



Global Environment Facility funded-Integrating Watershed and Coastal Areas Management in the Small Island Developing States (SIDS) of the Caribbean (GEF-IWCAM)

GEF - IWCAM Project **Communications and Education Planning** **Guide**

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1.0 Introduction

The recurrent issues of small size and the coastal focus of development together with their linked problems make Caribbean islands a priority area for the introduction of Integrated Watershed and Coastal Areas Management (IWCAM). The issues and problems facing Small Island Developing States (SIDS) of the Caribbean are characterized by small size and limited resources for development. An unsustainable sectoral approach to management of our watershed and coastal areas now dominates in the public and private sectors. Administrative responsibility tends to be fragmented and jurisdiction over the management of resource use is unclear. This approach fails to take account of the high level of interaction between the resources and processes at work in the continuous watershed to coastal area. Lack of an integrated approach has resulted in degradation of the environment, overexploitation of natural resources, competing resource uses and conflicts between users. Problems include diminishing freshwater supplies, degraded freshwater and coastal water quality; inappropriate land use and; poor hygiene and sanitation.

The GEF-IWCAM Project is one of several International Waters (IW) Projects worldwide which aims to influence human behaviour in order to protect shared natural resources by:

- Raising public awareness of specific environmental problems;
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- Promoting public participation in decision-making, (through participatory communication methods and approaches – essentially what is called a ‘Communication for Development’ or ComDev approach) and;
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- Minimizing the harmful impacts of specific human behaviours and encouraging positive, sustainable behaviours.

Many categories of stakeholders are involved in the GEF-IWCAM Project (See Appendix I). The participatory approach is a guiding principle to ensure transparency in the planning and execution of project activities. The stakeholders are the direct beneficiaries of the project. One of the main purposes of the project is to build partnerships. As such, relevant stakeholders need to be integrated into the project formulation and implementation activities as early as possible. Ensuring the necessary understanding of the Project as well as identifying and developing the role and specific contribution to be made by each interest group requires clear and consistent communication at all stages and levels.

1.1 The Purpose of this Communications and Education Planning Guide

The purpose of this Guide is to help Participating Countries (PCs) develop and implement communications and public education activities to help promote and strengthen integrated approaches to watershed and coastal area management at the community, national and regional levels. This strategy also aims to help the Project Coordinating Unit (PCU) find effective ways of ensuring that key lessons and best practices from the Project are effectively communicated to target audiences at every level.

It is designed to help GEF-IWCAM national and community level partners break down their long-term objectives into a series of small, achievable steps. Demonstration Project Managers in particular need to think about their communications objectives and barriers. Stakeholders can become confused about:

- Exactly what the project is trying to achieve (and should thus be actively involved in setting objectives and project priorities)

- The benefits of the project (both personal and to the community) as well as their own roles and responsibilities in the process.
- How the project is intended to work with the community/government and other stakeholders to achieve these objectives.

Demonstration Project Managers should consider the following:

- What problem their project is trying to address. A situational analysis, needs assessment, ideally using PRCA tools, should be done.
- What the project wants to achieve.
- What the community/personal benefits would be, as well as roles and responsibilities of individuals and the community.
- How the project intends to work with the community/government and other stakeholders to achieve these objectives.

1.2 Who is this Communications Planning Guide written for?

This document, which is based upon the Communications Workplan prepared for the IW Project of the Pacific Islands, *Strengthening the Management of Waste, Freshwater and Coastal Fisheries in the Pacific Islands (2005)*, was prepared to help the Project Coordinating Unit (PCU) clarify the communications objectives, target audiences, tools and activities for the IWCAM Project. The Project's Communications, Networking and Information Specialist (CNIS), Donna Spencer, will work with National Focal Points, National Intersectoral Committees, Demonstration Project Managers and Community Liaison Officers to fine-tune and adapt this general plan to meet local needs. Some Demonstration Projects may already have begun implementing public awareness and outreach plans.

National Focal Points and Demonstration Project Managers are encouraged to conduct a quick assessment of communications resources available to them as well as of existing environmental communications activities.

1.3 The Importance of developing a Communications Strategy

Development of a communications strategy can help to:

- Establish a 'baseline' picture of existing "Knowledge levels, Attitudes, Practices and Behaviours" (KAPBs) that will in turn indicate where there are gaps in behaviours or attitudes that need to be addressed or targeted.
- Identify key actors and channels for communications including traditional forms of communication.
- Clarify and reinforce project objectives, particularly in terms of strengthening environment and resource management at the national level.
- Link communications objectives to project objectives.
- Set achievable project objectives, given available resources.

- Develop useful tools and activities to raise awareness.
- Identify key indicators (including behaviour change indicators) and measure their performance

The overall IWP Communications Strategy follows a 5-stage process:

Stage 1: Assess

- The current KAPBs and gaps that need to be addressed
- The problem (including how local communities perceive the problem, which can be ascertained through baseline KAPB research or situational analysis)
- The target audiences
- Communication channels and opportunities
- Resources available to implement communications activities

Stage 2: Plan

Setting realistic, achievable and measurable objectives. Both SMART objectives and ‘necessary and sufficient’ indicators.

Stage 3: Design

Developing effective messages, communication interventions or activities that engage stakeholders in learning about the problem and in identifying solutions.

Stage 4: Pre-test

Testing these messages and methods with their target audiences.

Stage 5: Evaluation

Finding ways to continuously improve their communications programmes.

2.0 Background on the GEF-IWCAM Project

2.1 What are its Objectives?

The GEF-IWCAM Project has the overall objective of strengthening the commitment and capacity of the participating countries to implement an integrated approach to watershed and coastal area management. The long-term goal is to enhance the capacity of the participating countries to plan and manage their aquatic resources and ecosystems on a sustainable basis.

The GEF-IWCAM Project seeks to:

- Undertake demonstration, capture and transfer of best practices;
- Develop IWCAM process, stress reduction and an environmental status indicator framework, and;
- Encourage technological and management approaches and policy and legislative reforms.

2.2 Issues:

The main issues faced by Caribbean SIDS in terms of IWCAM are:

1. Diminishing freshwater supplies
2. Degraded freshwater and coastal water quality
3. Inappropriate land use
4. Hygiene and sanitation

2.3 Project Components:

The Project consists of 5 components:

- Demonstration, Capture and Transfer of Best Practice
- Development of IWCAM Process, Stress Reduction and Environmental Status Indicator Frameworks
- Policy, Legislative and Institutional Reform for IWCAM
- Regional and National Capacity Building for IWCAM
- Project Management and Coordination

2.4 Demonstration Projects:

The nine demonstration projects will deliver on-the-ground demonstrations targeted at national hotspots where specific threats have been identified. They must, most critically, develop mechanisms for the replication of activities and the transfer of best lessons and practices. Each Demonstration activity has been designed to substantially involve national and local NGOs and community groups which are concerned stakeholders in these areas.

2.5 GEF-IWCAM's Vision:

GEF-IWCAM's vision is that the Caribbean SIDS will be better able to manage the natural resources of their environment for sustainable development.

3.0 Target Audiences

Table 1: The Target Audiences for the GEF-IWCAM Project

Target Audience			Description/Comments
National	Focal	Points	The NFPs are the key linkage points between the Project Coordination Unit, the lead agencies, the National Intersectoral Committees, the Demonstration Projects, Project Steering Committees, the national stakeholders, the communities, and the wider publics.
(NFPs)			
Demonstration Managers		Project	The Demo Project Managers are responsible for developing and implementing their own Communications Strategies in collaboration with their Project Teams, some of which have Community Liaison persons.

	<p>Demo Project Managers are the public faces of the Demonstration Projects.</p> <p>Communication Strategies can assist the Demo Project Managers to :</p> <ul style="list-style-type: none"> • Clarify their project objectives and target audiences at the community and national levels. • Clarify national communications objectives and targets such as lobbying for new legislation or more effective regulatory enforcement, greater resources and institutional changes. • Identify key project partners that will help them to implement their communications plans and campaigns. • Identify the most effective media and communications activities to meet their short and long-term objectives.
Lead Agencies/Ministries	<p>It is vital that key persons within lead agencies see how the GEF-IWCAM project, including Demos, can be used to improve their ongoing work to manage natural resources throughout watershed areas, both during and beyond the life of the Project.</p> <p>IW Projects worldwide have attempted to find effective ways to promote ownership of the project within lead agencies. Tactics have included:</p> <ul style="list-style-type: none"> • Profiling key management officials in the media/videos • Involving key lead agency managers and staff in the project Communications Teams
National Intersectoral Committees	<p>The role of the NICs include the promotion of project concepts and objectives at national level, thereby ensuring integration of IWCAM into national policy. As such they are responsible for the long-term sustainability of the project and the national replication/integration of lessons beyond 2009.</p> <p>Concerted effort must be made if GEF-IWCAM activities are to have an impact beyond the community level. Allowing the NICs input to project development and communications may help this to happen.</p>
Demonstration Project Communities	<p>At the community level the Communications Strategies can help to:</p> <ul style="list-style-type: none"> • Promote the objectives, processes and benefits of the IWCAM. • Help to prioritize issues to be addressed and help to identify solutions • Raise awareness of the specific problems the project is trying to address. • Promote/support specific behaviours and activities to reduce waste, and protect freshwater and coastal water quality. • Promote the establishment of community-based

	<p>management plans and other tools</p> <p>The use of “community champions” can be an effective way of communicating the key behaviours the project is trying to promote. Involving them is necessary for community mobilization and can help with monitoring.</p>
Wider National Publics	<p>Generating understanding and support from the wider public is necessary if there is to be sustainable change at the national level.</p> <p>National level social marketing campaigns may help promote behaviours such as waste reduction, recycling, composting, safe disposal of hazardous wastes, deforestation, etc.</p>
Private Sector: national and regional organizations representing farmers; fisherfolk; manufacturers; hotel owners/managers; tour operators; dive operators; yachtsmen etc.	<p>Consultation with such groups is important, as their contribution or partnership is multifaceted: technology and financial investment, public-private partnerships, NIC and other advisory committee memberships, co-financing and participation in the implementation of demo projects.</p>
Scientific Community	<p>Consultation, review of outputs, research, information technology, Regional Technical Advisory Group (RTAG), risk assessment, monitoring, training.</p>
Non-government organizations	<p>Consultation, implementation, public awareness, spreading of messages at grassroots level, steering committee and management advisory committee membership, training, participation in demo projects.</p>
CEHI	<p>In order that GEF-IWCAM not be perceived as a separate “GEF” project and largely removed from the day to day work of CEHI’s professional staff it is necessary to collaborate and share information on Project activities early, to highlight parts of CEHI’s and GEF-IWCAM’s Workplans where there is collaboration, to promote greater ownership of the projects’ best-practice to CEHI’s staff and recognize and acknowledge publicly areas of collaboration and assistance.</p>
Regional Partners	
UNEP-CAR/RCU	
Caribbean Environmental Health Institute (CEHI)	
United Nations Development Programme (UNDP)	
The IWRM Informal Working Group	
The GIS Working Group	
Global Water Partnership – Caribbean (GWP-C)	
International/Donors	
IW:Learn	IW:Learn is the key knowledge centre and information

	network for all the IWP
UNDP/GEF	
Global Environment Facility	

4.0 Key Messages

Specific messages will be adapted for specific target audiences. The following overall messages have been determined to guide the content of national and targeted messaging campaigns. They should be communicated consistently and incorporated into local messaging efforts. As far as possible they should refer to the negative consequences of poor management of watersheds and coastal area natural resources upon human health and the economy:

- In small islands, the relationship between inland, upstream areas and coastal, downstream areas is closely linked.
- Small Island Developing States (SIDS) of the Caribbean are extremely vulnerable to land-based sources of marine pollution.
- SIDS are extremely vulnerable to land degradation as a result of human activity.
- Managing our precious water resources in a fragmented and uncoordinated manner has resulted in degradation of our freshwater and coastal waters, increased conflicts between resource users, compromised human health and sanitation, and degradation of life-giving ecosystems such as mangroves and coral reefs.
- Careful water resource management is necessary if sustainable social and economic development is to take place.
- IWCAM requires that we look at the water cycle as a whole, that we consider what happens to water from the time it falls as rain on the hillsides to the time it enters and becomes one with the sea.
- An integrated approach to water resource management requires that all the different uses of water resources are considered together.
- The involvement of stakeholders is essential if we are to ensure that the limited water resources available are managed so that everyone benefits.
- An integrated approach to watershed and coastal areas management requires the building of partnerships at every level and stage.
- IWCAM requires long-term commitment of resources and political support as well as a shift in approach.
- IWCAM is “integrated water resource management” (IWRM) for SIDS.

These are all broad ‘messages’ for the general public that need to be reinforced and stressed on a regular basis. Specific demonstration projects will require very specific messages that are practical, ‘how to do it’ types of messages which promote specific behaviours and practices.

5.0 GEF- IWCAM Communications Approach

GEF-IWCAM Communications can be implemented in three complementary but parallel and sometimes overlapping phases:

1. **Public Relations and Public Education** regarding the Global Environment Facility funded-Integrating Watershed and Coastal Area Management (GEF-IWCAM) Project's objectives, processes and benefits at the community and national levels.
2. Developing **Social Marketing – Behaviour Modification Campaigns** to encourage behaviour and attitudinal change to counter negative impacts and to promote sustainable practices.
3. **Documentation and Communicating Lessons Learned and Best Practice** in order to encourage replication of successful approaches.

5.1 Phase I: Public Relations and Public Education

5.1.1 Objective:

To educate and 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.

5.1.2 Activities to consider:

- Communications strategy
- Project brochure
- Media GEF-IWCAM Workshop
- Media Releases
- Profiles of key managers
- Feature press article/s
- Media tours of Demonstration project sites
- Educational presentations and discussions on different thematic areas
- Short radio messages
- Video documentary/public service announcements (ideally, to be done with both a PR perspective in mind and an 'instructional' perspective for later communication of best practices
- Country web page on GEF-IWCAM website/links with partners
- 'Media event's for key milestones

5.1.2.1 Communications Strategy

The outlining of a communications strategy is a useful exercise to conduct early. Clearly identify the objectives, processes and benefits of the project for key target audiences (including the community) at the local, national and regional level. A rapid assessment of communications capacity might be needed in order to ensure that the communications strategy is realistic, actionable and measurable. The strategy should assist Demo Project Managers to:

- Ideally using Participatory Rural Communication Appraisal (PRCA) methods, establish baseline data concerning existing "knowledge levels, attitudes and practices (KAPs) ' as

they relate to IWCAM priorities at the community level. Baseline KAP data will allow IWCAM to set precise objectives with measurable indicators and will also allow for later evaluation to assess impact. In addition, it is only through KAP data that IWCAM can identify the most appropriate audiences to work with, and can identify appropriate communication channels. Defining communication goals and objectives and audiences requires careful thought. It is instructive to look at the examples provided by St. Kitts & Nevis and Grenada at the Communications Workshop which took place 12 – 13 February 2008 in Trinidad & Tobago (See Appendix II).

- clarify their project objectives, processes and benefits for key audiences.
- identify key project partners to help them to implement their communications plans
- clarify the behaviours they want to promote in the community
- identify the most effective media and communications activities to meet short and long-term objectives.

Individual projects, while conforming to some suggested activities, can develop their own unique approaches as well. These might include: the use of community competitions and events (e.g. youth sports, youth environmental journalists, river and beach clean-ups, community champions, jingles, song competitions, and public relations activities).

5.1.2.2 Project Brochure

Project brochures should be simple and should clearly describe the objectives, processes and benefits of the project. Target audiences should be carefully considered – project partners? National and community level stakeholders? regional partners?

5.1.2.3 Media GEF-IWCAM Workshop or Session

Organizing a session to sensitize the media to IWCAM issues, whether a workshop or shorter format meeting, can be well worth the effort. It is an opportunity to introduce the media to IWCAM issues, to establish a network of contacts amongst local media and to get feedback from them on public interests and perspectives as well as preferred ways of receiving information from the project. Media information kits should be developed for and distributed at such events. They could consist of simple briefing sheets, contact information and any public education materials developed for the project. Media coverage of such an event should also be pursued so that the opportunity to reach the wider public as well is not lost.

5.1.2.4 Media Releases

Media releases are distinguished from feature press articles in that they should be used to provide information on events, landmark project developments, and updates of public significance. They should be concise, relevant to public interest, and clearly provide information on who should be contacted for additional information or for interviews. They should ideally be followed up by a phone call, particularly if coverage of the event is desired. Key persons or “champions” referred to in the media release or who are spokespersons for the project should be prepared for requests for interviews, whether in person or via telephone.

Each IWCAM demo project should also have a ‘timeline’ for which key milestones should be achieved and should plan to have media releases and/or media events at each of these junctures

5.1.2.5 Profiles of Key Managers

Key managers within lead agencies/ministries and the project can be profiled to help clarify connections between community activities and relevant plans to improve watershed and coastal areas management at the national level.

5.1.2.6 Feature Press article/s

Establishing a contact at a local newspaper editorial department can be helpful in terms of placing feature articles, tip sheets and interviews. Feature articles written by the Project Manager, or with the guidance of the CNIS, PCU can be placed in national or local newspapers and regional magazines. Editors can be approached to determine their willingness to print single or short series of articles accompanied by an illustration. They are often willing to provide space free of charge (copy) provided that the articles are placed exclusively with them at the national level. News story ideas can also be provided to features editors. Alternatively, local journalists could be contracted to write articles.

Feature articles should: help clarify project objectives at community and national levels; raise local awareness by showing the regional importance and interest in the work; build local media interest in the project.

5.1.2.7 Media Tours of Demonstration Project Sites

The Demonstration Project sites are precisely that: demonstrations of IWCAM at work. The media could be given tours which introduce the entire watershed area as well as illustrate stresses and IWCAM responses. Alternatively, tours could be offered to several media representatives in a group. Such tours should be supported by media handouts which provide background, contact information and should also offer media the opportunity to interview key persons; particularly stakeholders who live in the local communities.

5.1.2.8 Educational presentations and discussions on different IWCAM-related themes

The making of educational presentations on a range of different IWCAM related subjects to different groups, such as school children, youth groups, householders, farmers and developers is an important aspect of outreach and public awareness. Such fora should always allow for discussion and feedback from the audience i.e. should be as interactive as possible. If possible materials or handouts should be distributed as these can then be shared with those who have not been able to attend. Such materials also serve to reinforce the content or main lessons of the presentations. Knowing the audience beforehand and preparing thoroughly is important as presentations should always be appropriate (relevance, language, visual aids etc.) to the audience.

5.1.2.9 Short radio messages

Radio is listened to extensively throughout the Caribbean and can therefore be an effective broadcast medium. Community radio in particular is listened to in areas where it exists. Short radio messages (two minutes or less) can be pre-recorded/produced and aired by arrangement on several radio stations, sometimes as public service announcements. The Government Information Service (GIS) is often available to assist with production in most Project Countries (PCs) and may make time slots for public service announcements (PSAs) available to the project.

5.1.2.10 Video documentary/public service announcements

Establish contact with television news and current affairs editors and reporters. Providing news story ideas, tip sheets, media releases and videotaped coverage of events makes it easier and quicker for them to provide coverage, particularly as it is not always possible for them to reach remote areas. Some Demo Projects already have funds for the production of a video within their budgets. The PCU will be commissioning a comprehensive documentary of the project during its third year (by which time activities of the Demonstration Projects should be showing results). The PCU will make a series of four 2-minute video shorts on integrating watershed and coastal areas management, produced by the Buccoo Reef Trust, available to PCs. These can be aired as public service announcements on local television stations or shown at public gatherings or

meetings. Wherever possible, video footage should be shot 'instructionally' so that later 'how to do it' best practice examples can be clearly communicated.

5.1.2.11 Country web page on GEF-IWCAM website/links with partners

The PCU is responsible for the GEF-IWCAM web site and will be creating pages dedicated to specific Demonstration Projects which should consider the type of content which they would publish. For instance, a 'youth page' might be a good idea. Where demos are affiliated with agencies or NGOs, the relevant links can be created from the GEF-IWCAM web site. Material for the web page can be based upon that prepared for the information brochure referred to earlier.

1.1.1.1 'Media events' for key milestones

Project milestones might be the introduction of a particular activity, facility, approach or the celebration of an achievement and, most importantly, would stress the benefits for the local or wider community. This last factor would determine the newsworthiness of the milestone being marked.

5.2 Phase II: Social Marketing – Behavioural Modification

5.2.1 Objective

To focus upon the 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.

The Social Marketing Guide for the Pacific, prepared by Steve Menzies, Pacific Project Communications Specialist in 2004, may be referenced for more information.

5.2.2 Social marketing entails the following:

- Audience research – it is important to develop a clear understanding of the root causes of specific environmental problems. KAP here too.
- Analysis of the GAPS in the KAP
- Campaign focus – decide issue/s to be tackled (e.g. recycling, proper disposal of hazardous wastes, chemical over-use by farmers); targets; messages, products and activities, monitoring and evaluation, pre-testing; timeline and implementation schedule.
- Participatory strategy design and material development
- Participatory implementation
- Evaluation

5.2.3 Suggested Approach

The aim here is to develop and implement a social marketing campaign which promotes changes in behaviour at the national and community levels. Key to the success of such a campaign is not only demonstrating the link between the behaviour and the negative impact but also upon presenting practical alternatives. While Demonstration Projects will be guided by the objectives of their respective projects in determining the particular issue to be focused upon in this phase, the PCU will use a more general approach to a more pervasive issue.

The root cause analysis conducted in the GEF-IWCAM project development stage (see Appendix III) examined the primary environmental issues and problems associated with watershed and coastal management in Caribbean SIDS, then followed a logical progression to identify the root causes. Many of the root causes are closely linked or overlapping. An examination of the root

causes may be helpful in determining what group and behaviour, or set of behaviours, might be reasonably targeted during the course of the project.

5.2.4 PCU Social Marketing-Behavioural Modification Campaign

In an effort to change the “approach to problem-solving” (if not the actual behaviour) of decision-makers, the PCU will target decision-makers with the aim of convincing/persuading them that an intersectoral approach to the management of water resources across the entire watershed and coastal area is essential if sustainable social and economic development is to take place and that they have an important role in ensuring this. The GEF-IWCAM Project makes tools and resources available to assist them.

The root causes acting together to cause degradation of aquifers, surface water quality and land in a particular watershed include:

- limited communication and collaboration between various sectors;
- a fragmented approach to environmental management;
- limited information on alternative practices;
- limited knowledge of inadequate laws and policies linked to an absence of intersectoral networking and communication as a result of weak institutional arrangements.

At the regional and national level it is possible to reasonably treat with the above in a “social marketing” campaign of limited duration. The PCU will design a campaign which:

- surveys decision makers and technocrats in different sectors to determine their level of understanding of the problems associated with watershed and coastal area management.
- targets decision-makers and technocrats at national and regional level (key actors) with the aim of sensitizing them to the issues of aquifer, surface water quality and land degradation and introducing them to some of the IWCAM resources and tools which can help them to address the problem.
- sends messages describing the extent of the problem (supported by figures and statistics etc.), presenting resources and tools being created, alternatives or actions already being undertaken by the IWCAM Project to address these and how these resources and tools can be accessed both during and after the project.
- creates opportunities for sharing best practice and lessons learned by the various Demonstration Projects.
- evaluates the impact of this campaign.

This is arguably stretching the definition of behaviour modification and social marketing in the usual sense. However, convincing decision-makers that these problems can only be solved using an integrated approach, introducing them to easily accessible tools, and, persuading them to use them on an ongoing basis is a major challenge given the many things which compete for their time. The uptake of such messages by decision-makers and their actual use of the resources provided by the GEF-IWCAM project would be a major achievement.

5.2.5 Demonstration Project Social Marketing-Behavioural Modification Campaign

The Demonstration Projects will have to determine, based upon their particular circumstances, the behaviour which they might best address in the time available. Different stakeholders in the community could be brought together to decide upon the focus of such a campaign as well as to design and implement it. The benefit of this approach would include getting their buy-in and input/“wisdom” as to the local situation early.

An example of an issue which might be effectively tackled by a Demonstration Project is Surface Water Quality Degradation. Several of the root causes identified could be tackled in a campaign aimed at farmers. Such a campaign could provide information and instruction on best practices for:

- clearing of land so as not to cause degradation which would lead to heavy siltation of water courses
- pesticide and fertilizer use so that water courses are not contaminated by chemicals
- not over-grazing livestock which exposes land

5.3 Phase III: Document and Communicate Lessons Learned

5.3.1 Objective:

To make information, resources and products developed during the GEF-IWCAM Project easily accessible to the public and to promote the benefits and lessons from the IWCAM Project to key audiences.

While documentation is a routine activity at every level and stage of the project, it is important to ensure that information is easily accessible and to find effective ways of promoting the benefits and lessons learned in the GEF-IWCAM project. The PCU, the National Intersectoral Committees and Demonstration Project Managers in particular need to give these issues consideration. Tools such as video and photo documentation are very useful. Advance planning is however necessary in order to incorporate these into reporting and documentation. This aspect of communications planning can have a significant positive impact upon the project sustainability. Information and resources developed as part of the project should be available to the many stakeholders well beyond the life of the project.

5.3.2 General Documentation and Dissemination of Information Activities

Several activities undertaken by the PCU as well as in Phase I of the Communications Plan, **Public Relations and Awareness Raising**, will promote the outputs of the project and how they may be accessed. The Project Information Management System (PIMS) will, in later stages of the project and after the project is completed, be a major means by which information is accessed.

During the GEF-IWCAM Project, the following activities or products could be considered as means of communicating best practice and lessons learned. They could all be based upon the outputs of various project activities:

- Technical Reports
- Guides/ toolkits re. Legislation, Indicators etc.
- 1-page fact sheets or Decision-Makers Briefing Sheets
- Demonstration Project Case Studies Book
- Individual Demonstration Project Videos (in some instances already budgeted for)
- Focus meetings/workshops/seminars

5.3.4 Outputs of Consultancies

The GEF-IWCAM Project includes several consultancies which will generate outputs that must be made available via the PIMS as well as in various information products, if they are to reach as many stakeholders as possible. The PCU should be contacted for additional information on these. The following list is provided for convenience:

5.3.4.1 Review of Policy, Legislation and Institutional Structures related to IWCAM

- **Legislative Compilation.** A compilation of relevant laws and regulations for each PC related to the integrated management of watersheds and coastal areas, ready for publication on the Internet as part of a policy clearinghouse
- **National Reports.** A report for each PC of relevant institutional, legislative, and policy frameworks and arrangements related to IWCAM with a specific focus on compliance with relevant Conventions and Protocols. A single executive summary, highlighting regional trends, similarities, and differences will accompany the reports.
- **Guidance for Harmonising and Enhancing Laws and Institutions to Improve the Implementation of IWCAM Principles.** A toolkit to provide specific guidelines to PCs on how existing legislation and policies may be amended, updated, or revised to ensure inclusion of IWCAM Principles and compliance with relevant Conventions and Protocols. The toolkit will include: model legislation, templates and examples from other countries.
- **Workshop Report.** A workshop report detailing proceedings, recommendations and suggested next steps.

5.3.4.2 Review of Projects in Integrating Watershed and Coastal Area Management (IWCAM)

- **Database of pipeline, recently completed and on-going relevant projects in IWCAM.**
- **Database Creation Activity Report.** A brief report of activities, outlining process and highlighting trends identified in projects and identifying best practices and lessons learned. It also identifies significant findings encountered in monitoring and evaluation of the projects.

5.3.4.3 Indicators Mechanism Assessment

- **Assessment Report** containing findings from literature review, assessment of the baseline situation and all evaluations and assessments conducted
- **Regional Workshop Report**
- **Preliminary Indicator Template** containing recommended Environmental Status/Water Resources Indicators, Stress Reduction Indicators, and Process Indicators

5.3.4.4 Capacity Assessment of the Geographic Information Systems Capabilities of the Caribbean

- **GIS Regional Assessment Report**
- **Regional GIS Workshop Report**

- **Road Map** containing recommendations to bring the capacity of Participating Countries up to a level where GIS data can be generated, manipulated and shared among PCs within a common framework.

6.0 Role of the Project Coordination Unit

The following are PCU Work Plan activities over the life of the project which are related to, or part of, the overall communications plan and which provide support to all Participating Countries (PCs) for all three phases of their Communications activities. Generally, the PCU will work to increase awareness of IWCAM, sensitize the public and stakeholders to issues, and contribute to project sustainability. The CNIS, Donna Spencer, may be contacted at dspencer@cehi.org.lc for additional information.

- Development and maintenance of the GEF-IWCAM Project web site – www.iwcam.org
- Development and promotion of the GEF-IWCAM Project logo on all project products.
- Development of a GEF-IWCAM Communications Protocol and dissemination to NFPs and Demonstration Project Managers.
- GEF-IWCAM Meetings/Workshops/Conferences.
- Development and maintenance of an easily accessible up-to-date Project contacts database.
- Maintenance of a project photo and video archive.
- National and Regional IWCAM/IWRM Workshops in first eighteen months of the Project.
- Conduct of Community Management Workshops after the first eighteen months of the Project.
- Publication and distribution of the quarterly GEF-IWCAM Project newsletter “Caribbean WaterWays”.
- Publication and electronic distribution of the monthly GEF-IWCAM Project bulletin.
- Publication of public education brochures.
- Preparation and review of media releases; facilitation of media opportunities (interviews etc.).
- GEF-IWCAM video
- Preparation and Publication of feature articles in the press.
- Large poster displays for use in conferences, workshops and exhibitions.
- Project networking.
- Linking with IW:Learn initiatives.
- Developing a strategy for IWCAM Regional sustainability.
- Establishing and managing a Project Information Management System, to include: a clearing house mechanism; a project database; and a regional centre for storage of indicator-related information.

APPENDIX I:

PUBLIC INVOLVEMENT PLAN SUMMARY

1. Categories of stakeholders who will be involved in the project include the national and local governments in the participating countries, the private sector, the scientific community, non-governmental organizations, environmental advocacy groups, local communities, and business organizations. The participatory approach is the guiding principle to ensure transparency in the planning and execution of project activities. The stakeholders are the direct beneficiaries of the project.

2. Within the project, activities for public involvement are included under Component 5: **Regional And National Capacity Building And Sustainability For IWCAM.**

The specific involvement of stakeholders throughout the project is given below.

STAKEHOLDER	INVOLVEMENT
National governments	Consultation, implementation, Steering Committees, National Intersectoral Committees, International Conventions, policy, legislation, investment, capacity building, public-private partnerships, institutional reform
Local governments	Consultation, implementation, coastal management, capacity building, investment, public-private sector partnerships, National Intersectoral Committees
Private sector: national and regional organisations representing: farmers; fisherfolk; manufacturers/industrialists; hotel owners/managers; tour operators; cruise line companies; yachtmen; and dive operators;	Consultation, technology and financial investment, public-private partnerships, steering committee and management advisory committee membership, co-financing and participation in the implementation of demo projects
Scientific community	Consultation, research, information technology, Regional Technical Advisory Group, risk assessment, monitoring, training
Non-government organizations	Consultation, implementation, public awareness, steering committee and management advisory committee membership, training, participation in the demo projects, implementation.
Community-based organizations, youth and women	Consultation, Monitoring, training, community mobilization
Environmental advocacy group	Workshop, training, seminars, public awareness
People's organization	Community mobilization, habitat protection

4. Since the purpose of the project is to build partnerships, relevant stakeholders will need to be integrated into the project formulation and implementation activities as early as possible. The idea is to identify and develop the role and specific contribution to be made by each interest group within the project framework.

APPENDIX II:

Communications Strategy Examples

(prepared by participants in the Communications Workshop, February 2008)

ST. KITTS & NEVIS

St. Kitts & Nevis has a demonstration project titled: *"Rehabilitation and Management of the Basseterre Valley as a Protection Measure for the Underlying Aquifer."* Main threats to the Basseterre Valley Aquifer have been identified as threats from domestic wastewater and agricultural pollution. These threats are from stakeholders outside of the government service.

The other threats identified are from improper land usage, inappropriate development planning and inadequate management and control of water extraction to ensure sustainability. These threats are from government players since physical planning and water supply services are both government departments.

Audience Identification

Since the end of the sugar industry, the main agricultural activity in the Basseterre Aquifer Valley ceased. No other significant agricultural activities currently take place within the boundaries of the aquifer with the exception of a Taiwanese Agricultural Mission. However, this is still a primary audience because of agricultural activities in other important aquifer/watershed areas.

Primary Audience

- Developers/Land/Property owners
- Farmers

Secondary Audience

Government departments, specifically departments with responsibility for physical planning and environment, agriculture and the water services department. This audience is crucial because they provide the institutional framework in which agricultural and development activities occur.

Communication-level goal(s) and objectives

Goal for primary audience

To reduce the threat from over-use of agricultural chemicals and improper domestic wastewater disposal in the Basseterre Aquifer by 50% by the end of the project.

Objectives for primary audience

- 1.1. To educate 60% of farmers about the negative impacts of current over-use of agricultural chemicals and provide information and access to appropriate alternatives through a series of interactive workshops within the first year of the demonstration project.
- 1.2. To educate 60% of developers about the negative impacts of improper wastewater domestic disposal and provide information and access to appropriate alternatives through a series of interactive workshops within the first year of the demonstration project.
- 1.3. To conduct follow-up targeted meetings for both farmers and developers to assess progress with implementation of practical alternatives and to share experiences in each year following the first year of the demonstration project.

Type of intervention

Workshops to targeted groups

Audience

Primary (Developers and Farmers)

Time frame

One year for awareness and solutions series of workshops. Three years for follow-up and motivational workshops.

Output indicators

- Number of workshops
- Number of participants
- Number of “take-home” information booklets produced for primary audience

Process indicators

- Number of drop-outs over the series of workshops
- Number of positive assessments from feedback forms distributed at the end of each workshop

Outcome/Impact indicators

- % change in nitrate concentration in groundwater at specific well heads
- % change in phosphate concentration (and possibly other organic contaminants)
- % increase in installation of improved onsite wastewater disposal technologies (for new developments)
- % of onsite wastewater disposal practices upgraded (for existing developments)
- % change in the amount of fertilizer utilized in the boundaries of the aquifer

Goal for secondary audience

- To increase awareness of IWCAM issues and how they intersect with physical planning.
- To establish stronger linkages between collaborating branches of government by 2010.

Objectives for secondary audience

- 1.1. Prepare and conduct a high-level session with policy makers within first year of demonstration project
- 1.2. Conduct follow-up targeted meetings to assess progress for integrating IWCAM issues into existing institutional structures (falls under Policy and Legislation goals but there is a need for communications to facilitate this) in the second and third year of the project
- 1.3. Produce quarterly newsletter to keep all branches up to date on the activities occurring around the island related to IWCAM up to 2010 and beyond.

Type of intervention

Workshops to targeted group

Audience

Secondary (Government officials from departments with IWCAM mandate)

Time frame

- One year for awareness of high-level policy makers.
- Three years for follow-up and assessment of progress workshops.

Output indicators

- Number of workshops
- Number of participants
- Number of newsletters

Process indicators

- Number of drop-outs over the series of workshops
- Number of positive assessments from feedback forms distributed at the end of each workshop

Outcome/Impact indicators

- Number of amendments made to NCEPA to integrate IWCAM issues (including addition of regulations)
- Number of additional trained staff added to work with IWCAM issues nationally
- Number of incentives offered by institutions to encourage best practices/alternative solutions to current threats/problems

GRENADA

Grenada does not have a GEF-IWCAM Demonstration project and therefore an issue which has effects in one of Grenada's watersheds was selected as an educational exercise.

Issue/Scenario:

People are cutting down the Woburn mangrove for the purpose of burning coals that are sold to roast corn and barbeque vendors.

KAPS:

- People do not know that 75% of the fish caught on the eastern coast of Grenada are spawned in the Woburn mangrove.
- Coal burners do not know that the roots of these mangrove trees help in soil conservation and therefore help prevent soil erosion.
- People do not know that siltation of the nearby coral reef kills the reef and therefore can result in the loss of white sand beaches, a major tourism attraction.

GAPS:

- To educate persons on the illegality of their actions.(something for legal department)
- To explore alternative sources of energy (the energy unit)
- To train and provide employment opportunities for coal burners.

Audiences:

- primary audience - coal burners: generally men 25-50yrs.
- secondary audiences - roast corn vendors: mostly women 20-40 yrs; barbeque vendors: both sexes 25-45yrs.

Goal:

To reduce by 25% the number of trees harvested from the Woburn mangrove for use in the charcoal industry.

Objectives:

1. To, within 1 year, increase the awareness that cutting trees in the Woburn mangrove harms the environment and significantly reduces the island's fishery stock
2. To have a well educated audience that understands and appreciates the importance of the Woburn mangrove to national development.

Communications activities:

- Group discussions with primary and secondary audiences on the negative impact of mangrove destruction (within 3 months of the campaign)
- Radio and television sensitization programmes (in the 1st year)
- Print materials (within 6 months).
- Publishing of success stories in the newspaper, and
- news releases to other media houses at the end of the campaign.

Indicators:***Outcome indicators***

- 5 radio programmes produced and aired on 4 radio stations;
- 2 television programmes produced and aired on 3 television stations
- 1 brochure produced and distributed
- 2 meetings held
- 2 news paper articles published in 2 weeklies.
- 3 news releases distributed to all print and electronic media houses.

Process indicators

- educational materials produced
- 25% participation in the project

Impact indicators

- 40% fewer trees are harvested from the Woburn mangrove and used to produce coals
- 50% of roast corn vendors purchase coals from other sources
- 75% BBQ vendors now make the switch from coals from Woburn mangrove to other sources.

APPENDIX III:

ROOT CAUSE ANALYSIS

INTEGRATING WATERSHED AND COASTAL AREA MANAGEMENT IN THE CARIBBEAN SIDS

Environmental Issue &/or Problem	Causes					
	1	2	3	OVERLAPPING/LINKED ROOT CAUSES		
Aquifer Degradation	Chemical Contamination	Domestic waste water discharge	No or improper waste water treatment	Inadequate, laws, policies & regulation non-enforcement of existing legislation & regulations	Limited communication and collaboration between various sectors. Fragmented approach to environmental management Limited human resource availability	Weak institutional arrangements Limited understanding of the environmental impacts and economic losses consequent upon improper waste disposal
		Agricultural leaching	Chemical over-use	Poor agricultural practices	Limited information on alternative practices	Weak agricultural extension
		Industrial waste water discharge	No or improper waste water treatment	Limited investments in best practices for waste treatment and disposal	Limited capital finance	Lack of public awareness Education
	Salinisation (Sea- Water Intrusion)	Over abstraction	water demand exceeds renewable supply	Inefficient water use	Lack of knowledge or culture of water conservation	Service cost recovery schemes and market practices that do not encourage conservation
				Population growth, urbanisation	Rural/urban economic inequities	Inadequate development planning
				Increased tourism	National need for hard currency earnings	Private sector income
				Lack of knowledge	Non-existent,	Limited investments in

			about aquifer dynamics & recharge rates	inadequate, or unreliable data	monitoring	education
					Limited human resource availability	Limited human capacity
Environmental Issue &/or Problem	Causes					
	1	2	3	OVERLAPPING/LINKED ROOT CAUSES		
Surface Water-Quality Degradation	Contamination	Agricultural Run-Off	Pesticide and fertiliser over-use	Limited knowledge of sustainable agricultural practices	Fiscal and regulatory systems that encourage unsustainable agricultural practices	
		Domestic waste water discharge	See above regarding aquifer contamination			
		Industrial effluent discharge	See above regarding aquifer degradation			
	Sedimentation	Land degradation	Deforestation		Lack of reforestation policies	Inadequate land management
		Loss of vegetative cover	Over-grazing	Inadequate agricultural practices	Poor land-use planning	
			Construction	Inappropriate methods		
	Reduction in surface water	Over-use	Demand exceeds renewable supply	See above regarding aquifer depletion		
Loss of Terrestrial Biodiversity	Land Conversion	Rapid urbanisation	Rural urban economic inequities	Changing economic trends		
		Changes in human settlement patterns	Population growth			
		Increasing Tourism		Demand for foreign exchange; Private sector profit		

		Changes in agricultural sector		Changing economic trends	Globalisation & world markets	
		Infrastructure construction	Inappropriate technology	Inadequate regulation & control	Inadequate human resources,	
		Deforestation	Unsustainable exploitation	Increasing demand for fuel wood, timber	Poor regulation and control in the forestry sector	Land tenure and ownership issues

Environmental Issue &/or Problem	Causes					
	1	2	3	OVERLAPPING/LINKED ROOT CAUSES		
Loss of wetlands freshwater biodiversity	Reduction in stream flow	Over abstraction	See above in relation to reduction in surface water supply			
		Drainage	Changes in land use			
Loss of marine biodiversity	Over- exploitation	Demand for marine products	Population growth Export demand	Unregulated poorly regulated fisheries sector	Open access, lack of stakeholder ownership	See above
	Loss of coastal habitats, spawning and feeding grounds	Unplanned or Poorly Planned Coastal Development	Lack of regulation & control Changing economic activities	Use of inappropriate technology		
	Changed coastal water quality	Uncontrolled waste water discharge	See above in relation to aquifer degradation			
Land Degradation	Loss of vegetative cover	Deforestation	See above		Land Tenure Issues	
	Soil erosion & loss	Over-grazing			Land Tenure Issues	
	Chemical changes in soils	Limited or no stakeholder participation	Little important given to stakeholder participation	No culture of participation	No understanding of the benefits of stakeholder participation	Lack of knowledge about the participatory process
	Agriculture, construction	Inappropriate Agricultural	No legal framework to allow for stakeholder participation			
		Practices	No institutional space for stakeholder participation			

Coastal Erosion	Sand-Mining	Increased demand for sand for construction		Inadequate regulation and control
	Sea level rise	Changing economic activities		
	Coastal Construction	Increasing tourist activity and demand	Poor land-use planning	Inadequate or non-existent regulations and laws