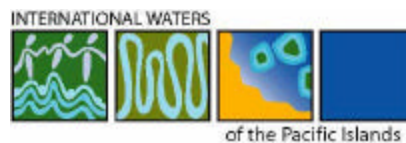


**STRATEGIC ACTION PROGRAMME FOR THE
INTERNATIONAL WATERS OF THE PACIFIC
SMALL ISLAND DEVELOPING STATES**

IWP COMMUNICATION STRATEGY

D R A F T



**Project Coordination Unit
International Waters Programme
South Pacific Regional Environment Programme.**

March 2002, Version 1.01

**COMMUNICATION STRATEGY FOR THE
STRATEGIC ACTION PROGRAMME FOR THE INTERNATIONAL WATERS OF
THE PACIFIC SMALL ISLAND DEVELOPING STATES**

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To be done

INTRODUCTION

The International Waters Programme (IWP) is a 5-year programme for 14 participating Pacific Island Countries¹. It is funded by the Global Environment Facility (GEF), implemented by the United Nations Development Programme (UNDP) and executed by the South Pacific Regional Environment Programme (SPREP). The objectives and broad activities of the IWP are described in a Project Document that was signed by SPREP and UNDP in February 2000.

The IWP has two main components: an Oceanic component which focuses on the management and conservation of tuna stocks in the western central Pacific and a Coastal component that focuses on integrated coastal watershed management. The Coastal component involves the implementation of 14 pilot projects that address sustainable resource management and conservation issues in the coastal zone.

The objective for the Oceanic component is “to enable conservation and sustainable yield of ocean living resources”. To achieve this the IWP aims to strengthen existing efforts by participating countries to secure long-term sustainable benefit from the tuna resource resident in the western central Pacific through a coordinated programme involving the Secretariat of the Pacific Community (SPC) and Forum Fisheries Agency (FFA). The IWP will provide improved information on the exploitation of the tuna resource in this region, the environment in which it is found and options for improving the sustainable benefits from its exploitation.

The objective of the Coastal component is to “address root causes of the degradation of international waters in coastal regions through a programme focused on improved integrated coastal and watershed management”. This is to be achieved through action at the community level to address priority environmental concerns within participating countries relating to:

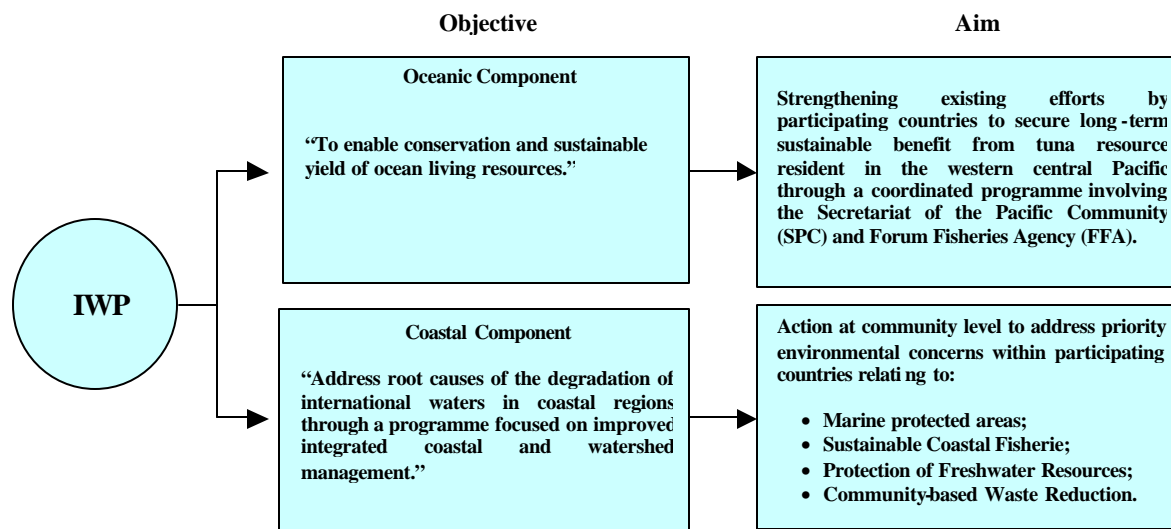
- Marine and freshwater quality;
- Habitat and community modification and degradation; and
- Unsustainable use of living marine resources.

To address these concerns the IWP will support the establishment of pilot or demonstration projects, one in each of the 14 participating countries. Each pilot project will seek to strengthen capacity and provide lessons for best practice and appropriate methodologies for sustainable resource management and conservation in four focal areas relating to:

- Marine protected areas (4 projects);
- Sustainable coastal fisheries (3 projects);
- The protection of freshwater resources (4 projects); and
- Community-based waste reduction (3 projects).

¹ Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

Figure 1: Objective and Aims of International Waters Programme



Objective 4 of the IWP, as described in the Project Document², provides for, in part, maximizing regional benefits from lessons learned through Programme activities. Activities identified to support this objective include the development of an effective Communication Strategy for the IWP. The Communication Strategy will include critical activities aimed at educating IWP audiences and raising community awareness – whether that community is the global international community, national audiences in participating countries or comparatively small, localised, communities residing in the vicinity of pilot projects.

The IWP is a large and complicated programme, making the development of a Communication Strategy for the IWP is a challenging task. The IWP currently involves two international agencies, at least four regional organisations and 14 governments. There remains significant potential to increase the number of collaborative partnerships to assist with the implementation of various IWP components.

The IWP supports activities across the majority of the South Pacific region. The activities are to be implemented in a variety of political, cultural, social and economic settings addressing a diverse range of issues. These range from issues associated with the management and conservation of oceanic tuna, to work in small communities to address environmental threats relating to waste management, sustainable use of marine resources and preservation of sources of quality drinking water. Within this complex arena, numerous government and non-government agencies, community groups, regional and international organisations and private sector interests are active. The IWP has the potential to interact with them all.

While some organisations and initiatives that have operated over the last decade or more have acknowledged the critical need for an effective communication strategy to promote their objectives and disseminate their results, there are few precedents for a communication strategy that could lend itself for adaptation to the IWP³. As a result, in order to be effective

² Objectives 1 and 2 in the Project Document have elements requiring Communication activities also. See Annex I

³ Examples of relevant communications strategies are available in the programmes of the World Resources Institute, the second phase of the Canada- South Pacific Oceans Development Programme and the

in addressing its objectives, the IWP requires an efficient communication strategy that links all partners, existing and new, in the Programme⁴.

SCOPE OF IWP COMMUNICATION STRATEGY

Elements and Levels of the IWP Communication Strategy

This IWP Communication Strategy attempts to address all major communication elements of the IWP.

Broadly speaking this comprises information dissemination, awareness raising and promotion of the IWP in general at the global, regional, national and local levels, for both the oceanic and coastal components of the programme:

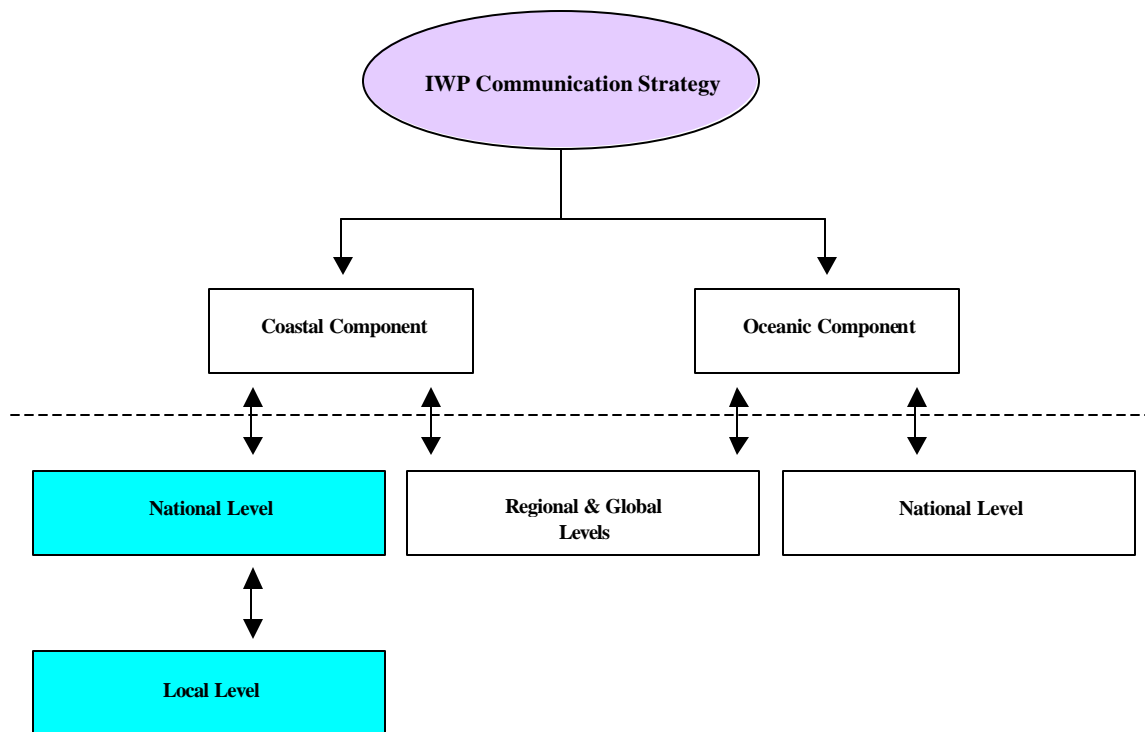
- Global/Regional - The global level for the strategy will target regional and international audiences to advise of progress with implementation of the IWP throughout the South Pacific region, for both the Oceanic and Coastal components. The regional element will target government ministers, senior officials, regional public servants, inter-governmental agencies, non-government organisations and the private sector. It will also serve to distribute information within the South Pacific relating to global activities of the international waters portfolio within the Global Environment Facility (GEF). The extra-regional component will target those involved in natural resources management and conservation in inter-governmental agencies, development assistance agencies and non-government organisations to advise of the activities of the IWP in the South Pacific;

Coral Reef Rehabilitation and Management Project in Indonesia. While elements of these strategies can be incorporated in the design of the IWP's Communications Strategy they are principally designed to address the specific needs of the programmes they are intended to support, focusing on a specific issue or geographical context, and do not necessarily lend themselves to generic application. The IWP communications strategy will have to accommodate mechanisms designed to influence behavioral change, not just disseminate information.

⁴ There is increasing acknowledgement that effective communications are critical to the success of programmes similar to the IWP. Examples that cite the importance of communications methods and applications (including education and awareness raising) can be found in the reports of the Biodiversity Conservation Network, the South Pacific Biodiversity Conservation Programme and IUCN's Marine Protected Area Programme in Samoa. It is also cited as a critical consideration in the review of lessons learned from GEF-supported projects throughout the 1990s. This acknowledgement has resulted in several agencies developing communications manuals to assist in designing communications components of nature conservation projects. An example of such a manual is S. Rientjes, (2000). Ed. " *Communicating Nature Conservation: A Manual on Using Communication in Support of Nature Conservation Policy and Action*" European Centre for Nature Conservation. 100pp.

- National - The national level refers to several audiences, but particularly the governments of each of the participating countries, with the objective of disseminating information and raising awareness of the activities and achievements of the IWP at the pilot project site. The national level will serve as a mechanism for distributing information concerning regional activities of the IWP and for relaying information relating to progress with the implementation of the national components of the IWP in participating countries. At the national level, the communication strategy will cover both the Coastal component and Oceanic elements of the IWP.
- Local - The local level for the Communication Strategy will principally be confined to the Coastal component of the IWP and target the community in the vicinity of the pilot project site. At this level, the Communication Strategy will involve information acquisition and dissemination activities, training and education and awareness raising. The IWP will target behavioral change within communities, particularly in respect of Coastal components, with the objective of generating improved community capacity to address threats to local environments and increase consideration of resource sustainability issues in local decision-making.

Figure 2: Levels of the IWP Communication Strategy



- Principally managed and implemented by participating countries for Coastal component.
- Managed by IWP Project Co-ordination Unit for Coastal and Oceanic components.

Ownership

The Project Coordination Unit (PCU) based at SPREP headquarters will be responsible for the overall design, implementation and periodic refinement of the IWP Communication Strategy.

Other project partners, including international agencies, regional organisations, non-government agencies, participating governments and local communities will also have significant roles in the implementation of specific elements of the Communication Strategy.

The success of the IWP will be dependent on effective working relationships being established among these partners. The potential for this will be improved if the PCU is able to establish itself in an effective co-ordinating role for all programme partners.

Specifically in relation to the Coastal component, at a national and local level, each country will take a lead role in managing and implementing the appropriate elements of the Communication Strategy.

Accommodating diverse issues, situations and partners of the IWP

The diversity of issues and situations to be accommodated by the IWP suggests the potential for success is likely to be improved through the development of a range of communication services and tools, including activities and products designed to fill particular niches that relate to specific IWP project tasks and stakeholders.

A diverse range of services and tools are necessary because of the IWP's complex structure, the many potential partnerships and the broad interaction across five thematic areas:

- Oceanic;
- Waste;
- Marine protected areas;
- Sustainable coastal fisheries;
- Preservation of quality freshwater.

In addition, the IWP Communication Strategy needs to be a dynamic strategy – as circumstances change, and lessons are learned, it will be necessary to refine the strategy to maintain its effectiveness for delivery among various target audiences.

Each component of IWP has different outputs and target audiences. The Oceanic component, for example, has a national focus with additional significant communication commitments to regional and international audiences.

Unlike many related programmes that targets one particular issue associated with natural resource conservation management⁵, the coastal component of the IWP is designed to address a range of initiatives in four focal areas:

- waste reduction

⁵ Many projects target only one environmental threat or problem. Examples include programmes focused specifically on coral reef-related issues or overexploitation of forest resources.

- coastal fisheries
- marine protected areas
- freshwater quality.

These initiatives, in the form of pilot projects, are to be implemented in 14 countries across a large geographical region, among diverse cultures and in different political contexts. While this element will focus on local communities it also has significant provincial, national, regional and international communication commitments.

To accommodate this complex combination of issues and audiences, the IWP Communication Strategy requires a carefully planned, multi-faceted, multi-media information and education campaign at global, regional, national and local levels with the aim of achieving:

- the establishment of an interactive network of stakeholders at all levels – global, regional, national and local;
- increased awareness and understanding of the International Waters Programme in general during all project phases at global, regional, national and local levels ;
- the production of consistent messages in terms of the IWP objectives, the results generated and lessons learned; and
- an education and awareness strategy for application throughout the implementation of the pilot project.

The IWP Communication Strategy must address the complexity of the inter-relationships under the IWP and accommodate the requirement that each of the IWP element will need a unique response in terms of the communications solution that is applied to it.

STRATEGY - PURPOSE AND FRAMEWORK

Goal

That through its communication activities, the resource management and conservation initiatives of the IWP are valued by all stakeholders with an interest, influence and involvement in the Programme

Objectives

To implement integrated communication activities that:

- increases the awareness and understanding of the IWP among all stakeholders in all project phases;
- promotes ownership of the Programme by stakeholders at a national and local level;
- informs and educates appropriate stakeholders about the resource management and conservation initiatives of the IWP;
- promotes the lessons learned and best practice in all aspects of the IWP.

Guiding Principles

That all Communication activities:

- Are being implemented in a dynamic context, where the process is constantly adapting and changing;
- Will result in enhanced understanding of resource management and conservation issues which aims to achieve behavioral change among stakeholders;
- Will respect and acknowledge the cultural, religious and social contexts within which is being implemented;
- Wherever possible builds the capacity of those managing and involved in the programme locally to implement effective communication initiatives and activities;
- Where appropriate and available, draw on the skills and professional expertise of communication specialists and contractors from the participating countries.
- Will recognise that in each participating country it may be different, accommodating specific local circumstances relating to communications, education and awareness raising.

Outcomes

The Communication Strategy aims to produce:

- Quality information relating to IWP activities synthesized and disseminated on a regular basis;
- Broad stakeholder understanding of IWP initiatives, activities and results;
- Effective interactive network of communication partnerships for the IWP;
- Demonstrated best practices in communications relating to natural resource management and conservation initiatives.

Communicating the Oceanic Component

In the medium term, the Communications Strategy will utilise existing networks and mechanisms to raise awareness and educate local, regional and global audiences on the activities and results of the oceanic component of the IWP. While the PCU will provide a supporting role in this endeavor, primary responsibility will rest with the SPC and FFA.

The FFA and SPC established networks already provide formal mechanisms for inter-agency dialogue. This includes the SPC/FFA Colloquium and annual meetings of the respective members of each agency; the South Pacific Conference in respect of the SPC and the Forum Fisheries Committee in respect of the FFA.

Both organisations participate in a large number of regional meetings at which IWP issues will be promoted and discussed. For SPC this includes the Heads of Fisheries Meeting and the Standing Committee on Tuna and Billfish. For FFA, this will include meetings of the Parties to the Nauru Agreement, meetings associated with the administration of the Treaty on Fisheries and meetings relating to monitoring, control and surveillance of fishing activity in the region.

Meetings associated with the Treaty on Fisheries and support provided to member countries in their bilateral negotiations with fishing entities relating to fisheries access provide useful opportunities for management and conservation issues promoted under the IWP to be discussed with fishing industry interests.

The process associated with the establishment of a new tuna fishing regulatory commission in the western central Pacific is another venue through which IWP-associated activities will be reported and discussed. Similarly, as opportunities arise, IWP issues will be reported upon and discussed at international meetings of fisheries officials such as the Committee on Fisheries convened by the Food and Agriculture Organization and meetings of other regional tuna management bodies.

Until specific tools are developed to advise of IWP-related initiatives and results, existing FFA and SPC information dissemination tools will be used. These include the FFA News Digest and the SPC Fisheries Newsletter. In addition reciprocal links between the web sites of each partner agency will be established.

Communicating the Coastal Component

The principal focus of the Communication Strategy for the Coastal component of the IWP will be on the pilot projects to be implemented in each of the 14 participating countries.

In the preliminary stages of establishing the pilot projects, the strategy will involve the development and consolidation of effective working relations with government offices. As implementation proceeds increased emphasis will be applied to developing effective communications in communities within the vicinity of each pilot project.

Framework for IWP Communication Strategy

Given the multifaceted nature of the IWP, and the complex set of objectives and outcomes required of the Communication Strategy, the strategy is made up of three distinct plans that together provides an integrated framework for the implementation of communication activities for the IWP.

The plans are:

- Public Relations Plan⁶;
- Social Marketing Plan⁷;
- Community Education Plan⁸.

The intention is that by dividing the activities under these three plans, or three different set of communication disciplines, the tools and communication channels required to achieve the strategy's goal are more directed and focused.

This strategy requires that plans are developed for each of the levels that have been identified earlier.

⁶ See definition of Public Relations (Annex 2)

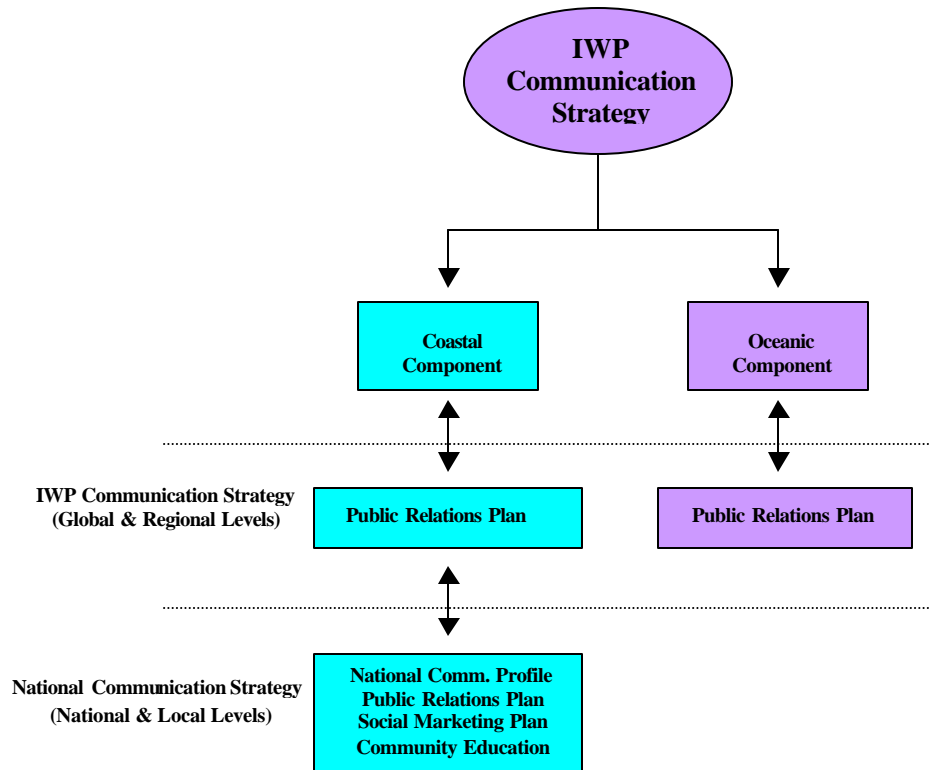
⁷ See definition of

⁸

DEVELOPING PLANS FOR THE STRATEGY

There are various plans and different level strategies required for the IWP Communication Strategy. The figure below outlines the relationship between the plans and strategies and also which documents various elements of the strategy will cover.

Figure 3 Relationship between strategies and plans



Communication Workplans

For each plan (PR, Social Marketing or Community Education) there is a Workplan which will detail the tasks that are required. The development of the Work Plans for implementing the Communication Strategy has commenced. The Workplan will describe the process for the design, development, implementation and refinement of the Communications Strategy. It will identify the resources required to effectively implement the Communications Strategy, the schedule for its periodic review and means by which the Communications Strategy will be monitored and evaluated.

The Workplan will also acknowledge the different requirements of the Coastal and Oceanic components of the IWP. As noted earlier, there are significant differences in relation to the type of information to be disseminated and the target audiences for each of these components.

A National Communications Strategy for the Coastal Component

For the Coastal component, a National Communications Strategy will be developed for each country. While much of the Strategy will be fleshed out after a pilot project has been selected, there are elements of this national strategy that will be developed during the initial phases of the establishment of the IWP in each country including a National Communications Profile (a database incorporating key media personnel, printers, web designers, other communication contractors etc).

Other specific elements that will be incorporated into the National Communications Strategy will include:

- *Statement of the problem and/or issue to be addressed*

Involving the National Coordinator, and working with key stakeholders, the principal issue, or issues, that are to be delivered by the National Communications Strategy in support of implementation of the pilot project will be identified.

- *Training needs*

Depending on in-country skills, it may be necessary to provide training to specific groups and/or individuals to assist with implementation of the National Communications Strategy. The Work Plan will make provision for any training needs identified at the start of pilot project implementation.

- *Work plan schedule, resources and budget*

An essential element of the National Communications Strategy will be a work plan that describes the process for development of the national strategy and identifies the resources and budget required for its effective implementation.

A Public Relations Plan

The information dissemination and awareness elements of the IWP will have global application, and apply equally to the Oceanic and Coastal components of the programme. It involves the dissemination of information concerning the activities of the IWP within the South Pacific region to the international community.

The Coastal component of the IWP will have national elements of the Communication Strategy that will be developed through consultation and development of a National Communication Strategy in each participating country, as discussed earlier. However, while the Oceanic component will have similar PR requirements to the Coastal component there will not be a requirement for a strategy at the local level.

Primary target groups for this will be the participants in other international waters initiatives around the world, organisations involved in community-based sustainable resource and conservation initiatives elsewhere and development assistance agencies concerned with sustainable resource use and conservation initiatives in the South Pacific. In addition to these audiences beyond the region, the IWP Communication Strategy will also serve to inform a

broad range of interest groups within the South Pacific region of international waters-related developments in the global arena.

The PCU commenced general awareness-raising activities early during the implementation stage of the IWP by promoting the Programme within the SPREP secretariat, among South Pacific regional organisations and with participating governments.

Awareness-raising and dialogue within the SPREP secretariat was designed to encourage SPREP colleagues develop an appreciation of the objectives of the IWP so that an understanding of potential partnerships that may be developed between the IWP and other SPREP activities can be promoted. This is an on-going task.

As the IWP becomes established within the SPREP secretariat, efforts to increase awareness among other regional organisations will be increased. This will involve the use of established means for communicating internally within each of the partner organisations, between each of the respective organisations and between the partner regional organisations and the 14 participating governments.

Direct communication with the staff of other regional organisations, communication releases from SPREP to the regional community in general and opportunities through participation in regional meetings such as the Roundtable for Nature Conservation will be the principal means to raise awareness within regional agencies at the start of the IWP. Awareness-raising among participating governments will be promoted through SPREP Circulars, country visits and during regional events involving the participating countries.

Communication with key stakeholders and partners is an important element of the Strategy, particularly the dialogue between the PCU and the national governments. Table 1 lists some of potential principle partners at the national level.

Table 1: Potential partners at the national level

SPREP Focal Point	Foreign Affairs or Government Environment Agency
SPREP Operational Focal Point	Technical contact for all SPREP activities
IWP Focal Point	Technical contact for IWP
Lead Agency	Sub-contracted Government agency responsible for pilot project implementation as described in a Letter of Agreement exchanged with the IWP Focal Point
Executing Agency	A government agency, or NGO responsible for pilot project execution as described in a Letter of Agreement exchanged with the Lead Agency and/or the IWP Focal Point.

National communications in relation to the IWP will involve communication between the PCU, SPREP and IWP focal points, National Coordinators, the National Task Force, Lead and Executing agencies; and pilot project communities. The participants in the national strategy, and the protocol for communications and information exchange will be established once the National Coordinator is recruited. As the IWP develops national communications

processes, audiences and audience needs will be reviewed and the Strategy refined accordingly.

Procedures for the communication of national activities under the IWP to the PCU, the Programme Technical Advisory Group (PTAG) and the Tripartite Review (TPR) will also be key components of this element of the national Strategy.

- *National components*

Promoting the IWP nationally among key stakeholders within participating countries will be important in terms of raising local awareness of existing and planned IWP activities. This will initially serve as a precursor to more focused communications that will be implemented during the formulation and design phases for individual pilot projects.

- *Partners, networks and media sources*

The task of identifying partners and communications networks will commence during the first country visits. It will include an assessment of media and educational communications networks within each country in terms of the potential of each to support IWP initiatives.

Networks, which could include NGOs and other community groups, will be researched, and partnerships established to assist with the delivery of IWP-related messages on local and national scales.

- *Stakeholder consultation*

Ongoing consultations will take place whereby stakeholders will participate in the design, implementation, review, evaluation and refinement of the national Communications Strategy.

It is envisaged that a participatory planning workshop or meeting will be held in each participating country to develop the National Communications Strategy for each country and their pilot project. This will be linked into the other project planning and design activities associated with the initial stages of the implementation of the pilot project.

The other key elements of the Public Relations Plan that will be developed under the IWP Communication Strategy will include:

- *Research & Review*

Research undertaken during the formulation phase of IWP implementation, particularly that relating to lessons learned and best practices, the identification of significant stakeholders and target groups and a review of activities in participating countries that are relevant to the IWP.

- *Corporate Image*

Through the PR Plan, there will be the development of an appropriate “image” that the IWP intends to present to the various audiences that will interact with the Programme. The image will involve developing a distinctive logo that will assist in branding the IWP as a South Pacific-based initiative focused on community responsibilities for sustainable resource management and conservation. The logo will be used on all project communications and educational material produced

- *Style Guide*

A Style Guide will be developed to provide instructions and directions about the use of the IPW logo, donors’ logos, IWP graphic designs, banners, newsletters and any other materials and style features that will require consistent formatting and instructions for treatment.

- *Media Plan*

As part of the PR Plan, a Media Plan for disseminating information through global, regional, national and local media will be developed. In the first instance this will be based on the existing media network utilised by SPREP, SPC and FFA. As implementation of the national components of the IWP proceed, a National Communications Strategy for each participating country will utilize local media networks and services to disseminate IWP-related information.

- *Web site*

Properly marketed, an IWP web site will reach a range of audiences at the global, regional and national levels. In addition to disseminating information relating to Programme activities, the site will post announcements, advertise activities, and provide links to other partners and project-related sites. The IWP web site is currently situated within the SPREP web site - www.sprep.org/ws/iw. Information about the oceanic component of the IWP can also be found in the respective web sites of SPC ([//www.spc.int/](http://www.spc.int/)) and FFA ([//www.ffa.int/](http://www.ffa.int/)).

- *Liaison and Networking*

To service part of the information dissemination tasks of the project an email distribution list will be established for key project stakeholders. This will enable to Project to regularly disseminate information and material across the region, and beyond it, in almost real time. As the technology permits, developments such as e

groups, teleconferencing and video-conferencing will be assessed for incorporation into the IWP Communications Strategy.

- *Information Management*

This will involve designing and implementing systems for managing and archiving information collected, produced and disseminated through the IWP. This will be integrated into the existing corporate data model at SPREP. It will include an IWP library collection, databases, and electronic and hard file storage. Effective information management will be essential for the successful design and implementation of the IWP Communications Strategy.

- *Publications*

Consideration will be given to the type and style of publications which will be published by the IWP. The need for a regular newsletter will be informed by the research that will be undertaken early on in the programme.

- *Corporate Support*

In the medium term the IWP will seek to involve the private sector in partnerships to support IWP initiatives. For this to be successful, the IWP will be required to offer private sector interests means by which their support can be advertised through the IWP. The process to engage corporate interests in the IWP will be the focus of a separate strategy.

A Social Marketing Plan

As illustrated in Figure 3, the Social Marketing Plan is specifically related to the Coastal component of the IWP.

There is a growing acceptance that “awareness communication is no longer enough to achieve the enduring “social behaviour modification” results being required by a programme such as the IWP⁹. Instead of simply making people aware of an issue or problem, professional communicators and educators are required to help people “visualise a new future”¹⁰.

Social Marketing is a communication discipline which uses the commercial marketing principles and imperatives to deliver social messages and concepts¹¹.

The role of the Social Marketing Plan in this strategy is to map out how people can get to the point of visualising and building this new future for themselves.

⁹ “A 7 Step Social Marketing Approach,” Presentation to Waste Educate 98 Conference by Les Robinson, Social Change Media

¹⁰ “A 7 Step Social Marketing Approach,” Presentation to Waste Educate 98 Conference by Les Robinson, Social Change Media

¹¹ Refer Annex III for more information.

While much of the Social Marketing Plan that will be incorporated into the National Communication Strategy, and the communication messages that are to be “marketed”, cannot be developed until a pilot project is selected, the social marketing campaign will involve the following:

- *Target audience identification, characteristics and analysis*

Before the actual communication messages are designed or material produced, it is necessary to have all stakeholders agree on the issue to be communicated; the goal of the National Communications Strategy, the target audience to be addressed, their potential role in project objectives; how they might be influenced to assist in achieving project objectives, the actual message to be communicated; and the means to communicate it.

An audience analysis will be undertaken to determine who the audience is within the larger receiving group. From this the target audience – the proportion of the audience at which communications will be aimed – will be identified. These are the people the IWP will a) contact; b) inform and c) encourage to effect behavioral change.

Baseline assessments in the community in which the pilot project is to be implemented will provide information that can be used to design a communications strategy for the pilot project. This will include a character analysis of the target audience. This will assist in identifying message content and dissemination tools. The types of information to be collected and analysed to assist in development of an appropriate social marketing campaign will include:

- population – age and gender
- cultural groups
- geographical distribution
- languages
- literacy levels
- religion
- social structures
- socio-economic groups (fishers; women’s groups; church groups; youth groups, etc)
- national and community leaders and other influential figures, NGOs, educational institutions, etc
- Media habits of population, established means of communication; main communication channels (viewing TV; reading newspapers; radio listening; public meetings)
- Beliefs and values relating to patterns of behaviour to be changed (eg. What do they think about over-exploitation of trochus)

- *Content of Social Marketing Campaign*

Once the target audience is defined, characterised and analysed in relation to IWP objectives, messages and slogans will be developed to suit each target group, and the campaign will be developed in full.

- *Research and Pre-testing*

An important element of the social marketing campaign, will be the formal research and evaluation of tools and communication products. As well as the research outlined above, it will be necessary to research and pre-test messages, tools and products as they are designed and developed. There are various ways this testing can be undertaken including focus groups sessions, surveys, talkback radio and other appropriate mechanisms.

A Community Education Plan

Once a pilot project under the Coastal component of the IWP is selected, a Community Education Plan can be developed in tandem with the Social Marketing Plan.

The purpose of the community-based education is to provide more formal tools and resources for providing information and education relating to the subject of the pilot project. The actual Community Education Plan itself will set out how to develop a “formalised learner-focused education programme” that is based on “learning outcomes”.

Such a programme would be delivered at a local level, to various communities as defined and dictated by the pilot project.

At this stage of the development of the programme, one of the most important activities will be initial research.

- *Research & Review*

Research undertaken during the early visits of the PCU to each of the participating countries will provide valuable background information for the formulation of each national IWP Communications Strategy.

A review of available education resource material and by SPREP and other organisations and institutions in each of the participating countries will also assist in the design and development of the National Communications Strategy.

The information collected during visits of the PCU to the participating countries will form the basis of a National Communications Profile, as mentioned earlier, for each country. The Profile will describe the communications sector in each country, the existing activities in education and awareness raising by Government agencies and non-government organisations active in the environment sector, present a preliminary assessment of the environment component of school curricula and present a

preliminary assessment of issues that will need to be addressed in the design of each national Communications Strategy.

COMMUNICATION TOOLS

Given that there are a range of audiences with different education levels, values and beliefs of natural resources, it will be necessary to select and design materials for specific target audiences. Different audiences and messages require different approaches.

For example, whereas newsletters and email updates are suitable for government agencies, community meetings and theatre performances are probably more appropriate for disseminating information to communities.

At the local level the IWP will target respected community members such as religious leaders, village elders, school teachers, and community and local organisations such as NGOs as potential key players in delivering IWP messages to communities. In support of this it will be necessary to have some IWP-related information translated into local languages.

It will be necessary to use a range of tools and formats to communicate IWP messages to target audiences.

Examples of some of the types of tools that can be used include:

- Booklets/Pamphlets/Brochures
- Posters
- Calendars
- Community meetings
- General multi-media presentations/workshops
- Produce kits/educational materials for teachers
- Newspapers and magazines
- Media Releases
- Television
- Video programs
- Radio programs
- Public television
- Internet and World Wide Web
- Special events/competitions
- T-shirts; key rings
- Reports
- Theatre groups

Issues to be considered during the selection of methods and tools include:

- the reach the communications medium (the percentage of the target audience reached by the medium),
- frequency and timing (how often the target audience can be reached by the medium and when),
- and continuity (long term message repetitions).

- *Information dissemination.*

Depending on the method selected, supportive individuals or organisations may need to be enlisted to deliver the message. Such support groups may require preliminary education prior to their active involvement in message dissemination. Enlisting other organisations to assist with information dissemination, for example women's organisations or NGOs, may be effective. Enlisting other organisations that have an established reputation may be beneficial in terms of the proportion of the target audience contacted and the extent to which the information disseminated is absorbed by the community or target audience.

- *Implementation*

The Communication Strategy is implemented in association with the commencement of the pilot project. Collaborating organisations and individuals working in partnerships undertake the implementation.

- *Monitoring and Evaluation*

It will be necessary to consider appropriate information to be collected in relation to education and awareness of key project issues in the baseline assessments so that some simple monitoring of education and awareness initiatives can be measured during implementation.

The monitoring of education and awareness-raising will be coordinated with other Monitoring and Evaluation aspects of the project.

- *Communicate results*

During the various phases of each pilot project, in particular towards the latter stages, it will be necessary to disseminate information relating to the results of IWP activities, including lessons learned, to target audiences. In the case of pilot projects this will extend beyond local communities to national regional and international audiences.

REFINEMENT OF THE IWP COMMUNICATION STRATEGY

The principal elements of an IWP Communications Strategy, and key considerations in developing a national communications strategy, focus on IWP activities associated with the coastal and oceanic components of the Programme. As implementation of the IWP proceeds, communications issues that have not been incorporated in this initial attempt at identifying the critical elements of the Programme's Communications Strategy will be identified. As a result this Strategy will require continual monitoring, evaluation and refinement, to ensure that it satisfactorily addresses its principal objectives in terms of raising awareness and educating stakeholders on the objectives and activities of the IWP.

Further Information

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Annex 1

Immediate Objectives Essential for Implementation of the SAP (UNDP Project Document)

Objectives	Outputs	Activity	Communications Strategy
1. To enhance transboundary management mechanisms	Output 1 Institutional framework for the implementation of the SAP, comprised of networked organisations, supported by regional and national advisory committees (task forces) and supported by a Project Coordination Unit.	Activity 6.1 <i>Plan and convene a Communications Strategy Workshop to develop a communications strategy</i> , including education and awareness, and identify the level of communications activities and hardware and software, newsletters, e-mail and internet services necessary to successful project implementation. This activity, under the direction of the Community Assessment and Participation Specialist, will require identification of key regional, country and other communications specialists in the region, and the conceptualization, planning, and implementation of the workshop and development of the communications plan within six months of establishment of the PCU. This activity will be complementary to activity 4.2.	
		Activity 1.7 <i>Reconvene a communications workshop</i> annually to review and improve implementation of the communications strategy.	
2. To enable the conservation and sustainable use of coastal and watershed resources	Output 2.B Three demonstration projects for Marine Protected Areas.	Activity 2.4 Develop three demonstration projects for the conservation of globally significant biodiversity within the selected MPAs and that satisfy the criteria per activity 2.3 above. Each demonstration project will include activities for capacity building, management, <i>awareness/ education / involvement, institutional strengthening, and ultimately, investment.</i>	
3. To enable the conservation and sustainable yield of ocean living resources	No output that has specific communications activity		
4. To maximise regional benefits from lessons learned through community-based participation	Output 4.A Community-based participation	Activity 4.2 Plan and convene a workshop to review project elements and define appropriate community assessment, participation and <i>education</i>	

<p>and to catalyse donor participation</p>		<p><i>strategies</i> to assure effective levels of community-based participation in the work of the project. This activity will be co-ordinated with the communication workshop and strategy of activity 1.6 above.</p>	
	<p>Output 4.B Report and dissemination on lessons learned and best practices.</p>	<p>Activity 4.7 <i>Develop and disseminate educational materials such as pamphlets, posters, and other teaching aids (maps and atlases, course materials) and public awareness materials</i> to complement formal and non-formal educational programmes. Relevant materials and other output of the project will also be made available in www format, and made accessible through a link on the SPREP web site (http://www.sprep.org.ws). SPC is also providing cost-sharing to carry out this activity.</p>	

Public Relations

Definition of Public Relations

While there are many definitions of Public Relations (PR), the Canadian Public Relations Society defines it as:

“The management function which evaluates public attitudes, identifies the policies and procedures of an individual or organisation with the public interest, and plans and executes a program of action to earn public understanding and acceptance.”¹²

Public relations is a communication discipline that involves establishing and maintaining mutually beneficial relationships and understanding between an organisation and the stakeholders on whom its success or failure is dependent. Put simply, it is a communication process that aims to project positive views or convert negative notions or ideas into positive ones and to create understanding through knowledge. It is a continuous function that, where possible, supports and even corrects, advertising and marketing activities. Through PR, organizations have the ability to manage reputation and perception of organizations, brands and individuals.

While advertising and marketing does inform and create demand, it does so basic ally by seducing and through subliminal influence. Where advertising aims to persuade to sell, PR aims to educate, and its messages are mainly aimed at opinion formers and third party advocates.

The Process of Public Relations

The process of public rektions must be planned and sustained in a systematic way.

- Appreciate and understand the overall business objectives and strategies;
- Finalise practical and realistic communications objectives;
- Research and fully understand your target audience and the trends in the market: complete situation analysis;
- Establish useful feedback and information systems so that you evaluate your campaign and alter things if required;
- Establish which target audience needs to be prioritized;
- Agree on communications strategy to achieve objectives: adopt necessary tactics; convert tactics into action;
- Finalise budgets and implement programme;
- Involve and consult key people on the receiving ends of your message(s);
- Establish who is involved in the plan and who is responsible for its execution;
- Continue to plan and evaluate results.

¹² Canadian Public Relations Society (check reference)

Different Types of PR

- Business-to-business
- Corporate - reputation, identity and communications
- Consumer
- Community relations
- Change management
- Crisis management and communications
- Employee relations
- Internal communications
- External affairs
- Political/lobbying
- Financial and investor relations
- Healthcare/pharmaceutical
- Green or environmental PR
- Leisure and travel
- Reputation and perception management
- Professional services
- International Technology/IT
- Voluntary sector and non-commercial
- Viral/buzz marketing

Examples of important tools of PR

- One-on-one briefings with Stakeholders
- Newsletters
- Photography
- Sponsorship- including cause-related marketing and co-branding
- Direct marketing (relationship marketing)
- Market research
- Internet- evaluation, intranets, extranets, knowledge portals, etc
- Mobile commerce - SMS, WAP, 3G
- News release, press conference,
- Editorial coverage as third party

Social Marketing

What is Social Marketing?

(Check Reference?)

Social campaigns form an integral part of the environment in industrial and developing countries. They are often prompted by the perception that some situation represents a social problem and merits social action. Examples include the fact that some people are unaware of some services that may improve their lives (such as treatment for TB), that some social systems are unjust (child labor, for instance), that some individuals are engaged in behaviors associated with a high level of risk (such as using illegal drugs), and that some governments are unresponsive to the needs of certain groups (such as street children and minorities).

Although many chronic conditions exist, only some are granted "problem" status. In public health, for example, this designation depends largely on medical, economic, and political issues as well as the possibility of mobilizing resources for any initiative.

As social problems are complex and interrelated, solutions need to be developed in light of the specific socio-economic, historical, religious, and cultural framework. Often segments of society need to be identified who are particularly vulnerable or exposed in order to be able to develop a targeted campaign.

Some social campaigns are designed merely to help bring problem areas into the open and draw attention to their roots, which can often be a taboo subject. Although sharpening society's awareness of a problem is indeed necessary, it is by no means sufficient for bringing about changes in societal attitudes and behavior, as these are shaped by habits, interests, feelings, and beliefs, among other factors. That is why social campaigns conceived simply to educate or admonish often turn out to be relatively ineffective.

These limitations and the success of advertising techniques used in the commercial world provided the impetus for the development of social marketing. Introduced by Philip Kotler and Gerald Zaltman in 1971, this concept combines traditional approaches to social change with commercial marketing and advertising techniques. Its originators define social marketing as "the design, implementation and control of programs aimed at increasing the acceptability of a social idea or practice in one or more group of target adopters".

To this end, it makes use of methods from the commercial sector:

- setting measurable objectives,
- doing market research,
- developing products and services that correspond to genuine needs,
- creating demand for them through advertising, and
- marketing through a network of outlets at *prices* that make it possible to achieve the *sales* objectives.

The difference between commercial and social marketing thus lies not in the methods they use but in their content and objectives.

Social marketing is a somewhat more complex concept, however, and sometimes also less effective than its commercial counterpart, since it aims to influence people's ideas and behavior (for example, to make them give up smoking). Moreover, marketing social products with a tangible base is even more complex, as demand has to be created for the idea or product concept, such as family planning, as well as for the tools or product itself, such as condoms.

Commercial marketing, in contrast, simply tries to steer existing patterns of thought and behavior in a certain direction - convincing consumers that a certain brand of toothpaste is superior, for instance, rather than that it is important to brush the teeth regularly.

Community Education

For the purposes of this strategy, Community Education refers to a formalised learner-focused programme that:

- Defines the “community” of learners being targeted (which in the case of the IWP Coastal component will be those people who have an interest and involvement in the pilot project);
- Is able to explain what a learner needs to know or what they must be able to achieve by the end of the learning programme;
- Details how the learner will be taught/instructed in the area of the programme;
- Identifies the appropriate learning techniques, strategies, resources and teaching tools required to deliver the programme to the targeted community.

A “community” for the purposes of community education can be any grouping of people who have an affiliation, association or connection that would be beneficial to their “learning outcome”.

Community education involves programmes that are based on “learning outcomes” as opposed to programmes that are focused on outputs (ie I have attended a course therefore I am qualified) or inputs such as curricula or teaching hours (ie I have had 10 hours of teaching therefore I am qualified).