



A Communications Strategy for the Engagement of Local Communities and Civil Society in Environmental Assessments in Southern Africa

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1. Project Background

Citizen engagement, or Public Participation is a process, through which the public can influence and share responsibility over development initiatives and the decisions and resources that affect them.

External specialists made early EA reports usually without inputs from the affected local communities. As a result, their predictions and evaluations of the effects of development proposals were often in error. An international conference in 1983 on 'Public Involvement and Social Impact Assessment' provided evidence of the role which public participation can play in impact assessment. Since that time, stakeholder consultation has been an essential tool in the process of impact assessment. Community consultation and participation (a more intensive form of community involvement) contribute to impact assessment in the following ways:

- a. Those directly affected by development decisions are afforded an opportunity to express their concerns or preferences.
- b. Some baseline data can be provided by local resident on, for example, climate (temperature, rainfall and sunlight), and seasonal cycles (flood levels) seasonal activities and use of resources.
- c. Some social data needed to assess impacts is only available from local people
- d. More effective and creative options to manage the effects of a new proposed policy, programme or project can be identified and developed by local people and community organizations (including indigenous groups) through their specialist knowledge
- e. A sound community involvement process will increase a community's sense of ownership, commitment or support to a policy or project. Conversely, if those affected are excluded from the process they may become involved in a negative way.

The development of trust and shared responsibility between government, proponent and the affected communities are powerful contributions for managing the effects of a proposal, through the planning, construction and operational phase – i.e. the focus of community involvement should be wider than just preparing an EA report. Citizens, informed and active about impact assessment, can act as advocates for its use in decision-making processes affecting their lives to their political leaders who will then require it of regulatory bodies.

Sustainable development can hardly be achieved without stakeholder engagement and involvement in the impact assessment process. The World Bank recognizes the importance of 'community driven development' for sustainable development and democratic reform. Environmental assessment with public consultation is an essential part of the process and system needed to make sustainable development happen.

SAIEA project background documentation (Situation Assessment, 2003) states that in southern Africa, there is insufficient and weak public access to

information and there are inadequate mechanisms for public engagement in decision-making. Broadly, the project entitled '*Engagement of Local Communities and Civil Society in Environmental Assessments in southern Africa*,' aims to engage a variety of stakeholders in discussion, decision-making and ensure that democratic reform and good government practices are advanced. Key stakeholder focus will be on government managers in charge of the EA process and local communities.

Terms of Reference

The key objective of the consultancy is:

- If possible, to identify a suitable African name or word (and logo) which captures the spirit of the project
- Develop a communications strategy for the two-year lifespan of the project
- Research, write, publish and distribute six project newsletters

Work description

To successfully respect the objectives of the work, the consultant shall:

- Identify, if possible, a suitable African name and logo for the SAIEA Civil Society/ governance project
- Develop a communications strategy for the two year life of the project
- Research, write, publish and distribute six project newsletters so that readers in many stakeholder groups clearly are informed about the progress and results of the project
- Attend, if possible, Project Advisory team meetings in Windhoek to report on meeting results and incorporate key elements of these meetings into newsletters and communications tools
- Develop a contact list of people and organizations in the SADC region which should be key audiences for communication tools developed as part of a communication strategy so that outputs of the project have as much development effect as possible) e.g. NGOs, CBOs, SADC governments, industry, donors, media outlets).

The ToR further explains that the spirit of the work entails development of communications tools and approaches that will allow SAIEA to achieve maximum development reach within the planned project outputs.

2. Project Rationale

The consultant has attempted to work within the framework of the SAIEA office capacity. Many strategies for good coverage can simply not be applied to this project due to staff and budgetary limitations. I have devised a simple strategy that relies mainly on communication through electronic means, such as electronic mail, the Internet, and, in particular, the SAIEA website. Some of the ideas expounded herein may be too elaborate for the project but can be adapted to suit the budget and capacity of the Institution.

There are intentions by NEPAD to strengthen capacities within SADC Member states in promoting public participation and decision-making. Statements of intent need to be translated into actions in line with the pronouncements made at the WSSD. This SAIEA-supported project, therefore, comes in at an opportune time to activate that process, though it has been observed that NEPAD has not yet filtered through to other levels beyond Heads of State.

Countries that have not yet developed their Environmental Assessment policy and legislation should be targeted to include civil society engagement by 'selling' it to stakeholders, especially decision-makers.

We know from the *Situation Assessment of Participation in Environmental Assessment in Southern Africa* (hereafter referred to as the Situation Assessment) that the CBNRM, HIV/Aids and rural water supply sectors are well placed to conduct community extension work, thus ensuring that isolated populations are aware of respective projects. During the consultancy, the intention was to look at the above means of communication so that it could be modified and or duplicated.

However, due to the small SAIEA staff component, it will be far better to forge partnerships with organizations working in the CBNRM, HIV/Aids and Water sectors and dovetail the project activities with existing forums coordinated by these sectors. These organizations, to be identified in a follow-up consultancy, are already engaging the stakeholders we are interested in. The project should consider Training of Trainers courses for such practitioners and should supplement meeting costs.

Recommendation

A separate consultancy should be commissioned to identify potential partners in the CBNRM, HIV/Aids and Water sectors. It should also look at how the Calabash project could make use of these sectors in publicizing the project at community levels.

These organizations can be identified by focal persons to be identified in each country as described later in this document.

It is essential to start by identifying the people that need to be reached and informed about the project. Each audience requires a specialist approach in

terms of targeting them with project documentation, progress and results. The Situation Assessment points out the need for people such as traditional leaders to be carefully included into the consultation process of the project. A brochure outlining the aims and objectives of the programme may help to inform a top SADC Minister about the work to be conducted, but a traditional leader is more interested in how the project will affect his or her life and that of local communities. Key messages may need to target decision-makers but not necessarily the regional media.

I have therefore explored the different audiences that need to be targeted with information, and have summarized the most useful ways in which they can be given suitable information or will help to create greater ownership of the process.

Particular attention has been paid to decision-makers, including those in SADC, Nepad, the AU, line-ministries in each country, managers in government departments and the private sector in various SADC countries.

The Calabash Contacts List is organized into influential regional groups such as SADC, Nepad and AU contacts. It then lists countries alphabetically. Under each country the list has been sub-divided as follows:

- Media (including newspapers, periodicals, radio and television, news agencies and media associations.
- Government officials involved with EIA (including permanent secretaries of line'-ministries, directors, regional and programme staff)
- NGOs and CBOs involved with EIA (or could play a useful role in the programme)
- Academic institutions
- Useful Websites

This enables project executants to access certain audiences, e.g. government contacts in Botswana, media contacts throughout the region, or will assist when creating linkages to other websites contained in the list.

The first step in the process is to have the project endorsed at regional and national levels.

The communications strategy has a two-pronged approach –

- Identifying and targeting decision-makers, partners, industry and the private sector as well as peers, rural communities and the media; and
- Identifying tools that can be used to target these audiences.

Guidelines for a newsletter, to be transmitted electronically and in hard copy, are provided.

This is followed by a section that outlines the way forward, giving, where possible, a budgetary breakdown of costs and contact people to assist with the work to be undertaken.

It is hoped that the ideas contained herein create a basic understanding of audiences, the media and various communication tools, all of which can be further explored by SAIEA. It is understood that due to budgetary, time and staff constraints, some of these initiatives may be difficult or impossible to carry out. Although the document maps out a communications strategy that is streamlined with the project Inception Report, I feel that the rest of the information presented here can be of assistance for unplanned activities and can be applied by SAIEA project staff to sculpt its own short-term strategies.

This work has not been 'lifted' from other project documents but has been created with the project needs in mind.

An electronic e-mail list of media in all 14 SADC countries is attached, along with some key stakeholders. The list has been written per country and has been divided into media, media organizations, Government departments and other contacts. This has been done so that if there is a country specific event or activity, it will be easier to extract the necessary contacts and mail them to the right people.

3. Project Name

The *Situation Assessment* suggests that the project be termed '*Engagement of Local Communities and Civil Society in Environmental Assessments in Southern Africa*' (ELCCSEA). The consultant concurs with this recommendation. I believe that the Southern African Institute for Environmental Assessment already has a logo and that it should be broadly promoted. People battle with new acronyms and project names on a daily basis, and to be faced with a project with a completely separate identity within a programme can be confusing and defeatist. I believe that documentation should simply use the SAIEA logo along with the above-identified name.

However, as the ToR specifically requested a name, I have researched common mistakes made in project identification and explored various possibilities in terms of names.

- An animal name could be an option but many animals are associated with myths in a negative light and, while some animals such as an owl or a scaly anteater may symbolize wisdom and good luck in some communities, they are associated with bad luck or death in others.
- Associating the project with a word from an indigenous language may alienate people from outside that society, as it may be perceived that the project is targeting a particular language group. It should not take on an indigenous name as previous experience has shown that, although relevant to a specific community, a local name does not show a suitable association to the project to those who do not understand the

language. It also creates the impression that the project is aimed at a specific audience.

- It is therefore recommended that the project should associate itself with a resource available and known in each country.
- The name of a common, useful natural resource found throughout the region that is useful to people while having positive associations is recommended.

I propose the name '**The Calabash Project**'.

A calabash is a common natural resource used throughout the region and is immediately identifiable to both urban and rural audiences alike. The calabash is frequently mentioned in African mythology as a useful household item. The Oxford English dictionary describes a calabash as: '*kinds of gourd and fruit-tree; a shell from these as drinking or cooking vessel*'.

- A calabash is used in nearly all communities to collect water and distribute it. In the same way, the project acts as a system to ensure that information is collected and given to specific communities. A calabash distributes water to the thirsty, as information quenches the thirst for knowledge and helps people to make better-informed decisions.
- The name is not known to exist as a project name, although Calabash Records and Calabash Safaris exist within the SADC Region.
- A calabash is also an easy object to use creatively when designing a project logo. It is bold, simple and immediately recognizable. This fits in well with researched logo requirements. The item can then be easily transferred to promotional material.

If the project executives agree with the proposed project name, the next step will be to create a logo for the programme. There are several capable and experienced advertising agencies in the immediate area that could be approached to create a logo and transfer the logo to promotional materials. However, I recommend that we make use of the SAIEA logo instead to avoid confusion.

Recommendation

I recommend that the project be named 'The Calabash Project' and that instead of creating a separate logo, the SAIEA logo is used on all correspondence and in all documentation

4. Communications Strategy for the Calabash Project

Section 1: Targeting audiences

A. Introduction

The first step in the strategy is to ensure that staff build-in a media component to all activities. Many institutions often remain focused on the project activity and not the broader message that the event or document can and should achieve. Workshops, training courses and the writing of documents should all consider how their messages can be put across to a larger, diversified audience. This will be of particular importance with staff to be based in Harare, Cape Town and Johannesburg, and I feel that a publicity component should be built into their Terms of Reference. Each calendar event should have a publicity component built into it. Time should be made to give interviews, prepare news releases and ensure that the event, its aims and objectives, receives wide coverage.

Recommendation

Job descriptions for new project staff should include a component relating to support for media, distribution of documents and other materials, regular contact with country representatives and organization of media conferences, interviews (both being interviewed and arranging interviews), and possibly media trips.

Within the AU and SADC, there are certain approaches such as NEPAD and protocols relating to CBNRM, Water and HIV/Aids that support the incorporation of this programme into existing frameworks. This is evident in all project literature and is supported by the *Situation Assessment*. SAIEA and the Calabash Project have in the past worked closely through SADC and the AU. The project should aim at continuing to work closely within programme frameworks as they are officially recognized by Government and therefore carry weight in terms of implementation.

Streamlining all literature and activities to fit within the various continental and regional initiatives is essential for the success of the programme. This approach is vital to ensuring the buy-in of decision-makers, who in turn will endorse the project within their Ministries and specific programmes, creating a pyramid effect that filters to field practitioners.

This will be a common thread in all literature, on the website and in all newsletters and should be underlined when making any presentations. It should be remembered that the Calabash Project is competing for the

attention of decision makers with literally hundreds of other projects and processes and the immediate recognition that the project is regionally endorsed will help to give the project credibility.

I feel the project should explore the possibility of establishing a contact in each country, who is responsible for distributing information, organizing news conferences and answering enquiries by referring them to SAIEA or other institutions. This will enable the project to ensure that information is distributed in each country. This will prevent 'holes' in the SADC map in terms of project activities.

The contact in each country should be any interested person working in government, parliament, a related project or an environmental NGO or CBO. Duties of the focal person should be made as easy as possible, e.g. sending news releases electronically and directing enquiries to the project staff in Windhoek or South Africa. They should also be responsible for maintaining and updating the in-country contacts lists (see Annex 1: Calabash Contacts List)

Recommendation

SAIEA should establish partners in each country to assist with in-country publicity and distribution of materials where appropriate in an effort to ensure that maximum support is given to initiatives in each country. These can be identified from existing SAIEA contacts within the region.

B. Identifying Target Audiences

Before the specifics of the communication strategy are explored, it is necessary to look deeper within the findings of the *Situation Assessment* in terms of what the project should consider when expanding.

In the project findings, it was stated that areas requiring support are:

- Environmental Information and Education
- New partnerships for sustainable development
- Environmental law and sustainable development
- Environmental monitoring, assessment and reporting
- Economics of sustainable development; and
- Institutional strengthening and capacity building.

As part of the study, a questionnaire was developed to assess the level of participation of sectors of the public in decision-making aimed at gathering data that would bring about an understanding of the process of public participation in the selected countries. Respondents were asked to rate the level of public participation process on a scale from very low to very high depicting the various sectors of the public: that is the poor, the wealthy, the educated, and rural people, etc.

EXTRACT FROM REPORT

'The involvement of people who are educated seems to be quite high at 37.2%. Again, the central government seems to be relatively highly involved in public participation at 37.2%, maybe because usually they initiate programmes and by the nature of their work their involvement is a necessity. The NGO's seem to be moderately highly involved (41,9%) because they are usually believed to represent the views of the public hence their high participation. Churches (58.1%) and political movements (67.4%) are among the least participating entities in public participation as they make up the majority of the very low and low categories respectively. This may be because churches and political parties are sometimes crisis oriented. They become visible and active in social issues only when there is a state of emergency. It is also interesting to note that participation of the rural vs urban population is higher among the poor (13.9%) than urban (6.9%) in the very high category. This pattern is considered as positive because rural people are usually sidelined in issues that subsequently affect their lives.'

Target audience categories can broadly be defined as:

Decision-makers

- SADC, AU and Nepad level decision-makers such as ministers and working groups engaged in activities associated with the project initiatives (accessed through the SADC, AU and Nepad contacts in Annex 1)
- Policy makers and SADC endorsed programme officers (SADC list of in-country contacts)
- SADC and country specific Parliamentarians (some of which are listed under government contacts)
- Partner programmes (listed under NGOs and CBOs)
- Government Ministers, permanent secretaries (listed under in-country government contacts)
- Managers of EA projects in relevant Government Departments (listed under Government contacts)
- Regional Governors, Government directors, regional offices and field staff (some listed under Government contacts)
- Business executives from the Private Sector, particularly mining (not listed)

Other

- Professionals working with EAs, including EA peers (SAEIA list)
- Implementing agencies in rural areas such as those involved in the CBNRM, HIV/Aids and water sectors (not-listed)
- Donor organizations (listed)
- Local communities, incorporating traditional leaders, effective CBOs and NGOs, women and youth groups, churches (some listed under NGOs and CBOs)
- Environmental networks (listed under NGOs and CBOs)

- Environmental lobby institutions such as the Wildlife Society of Southern Africa and Greenspace (listed under NGOs and CBOs)
- Partner websites (listed on country pages of the contacts list)
- The Media (extensively listed under countries)

Recommendation

Due to budgetary and SAIEA staff limitations, as well as considering the findings of the Situation Assessment, the main target audiences for this project should be SADC and national decision-makers, professional peers and policy-makers, with specific focus on EA government process managers. Local communities can be reached through identified contacts.

C. Targeting Audiences

Ministers, Parliamentarians, SADC, Nepad and AU officials and the Private Sector (referred to as key-decision-makers)¹

It is critical that regional endorsement is obtained for the project. The project should be adopted at top regional and national levels to increase government endorsement and a sense of *ownership* over the project. *Correct protocol should be followed, by first informing the various decision-makers about the projects aims, objectives and main activities before other target audiences are informed about the programme.*

Ideally, a project launch at a SADC, Nepad and AU level meeting of ministers or at a similar event identified from the above-mentioned programme calendars would gain maximum exposure. However, the limitations of the project in terms of time, budget and human resources exclude this possibility.

The next option is to launch the project starting with the distribution of an official letter to the relevant Ministries, SADC, AU and Nepad working groups and policy-makers. Depending on the decision of the project executants regarding the name of the project and the use of the SAIEA logo, these items should clearly be linked to all materials to create an identity for the project.

This should be followed by a general media release, distribution of a glossy brochure laying out the basics of the project, an updated website and other promotional material.

It is recommended that a PowerPoint presentation be prepared for the relevant working groups within SADC. These should be no longer than about 20 minutes in length, outlining the major objectives of the project and some key activities. The presentation should also devote about 10 minutes to

¹ Listed under SADC, Nepad, AU contacts list and in country specific lists under government institutions

helping people to navigate the SAIEA website. The glossy brochure should be produced and distributed at meetings with easy instructions on how to access the website.

E-mails can be sent to ministers but it is estimated that many such decision-makers do not make use of e-mail facilities and in some cases do not use computers. It is therefore recommended that hard copies of materials such as newsletters should be produced and posted to this target audience.

Appointments for short introductory meetings should be made with specific people who have a major role to play in policy and legislative development to ensure maximum support. One-on-one meetings ensure direct two-way communication and one can gauge the level of interest and knowledge of the person, 'pitching' the content of the meeting accordingly.

Key ways in which to reach this audience are:

- An introductory circular outlining the projects aims, objectives, activities, underlining links to NEPAD and other SADC and AU initiatives
- PowerPoint presentations
- National media, especially prominent daily newspapers
- Television and Radio news at national level
- Newsletters
- Glossy brochures
- 2-page summaries of document and workshop proceedings
- Face-to-face meetings
- SADC media
- Electronic mail (see key Gov officials dealing with EIA in each country section of the Calabash mailing list)
- Website
- Corporate gifts

Directors and EA Project staff at Government level²

Directors and department heads tasked with overseeing the EA process need to be targeted as they form a link between the higher authorities at national level and implementers in communities. One of the best ways of ensuring support from middle management is through endorsement of the project at a ministerial or national level. This gives the decision-maker the confidence to become engaged in the project and to allow their staff to become integrated into project activities. Key decision-makers at this level can be invited to attend project workshops.

The most effective tools to reach them include:

- Circulars and project information received from Ministerial level endorsing the project
- Hard copies of important documents such as newsletters
- Newsletters
- Project summaries
- Glossy brochures
- Electronic Mail (see Key government officials dealing with EIA under each country list)
- Using the mass media, specifically through dedicated opinion pieces in the print media, panel discussions on radio and television and news programmes
- PowerPoint presentations during meetings
- Workshops
- News releases
- Website
- Corporate gifts

Government District Staff

These people will be the project implementers in communities and their support and understanding of the project is necessary for the success of the project. There is often animosity towards a project if it is seen to be implemented by NGOs and CBOs. Therefore project endorsement from supervisions is vital and Governments should be encouraged to write a circular attaching the official project letter sent to Ministers.

Ways of keeping them informed include:

- Government circulars
- Distribution of brochures
- E-mailing project update information
- Providing information on how to access the website
- Receiving newsletters
- The mass media, specifically national local language radio and television stations
- Two-page summaries

² Listed in in-country contacts under Key Government institutions

Traditional leaders³

As the *Situation Assessment* clearly emphasises, the buy-in of traditional leaders is an integral activity. Traditional leaders can be reached at two levels – through regional and national forums and at local level.

Regionally, SADC has a forum for Traditional Authorities. Provision is made by most governments to facilitate meetings of traditional leaders at the national level. This is an audience that should not be ignored and in some instances, depending on the strength of TAs in particular countries, PowerPoint presentations and question and answer sessions should be given at national level.

At local level, Ministries and partner institutions should ensure that traditional leaders are given the necessary project background and information, adequate notification of meetings and events and should be visited before any meetings to fully explain the purpose of the meeting. This is a time-consuming activity, but in some instances the failure to show the required respect for traditional leaders and to receive their endorsement for projects can lead to the failure of successfully implementing project recommendations.

Traditional leaders are best reached through:

- Endorsement of the project at SADC and national level
- Regional and national level PowerPoint presentations
- Glossy brochures distributed at meetings
- Face-to-face meetings facilitated by a Government official or NGO partner known and trusted to the leader
- Materials distributed in local language
- Radio and television programmes, particularly local language programmes

Technical and Professional Peers⁴

This audience consists of professionals and academics working as consultants or on programmes supporting EA. Generally this audience makes time to read and understand project documentation and has an active interest in new developments. They will also form vital links within each country, which could be useful for lobbying government, ensuring that the project framework is incorporated into policy and legislation and is woven into their frameworks and activities.

Nearly all of these people use electronic mail as their main means of communication and also access various websites. They are keen to engage in on-line discussions. They should be encouraged to share their thoughts so

³ Only contacts in Botswana are listed under Traditional Leaders in the in-country section

⁴ Forthcoming from SAIEA, some listed under academic institutions and NGOs and CBOs

that this information can be incorporated into items such as newsletters, and some professionals can be approached to write articles for the newsletter.

A list of essential associations should be compiled for discussion forums and for e-mailing newsletters, news releases and other important announcements. This should be taken from SAIEA's current contacts, and should be updated on a regular basis.

The main ways in which to reach this audience is through electronic means:

- Regular e-mails regarding project activities and updates
- Receipt of an electronic newsletter
- Use of the website, particularly discussion papers etc that are easily and quickly downloaded
- Conferences, meetings and workshops
- Personal contact
- Articles and opinion pieces in the mass media
- Radio and television discussion panels
- E-mail discussion forums
- News releases
- Corporate gifts (only to major partners)

Field practitioners working for NGOs, CBOs and other organisations⁵

To a large extent, field-based staff working for Government, donors, NGOs and CBOs will be the project's link to rural communities. They can be reached through:

- Circulars from directors, permanent secretaries or programme leaders
- Local environment and development forums
- Newsletters
- Workshops
- The general media
- Posters distributed to offices
- E-mails
- Electronic newsletters and discussion forums.

It should be noted, however, that most field institutions have e-mail but often it is shared by several people and is not generally effective due to server problems.

Associations such as regional environmental forums where members of various government institutions, partners and the private sector meet regularly to discuss common environmental issues can be approached to convey Calabash information.

⁵ Listed under NGOs and CBOs involved with EIA

Rural communities⁶

Consultation with stakeholders is the first step in securing the ear of rural communities. It is advisable to work in identified areas and through strong grassroots organizations that have an established network on the ground and who are trusted in the community. These could be government departments, which should be given first consideration for project authenticity, Regional Councils or similar structures, traditional leaders, NGOs and CBOs.

The *Situation Assessment* points out that strong links should be forged with CBNRM partners, HIV/Aids awareness groups and/or rural water supply. There are five protocols related to sectors under review in the report, with the CBNRM, water and HIV/Aids related sectors identified as the most dedicated to community participation. Special efforts should be made to contact organizations with strong ties to women and youth groups. They should be contacted where possible through official channels, e.g. their head offices. However, although there are opportunities to make use of these sectors, it should be realized that they are usually already over-extended and need incentives to 'buy into' the Calabash Project.

Ministries, NGOs and CBOs usually hold regular stakeholder meetings and are already known and trusted by communities and traditional leaders. The project should plug into these initiatives and ask staff to present an outline of the main aims and objectives of the programme, with *specific focus given to how the programme could affect people and their livelihoods*.

Recommendations

- *The two proposed offices to be setup in South Africa should be tasked with ensuring that they have a focal contact point in each country. This could be a Government Ministry and/or several NGOs and CBOs that conduct fieldwork in communities*
- *Support should be given to facilitating organizations in the form of prepared flipchart recommendations, simple local language brochures and project background documentation. There should always be a supportive attitude by project staff and time should be made to accommodate enthusiastic partners.*
- *A special document should be commissioned to establish the possibilities of working through these already committed groups to communicate the Public Participation message.*

Once a partnership has been forged with field organisations, information should be provided in a format that makes it as effortless as possible to

⁶ In-country contacts will be responsible for identifying suitable contacts in rural communities. However, CBNRM, Water and HIV/Aids contacts should be identified in a follow-up consultancy as recommended

disseminate. Field practitioners also have their own work to present and therefore the job of adding an additional subject should be made as easy as possible to ensure that the message is transferred accurately. Identified partner representatives should be trained through the Trainers of Trainers course scheduled by the project.

SAIEA should be aware that in some cases additional time means additional money - for example if a workshop is extended by an afternoon to accommodate the Calabash Project, we may need to pay meeting costs such as food and transport.

Meetings that are called specifically to create awareness and discussion about the project should take into account transport, food and meeting costs. They should be carefully arranged through the correct channels, and traditional leaders, regional councilors and other stakeholders should be given background information before the meeting. Where possible, invitations to meetings should be hand delivered by a local team that can explain the purpose of the meeting.

The holding of stakeholder meetings may be necessary before community meetings to explain project background and activities. These include regional governors, councilors, traditional authorities, line-ministries, and local NGOs and CBOs.

Once again, the mass media, specifically radio, should be used to ensure that meetings are publicized and that general information is disseminated timeously.

Local language radio programmes should be facilitated; possibly panel discussions, and newspapers should be encouraged to translate meeting information into local languages. The media should be invited to all meetings. Generally partner institutions are familiar with local media contacts.

Transport should be arranged for the media to attend meetings. If there is a particularly important meeting, a field trip could be organized to ensure the buy in of the media and a complete understanding of the issues at hand.

Communities can also be reached through generalized SADC radio programmes that are aired on various national broadcasters on the radio.

Main communication tools for reaching rural communities are:

- Working through NGOs and CBOs
- Meetings organized by partners who are known and trusted by communities
- Quick Guide brochures should be mass-produced cheaply to disseminate in communities and, where necessary, translated into local language
- Posters and prepared flipchart presentations as described in the Training of Trainers manual should be produced by SAIEA.

- Local language radio programmes – to assist with giving information and to announce meetings
- Radio and, to a lesser extent, television programmes, including SADC media
- Media should be invited to cover meetings and report in local language

The General Public⁷

For the purposes of this project, the recommended route to receive audience attention is through the local, national and regional media. A separate section makes recommendations on how to make use of the mass media. The project could provide opinion pieces for key media in the region, or could write a specific piece for a specific country depending on the need.

In most southern African countries, there are networks for environmental issues that work on an e-mail system. E-mails are sent announcing various environmental news stories and circulating information on environmental projects. They also serve to lobby various government departments and bring activities to the attention of the media through the use of electronic petitions. These should be added to the contacts list and provided with information on the project, newsletters and website update notifications.

“Green” advocacy organizations such as Greenspace and the Wildlife Society of Southern Africa can add project developments to their news releases and publish articles in their magazines and website information. They are best reached by regular e-mails and newsletters.

General meetings can be facilitated by Government contacts or NGOs. The public can be informed⁷ about meetings through the print media and through radio broadcasts.

Recommendation

Special partnerships should be forged with influential ‘Green’ organisations in each country. This should be considered as a separate strategy and a consultant should be commissioned to establish these contacts.

- The mass media
- Radio and television programmes
- Through ‘Green’ organizations
- Green networks
- Radio announcements for meetings
- Posters advertising meetings
- Public meetings
- Website

⁷To be targeted through the NGOs and CBOs contacts as well as through media contacts

Donors

Key donors working with environmental assessment programmes and projects are best contacted through electronic means. The Calabash Project will undertake to regularly provide information to donor institutions through:

- Regular e-mails regarding project activities and updates
- Receipt of an electronic newsletter
- Use of the website, particularly discussion papers etc that are easily and quickly downloaded
- Conferences, meetings and workshops
- Personal contact
- Articles and opinion pieces in the mass media
- Radio and television discussion panels
- E-mail discussion forums
- News releases

Media⁸

The field of environmental reporting has gained much ground in recent years, and most major media institutions have environmental reporters in place. The link between environment and sustainable development is frequently made in news stories, while democratic processes receive much media attention.

The project's success will largely depend on a carefully orchestrated media campaign, where different levels of information are given to reporters depending on their needs. The best approach is to make information 'print ready' for them so that they can process a story as fast as possible. Some reporters may require more in-depth information, and SAIEA should have an 'open door' approach and should be accessible to the media at all times.

Building Contacts within the media

Reporters receive scores of e-mails daily and unless the subject matter is particularly engaging, they will simply ignore announcements. The initial thrust of the project publicity will be to publicise its aims and objectives, but these are rather abstract. Journalists want a local angle and are specifically geared to cover meetings and events, keynote speeches and possibly field meetings. They will show more interest in the project once specific milestones have been reached and tangible results can be written up.

Although time consuming and costly, a network of reliable, seasoned environmental/ developmental journalists should be established. Although I have provided a list of the most relevant media contacts in the region, specific reporters should be sourced, possibly through partner institutions that work

⁸ An extensive list of media contacts is contained in the Calabash Contacts List under each country

closely with the media. They should be contacted telephonically to engage them in discussion about the project and to interest them in a range of possible angles for stories. I feel that the time taken to do this will lead to more successful coverage of the project.

Recommendation

Where possible, a contact person should be identified from in-country professionals to liaise with the media in each country and ensure that they attend news conferences and workshops. New contacts should be added to the main electronic contacts list.

Case studies can be given to established and interested media practitioners, particularly if they feature local content. Press Kits should be compiled and distributed, giving a summary of the project, background information and website information. These could be distributed electronically and in hard copy in some cases. Information should feature contacts for follow-up action and a link to the SAIEA website. Calabash should send an e-mail advising of website updates.

The media is best engaged through:

- Endorsement of the project at SADC and national level meetings and workshops covered by the media
- Regular e-mail contacts
- Website
- Website update notifications
- Availability of resource people to assist with interviews and inspire journalists
- Press kits containing basic project information (glossy brochure, summary sheets, mouse pads and news releases as well as local EA contact details and website addresses)
- News releases written either by a consultant or project staff
- Corporate gifts
- Media trips

Specialised regional media

Project staff should, within the project lifespan, write or facilitate a series of articles for specialized media. This includes SADC newsletters and journals, airline magazines such as Sawubona in South Africa, and regional newspapers such as the Sunday Times or Weekly Mail and Guardian. Time should be set aside to assist journalists from these institutions with the provision of information and specific case studies warranting media attention.

SADC Elms

Attempts to reach SADC Elms proved futile during the period of this consultancy. However, SADC broadcasts radio and television programmes and has a media component which can be used to assist with information dissemination and contacting the media.

Television is broadcast in all of the SADC countries but reaches mainly an urban audience and most decision-makers. There are specialized SADC magazines and news stories that are distributed to national broadcasters. Arrangements should be made with SADC Elms to feature the project. This would entail the project director making himself available for interviews, but, although time consuming, is a worthwhile investment.

International media

The project budget and framework does not allow for the hosting of elaborate field visits for international media. However, it is recommended that international media be informed of major project activities through electronic means and of its existence through regular e-mail contact.

Foreign journalists showing interest in the project should be accommodated wherever possible. Credentials of the journalist should be carefully considered and attention given to those who from major international organizations. This will entail developing an itinerary and organizing interviews with key authorities and field personalities, plus making various project documentation available, preferably electronically.

Field Visits to Case Study sites

Field visits for the media are a particularly useful tool with which to interest the media in a project and ensure their support in the future. First person reporting is an extremely popular and successful broadcast method. Although costly, they should be considered for specific projects but, due to budgetary and time constraints, it will be difficult to facilitate such events.

However, professionals in specific countries should be encouraged to take along interested individuals when completing project work and it is recommended that a small budget be set aside for this activity.

Media visits will involve transport, accommodation, food and per diem payments. A specific programme should be arranged for visits and project associates and community members should be available for personal interviews.

Section 2 - Communication Tools

A. Electronic Media

Project staff should make time for television and radio interviews wherever possible on the launching of the project and upon the sending of a news release. Radio and television need visuals or audio content, and interviews help ensure that a programme is aired. Workshops, events, personal interviews and coverage of field programmes help to ensure that the necessary visuals are available to make a good story.

Panel discussions should be organized by the focal person in each country for radio and where possible, television. These consist of a panel such as a government representative, a representative of the country identified by the project, a field worker and a private sector representative. In some instances, questions can be drafted and given to the broadcaster and certain avenues can be explored beforehand to guide the debate.

Radio

Radio is an immediate, vibrant form of media. It is also undoubtedly the most effective communication tool to be used for information dissemination in the SADC Region.

An interview with a specialist adds authority to a topic; therefore radio interviews should be given frequently. This is relatively simple as telephonic interviews can be conducted. Radio should target various audiences to make it more relevant and personal to listeners. A variety of programmes should be explored, including agricultural and environmental programmes, personality slots, magazine programmes and the news.

For any publicity campaign, major organisations sell their product by making it less formal and more tangible. An effective method of achieving this is to publicise the *personalities* behind the initiatives. Efforts will be made to bring across personalities of coordinators, field staff, game guards, and people living in areas where they are benefiting. This method appeals to people's emotions, and is effective.

When targeting audiences, particular attention should be paid to using local language. Arranged interviews should try to make someone available who is conversant in a local language.

It is recommended that the project should aim at producing two specialized radio programmes annually for SADC radio programmes. This may require some budgetary expenditure, but is a worthwhile investment as the outreach of such a programme is the best way in which to reach most audiences in the region.

B. Website

As SAIEA and the project are staffed by a small task force, it is essential for the organization to ensure that an efficient and informative website is meticulously maintained. This will be the main link between the project and all target audiences.

Home page

The existing SAIEA website is attractive, fairly quick to access and easy to navigate. However, documents do not download quickly and it should be borne in mind that some countries have slow access to the Internet. It is advisable to ensure that the website is quick to download above being glossy and full of slow-to-download pictures.

The first step is to create a link to the Calabash Project on the SAEIA homepage. The link should access the Calabash homepage and should feature a brief, clear summary of the project.

Items to be placed on the website include:

- A summarized overview of the project
 - News section
 - The glossy brochure
 - Other brochures
 - Summaries of documents and meetings
 - Full project documentation
 - The Situation Assessment
 - Workshop Proceedings
 - Discussion documents
 - Other publications
 - Country pages with links to local organisations
 - Media coverage
 - The project toolbox
 - The Training of Trainers workshop material
 - Lessons learnt
 - Case studies
 - Best practice information
 - Calendar of events
 - Links to partner websites and relevant government departments
 - International links to websites such as the IAEA
-
- The Webmaster must reply promptly to all e-mail enquiries or refer them to a specialist and follow-up on progress. Unresponsive websites quickly lose the interest of website users.
 - The Webmaster should also explore ways in which to mass mail changes to the website announcements to contacts in the project address book.

- Discussion papers, although useful in hardcopy, can be added to the website. Discussion can also be stimulated through group online discussion forums.
- The project should be linked to government and other EA associations, plus requests should be made to key partners to have the project website added as a link to their sites.
- Information is available in a variety of formats for different audiences, e.g. summaries as well as detailed project documents.

Country Links

To make it easier for users such as the media, Ministers, decision-makers and partner organizations, it is recommended that considerations should later be given to establishing country pages to feature in-country status, progress and activities.

Specific information should be made available on project activities within each country so that users can, on the project home page, link to their home country page.

Website content

- Home pages should feature a basic outline of the project, project status, a calendar of events, a list of local partner institutions and links to government departments and partner websites.
- Status of EA policy and legislation in that specific country
- The overview of the country as described in the situation assessment
- Halfway through the project, a summary of the situation assessment should be posted on the website, as well as at the end of the project.
- Links to project focal persons for more information
- Links to stories that have been generated by the media

C. Electronic mailing system

This will be the Calabash Project's main link to the outside world and, if managed properly, will be a powerful communications tool. It also cuts production and mailing costs of documentation and can ensure that a huge audience is reached with minimum effort. It is the most suitable method of distributing information for the purposes of this report. Attempts have been made to compile a contacts list that targets the main audiences, specifically the media which will be the most useful and effective way in which to target audiences, particularly decision-makers).

Electronic mail can be used to distribute:

- General information
- Notifying users of updates to the website
- Newsletters

- News releases
- Workshop and meeting announcements
- Summaries of workshops and documents
- Electronic links to updated stories

The consultant has provided a list of media and other contacts within the region. This list should be meticulously maintained and new contacts added on a frequent basis. It also contains links to government ministries, professionals, some institutions and other useful addresses.

A common mistake made by some organizations is to frequently send too much detailed information to stakeholders via e-mail. This may have a 'cry wolf' effect and could result in the receiver ignoring other more important messages or asking to be removed from the mailing list. It is recommended that the project avoid sending out blanket e-mails to the entire mailing list, but should carefully match the audience with the information to be shared.

D. Brochures

Two types of brochures should be produced:

- A glossy brochure giving the basics of the project and contact details
- Simple two-colour photocopied or cheaply printed brochures
 - for the general public and communities; and
 - summaries of project documents

A general project brochure should be produced introducing the project. This can be distributed to decision-makers; staff on EA associated projects, professionals and the media.

Other brochures can be mass-produced to meet audience needs, e.g. local communities may need more information about their rights relating to public participation and EA. These should be written using as little 'jargon' as possible and should include easy to follow summaries, diagrams etc. Illustrations will be advisable to make the information presentable in an engaging manner.

Consideration should be given to using local languages where necessary.

E. Overall Project Outputs for SAIEA

During the life of the programme, SAIEA will be responsible for producing:

- A Situation Assessment
- Guidance documents
- Training of trainers' toolkits
- Discussion papers
- Workshop proceedings

Recommendation

Each document should be summarized into text no more than two pages long, initially by a consultant and later by project staff. These can be accessed via the website, added to the newsletter, distributed to various stakeholders and made available to the media.

The Training of Trainer's workshops and toolkits should include a section on how to publicise the project and communicate its key objectives e.g. through using flipcharts. The toolbox should contain standard recommendations for text on flipcharts that can be copied or translated by implementers.

F. Events

Any activity organized by the project should consider a media angle. The media should be invited to workshop and conferences, and key decision-makers should be approached to open such events to give them a higher profile. Each event should make available a news release as well as basic project information and promotional material. Journalists do not always grasp the news angle of a story and a news release on disk makes it much easier for the journalist to produce a story. Some events can best be publicized through the release of the two-page summaries.

G. Promotional gifts

A variety of gifts can be distributed. However, one needs a gift that is used almost daily and is catchy enough to be utilised. However, people are given a deluge of calendars and pens, coffee mugs, calendars and CD holders. Mouse pads are used by most people on a daily basis and are probably the most useful, cheap and effective daily reminder of the programme for those who receive them. They should carry the project name and SAIEA programme logo and contact details of the Institution.

Mouse pads will cost about N\$20 per unit to produce. This means that 250 can be produced and sent to key decision-makers, professionals and the media.

H. Videos

SAIEA has commissioned eight videos to be produced on Environmental Assessments. It is recommended that one of these should feature the importance of public participation. Once again, key project staff should be interviewed along with personalities directly on the ground. The video can be screened at events and meetings, trade fairs and specific copies can be given to interested decision-makers and for screening to communities.

Efforts should be made to ensure that the series is available in broadcast format (U-Mat) and should be offered free of charge to various television stations in the region.

I. Exhibition Stand

The project should invest in exhibition boards and should commission a consultant to compile a professional display using photographs and limited text. The aim of the exhibition should be to reinforce the aims and objectives of the project, as well as include a map of the project area. Too much information in small text is defeatist as it fails to engage the browser.

The exhibition can be taken to all seminars, conferences and put up during local workshops and is an excellent way in which to attract interest of decision-makers and other audiences.

The stand should be accompanied by a sizable variety of publications. Personnel staffing the stand should assess the needs of the enquirer before giving out materials, particularly expensive items such as videos and detailed project documents when the browser may only be interested in basic information.

J. PowerPoint presentations

A simple, easy to follow yet attractive PowerPoint presentation needs to be developed, possibly by a consultant although I feel there is enough expertise in SAIEA to produce a good presentation.

These should include:

- Programme logo
- Project overall goal
- Objectives
- Activities
- Milestones

It should not be too detailed and should be no longer than 20 minutes in length as decision-makers can seldom spare time for such activities. It should also have an Internet link so that the presenters can explain how to access the project website and how to navigate it.

The presentation should be updated on a regular basis to incorporate new initiatives and milestones.

K. Theatre

The CNBNRM, Forestry and HIV/Aids sectors in Namibia and throughout southern Africa have made good use of theatre to communicate to stakeholders, in particular decision-makers and rural communities. It has proven to be an excellent communication tool, although it is costly.

It is recommended that in the study to be commissioned on working with the HIV/Aids, CBNRM and Water that a theatre component be considered.

L. Media releases

News releases should be written and distributed when necessary. Each news release should, in the first few paragraphs, list the following: Who, Where, What, Why, When and How. They should not be longer than one and a half pages except under exceptional circumstances.

The Calabash Project should ensure that their releases are informative – too many abstract concepts with no definite ‘milestone’ should be avoided. Where possible, they should be written in a news fashion, listing the main facts and summarizing the contents within the first few paragraphs, going into more detail further in the text.

News releases should also list people and organizations that can be contacted for further information.

M. Media Kits

A generic kit should be decided upon, containing basic project information (such as brochures) in the SAIEA folders recently printed. This will help to associate the project with the SAIEA. These should be sent to media contacts electronically where possible (with the text of the folders added to the kit) once the programme has been launched and should include a media release outlining the news angle of the project (e.g. workshop decisions).

Media kits can be distributed at media conferences in the SAIEA folders. Each should contain a news release about the event that is being covered and copies of speeches to be delivered. This approach makes it easier for journalists to produce a story under pressure and they can rely on the material provided rather than their notes.

Future conferences can also use press kits to distribute summaries of project information.

Mouse pads can also be given out in hardcopy media kits.

4. Newsletter

The six project newsletters will serve as the mouthpiece of the project and should seek to interest readers in activities and the project as a whole.

A striking yet simple layout will ensure that the newsletter stands out among a collection of other publications. I suggest a specialist be contracted to design a suitable electronic template for a newsletter that is easily downloadable and pleasing to the eye. A hardcopy template should be developed separately.

Electronic newsletters

Electronic versions should be simple to download and should be in Microsoft Word. Although Adobe programmes are preferable in terms of layout and clearer images, many e-mail receivers do not have this programme and do not have time to download the necessary software.

The newsletter should be a small attachment to an e-mail so that it is quickly downloaded and should simply list the Newsletter headlines, followed by the first paragraph of the article. It should then contain a direct link to the full story on the website. This ensures that the receiver can quickly and easily receive the summary and effortlessly link to the full story and the rest of the publication. Each full story should end with a few e-mail contacts for further information and relevant websites.

Printed Newsletter

A simple but striking format should be devised and the template should be used for future publications.

The front page should contain a main story, written in a hard news format, i.e. written as a news release instead of a magazine piece. This enables readers to gain the gist of a story even if they only read the first few paragraphs. Public relations practitioners prefer to use a style that builds the foundation of the story before getting to the crux of the matter. Although this is a logical approach, it assumes that the reader will complete the story.

The front page should also feature an index of stories contained in the newsletter and should prominently feature the project contact details.

Where possible, stories should point out how the project fits into the regional and national frameworks of policy, legislation, democracy and good governance, African Union (AU) specifications, and should be underlined by SADC protocols and agreements such as NEPAD.

Photographs taken from various workshops can be included. Light-hearted and social pictures are a good way in which to introduce personalities in a less formal manner.

A calendar of events is also necessary.

The newsletter should avoid being too detailed and lengthy.

SAIEA should be responsible for the storylines and should provide contact details of people to be interviewed.

Specific target audiences should be posted hard copies of the newsletter as a backup to ensuring that the publication is received as not everyone accesses e-mail.

Newsletter structure

Each newsletter should contain:

- A central 'news' story to engage readers
- An editorial written by the project executants
- Reports of workshops and other meetings
- Availability and summary of new tools and materials
- Reviews of the materials where appropriate, e.g. feedback on the Situation Assessment from workshop participants
- International snippets as identified as important by SAIEA staff
- News on regional appointments and departures
- A community perspective of the project by a project field person and, as the project progresses, first person interviews with community members
- Addresses of relevant websites
- Project contact information
- Photographs in the printed version

5. Plan of action

Table of Activities, responsibilities and budgetary considerations

Activity	Priority Rating	Target Audience	Date	Responsibility	Contacts	Budget estimate	Time to complete task
Finalise mailing list	HIGH	SADC, AU, Nepad, professional peers, EA project managers, NGOs and CBOs, Private sector, Media	Nov 03	Communications consultant and SAIEA	Linda Baker	None	2 additional days (total for consultancy is 9 days)
Letter of endorsement written and circulated	HIGH	SADC, AU, Nepad, Ministers and Permanent Secretaries in each country	Nov 03	SAIEA, possibly additional person to organize postage	Tanya Menges 228600 0812443977	N\$500	2 days – print out personalized letters, address envelopes and mail
Work on website	HIGH	ALL audiences	NOV/ Dec		Herma Prinsloo 233807 Nils Odendaal 248345(w) 081 1291655		5 days
Organise mouse pads	LOW	SADC, Nepad, AU, Professional Peers, EA managers, Media	Nov/Dec	SAIEA, DV8 Saatchi and Saatchi	DV8 Saatchi and Saatchi	NS5 000	2 days
Add communications aspects to work	HIGH	SAIEA staff	Nov	SAIEA		None	1 day

plans of new project staff							
Write introductory news release And distribute	HIGH	All audiences	After November workshop	Communications consultant, SAIEA	Linda Baker or Tanya Menges 1 day consultancy	N\$ 1 300	1 day
Write first newsletter Featuring workshop of Nov and general project info	HIGH	All audiences	Nov/ December for release in January	Communications consultant/s with SAIEA	Linda Baker/ Teresa Squazzin	N\$5 000 consultancy fees About N\$5 000 to print/ photocopy	3 days to write, two days to circulate
Release first newsletter	HIGH	All audiences	January	SAIEA	Gudrun Denker	None	1 day
Finalise glossy introductory brochure	MEDIUM	Decision-makers (SADC, Nepad, AU, Ministers in line-ministries, Partner institutions, professional peers, EA project managers, Workshop participants, Project heads in identified sectors, traditional leaders at national level	Nov/Dec	<ul style="list-style-type: none"> ▪ Communications consultant and SAIEA to finalise text ▪ DV8 to complete layout and repro 		N\$ 10 000	<ul style="list-style-type: none"> ▪ 4 days for writing and sourcing photographs ▪ About three weeks for layout and printing

Finalise regional brochures	MEDIUM	Partner institutions in identified sectors, traditional leaders, field practitioners, Gov staff at regional level and district level within countries, local communities	Jan	SAIEA and consultant or DV8		N\$3 900 work N\$ 5 000 for printing	3 days
Post information to relevant stakeholders	MEDIUM	All Audiences	Jan	SAIEA and casual		N\$ 600	1 day
Compile press kits and mail to media (Use SAIEA FOLDERS)	HIGH	Media in contacts list		Coms consultant or SAIEA		N\$1 300	2 days
Finalise PowerPoint presentation	HIGH	Key decision-makers, workshop participants	Nov	SAIEA			
Contact SADC Elms for publicity opportunities	MEDIUM	All audiences	Jan	SAIEA/ consultants		Telephone costs from SAIEA, possible consultancy fees	1 day
Organise exhibition stands	LOW		Nov		Contacts to be supplied	N\$ 10 000, plus about N\$5 000 for exhibition	4 days for display

Investigate the possibility of making an episode in the SAIEA series	LOW		Nov	SAIEA		None	To be determined after discussions with Peter Tarr
Make Personal in-country contacts	HIGH		Jan	SAEIA		Telephone bills	3 days
Make contact with 'Green' organisations	HIGH		Jan	SAEIA, possibly consultant		Telephonic bills and/or consultancy fees (N\$ 2600)	2 days
Media conferences locally (hold at partner institutions to save costs) News releases Project documentation	MEDIUM		Ongoing			Dependant on frequency of events and requirements for news releases N\$500 per release, N\$1 300 for detailed releases Snacks for conferences Possible hire of venue About N\$5 000	Depending on demand
Discussion paper on Benefits of Public Participation to Decision making <ul style="list-style-type: none"> ▪ Summary ▪ News release ▪ Website 	HIGH			SAIEA and consultants		Dependant on frequency of publication	
Guidance	HIGH		Ongoing	SAIEA		Dependant on	1 day per

documents <ul style="list-style-type: none"> ▪ Summarise ▪ distribute 						frequency of publication N\$ 1 300 per summary	summary
Training of Trainer's toolkit <ul style="list-style-type: none"> ▪ Produce ▪ Publicise 	HIGH			SAIEA		N\$ 1300 for publicizing	1 day
Discussion papers and workshops as they occur <ul style="list-style-type: none"> ▪ Summarise ▪ News releases 				SAIEA and consultants		N\$1 300 for each summary N\$ 500 for news releases, N\$1 300 for detailed releases	Depending on frequency
Commission study on how to incorporate the Calabash Project into CBNRM, HIV/Aids and Water sectors	HIGH			SAIEA, Consultants	Teresa Squazzin 0027157930342	Unknown	
Create and distribute a CD Rom containing project information	LOW					About N\$10 000	Unknown
Write and disseminate five additional newsletters	HIGH			SAIEA and consultant		N\$5 000 per newsletter N\$30 000 Printing costs of about N\$30 000 (This includes first newsletter)	4 days each

Leading Indicators	Progress	Proposed Communication Activities	Tools
Public involvement in Environmental Assessment incorporated in the legislation of participating African countries by 2008	Situation analysis completed; Stakeholder workshop in November will assess the situation, consider possibilities and opportunities, and strategize the way forward.	Target decision-makers regionally and nationally	<ul style="list-style-type: none"> ▪ SADC and AU endorsement ▪ Meetings, workshops and conferences ▪ PowerPoint presentations ▪ Radio and Television ▪ Newsletters (Printed and electronic) ▪ Electronic mail ▪ Brochure ▪ Project summaries ▪ Website ▪ Corporate gifts ▪ Media campaign ▪ Exhibition at meetings and fairs ▪ Video ▪ Special events
Strategies for sustainable development become part of the democratic process by 2006	None		
Public participation becomes an integral part of capacity building programs for EA in all SS African countries by 2010	Stakeholder workshop in November will assess the situation, consider possibilities and opportunities, and strategize the way forward.	38	<ul style="list-style-type: none"> ▪ Contract a study on how to integrate the project into the CBNRM, HIV/Aids and Water sectors ▪ District environmental and development forums ▪ Public Meetings ▪ Stakeholder meetings ▪ Local language brochures ▪ Radio programmes ▪ Media campaign ▪ Video ▪ Separate meetings with traditional leaders ▪ Theatre ▪ Engaging environmental pressure groups ▪ Electronic networks and discussion forums (urban audiences)