reference documents, resources

- Find information about implementing agencies, partner institutions etc.

- Link directly to the sites of related agencies, giving access to information on their activities and resources available online.

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Desired functionalities 3:

Project databases and Indicators

- Allows upload of data and information (with guidelines)

- Allow search capabilities

- Is secure?

- Can provide data which supports decision-making

?

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Thank you!

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APPENDIX XXVI: List of Participants

GEF-IWCAM Demonstration Project Communications Workshop
26 -28 May 2008 – Santo Domingo, Dominican Republic

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