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

FINAL REPORT
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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.


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


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 Public 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


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**


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**


- **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.
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

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<td>14:30 – 14:45</td>
<td>Coffee Break</td>
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<tr>
<td>14:45 – 16:30</td>
<td>Working Session I: Demonstration Projects Report: GAPS in the KAPS and Identifying Primary and Secondary Audiences Followed by review and revision</td>
<td>Demonstration Project Representatives Review by Maria Protz</td>
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<tr>
<td><strong>DAY 2: Tuesday 27 May</strong></td>
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<tr>
<td>8:30 – 8:45</td>
<td>Recap of Day I</td>
<td>Donna Spencer</td>
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<tr>
<td>8:45 – 10:00</td>
<td>Working Session II – SMART Objectives and Appropriate Indicators</td>
<td>Facilitated by Maria Protz</td>
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<tr>
<td>10:005 – 10:15</td>
<td>Coffee Break</td>
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<tr>
<td>10:15 – 12:00</td>
<td>Working Session III – Identifying Communications Activities</td>
<td>Facilitated by Maria Protz</td>
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<tr>
<td>12:00</td>
<td>Lunch</td>
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<td></td>
<td>Afternoon</td>
<td>FIELDT TRIP - Dominican Republic's Demonstration Project site – Lower Haina River Basin</td>
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<td><strong>Day 3: Wednesday 28 May</strong></td>
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<tr>
<td>Time</td>
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<tr>
<td>8:30 – 8:45</td>
<td>Introduction to Day 3</td>
<td>Donna Spencer</td>
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<tr>
<td>8:45 – 10:15</td>
<td>Working Session IV: Mainstreaming Communications Activities into Demonstration Project Work Plans</td>
<td>Facilitated by Maria Protz</td>
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<tr>
<td>10:15 – 10:45</td>
<td>The Importance of Evaluation <em>Followed by discussion</em></td>
<td>Maria Protz</td>
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<tr>
<td>10:45 – 11:00</td>
<td>Coffee break</td>
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<tr>
<td>11:00 – 12:15</td>
<td>Presentation of Demonstration Project Communications Work Plan Outlines</td>
<td>Demonstration Project Managers</td>
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<td>12:15 – 13:15</td>
<td>Lunch</td>
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<tr>
<td>13:15 – 13:45</td>
<td>Ensuring Meaningful Stakeholder Participation <em>Followed by brief discussion</em></td>
<td>Edward Spang</td>
</tr>
<tr>
<td>13:45 – 14:45</td>
<td>Working Session - Towards Meaningful Stakeholder Participation</td>
<td>Facilitated by Edward Spang</td>
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<tr>
<td>14:45 – 15:00</td>
<td>Coffee Break</td>
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<tr>
<td>15:00 – 15:15</td>
<td>The IWCAM Information Management System and Sustainability</td>
<td>Donna Spencer</td>
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<tr>
<td>15:15 – 16:00</td>
<td>Demonstration Project Information Needs and Contributions/Inputs <em>Discussion, to include consideration of outputs re. documentation of best practice and lessons learned</em></td>
<td>Facilitated by Donna Spencer</td>
</tr>
<tr>
<td>16:00 – 16:30</td>
<td>Wrap Up and Way Forward</td>
<td>Donna Spencer</td>
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</table>

* 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

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: Demonstrates, Captures and Transfers of Best Practices
Component 2: Development of Environmentally Sound and Sustainable Management Indicators Framework
Component 3: Policies, Legislation and Institutional Reform for IWCAM
Component 4: Employment and Management of a Project Office and Sustainability Plan for IWCAM
Component 5: Project Management and Coordination

GEF-IWCAM Background

- Funding: Global Environment Facility (GEF)
- Project Cost: US$112M (includes co-financing)
- GEF Funding US$101M
- Implementing Agencies: UNEP & UNDP
- Executing Agencies: UNEP CARICU, CEHI and UNOPS
- Project Coordination Unit: based at CEHI

GEF-IWCAM Component #1 - Demo Projects

- Antigua and Barbuda: Mitigation of Groundwater and Coastal Erosion from Marine Eutrophication from St. John’s
- Barbados: Land and Sea Use Planning for Water Recharge Protection and Management in Andra
- Bahamas: Marine Waste Management at Elizabeth Harbour in Exuma
- Curaçao: Application of IWCAM Concepts in Curaçao’s Bay and Watershed
- Dominican Republic: Mitigation of Impacts of Industrial Wastes on the Lower Maria River Basin and the Coast

GEF-IWCAM Component #1 - Demo Projects

- Jamaica: An Integrated Approach to Managing the Marine Coastal and Watershed Eutrophication of East-Central Portland
- Saint Kitts and Nevis: Rehabilitation and Management of the Soufriere Valley as a Protection Measure for the Underlying Aquifer
- Saint Lucia: Protecting and Valuing Watershed Services and Developing Management Options in the Fond Doux Watershed Area
- Trinidad and Tobago: Land Use Planning and Watershed Restoration as part of a GEF and IWCAM Demonstration in the Coastal Watershed and Succulent-Rest Area
GEF-IWCAM Component #1
Demo Project Status

- Status of GEF-IWCAM Demo Projects

- Importance of Water Security - Scale

- GEF-IWG and WG Status

- Project Coordinating Unit established

- Project Steering Committee convened in 2008 & 2007

- National Inter-sectoral Committees established

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

- Water Information Working Group established

- Support for IWRM Planning provided (SDA; SVG; DDE, ANU)

- Project Coordinating Unit established

- Project Steering Committee convened in 2008 & 2007

- National Inter-sectoral Committees established

E-Bulletin and Quarterly Newsletter

GEF-IWCAM Partnership Posters

IWCA Plans

- Regional Work Groups for GIS, Indicators, IWRM etc (to be established under 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

More Information

www.iwcam.org

Vincent.Sweeney@unep.org
APPENDIX III: Presentation – Antigua and Barbuda Demonstration Project Status

PROJECT BACKGROUND
- Approximately 93,000 (51%) of the island's population reside in the parish of St. John's.
- Inadequate sewage handling and treatment for this area.
- Small percentage of properties have individual sewage treatment facilities.
- Small percentage directly discharge untreated effluent directly into the environment.
- Majority of the population use a septic tank system of varying conditions and efficiency.

PROJECT BACKGROUND
- Septic tanks are often poorly designed, resulting in failure of the system and overflow of untreated effluent.
- Septic tank systems discharge untreated effluent at the municipal water table, which affects the quality of the groundwater and seawater.
- Excessive treatment may lead to contamination of the St. John's Harbour Tidal.
- Insufficient treatment may result in public health within St. John's.
- Leaks of groundwater result in acute areas.

MAIN BENEFICIARIES
- Residents of the Antigua area
- Fishermen
- 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 Council and implemented after the demonstration project is completed.
- It is anticipated that the Ancaster Public Utility Authority will continue the implementation of the project by providing sewage disposal services to the population.

STATUTES OF THE DEMONSTRATION PROJECT

- McKeen's is located within the wards of St. John's on the north-western coast of Antigua where the 500,000 square meter area.
- Topography varies from flat with undulating hills along the Cedar Grove area.
- Annual average on flat sites in the area is ~ 41 inches.
- Many residents within the area have either no, or an inadequate sewage disposal system.
- Effluent may then be disposed of inappropriately, such as:
  - Drains
  - Pit latrines
  - Nearby bushes, or on open lands

STATUTES OF THE DEMONSTRATION PROJECT

- To date the ANCAW/AMS of Antigua and Barbuda have accomplished the following under the work plan:
  - Public awareness and training:
    - The council has developed a campaign to raise awareness among the residents of Antigua and Barbuda about the problems associated with inadequate sewage disposal systems.
    - A public awareness campaign has been launched to educate the public about the importance of proper sewage disposal.
  - Collection and evaluation of data:
    - A comprehensive database has been created to track the progress of the project.
    - Data collection efforts have been ongoing to monitor the effectiveness of the project.
  - Monitoring and evaluation:
    - Regular monitoring of the project progress has been conducted to assess its impact.
    - The evaluation process has been ongoing to determine the success of the project.
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  - 本年度に

STATUTES OF THE DEMONSTRATION PROJECT

- Environmental impact assessment:
  - An environmental impact assessment is underway for the project. It is anticipated that there will be a major impact on the environment due to the nature of the work involved.
  - A comprehensive assessment will be conducted to ensure that the project is environmentally friendly.
  - Waste management:
    - A comprehensive waste management plan has been developed for the project.
    - Efforts are being made to minimize waste production and ensure proper disposal.
  - Monitoring and evaluation:
    - Regular monitoring of the project progress has been conducted to assess its impact.
    - The evaluation process has been ongoing to determine the success of the project.

STATUTES OF THE DEMONSTRATION PROJECT

- Development of a PEP, APP for the Development of Low Cost and Sustainable Water Supply and Sanitation Systems:
  - The objective is to establish a framework for the development of sustainable water supply and sanitation systems in the region.
  - The project will involve the development of a comprehensive plan to address water availability and access.
  - The plan will include strategies for water conservation, treatment, and distribution.

STATUTES OF THE DEMONSTRATION PROJECT

- Long-term financial and policy framework:
  - A long-term financial and policy framework has been developed to ensure the sustainability of the project.
  - The framework includes strategies for funding, monitoring, and evaluation.
  - A committee has been established to coordinate the implementation of the project.
  - The committee will work closely with the local authorities and stakeholders to ensure the project's success.

The first draft of the legislative framework report has been completed, and the next step will be the approval process.
APPENDIX IV: Presentation Bahamas Demonstration Project Status

**Status of the Demonstration Projects**

**GEF-IVCAM**

The Bahamas Environment, Science & Technology Commission

Exuma
Andros

**Overview**

- Fish and Biodiversity Conservation
- Water Quality
- Habitat Protection
- Human Health
- Ecological Economics

The objective is to demonstrate how such issues can be cost-effectively monitored and sustainability managed.

**The Present Situation**

- Exuma: The present situation is that the Cisterns have not been constructed due to various reasons, including poor planning and execution. Water quality issues prevail, and there is a need to improve overall management and monitoring.

**Exuma Development up to present**

- A draft for the Steering Committee for Exuma
- A new marina has been identified and development plans are under consideration.

- Pump out: An exact estimation has not been made, but it is reported that there would be 10 pump outs (1 location identified) and 2 boats that will pump out.

- Presently, there is still no treatment plant on the island.

**Andros Development Up to Present**

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

**Recommendation**

- Andros needs to be organized and topics need to be redefined. There is complaints about discontinuity and isolation from making decisions.
- Exumas: the areas to plan for moorings and docking need to be finalized. The boat as to who can implement moorings need to be identified.
- A project coordinator has been recommended to help move the project along speedily.
APPENDIX V: Presentation Cuba Demonstration Project Status
Estrategias comunicativas y de Educación Públicas en apoyo a los Planes de Trabajo del Proyecto.

Crear un ambiente psicológico favorables a través de la Educación ambiental, foros e información sobre el Manejo Integrado de Cuencas y Áreas Costeras, temas marinos, actividades actuales y perspectivas, relacionadas con Bahía, aprovechando los medios de comunicación y otros medios.

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.

FUERTE
- Integración educacional
- Creación de un entorno de trabajo favorable para la participación de las distintas instituciones en el proyecto.
- Desarrollo de estrategias comunicativas y educativas dirigidas a la población.
- Formación de un equipo técnico especializado.
- Implementación de programas de formación y capacitación.
- Realización de talleres y seminarios.
- Creación de materiales educativos y comunicativos.
- Promoción de la participación activa de la población en la toma de decisiones.
- Fomento del intercambio de información y conocimientos.

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

MUChAS GRACIAS
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.
APPENDIX VII: Presentation Jamaica Demonstration Project Status

**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

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

**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
**Bottom Up Approach**

- 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 (milk, sch leavers, Community rep., fishermen)
- Water Quality Monitoring (WQM) of approximately 2.5 is anticipated to start May 7, 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 used 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
**Grant Programme**
- Grants Selection Committee Established
- Call for Proposal – 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!**
APPENDIX VIII: Presentation St. Kitts and Nevis Demonstration Project Status

Rehabilitation and Management of the Basseterre Valley Aquifer
Dr. Hala Sahely and Ms. Teshell Francis
Government of St. Kitts and Nevis

Outline
- Facts about groundwater in St. Kitts
- Introduction to SKN demo project
- Status Report
- Communication’s goals
  - GAPS in the KAPPS
  - 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

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 GIMENT 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 served 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 policies 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

Questions?
APPENDIX IX: Presentation St. Lucia Demonstration Project Status

Project Title
Protecting and Valuing Watershed Services & Developing Management Incentives for the Fond D’or Watershed
2004-2010

Fond D’or Watershed

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
**Participatory Approach towards Integrated Watershed Management**

- Networking and partnership building
- Capacity Building:
  - Community Outreach (schools, GOs, etc.)
  - Training workshops
  - Study tours (watershed project comparison)

**SOIL CONSERVATION**

**MONITORING OF EROSION**

**WATER CONSERVATION**

- Rain-water Harvesting Demonstration
- Water Safety Plans

**Rain-water Harvesting Demo**

- 21 Household units installed
- 8 schools, 1 police station, 2 health centers underway
- Monitoring plan currently under review

**Bringing Portable Water to the “Petit-Gardette” Community**

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

**Water Quality Monitoring**

- Weedicides
- Pesticides
- Other Agrochemicals
OTHER OUTPUTS

- Integration and Networking
- Sustainable Funding Mechanism
- Lessons Learnt Replication

THANK YOU
APPENDIX X: Presentation Trinidad and Tobago Demonstration Project Status

**Buccoo Reef Trust**
*GEF-IWCAM*
Trinidad & Tobago Demonstration Project

**Land Use Planning and Wetland Restoration in the Courland Watershed and Buccoo Reef Area**

**Trinidad and Tobago Demonstration Project Status Update**

- **Create Partnership & Cooperation**
- **Gender, Social Inclusion & Poverty Alleviation**
- **Data Community Awareness & Participation**

**Project Management Unit**
- **Executive Director**
- **Program Manager**
- **Programmes**
- **Partners**
- **GEF Specialist**
- **National Project Officer**
  - Commenced preparations - 4 meetings held in 2007

**Data Collection Programme**

- **Marine Baseline**
  - **Executive Body: Coral Cay Conservation (CCC)**
  - **Partnership**
    - Data collected for one year (2007)
    - Identification of benthic species

- **Monitoring of Baseline Sites**
  - **Executive Staff: Scientific Review**
    - Established 24 sites throughout Tobago
    - **Pollution:**
      - Meathorne office and in situ
      - Minor pollution issues
    - **Benthos:**
      - Presence and sediments and identification of the area
      - Water quality parameters: salinity, dissolved oxygen, pH, nitrite, ammonia, temperature and turbidity

- **Terrestrial Baseline**
  - **Partnership with Tobago House of Assembly (THA)**
    - Data collected for point and non-point source of pollution and groundwater of the area
    - Limited water quality testing done
      - **Parameters:**
        - Temperature
        - Nitrogen
        - phosphorus
        - Algae, Phytoplankton, Zooplankton

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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

EGF-IWCAM Communications Project: Communications Workshop
26 – 28 May 2008

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 Practices

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.

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.

Target Audiences for Demo Projects

- National Fishing Projects
- Local Agencies / Water Users
- National Interagency Committees (NICs)
- Demonstration Project Committees
- Water Management Programs
- Private Sector
- Scientific Community
- Non-government organizations (NGOs) / Community based organizations (CBOs)
- Regional Partners

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.
I. Public Relations and Awareness Raising

Activities e.g.:
- newsletters/brochures
- media releases/feature press articles
- educational presentations/lecture discussions
- media tours of Demonstration Project sites
- short radio messages/video documentaries
- public service announcements
- media events for key milestone opportunities
- workshops
- web pages

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

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
- W/CAM Information Management System (IMS)

Track II. Social Marketing – Behavioural Modification

Objective:
To focus upon behaviours which are having the greatest negative impact upon the state of the watershed and coastal areas in GEF-W/CAM Project and to promote changes in these behaviours by presenting practical alternatives.

Track III. Document and Communicate Lessons Learned

Objectives:
1. To make information, resources and products developed during the GEF-W/CAM Project easily accessible to the public.
2. And to promote the benefits and lessons learned from the Project to key audiences.

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;
- fragmented approach to environmental management;
- limited information or alternative practices;
- weak institutional arrangements - limited knowledge of intricate links and policies; all of which they influence.
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.

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 wise 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.

Intervention Activities:

- Broadly, all five GEF-IWAM Project Components:
  - Demonstration, Capture & Transfer of Best Practice
  - Development of Indicator Framework
  - Policy, Legislative and Institutional Reform for IWAM
  - Regional and National Capacity Building for IWAM
  - Project Management and Coordination

Communications activities (broadly):

- Produce IWAM resources and tools (books, toolkits, databases etc.) and promote their use.
- Prepare briefing documents & reports both proactively and reactively.
- Produce and distribute public education materials (variably, brochures, bulletin, videos etc.).
- Organize workshops and meetups on IWAM, WRM and other relevant topics.
- Lobby decision-makers and promote networking amongst them.

Success? — how will we know? (Indicators)

(Perhaps you can help me with this?)

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
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
- ...

Thank you!

Danna Spooner,
Communications, Networking and Information Specialist
spongea@uci.edu
http://www.uci.edu
APPENDIX XII: Presentation – The Strategic Communications Planning Process

The Strategic Communication Planning Process

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:
Basic Steps in a Strategic Communication Process:

1. Needs Assessment & Situational Analysis
2. Defining the problem to be addressed
3. Identifying the gaps in TAKSR & F
4. Grouping and Profiling Audiences
5. Setting SMART Assumptions, Goals and Objectives
6. Setting SMART Indicators
7. Planning the Strategy (e.g., media mix & communication channels, timing, etc.)
8. Developing Messages and Strategies (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 IN/STEMM as a whole visible in the media, minds and ears of the public and will need to do so in harmony with the IN/STEMM demos in the region - BRANDING
- This means that you'll need to keep your demo news-worthy
- PR emphasizes mass media

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
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.

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.

5) Communication for Development

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

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.
It is a supportive process 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 STEPS 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 (KAP) 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 Measurable and Result Oriented

7. Identifying Supportive FA or EB Communication Activities
8. Indicators:
   Output
   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**

13. Message Design and Drafting
14. Pre-testing
15. Development of Media Products
16. Distribution
17. Monitoring, Documenting and Evaluation
The #1 Rule in all strategic planning, is to always remember that:

The Main Thing – is to keep the Main Thing, The Main Thing

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

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 source?

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/information on the problem?
- What media do they prefer? When do they watch TV, listen to the radio, read the paper, etc.? Which media are the most important for them?

Once you’ve identified your audiences and have a good understanding of their current "Knowledge, Attitudes, Practices and Behaviours" you 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?
A Basic Audience Analysis Checklist: Some variables to consider...

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 their 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 information or assistance on the problem?
- What media do they prefer? What do they watch TV, listen to the radio, read the paper, etc.? Which media are the most important for them?

Once you’ve identified your audiences and have a good understanding of their current “Knowledge, Attitudes, Practices and Behaviours” you can focus your strategy by identifying....

Topic issue specific: Audience “Existing Feelings and Emotions” Guidelines

- Do they think it is a problem/issue for them?
- If yes, how important is it? Why?
- 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?

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?
Let's look at the first set of handouts...

With gaps identified, it's easier to see who your AUDIENCE should be, and also easier 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
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?
A Achievable (concrete actions that can be executed or completed within the time frame)
R Realistic (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 revise your objectives until they meet SMART criteria. Also consider if the following elements have also been considered?
• A – Audience — who is going to do the task?
• B – Behaviour — what is the task to be performed?
• C – Condition — under what circumstances and timeframe is the task to be performed?
• D – Degree — how much is expected to be achieved? By what percentage or amount?

**Output Indicators** are the easiest to identity 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.

**Outcome or Impact Indicators.**

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

**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

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...

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
**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 (% 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 way’ but actually harms other living things in the sea and underground 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)
- **Opinion** (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 been 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.
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)
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.
## AUDIENCE IDENTIFICATION TEMPLATE
### DAY 1 – WORKING SESSION 1

**Demo Project:**

<table>
<thead>
<tr>
<th>Demo Activities to address gaps</th>
<th>Potential Audiences</th>
<th>“Knowledge, Attitudes and Practices” Gaps to be Addressed based on the goals and objectives</th>
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<tbody>
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<td></td>
<td><em>Primary:</em></td>
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<td><em>Secondary:</em></td>
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Primary:

Secondary:
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.

<table>
<thead>
<tr>
<th>Primary: Government, enforcement officers</th>
<th>Secondary: Public, environmental NGOs, private sector</th>
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<tr>
<td>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).</td>
<td>Little advocacy for policy reforms.</td>
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<td>Fines may be inadequate to encourage compliance.</td>
<td>Little knowledge of alternatives</td>
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<tr>
<td>Perhaps little awareness of incentives and/or disincentives for construction</td>
<td>Lack of knowledge of cost/benefits of effective, alternative septic tanks</td>
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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

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<thead>
<tr>
<th>Primary: Government, technical officers, private sector</th>
<th>Secondary: Public, environmental NGOs</th>
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<tr>
<td>Lack of awareness of the importance of monitoring water quality among the public at large and policy makers and legislators in particular</td>
<td>Improved water quality monitoring skills and mechanisms for community involvement</td>
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</table>
### Demo Project:

### Country:

<table>
<thead>
<tr>
<th>Actual Reality (Current “Knowledge, Attitudes and Practices)</th>
<th>Gaps to be Addressed based on the goals and objectives</th>
<th>Demo Activities to address gaps</th>
<th>Expected Outcomes from Demo Activities</th>
<th>Ideal “Knowledge, Attitudes and Practices the Demo hopes to achieve)</th>
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### GAPS IN THE KAPs TEMPLATE
**DAY 1 – WORKING SESSION 1**

*Demo Project:*

*Country:*

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<th>Actual Reality (Current “Knowledge, Attitudes and Practices”)</th>
<th>Gaps to be Addressed based on the goals and objectives</th>
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**COMMUNICATION GOALS AND OBJECTIVES TEMPLATE**

S.M.A.R.T and “NECESSARY AND SUFFICIENT”

**DAY 2 – WORKING SESSION 2**

*Demo Project:*

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**Overall Communication Goals:**

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<th>Demo Activities to address gaps</th>
<th>Potential Audiences</th>
<th>“Knowledge, Attitudes and Practices” Gaps to be Addressed based on the goals and objectives</th>
<th>Communication Objectives</th>
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<table>
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<tr>
<th>Country: Communication Objectives</th>
<th>Potential Communication Activities</th>
<th>Type of Communication Activity</th>
<th>Output indicators</th>
<th>Process Indicators</th>
<th>Outcome/Impact Indicators</th>
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APPENDIX XIV: Presentation – Mainstreaming Communications Activities into Demo Project Work Plans

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

According to Koller, 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.
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 downsides. 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), a comprehensive implementation plan has three main components:

1. A distribution (dissemination) plan
2. A public relations plan;
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?
*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 premieres
- Fashion shows
- Competitions (singles, songs, essays, dance, posters...)
- Among others.....

**Use your ENVIRONMENTAL CALENDAR**

And link your events and milestones to key environmental calendar days and events already planned by others.
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:
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.

Participation may help to garner widespread support for the communication initiative, but responsibility also has 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.

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

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 tied, 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 with implementation?

All of these considerations make up your Internal Readiness Plan.
But even with the best plans and management skills... things always go awry and that is why it's 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.
Why pretest?
- To ensure that your audience actually comprehends the message you are trying to get across.
- To detect other interpretations of your 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 people 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.

1. Comprehension
   Does the ‘audience’ understand the message?
   Are the terms unfamiliar? Are they difficult?
2. Relevance or Utility
   Does the statement/message make sense?
3. Noticeability
   Do the participants notice the stimulus?
4. Memorability (recall)
   Do they remember the message/attribute after being exposed to it?
5. Credibility
   Is the message acceptable? Is the presentation believable?

6. Acceptability
   Do they feel that the message or content is appropriate?

7. Attractiveness
   Do they like the presentation?

8. Knowledge, Attitude and/or belief change
   Are they persuaded by the presentation?

9. Strong & Weak Points
   What were the major positive and negative points?
**Monitoring and Documentation**

As you manage 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?
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 to and 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 what 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?
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.
APPENDIX XV: Presentations – Communications Strategy – Antigua & Barbuda

**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% of the residents in Mckinneys 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.

**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

**GAPs in the KAPS**
- Gaps: 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

**Primary Audience that it targeted will solve 60% of the problem:**
- Ages: 27 – 75
- Gender: Male and female
- Location: Mckinneys / Yorks Community
- Key social and psychological features
- Limitations: Need to produce results in a short period
- Media preferences: Radio and Television
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.

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

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.

Communication Objectives to support the demo activities and overall communication goal (SMART and necessary and sufficient):
1. 50% of residents of the Mckinnon area will have exposure to an alternative means of sewage disposal by the end of the project
2. 75% of residents of the Mckinnon area will wear the alternative sewage disposal method by the end of the project
3. 80% of the residents of the Mckinnon area will be more aware of the benefits of the alternative sewage method by the end of the project

Communication Activities to support Objective Number 1:
- Description: Visual Lectures
- 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 Mckinnon residents wouldn't visit the demo site
- Proposed timeline: From July 1st to Nov 30th
- Possible partners: Gov., Primary & Newspaper houses

Communication Activities to support Objective Number 2:
- Description: Community Consultations
- Type of activity: Consult
- Output Indicators: At least 5 public consultations with the residents of the Mckinnon 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
APPENDIX XVI: Presentation Communications Strategy The Bahamas

Wastewater Management at Elizabeth Harbour Marina – Exuma

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 yachtsmen from emptying their holding tanks into the harbour and damaging the benthic areas.
The objective is to demonstrate how such facilities can be attractively installed and sustainably managed.

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 adopting affordable, efficient pump-out and mooring systems for yachtsmen.
• To have 50% of the wider public and private sector actively engaged in support of policy and legislation reform.

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 mounds for mooring buoys.
4. Lobby government to pass Cabinet Conclusion on a Mooring system and anchorage policy.

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 anchorage
4. Lack of legislation and community enforcement

Primary Audience that it targeted will solve 80% of the problem:
Ages: 35+ years old
Gender: Irrelevant
Location: The Bahamas and abroad
Key social and psychological features: Better services and aesthetics
Limitations: No real limitations have been identified as yet
Media preferences: Websites, Magazines, Newspapers
Secondary audiences:

- The Community
- The private sector, winter residents (SJ 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

Main tone or approach to the messages:
Serious? Yes but in a witty way
Fear tactics? Intended 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 above activities and a specific communication gap (patient test and veterinarian support):
1. By the end of the 1st year of the demo project, 50% of the Shadwell community will have received a detailed explanation of the benefits of and cost implications of the project.
2. By the end of the 1st year of the demo project, 50% of the participants in the target group will know that the project will be beneficial and cost-effective, and will be willing to participate in the project.
3. By the end of the 2nd year, 75% of the target group will be able to articulate the reasons why the project is beneficial and cost-effective.
4. By the end of the 3rd year, 100% of the target group will know that the project is beneficial and cost-effective, and will be willing to participate in the project.

Communication Activities to support Objective Number 1: Yachting community
- Description: Print an ad in the Yachting Guide and Southern Boating Magazine
- Type of activity: Environmental Education
- Output Indicators: Once yearly for the Yachting Guide and every 3 months in the Southern Boating Magazine
- Process Indicators: Ads are prepared and in time
- Outcome Indicators: 40% of the readers of the magazine
- 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 foul 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
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: 100% will become aware of the problem in the demo area
- Possible partners: Enaama Waste Management

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: 50% 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

Distribution Plan and Dissemination

Budget Considerations regarding Management and Implementation

Documentary, Monitoring and Coexistence Considerations

Any other considerations to note
<table>
<thead>
<tr>
<th>Communication Objectives</th>
<th>Potential Communication Activities</th>
<th>Type of Communication Activity</th>
<th>Output indicators</th>
<th>Process Indicators</th>
<th>Outcome/Impact Indicators</th>
</tr>
</thead>
</table>
| 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 |
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<th>Outcome/Impact Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Transformar los resultados obtenidos en el proyecto en productos comunicativos palpables</td>
<td>- Modelación que permita facilitar la interpretación de los resultados del Monitoreo Ambiental para todos los públicos meta</td>
<td>Instructivo</td>
<td>Cantidad de modelaciones disponibles</td>
<td></td>
<td>- Cantidad de modelos utilizados en los procesos de toma de decisiones a nivel local</td>
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<td></td>
<td></td>
<td></td>
<td>- Cantidad de modelos utilizados en las actividades de sensibilización y educación a las comunidades involucradas</td>
</tr>
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APPENDIX XVIII: Presentation Communications Strategy Dominican Republic

**Name of Demo Project:**
- Country: Dominican Republic

**Communication Strategy**

**Overall problem(s) the demo project is trying to address:**
- Mitigation of impact of Industrial Wastes in Lower Haina River Basin

**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 2015.

**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.

**GAPs in the KAPS**

**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:** Medium and high education level.
Secondary audiences:
- Halifax Industry Associations.
- Local Governments.
- Governmental institutions that deal with legislation, norms, and controls to industrial activities.

Main tone or approach to the messages:
- Serious?
- Fear tactics?
- Embarrassment approach?

Communication Objectives:
1. By the end of 2008, 80% of industry members will manage the Environment/Health/Chemical Law and standards related to water, air, and soil properly.
2. By the end of 2008, 80% of industry members will be familiar with clean technology options applied to the different stages of industry planning and operation.
3. By the end of 2011, 90% of industry members will be aware about risks and benefits of applying and using on water.
4. By the end of 2008, 80% of Halifax Industry Association members will be informed and educated about the Demo-Project through Association Demonstration activities.

By the end of 2009, 80% of Industry members will be familiar with clean technology options applied to the different stages of industry planning and operation.

Communications Activities:
- Description:
- Types of activities:
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:
APPENDIX XIX: Presentation Communication Strategy 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.

www.neja.org

Overall communication goal to support the demo project's goal (SMART and N&T):
1. By the end of the Demo project to have 54% of the surveyed population of the DSW adapt 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.

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

Main Demo Activities:
1. Conduct talk show around the SWCAR approach scheduled for National Wood Week (19th – 21st October) – Minister of Agriculture to plant 1st cassava stick in a mini-campaign in collaboration with JASA. Distribute cassava starter give大纲 to schools (for planting by children) to make fact sheet on types of cassava, its uses, method of propagation and nutritional content in conjunction with JASA.
### 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 awareness of alternative farming practices
2. Lack of water quality monitoring skills and mechanism for community involvement

### Primary Audience that will solve 60% of the problem:

- **Age:** 7-60yrs
- **Gender:** Male & Female
- **Location:** DRW/WU Eastern 3a.
- **Key social and psychological features:** Poor, rural, dense, or affluent, hotel, rental
- **Limitations:** Illiteracy, lack of media coverage
- **Media preferences:** Combination, posters, farm tour, street meeting, local media network, word of mouth in SW, SWU, church, bars
- **Other factors:** One of the most pristine and ecologically diverse areas in 20,890 sq. kilometres

### Secondary audiences:

1. Teachers
2. Hoteliers
3. State Agencies

### Main tone or approach to the messages:

**Serious?**

- Pear tactics?
- Embarrassment approach?

  - Layered: showing the linkages between practices & impact
  - Consequences & Enforcement

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

1. By the end of the demo, the community is able to appreciate the importance of proper waste management and identify at least one additional practice and note its benefits.
2. By the end of the project, 50% increase the number of people who are aware of the importance of waste management practices.
3. By the end of the project, 50% increase the number of people who are involved in waste management activities.

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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.
- Process Indicators: Workshop conducted, news release, video tape, 100% school participation.
- Outcome Indicators: 10% increase awareness of WRRP/CSP issues.
- Proposed timeline: 1st Quarter
- Possible partners: Schools

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: 10% increase awareness of WRRP/CSP issues.
- Proposed timeline: 1st Quarter
- Possible partners: Schools

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:

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:

Distribution Plan and Dissemination:

- Description:
- Type of activity: PR, EE, Social Marketing, etc.
- Output Indicators:
- Process Indicators:
- Outcome Indicators:
- Proposed timeline:
- Possible partners:
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 vestige and leaks
   - Review of options for recovery, recycling and conservation

OVERALL communication goal to support the demo project’s goal (SMART and N45):
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.

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

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)

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 LINC with quality of drinking water
**Audiences**

**Track #1 (Mitigation of contaminants):**
1. Farmers, residents and developers of the Basseterre Valley
2. Gov’t departments (DPP, 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

---

**MAIN Communications Objectives (Track #1):**
1. By the end of the 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 the 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

**OUTPUT indicators:**
- 8 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)
**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

**OUTCOME indicators:**
- 59% of farmers and residents understand the importance of the aquifer and its link to drinking water supply
- 59% 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
- 58% of residents aware of alternative onsite wastewater treatment technologies

**Communications Objective (Track #2):**

1. By the end of demo project, 59% of the wider public in St. Kitts will know of the importance of the Basseterre Valley aquifer and its establishment as a National Park

**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

**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

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

OUTCOME Indicators:
- 95% of the wider public in St. Kitts know of the importance of the Basseterre Valley aquifer and its establishment as a National Park.
APPENDIX XXI: Presentation Communications Strategy St. Lucia

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

SAINTE LUCIA

Communication Strategy

Overall problem(s) the demo project is trying to address:
- WATER SCARCITY AT HOUSEHOLD LEVEL
- POOR WATER QUALITY

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

Main Demo Activities:
- Compensation for Environmental Services
- Development and implementation of an integrated watershed management strategy and plan
- Awareness, education and capacity building
- Policy and legislation framework

GAPs in the KAPS

Gaps in Knowledge, Attitudes and Practices that need to be addressed to better support the same activities
1. Inappropriate land use practices, particularly at the farm level
2. Lack of proper mitigation measures to address soil erosion and salinity
3. Lack of awareness of negative effects of soil and land use, on the watershed and marine resources.

Primary Audience: FARMERS/LAND OWNERS
- Ages: 18 - 70
- Gender: male & female
- Location: Fifteen (15) communities within the Maloya valley
- Media preferences: Mainly TV and Radio
- Other factors:
  - Primarily bananas, rice crops and pig farmers
  - Mostly non-literacy level education
Secondary audiences:
- Government departments
- "Fairtrade" & other Farmer Organisations
- School teachers
- Policy makers

Key messages/products that need to address the gaps in the KAPs for the primary audience:
1. 
2. 
3. 
4. 

Main tone or approach to the message:
SAY IT AS IT IS

Communication Objectives to support the demo activities and overall communication goal (SMART and Necessary and Sufficient):
1. To educate 65% of farmers in the Malagu 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.

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 peak hours for maximum listenership
- Outcome Indicators: Over 65% of callers acknowledge problem needs urgent attention
- Proposed timeline:
- Possible partner: GIS
APPENDIX XXII: Presentation Communications Strategy Trinidad & Tobago

LAND-USE PLANNING AND WATERSHED RESTORATION OF THE COURLAND WATERSHED AND BUCOCO REEF AREA

TRINIDAD AND TOBAGO

Communication Strategy

Overall problem(s) the demo project is trying to address:
- Poor declining coastal water quality that threatens reefs
- Deteriorating quality and quantity of freshwater supply

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 could be knowledgeable of how their activities within the watershed affect the quality and quantity of the freshwater supply.
- To educate 50% of the Tobago population on the negative impact that improperly treated waste water has on their health and coastal water quality and the benefits of the pending wastewater treatment system.
- Engage 50% of the general public and private sector actors in assembling support for policy and legislative reforms on land use plan and the EIA process.

Main Demo Activities:
- Data collection Programme and input to decision making process
- Establish VSL (rural)
- Coastal public awareness and participation
- Stakeholders workshops
- Isolate community revitalisation
- Facilitate upgrade of land use plan and EIA process
- Development of the draft policy paper for NAGAM
- Transfer of lessons and best practices to WCAP regional projects

GAPS in the KAPS

Gaps in Knowledge, Attitudes and Practices that need to be addressed in order to support the project activities:
- Lack of integrated approach to land management and support legacies
- Lack of education in the proper use of fertilizers and other harmful chemicals
- Lack of understanding of how wild fires spread and its detrimental affects on the watershed
- Lack of understanding of how soil erosion and runoff degrade freshwater quality and quantity and the importance of the role of soil water conservation
- Lack of awareness of the destructive effect of waste water on the environment and the need for a treatment system

Audiences:
- Primary
  - Farmers
  - Community groups
  - Residents
- Secondary
  - Technocrats
  - Government
  - NGOs and CSOs
APPENDIX XXIII: Presentation - Ensuring Meaningful Participation

Ensuring Meaningful Participation

Edward Spang, Tufts University

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

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

Participation: Classification

- Representative: Actor represents participants’ interests
- Functional: Participants are told what has already been decided
- By Consultation: Participants are consulted but have no right to question results
- For Merit: Participants must exchange for material incentives (think, cash)
- Strong Feeling: Participation is a prerequisite for achieving project goals
- Interactive: Participants participate in action and achieve plans, participation is a fundamental goal
- Self-Motivation: People act on initiatives independently of external inducements

Improved Project Design

Creating a Shared Vision

"Reality"
Creating a Shared Vision

1. Perception of the Ecologist
2. Perception of the Cattle Specialist
3. Perception of the Sociologist
4. Perception of the Agronomist
5. "Reality"

Collaborating: 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/works
  - Sharing of information within broader community
  - "Multiplying effect"
How to Encourage Learning?

**Summative Evaluation**
- Why: Judgment of Worth
- When: Subsequent to Project Completion
- Process: How do 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?

How to Encourage Learning?

**Experiential Learning**

Tools for Evaluation

- Review of Criteria for Ensuring Meaningful Participation
- Web Resources
  - Wageningen University: [http://portals.wur.nl/nsp/7pages/188](http://portals.wur.nl/nsp/7pages/188)
  - International Development Research Center: [http://www.idrc.ca/nore-516774-284-1-00_TOPIC.html](http://www.idrc.ca/nore-516774-284-1-00_TOPIC.html)
- Questions/Comments?
- Thank you very much!
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.

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

*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 as fully as men or even more fully in running the group. |
| 2 Women participate almost as fully in running the group. |
| 1 Women participate somewhat in running the group. |
| 0 Women do not participate in running the group. |

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

<table>
<thead>
<tr>
<th>Frequency of exchange opportunities: How often are participants consulted?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Circle the appropriate number on the left</strong></td>
</tr>
<tr>
<td>3 Weekly and whenever needed.</td>
</tr>
<tr>
<td>2 At least monthly and more often if required.</td>
</tr>
<tr>
<td>1 At least every two months on average.</td>
</tr>
<tr>
<td>0 Irregularly.</td>
</tr>
</tbody>
</table>
**Communication:** Open and equitable discussion is essential to effective participation.

**Open participation:** How fully do participants engage in project meetings and activities?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>(612.0x792.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>All members participate actively in meetings and group activities. Everyone feels free to speak up and play an active role.</td>
</tr>
<tr>
<td>2</td>
<td>Most members participate actively in meetings and group activities. Most feel free to speak and play an active role.</td>
</tr>
<tr>
<td>1</td>
<td>Some members participate actively in meetings and group activities.</td>
</tr>
<tr>
<td>0</td>
<td>Few members participate actively in meetings and group activities.</td>
</tr>
</tbody>
</table>

**Quality of discussion:** How do members communicate with one another?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>(612.0x792.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>There is always frank and constructive discussion.</td>
</tr>
<tr>
<td>2</td>
<td>There is usually frank and constructive discussion.</td>
</tr>
<tr>
<td>1</td>
<td>There is sometimes frank and constructive discussion.</td>
</tr>
<tr>
<td>0</td>
<td>There is seldom frank and constructive discussion.</td>
</tr>
</tbody>
</table>

**Communications:** How good is communication within the group?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>(612.0x792.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>All members are always kept informed about plans, programs etc.</td>
</tr>
<tr>
<td>2</td>
<td>Most members are usually kept informed.</td>
</tr>
<tr>
<td>1</td>
<td>Some members are generally kept informed.</td>
</tr>
<tr>
<td>0</td>
<td>No members are as a rule kept informed.</td>
</tr>
</tbody>
</table>

**Interpersonal relations:** How do members relate to one another?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>(612.0x792.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>All members maintain friendly and mutually supportive relations.</td>
</tr>
<tr>
<td>2</td>
<td>Most members maintain friendly and supportive relations.</td>
</tr>
<tr>
<td>1</td>
<td>Some members maintain friendly and supportive relations.</td>
</tr>
<tr>
<td>0</td>
<td>No members maintain friendly and supportive relations.</td>
</tr>
</tbody>
</table>

**Conflict management:** How able is a group to resolve conflicts?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>(612.0x792.0)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group is always able to resolve conflicts among members and with external bodies.</td>
</tr>
<tr>
<td>2</td>
<td>Group is usually able to resolve such conflicts.</td>
</tr>
<tr>
<td>1</td>
<td>Group is sometimes able to resolve such conflicts.</td>
</tr>
<tr>
<td>0</td>
<td>Group is never able to resolve such conflicts.</td>
</tr>
</tbody>
</table>
**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?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Decisions as a rule are made quickly and effectively.</td>
</tr>
<tr>
<td>2</td>
<td>Decisions are made quickly but not always followed up, or even if made slowly are generally given effect.</td>
</tr>
<tr>
<td>1</td>
<td>Decisions are only sometimes made quickly or effectively.</td>
</tr>
<tr>
<td>0</td>
<td>Decisions take a long time and are seldom effective.</td>
</tr>
</tbody>
</table>

**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?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Participants have frequent opportunities to provide feedback to the project.</td>
</tr>
<tr>
<td>2</td>
<td>Participants have periodic opportunities to provide feedback to the project.</td>
</tr>
<tr>
<td>1</td>
<td>Participants have occasional opportunities to provide feedback to the project.</td>
</tr>
<tr>
<td>0</td>
<td>Participants have no provision opportunity to provide feedback to the project.</td>
</tr>
</tbody>
</table>
PROCESS CRITERIA

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

**Facilities for meetings:** How well provided for are group meetings?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>3</th>
<th>Meetings are held in a comfortable and congenial setting either through having a regular meeting place or a satisfactory rotation among members' homes.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>Meetings are held in a satisfactory place for everybody.</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Meetings are sometimes held in a satisfactory place.</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>Meetings are held in uncomfortable and uncongenial settings.</td>
</tr>
</tbody>
</table>

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

**Style of management:** How are group activities managed?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>3</th>
<th>Decisions are always made with all members' knowledge and participation.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>Decisions are usually made with all members' knowledge and participation.</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Decisions are sometimes made with all members' knowledge and participation.</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>Decisions are never made with all members' knowledge and participation.</td>
</tr>
</tbody>
</table>

**Decision-making method:** How are decisions made?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>3</th>
<th>By consensus with agreement reached by all.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>By majority vote.</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>By group officers.</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>Not made in any regular way.</td>
</tr>
</tbody>
</table>

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

**Productivity of meetings:** How productive are group meetings?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>3</th>
<th>Group meetings are always very productive; time is well spent; decisions clearly made and followed up.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2</td>
<td>Group meetings are usually reasonably productive.</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Group meetings are sometimes productive.</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>Group meetings are never productive.</td>
</tr>
</tbody>
</table>
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?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Participants have produced substantial benefits beyond the IWCAM activities.</td>
</tr>
<tr>
<td>2</td>
<td>Participants have created some benefits beyond the IWCAM activities.</td>
</tr>
<tr>
<td>1</td>
<td>Participants have considered producing benefits beyond the IWCAM activities.</td>
</tr>
<tr>
<td>0</td>
<td>Participants have undertaken and are concerned only with IWCAM activities.</td>
</tr>
</tbody>
</table>

Improved Knowledge Sharing: Improving community access to knowledge

Knowledge sharing: Do members who get training share their new knowledge with others?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group actively provides for the sharing of members’ new knowledge and skills with others, both other members and even persons outside the group.</td>
</tr>
<tr>
<td>2</td>
<td>Group sharing of members’ new knowledge</td>
</tr>
<tr>
<td>1</td>
<td>Sharing of new knowledge occurs only at individual initiative.</td>
</tr>
<tr>
<td>0</td>
<td>There is no sharing of new knowledge.</td>
</tr>
</tbody>
</table>

Spreading the program: Do participants take initiative to spread the program to other areas and other community members?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Participants have helped numerous other community members engage in the project.</td>
</tr>
<tr>
<td>2</td>
<td>Participants have helped some other community members engage in the project.</td>
</tr>
<tr>
<td>1</td>
<td>Participants have helped a few others to engage in the project.</td>
</tr>
<tr>
<td>0</td>
<td>Participants have not helped others to engage in the project.</td>
</tr>
</tbody>
</table>

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?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group is quite confident it can maintain itself on its own.</td>
</tr>
<tr>
<td>2</td>
<td>Group is somewhat confident it can maintain itself on its own.</td>
</tr>
<tr>
<td>1</td>
<td>Group thinks it might be able to maintain itself on its own.</td>
</tr>
<tr>
<td>0</td>
<td>Group lacks confidence it can maintain itself on its own.</td>
</tr>
</tbody>
</table>
**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?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group enjoys strong and enthusiastic support from the community.</td>
</tr>
<tr>
<td>2</td>
<td>Group has good understanding and support from some parts of the community, such as chief or local administrators.</td>
</tr>
<tr>
<td>1</td>
<td>Group has a little understanding and support from the community.</td>
</tr>
<tr>
<td>0</td>
<td>Group has no understanding and support from the community.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group has very active and good cooperation with other voluntary organizations at local level.</td>
</tr>
<tr>
<td>2</td>
<td>Group has some very good cooperation with other voluntary organizations at local level.</td>
</tr>
<tr>
<td>1</td>
<td>Group has at least one cooperative link with another voluntary organization at local level.</td>
</tr>
<tr>
<td>0</td>
<td>Group has no links with other voluntary organizations.</td>
</tr>
</tbody>
</table>

**Linkages outside program:** How does group relate to government agencies?

<table>
<thead>
<tr>
<th>Circle the appropriate number on the left</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Group has excellent interaction with many relevant agencies that can help it achieve its goals.</td>
</tr>
<tr>
<td>2</td>
<td>Group has some good interaction with several relevant agencies.</td>
</tr>
<tr>
<td>1</td>
<td>Group has a few interactions with some agencies.</td>
</tr>
<tr>
<td>0</td>
<td>Group has no reliable interaction with any agencies.</td>
</tr>
</tbody>
</table>
APPENDIX XXV: The IWCAM Information Management System and Sustainability

The IWCAM Information Management System and Sustainability

**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.

**Rationale for IWCAM IMS:**
- Study Component 1: Regional and National Capacity Building and Sustainability for IWCAM. One of the activities in the establishment of a Regional Coordinating Mechanism (RCM) to capture inputs from all of the regional and regional activities as well as the Demonstration Project.
- GEF will allow for a repository of linkages to more technical regional and IWCAM Information.
- GCM 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 and regional context and to the project in general as a whole - i.e., the database of relevant projects.

**Rationale for IMS 2:**
- Archiving of project information and outcomes as well as an information management system which supports the needs of the GCM and partners (IPs, as well as Demon Project staff) in the Participating Countries.
- Support for decision-making at every level including the needs of the various committees e.g., PSG, BRT.
- An 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.

**Status:**
- Terms of Reference (TORs) for consultants being prepared
- IMS to be 'built' in stages
- Initial stage to begin in September 2008

**Intervention Activities:**
- Broadly, all five GEF-IWCAM Project Components:
  - Demonstration, Capture & Transfer of Best Practice
  - Development of Indicator Framework
  - Policy, Legislation and Institutional Reform for IWCAM
  - Regional and National Capacity Building for IWCAM
  - Project Management and Coordination
Desired functionalities of IWCAM IMS:

- Allow monitoring of traffic and content development by the administrator (based on CEHI)
- Be user-friendly
- Have different access levels / password security
- Be a web-based, distributed system (i.e. consists of a set of content-related nodes and links)
- Should enable comments and feedback

Desired functionalities cont’d:

- Covering media dimensions; fully cross-platform therefore there must be consistency in standards for databases, indexing, archiving and other critical components. The CEHI should oversee the user interface.
- Search, retrieve and access information and data about the IWCAM agencies
- Develop user-ready information about IWCAM
- Share on-line OSP-IWCAM Project documents, OSP-IWCAM reference documents, resources
- Find information about the IWCAM agencies, partner institutions, etc.
- Link directly to the site of related agencies, giving access to information on their activities and resources available online.

Desired functionalities 3:

- Project databases and indicators
  - Allow upload of data and information (with guidelines)
  - Allow search capabilities
  - Is secure?
  - Can provide data which supports decision-making

Thank you!

- Donna Spencer,
  Communications, Networking and Information Specialist
  d.spencer@iwcni.org.uk
  www.iwcni.org.uk
GEF-IWCAM Demonstration Project Communications Workshop  
26 -28 May 2008 – Santo Domingo, Dominican Republic

<table>
<thead>
<tr>
<th>Countries</th>
<th>PARTICIPANT</th>
<th>PARTICIPANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A&amp;B</td>
<td>Cedric Dyer</td>
<td>Erdine Richards</td>
</tr>
<tr>
<td></td>
<td>Environment Officer</td>
<td>Chemist Water-Laboratory</td>
</tr>
<tr>
<td></td>
<td>Environment Division</td>
<td>Antigua Public Utilities Authority</td>
</tr>
<tr>
<td></td>
<td>Ministry of Tourism, Civil Aviation, Culture and the Environment</td>
<td>Barnes Hill</td>
</tr>
<tr>
<td></td>
<td>#1 Prime Minister’s Drive</td>
<td>St Georges</td>
</tr>
<tr>
<td></td>
<td>Factory Road</td>
<td>Antigua and Barbuda</td>
</tr>
<tr>
<td></td>
<td>St John’s</td>
<td>Tel: 268 480 7000 ext 7252</td>
</tr>
<tr>
<td></td>
<td>Antigua and Barbuda</td>
<td>Fax: 268 462 2761</td>
</tr>
<tr>
<td></td>
<td>Tel: 268 562 2568</td>
<td>E-mail: <a href="mailto:timica_r@hotmail.com">timica_r@hotmail.com</a></td>
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<td>Fax: 268 462 4625</td>
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<td>E-mail: <a href="mailto:cdyer@environmentdivision.info">cdyer@environmentdivision.info</a></td>
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<tr>
<td>BAH</td>
<td>Craig Parotti</td>
<td>Zanda Bonamy</td>
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<tr>
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<td>Tel: 869 465 2277</td>
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<td>Fax: 869 465 5842</td>
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<tr>
<td></td>
<td>E-mail: <a href="mailto:phyplskb@sisterisles.kn">phyplskb@sisterisles.kn</a></td>
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<td><a href="mailto:Teshi37@hotmail.com">Teshi37@hotmail.com</a></td>
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<tr>
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<td>Fax: 869 465 5842</td>
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<tr>
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<td>E-mail: <a href="mailto:phyplskb@sisterisles.kn">phyplskb@sisterisles.kn</a></td>
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<td>Barry Lovelace</td>
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<tr>
<td>GEF-IWCAM Project Manager</td>
<td>Environmental Education</td>
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<tr>
<td>Fax: 868 639 7333</td>
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<tr>
<td>Email: <a href="mailto:s.timothy@buccoreef.org">s.timothy@buccoreef.org</a></td>
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<td>E-mail: <a href="mailto:b.lovelace@buccooreef.org">b.lovelace@buccooreef.org</a></td>
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<tr>
<td>Edward Spang</td>
<td>Maria Protz</td>
</tr>
<tr>
<td>Tufts University</td>
<td>Consultant</td>
</tr>
<tr>
<td>41 Windsor Road</td>
<td>P.O. Box 291</td>
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<tr>
<td>Medford</td>
<td>St Ann’s Bay</td>
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<td>USA</td>
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<tr>
<td>Tel: 781 395 0263</td>
<td>Tel: 876 972 2352</td>
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<tr>
<td>Fax:</td>
<td>Fax: 876 972 0578</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:edward.spang@tufts.edu">edward.spang@tufts.edu</a></td>
<td>E-mail: <a href="mailto:protz@mail.infochan.com">protz@mail.infochan.com</a></td>
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<td>Fax: 758 453 2721</td>
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<td>E-mail: <a href="mailto:paquing@cehi.org.lc">paquing@cehi.org.lc</a></td>
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<tr>
<td><strong>GEF-IWCAM Project Coordinating Unit</strong></td>
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<tr>
<td>Vincent Sweeney</td>
<td></td>
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<tr>
<td>Regional Project Coordinator, GEF-IWCAM Project Coordinating Unit</td>
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<tr>
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<td>Tel: 758 452-2501, 452-1412</td>
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<td>Fax: 758 453-2721</td>
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</tr>
<tr>
<td>E-mail: <a href="mailto:vincent.sweeney@unep.org">vincent.sweeney@unep.org</a></td>
<td></td>
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<tr>
<td>Una McPherson</td>
<td></td>
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<tr>
<td>Administrative Officer</td>
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<tr>
<td>E-mail: <a href="mailto:una.mcpherson@unep.org">una.mcpherson@unep.org</a></td>
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<td>Sasha Gottlieb</td>
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<td>Email: <a href="mailto:dspencer@cehi.org.lc">dspencer@cehi.org.lc</a></td>
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<td>Donna Spencer</td>
<td></td>
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<tr>
<td>Communications, Networking, and Information Specialist</td>
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