



USAID/Bangladesh  
Integrated Protected Area Co-management (IPAC)

**IRG Project No: 3501- 001**

## **Trip Report**

### **IPAC Communications: Start-up**

**Dhaka, Bangladesh**

Prepared by:

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Director of Communications  
International Resources Group

# Integrated Protected Area Co-management (IPAC)

Project Start-Up TDY – Joan Ablett  
July 26 – August 10, 2008  
Dhaka, Bangladesh

Trip Report  
August 15, 2008

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## Background

The IPAC project contract was awarded to IRG effective June 5, 2008. As proposed by IRG in our technical approach and start-up and mobilization plan, we sent Ms. Joan Ablett, IRG's Director of Communications, to join the Chief of Party (COP) Bob Winterbottom, the IPAC local communication team and Asiatic, our leading partner on communications and outreach, for a short-term mission of 16 days (12 days in country and 4 days travel time), to assist the IPAC team during the initial phases of development of the IPAC communications strategy. This TDY will help ensure that the platform for the strategic communications plan is on track and fully compliant with USAID regulations and requirements and in keeping with IRG standard procedures and policies.

## Objective and Tasks Detailed in Approved Scope of Work (SOW)

The approved SOW for Ms. Ablett's TDY to Dhaka is grouped into two major areas:

- Technical support for the development of the IPAC communication strategy
- Guidance and assistance to the IPAC communications team in the staffing and management of outreach, and related activities by the IPAC implementing partners.

### Specific tasks include:

1. Meet to discuss specific tasks to be accomplished with USAID/Bangladesh, including Embassy Public Affairs staff, Nishorgo-IPAC team including Asiatic partners, Government of Bangladesh (GOB) technical services and others as appropriate.
2. Brainstorm with IPAC team and partners on the basic framework and objectives of the communication strategy and steps required to develop the strategy.
3. Plan and organize field visits to identify IPAC key stakeholders and target audiences of communication strategy.
4. Discuss and provide guidance on research methodologies and organization of focus group discussions and Knowledge, Attitudes and Practice (KAP) surveys.
5. Consider specific communication objectives to be accomplished with respect to key stakeholder groups, and advise on the most appropriate and effective communication tools to be utilized for each group to have maximum impact.
6. Participate in discussions related to branding of IPAC as a national program, and to repositioning of the Nishorgo brand (and adjustments to the logo) to make it

fully consistent with IPAC as an integrated, national program supporting the co-management of all protected areas (including forests, wetlands, other natural resources and critical ecosystems).

7. Advise IPAC communications team on procedures, guidelines and best practices to ensure full compliance with USAID branding requirements and implementation of IPAC Branding and Marking Plan.
8. Provide guidance and technical support to the IPAC communications team in the preparation of job descriptions, staff recruitment and management of outreach, constituency building, networking, preparation and dissemination of newsletters, and other ICE and supporting activities included in the communication strategy.

### Timeline and Meetings

July 24-26	Travel to Dhaka
July 26	Introductory and planning session with Asiatic, Philip, Bob; dinner meeting with Bob, Philip and our CTO, Dr. Azharul Mazumder
July 27	Satchari and Lawachara site visits
July 28	Satchari and Lawachara site visits; dinner meeting with Bob, Philip and Azharul
July 29	All-day working session with Asiatic; meet with MACH coordinator S.M. Chowdury
July 30	Continued work with Asiatic; meeting with former Nishorgo Information Officer Mehrin
July 31	Pilot focus group; BELA dinner meeting
August 2	Khaliakoire/Turag Bangshi site visit
August 3	Continued work with Asiatic
August 4	IPAC partners' meeting; PAO meeting
August 5	Continued work with Asiatic
August 6	USAID de-brief re: progress to date; Asiatic dinner
August 7	Work with Asiatic  Note: A planned briefing for BELA staff and partners was canceled due to the illness of two key participants
August 9	Work with Asiatic
August 10-11	Travel back to DC via Bangkok

### Completed Tasks and Accomplishments

During the course of these two weeks, I have largely accomplished the main purposes of this visit, including:

1. Field visits. Goal – to gather information needed to develop IPAC's communication strategy.

- Visited two protected areas (Satchuri and Lawachara) and one MACH project site (Khaliakoire).
  - At the Nishorgo sites, we met with the NSP site facilitator, CMC members, a Forest Department representative, ethnic and migrated groups, a community patrol group, an eco-tour guide and the eco-cottage owner.
  - At Khaliakoire, BCAS representative Nishat Chowdhury led our walking trip through one area and arranged our meetings with the MACH site facilitator, RMO members, a user group and a local leader. (See photos attached).
  - Also met with S.M. Chowdury the former MACH coordinator who both briefed and provided MACH materials, in hard copy and CD for IPAC's use.
2. Meetings. Goal – to clarify issues related to organization and management of communications activities.
- Met regularly with all Asiatic IPAC team members, including relevant departments at Asiatic, and most particularly, the creative designer. Worked daily and most closely with Rakesh Chakravorty and Iresh Zakar, the prime IPAC contacts there.
  - Attended the IPAC partners meeting and met all participants.
  - Provided a communications presentation describing IPAC's communications role, goals and current activities
  - Met with the Embassy PAO, her media officer and USAID's information officer.
3. Working sessions. Goal – to clarify roles, responsibilities, initial steps, etc. with Asiatic.
- Worked with Asiatic on the first Focus Group Pilot and attended that session.
  - Discussed expectations, timing regarding the upcoming KAP survey.
  - Began work on organizing the stakeholder identification matrix (creative brief), the basic tool used in organizing the strategic communications plan.
  - Ensured that Asiatic's IPAC team is familiar with USAID/IPAC branding and marking requirements.
  - Worked with the IPAC team on communications roles and responsibilities, in preparation for employment advertisements.
4. Brainstormed daily with IPAC's COP on activities, challenges, timeline and goals.

## Findings and Recommendations

1. **Critical role of IPAC communications coordinator:** The IPAC Information and Outreach Coordinator is primarily a knowledge management position. She/he sits

- at the hub of the communications network and should manage the clear and efficient exchange of information among current and potential stakeholder networks. We will need to add additional technical resources to support the current occupant of this position, who is providing excellent event management capability. Only when that knowledge management/coordination position is established, though, can we begin building an efficient communication flow process. (See Attachment A for a Draft Description of these responsibilities).
2. **Coordinating Mechanisms:** Coordination between and among all levels (among partners, with government, between Clusters and Central staff) is clearly critical to IPAC's success. As soon as possible, IPAC Dhaka needs to establish the formal mechanisms for coordinating messages, outreach and information-sharing first among all partners and other internal supporters, then among current and potential stakeholders, networks, media, etc. Meeting schedules, scheduled reports, etc. all feed into this. For example, Asiatic has been asked to provide the IPAC Communications Team with a weekly e-mail activities update. I've attached a sample request for same from IPAC partners, to be sent prior to their monthly meetings. (Attachment B: Draft information template for IPAC partners). These are two simple first steps.
  3. **Messages:** While Asiatic will define messages from the distillation of best practices and analysis of both their own research plus lessons learned from MACH and Nishorgo, those messages must incorporate a clear understanding of key IPAC challenges and will provide the foundation for the development of the IPAC strategic communications network. The following are illustrative only but are indicative what we might expect.

**Sample or Illustrative messages:**

- We must work to alter the balance of power over Bangladesh's eco-systems, so that a new network of stakeholders who are formally committed to sustainable use together with conservation can forcibly exclude those that systematically destroy them.
  - To engage local communities, IPAC needs to ensure that benefits accrue on an equitable basis to those who invest in the protection, conservation and improved management of targeted natural resources.
  - The much larger contribution of conservation in Bangladesh is to the country's economy – from moderated water flow to fish spawning grounds. The flip side is that the economic engine is threatened when wetlands are broken up and leased out for commercial fishing, and forests are clear-cut, sold in auctions that benefit the treasury in the short term.
  - Sustained change will require systematic clarification and strengthening of rights and increased flow of tangible and relatively short-term benefits to empowered co-managers.
4. **Focus Group Pilot:** We were surprised at the students' lack of awareness, not only of Nishorgo but of protected areas in general. We were encouraged by their interest and their comments regarding a strong student network that would willingly participate in building support and creating awareness among university

students. (See the full Summary Report from the Focus Group Pilot in Attachment C). We're awaiting an update from Asiatic regarding their next steps.

5. **IPAC Logo Development:** Asiatic's creative designer is at work and we expect to see some first drafts within the next week. While we appreciate that we need to further test our initial recommendation, we suggest that building on the Nishorgo name and logo, which already has public recognition, is the most efficient way to build public awareness of IPAC. Our reasoning is that the word Nishorgo means "idyllic nature" or "scenic beauty" and as such, also encompasses the IPAC's scope. The logo's colors, primarily green and red, also symbolize Bangladesh's national flag. The red color also synchronizes with IUCN's red list of endangered species. If the color blue (water) is added and some indication of the role of pride, ownership and benefit is included in some stylized fashion, we'll have a logo that already has some public recognition.
6. **Establish a small but senior advisory council:** A small number of seasoned, prestigious members of the media, intelligentsia and environmentalists, such as Aly Zaker, with the "core" being no more than four at any given time who meet informally, possibly over dinner. Their purpose is to focus on pending and identified policy and communications actions that require high-level intervention in order to move forward. They will most likely also consider issues such as urgent policy actions or interventions and continued orchestration and promoting of key messages through media and key opinion leaders. For example, they would discuss and agree upon key messages to promote passage of an important Environmental Act or lead a concerted campaign for community investment in core zone restoration or benefits.
7. **Entrench the official IPAC Communications team.** This includes USAID's DOC, USG's PAO, the IPAC Coordinator and the Asiatic IPAC Coordinator. These four officers meet regularly with each other, to ensure information coordination and particularly, mutual understanding of both USG/USAID and IPAC interests and opportunities.

#### **Proposed Follow up (IRG/Washington)**

1. Assist Asiatic and IPAC leadership in drafting, reviewing and finalizing the communications strategy, the first draft of which is due in December.
2. Continue to assist and monitor Asiatic's IPAC team progress, most often via a weekly e-mail report until a more formal communications system is established
3. Continue to support and advise on staffing and organization. It is hoped that the technical resources needed for IPAC communications coordination would be in place by October.
4. For my next visit, probably in the new year, prepare curricula for Communications Workshops: We need to help build the capacity of the designated communications contact among our IPAC partners so they understand the critical role that communications plays in IPAC and can contribute accordingly. To that end, design a training curriculum for a two-level workshop – one for those with some experience and another for those who are new to communications – which could be held for one day, probably in Dhaka, early next year. Post-workshop, the Communications Coordinator's follow-up and reinforcement will be critical in ensuring retention and implementation.

5. Provide support as needed for IPAC's November launch – drafting the press release, background briefer, scene setter, talking points, a Q&A, bio list, etc.

**Attachments**

- A. IPAC Communications Coordinator: Role and Responsibilities
- B. Draft Information-Sharing Template for IPAC partners
- C. Focus Group Pilot Summary Report
- D. Communications Plan Sample Template
- E. Sample Creative Brief
- F. Communications Plan: USAID Panama example
- G. Political Challenges and IPAC Communications Plans

## **Attachment A**

### **Recruitment: Communications Coordinator Roles and Responsibilities**

**Note: The IPAC Information and Outreach Coordinator is primarily a knowledge management position. As she/he sits at the center of the communications network, so excellent organizational, people and oral/written (English/Bangla) skills are critical.**

#### **IPAC Team**

- Regularly (weekly) brief IPAC principals re: communications/Asiatic progress, issues and concerns.
- Keep informed re: programmatic developments – government, partners their communications person, IPAC leadership.
- Obtain input, clear for all communications products with IPAC leadership
- Regularly liaise with all project/partner communications designate
  - Build relationships
  - Send/receive information
  - Reinforce current message/theme
  - Compile updates and submit to Asiatic team, IPAC leadership
- Develop and manage media relations; monitor; coordinate with Asiatic
- Regularly communicate (after CTO clearance) with Mission DOC/Embassy PAO re: outreach opportunities
- With IPAC leadership, partners, Asiatic, research and develop relationships with national and regional networks – Scouts, student clubs, etc.

#### **Asiatic Team**

- Regularly (weekly) brief Asiatic re. IPAC programmatic issues, including political.
- Monitor Asiatic process, products and timeline: daily contact/seamless interaction.
- Alert Asiatic to communications opportunities – committee meetings, other gatherings, etc.
- Work with Asiatic on public events.
- Provide information and IPAC guidance for basic press releases, one-pagers, Q&As, backgrounds for Asiatic review.
- Obtain weekly status report from Asiatic.

#### **Job Requirements**

- Ability to represent IPAC in Bangladesh to different stakeholders, including media
- Familiarity with USAID preferred

- 10+ years professional communications experience
- Excellent written and oral skills – English/ Bangla
- Ability to translate technical reports into more accessible language for broader audiences
- Excellent personal skills, team player
- Detailed oriented
- Good management, administration skills – experience managing consultants

**Attachment B: Building the internal communication process**

**Draft Information-Sharing Template for IPAC partners**

To IPAC colleagues:

In order to keep us all in the same information loop, we agreed that we need to share information and stimulate ideas on a regular basis. If you will please complete the attached e-mail report and send it to me, two days prior to our next IPAC Partners meeting, I will compile and distribute during the meeting.

Keep it simple; bullet points or a couple of sentences will do. (Of course, you may not have comments under all categories.)

Thanks,

Bob Winterbottom

Chief of Party

IPAC

XX

IPAC activities this month:

- Key meetings or events:
- Reports written
- Current issues of concern/opportunities
- Upcoming key activities

*Contact: Name, E-mail, Cell*

## Attachment C – Focus Group Pilot Summary Report

July 31, 2008

### Participants' Background:

All seven participants in the one-hour session were undergraduate students public and private universities, age 22-28 years.

The majority of the respondents lives in Dhaka for educational purposes, but has strong connections with their hometowns. They have a passion for traveling. Most of the participants enjoy watching TV, listening to the radio and gossiping with their friends.

Oftentimes, the participants and their friends travel out of Dhaka to experience and enjoy different natural sights. The majority of the respondents were familiar with natural protected areas i.e., land, water, forest, etc.

The participants mentioned the following names as natural protected areas:

1. Cox's Bazaar
2. Sunderban
3. Hill Tracts
4. Gozni (Sher pur)
5. Saint Martin
6. Jaflong (Sylhet)
7. Dulahazra Safari Park
8. Bhawal Gazipur Shalbon

### Knowledge about Natural Protected Areas:

What do you feel about nature and its conservation, biodiversity, and protected areas?

- Some participants said "Everything created by *Allah* is called nature."
- Belief that man-made things are artificial.
- The concept of Natural Protected Areas was vague to the participants.
- Natural protected areas were perceived differently to eco-tourism.
- Natural protected area means no intervention from society.
- Most of the respondents mentioned the *Sunderbans*, *Bhawal Ban* and Cox's bazaar as natural areas but felt those are unprotected as sea beaches in particular are very dirty, the biodiversity of the *Sunderbans* is being diminished due to people day by day; nobody is there to take care of it.
- Eco-tourism was perceived by most of the participants as man-made environments where flora and fauna are amassed to entertain the tourists.
- On the other hand, natural areas such as the *Sunderbans* and Cox's Bazaar are not protected like eco-tourist zones such as *Dulahazra*.

- Though the majority of the participants cited the names Sunderbans or Cox's Bazaar as natural areas, they were apprehensive about the security and protection of those areas.
- According to the participants, protection means these areas are free from all types of intervention.
- Natural and artificial causes were perceived to be the main reason of destroying protected areas. The majority of the participants said that natural causes are being instigated by human activities such as climate change,
- Security, proper communication, poaching, deforestation and desertification are the main barriers to sustaining most of the protected areas.

#### **Awareness about Protected Areas:**

- Most of the participants were unaware of the protected areas and showed lukewarm reactions to their protection as they feel that there is nobody to take care of these sites.
- The Government, NGOs and the general population such as community-based organizations (CBOs) and civil society members should come forward to protect the natural areas.
- Stakeholders' participation need to be ensured otherwise only the Government's responsibility will hold the fate of the conservation areas as a means of consumption for people like Osman Gani (The Big Boss of the Jungle – a government official who was caught making megabucks out of destroying jungles).
- Protected areas need to be self-sustaining.
- Identity and branding is necessary for the natural areas. One such example was given by a few participants was that currently Cox's Bazaar and the *Sunderbans* have both been entered into the contest of the "Seven Natural Wonders." This contest intends to identify these two sights as Natural Wonders. Such campaigns should be encouraged and undertaken for all protected areas.
- Student can play a great role to make aware government and civil society and common people by arranging seminars and symposia to protect the natural protected areas" according to the majority of the participants.

## **Attachment D: Communications Plan Template**

**(Note See Attachment F for another Sample Plan, one we designed last year for USAID Panama).**

### **Communications Plan: Draft Outline**

#### **1. Situation Analysis: Defining the Challenge**

- a. IPAC's Communications Goals
- b. Challenges Impacting Communications (Summer 2008)
- c. Formative Research Findings: Results from Focus Groups, Interviews, KAP Survey

#### **2. Establishing the Infrastructure**

- a. IPAC Communications Team
- b. Role of IPAC Communications Coordinator
- c. Asiatic's IPAC Team – Roles and responsibilities
- d. IPAC Communications Support Team – USAID, USG, Asiatic, IPAC Communications Coordinator

#### **3. Communications Procedures: Communications Mapping**

- a. Setting up the internal communication network
- b. Setting up the external communications network options
- c. Strategic planning sessions
- d. Management review meetings
- e. Media relations – point persons, spokespeople, media database, IPAC/USAID media policy

#### **4. Designing/adopting the IPAC Logo:** The logo will be widely used in all communication materials, and in accordance with USAID IPAC's branding and marking plan.

## **Approach/Implementation Template**

### **A. Target Audience Definition**

Research will further define and prioritize our target audiences, internal and external, grouping them for those needed in social mobilization and advocacy efforts. (We will note key influencers and probably early adopters, i.e., those who, early on, will help drive our campaigns forward.)

(For Target Audiences currently identified, see Creative Brief below).

### **B. Key Messages – TBD.**

They may include: For example (PD):

- a. We must work to alter the balance of power over Bangladesh's ecosystems, so that a new network of stakeholders who are formally committed to sustainable use together with conservation, can forcibly exclude those that systematically destroy them.
- b. To engage local communities, IPAC must offer tangible, formalized and equitable benefit sharing agreements, under which community groups agree to protect certain sanctuary areas in return for a clear and defined stake in that conservation.
- c. The much larger contribution of conservation in Bangladesh is to the country's economy – from moderated water flow to fish spawning grounds. The flip side is that economic engine is threatened when wetlands are broken up and leased out for commercial fishing, and forests are clear-cut, sold in auctions that benefit, short-term, the treasury.
- d. Sustained change will require a systematic orientation towards engaging communities as formal co-managers of protected areas, wetlands, wildlife lands, etc

### **C. Activities Framework: Creative Brief**

- For each message, we will identify the target audiences – internal and external
- There will be a mix of target audiences – our priority audiences will be carefully detailed; other, broader groups will need less definition.

(See next attachment)

- Then, for each priority target audience, we will (a) refine the messages (b) recommend the best distribution media (from group briefings to drama groups to posters or fact sheets, etc.), and (c) note how we'll evaluate effectiveness.

Target Audience	Profile Special Remarks	Desired Behavior	Issues/Barriers	Communication Issues	Media	Materials	Channels	Monitoring	Revision	Time Frame
Ministry of Land										
Ministry of Environment										
Ministry of Forests										
Ministry of Finance										
Ministry of Fisheries										
DCs/UNOs										
Elected political leaders *										
Poor local communities *										
Local leaders, influences *										
General public										
Religious leaders										
Local/national opinion leaders										
Private sector/corporate leaders										
University students										
Media: Local & Regional										
Media: National										
Bangladesh Scouts										
Regular visitors to nature areas										
Eco-tourists										
Environmentalists, academics										
Youth under 12										
IPAC partners										
IUCN member organizations										
Nishorgo participants										
MACH participants										
* In or near current & future protected areas										

**D. Communication Tools** will be defined for internal and external audiences and within those categories, for each target audience.

They might include any of the following, for example, or others that are deemed useful as the project progresses.

**SAMPLE TOOL KIT ONLY**

- a. Collateral material – website\*, media kit (fact sheet, press releases, Q&A, scene setters, IPAC one-pagers, etc.) , brochures, posters, banners, flyers, photos, cartoons, billboards, stickers, badges, letterhead, logoed products.
- b. Events – media conferences, official briefings, launches/project benchmarks, festivals, local/mobile theater, leveraging public events such as National Fisheries Week, Environmental Day, other USAID events, codel visits, roundtables, etc.
- c. Opinion leaders – Speeches, op-eds, etc. from Bangladesh officials, national and local influencers (from leading environmentalists to local “rock” stars), roundtable briefings, IPAC site visits.
- d. Media – Both national and local: group and individual briefings, press conferences, press releases, article placement, tours of IPAC sites, radio/TV talk shows, interviews, Sisampour segments, advertisements, infomercials, “environmental/IPAC” training for media, etc.

- e. Cell phone – contact, text messaging
- f. Newsletters – E-mail, hard copy
- g. IPAC calendar of partners' and other events/meetings: internal

\* Given our stakeholders' limited access to the Internet, the IPAC website may not be the knowledge management tool that would best serve IPAC. However, it can become the foremost site for information on Bangladesh's environment, protected areas, ecological threats, etc. including links to tourism, photo databases, and relevant international sites.

**E. Timeline – coming from Asiatic**

- a. First year
- b. First six months – month-by-month activities

**F. Year One Budget (revised)**

**Attachment E: Illustrative Creative Brief ( from Family Health International)**

**Note: This Brief is in text form vs. chart**



**Family Health  
International**

## **CREATIVE BRIEF**

**PROJECT/DATE:** Bangladesh Tripartite Project

May 18, 2007

### **1. Target Audience(s)**

*Describe the person that you want to reach with your communication. What do they value? How do they see themselves? What are their aspirations? Include a primary & secondary (influencer) audience if appropriate. Include any relevant audience research.*

**URBAN POLICE** in 10 stations (and at police training academy). Working police tend to be corrupt and violent towards IDUs. Most, but not all, are male.

**PRISON STAFF** at Dhaka Central Jail, especially the wardens running the tripartite program. Many are taking bribes to 'turn a cheek' to the prevalence of drugs in jail. Most, but not all, are male.

**DEPUTY JAILER** will be targeted/recruited to monitor the performance of the warden

(NOTE: The Department of Narcotics Control/DNC, currently involved in supply reduction, was discussed as a potential target audience, as they are in a position to move into demand reduction and refer IDUs to rehab; however, due to the other priority audiences listed above, it was decided to leave DNC off the Creative Brief at this point.)

### **2. Objective(s)**

*What do you want your target audiences to think, feel, or do after experiencing the communication?*

#### **POLICE**

- **KNOWLEDGE:** To raise awareness of drug addiction and root causes
- **BELIEF:** To move police to feel more compassion towards IDUs, to believe that they play an important role in IDU's lives, and to believe that treatment for CAN work
- **BEHAVIORAL:** To convince police to refer IDUs to rehab/detox instead of prison

#### **PRISON STAFF**

- **TOT** already done to raise awareness of drug addiction and its root causes
- To convince wardens & prison staff that they play an important role in improving the lives of IDU prisoners instead of helping to feed their habit
- To persuade them to act as change agents instead of just law enforcement agents by educating IDU prisoners (about HIV)

### 3. Obstacles

*What beliefs, cultural practices, pressure, misinformation, etc. stand between your audience and the desired behavior?*

CROSS BOTH AUDIENCES: Stigma towards IDU's, low levels of knowledge regarding both drug addiction & HIV, corruption, violent behavior due to need for 'power & control', practicing unsafe sex themselves, attitude that they can 'clean up' the problem and make it go away, lack of compassion, currently making money off of bribes

### 4. Key Promise

*Select one single benefit that will outweigh the obstacles in the mind of your target audience. Suggested format: If I (desired behavior), then (immediate benefit).*

POLICE: If I refer an IDU to treatment, then I will improve my corrupt image, become the hero I always wanted to be, and take some pressure off me & my fellow officers.

PRISON STAFF: If I help to educate (IDU) prisoners, then I will be contributing to a more peaceful prison environment and be recognized as a leader.

### 5. Support Statements

*This is the substantiation for the key promise; i.e.; the reasons why the promise is true. Oftentimes, this will begin with a 'because'.*

#### BECAUSE

- I will be helping to reduce petty crime;
- I will be helping to prevent HIV from spreading;
- I will be acting as an important role model & change agent

### 6. Tone

*What feeling should your communication have? Should it be authoritative, humorous, emotional, etc...?*

**URGENT**

## **7. Communication Channels**

*What channel(s) will you employ for the communication? TV spots? Radio Spots? Print Ads? Point-of-purchase (service) materials? Promotional giveaways? Earned Media (PR)? Interpersonal? Interactive Theatre? Community Mobilization Meetings? Broadcast Drama? All of the above?*

- IPC
- AUDIO STORYTELLING
- INTERACTIVE DRAMA & ROLE PLAY
- EARNED MEDIA (PRESS PARTNERS SHOULD BE ENGAGED TO 'FRAME' THE MESSAGE & PAINT POLICE & PRISON STAFF IN A MORE POSITIVE LIGHT AS THEY BEGIN TO CHANGE BEHAVIOR)
- REMINDER SIGNAGE FOR POLICE STATIONS & PRISONS
- POLICE/PRISON STAFF UNIFORMS & PROPS (BADGES, BATONS, ETC.)

## **8. Openings**

*What opportunities (times and places) exist for reaching your audience? When is your audience most open to getting your message? Examples: World AIDS Day, Mothers Day, etc...*

- Training at the police academy
- Police week
- Jail Week

## **9. Creative Considerations**

*Any other critical information for the writers & designers? Will the communication be in more than one language or dialect? Should it be tailored to a low-literate audience? Are there any political considerations? Any red flags/words or visuals to stay away from? Should there be space or time available to include local contact information?*

- Materials should be low literate
- All materials in Bangla
- Interactive drama, suitable for police, prison staff, community & religious leaders, and families of IDUs, should underline the critical role that all these people play in the lives and outcomes of the IDU. Perhaps show the same IDU in 3 different scenarios, all with different outcomes. Working title: 'My Journey' (ROAD A, B, C)

**NOTE: All creative briefs must be accompanied by a page summarizing the background& program.**



**USAID**  
FROM THE AMERICAN PEOPLE

# PANAMA CANAL WATERSHED PROGRAM

## COMMUNICATIONS PLAN

**February 2007**

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**Attachment F: USAID Panama Communications Plan**  
*(for illustrative purposes )*

# PANAMA CANAL WATERSHED PROGRAM

## COMMUNICATIONS PLAN

Contract No. EPP-I-00-04-00024-00

February 2007



**Integrated Water and Coastal Resources Management IQC**  
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# I. INTRODUCTION

Communicating visible results is vital for all USAID programs but it is particularly critical relative to USAID's initiative to help strengthen the management of the Panama Canal Watershed and its buffer areas. The Panama Canal Watershed (PCW) is arguably one of the most important watersheds in the world. It is also home to one of the most biological diverse ecosystems in the world so its careful management has high environmental and socio-economic importance. Part of a global transportation network, the watershed, together with its buffer areas, provides an essential economic link to the country. The PCW is also the source of drinking water to more than 95 percent of Panamanians living in Panama City. Yet abundant water resources are necessary to effectively operate the canal.

USAID/Panama's objective in its "Integrated Management of the Panama Canal Watershed" program is to improve protected area management in the Soberania and Chagres National Parks, to promote a sustainable use of resources by communities within the parks and surrounding buffer areas, and to strengthen environmental governance. To promote awareness and understanding of the USAID Panama Canal Watershed Program, its impacts, opportunities and benefits for all Panamanians, the IRG-Tetra Tech team has designed the following communications plan.

## 2. GOALS AND OBJECTIVES

The goal of this communications plan is to promote an awareness and understanding of the USAID Panama Canal Watershed Program among beneficiaries in the watershed, the media, and internally within USAID. There are several objectives that will help achieve this goal.

- Development of a strong working relationship with the media to educate them on the project activities so that they can be used as a resource for distributing information;
- Development of materials, both electronic and hard copy that can be used to promote awareness of the program and include messages that are targeted to each audience; and
- Promotion of USAID activities through the distribution of articles, emails, electronic distribution lists, events, websites, and newsletters.



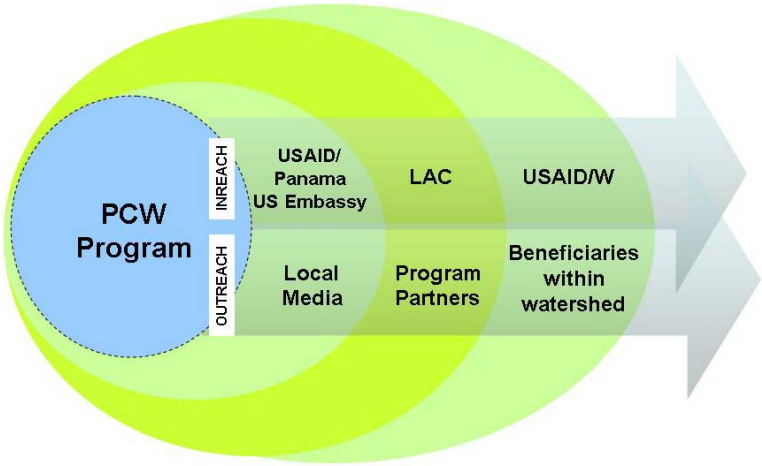
# 3. AUDIENCES

There are several audiences that will be targeted in this communications plan that fall into two major categories: internal USAID communications, or “inreach”, that includes the specific program office, the Regional office for USAID/LAC and USAID/Washington; and external outreach that include the media, current and potential beneficiaries; government, private sector, and civil society counterparts, and the general public. The communications plan will be implemented using a phased approach so that several of the target audiences can be used to help educate the other audiences about the program. The remainder of the communications plan is divided into internal versus external communication to address the specific formats and distribution mechanisms that are unique to these different audiences.

## 3.1 INTERNAL AUDIENCES

Communications directed to USAID managers and staff to promote the Program will help build synergies with other programs in the Mission as well as throughout the Latin American Region. It is also important to show how this Program is consistent with both the Country strategy and the Central America and Mexico (CAM) strategy. The primary audiences that will be targeted within USAID include the following:

- USAID/Panama
- U.S. Embassy Panama
- USAID/LAC
- USAID/Washington



**Phased approach for targeting audiences**

## 3.2 EXTERNAL AUDIENCES

USAID will conduct extensive outreach to audiences within the PCW to promote awareness and understanding of the Program. External communication applies to the Program partners, the media, the private sector, NGOs, and stakeholders in the watershed. There are several types of external audiences that will be reached with this public relations plan. Each of these entities must be reached through targeted venues.

### 3.2.1 THE MEDIA

The media serves as both a target audience to receive information on the Program and a distribution mechanism for promoting the Program to larger audiences. Therefore, the first step is to develop a relationship with the key media outlets so that they will understand the program and be able to report accurately on the related activities. The three major types of media that will be targeted include print, radio and television media. The Team will adhere to the Guidelines on Media Relations and Planning Public Events for USAID Cognizant Technical Officers, Contractors, and Grantees.



### **3.2.2 GOVERNMENT OF PANAMA (GOP) PARTNERS**

Several key government institutions are directly involved in the protection of the PCW. ANAM, ACP, and CICH will participate in project activities to improve protected areas management and environmental governance. Keeping these agencies regularly apprised of activities is critical to the success of this Program as well as other programs in the watershed.

### **3.2.3 OTHER PANAMANIAN ORGANIZATIONS**

NGOs are important partners in working with the communities in the target areas. They not only bring their experience in community organization, but also provide context to the program. Fundación Natura will work with the IRG-Tt team to award and administer grant funds for sustainable resource use in the project areas. Other NGO's (to be selected through the grant solicitation) will collaborate on training and educational components of the program . Panama is fortunate in that there are dozens of non-governmental organizations with programs in the PCW, however, some have a minimal presence with limited impact. NGO's active in the PCW include: ANCON, FUDIS, The Nature Conservancy, APYME, SONDEAR, CPM+L, and CEASPA. Keeping these organizations informed of the USAID Integrated Management Project activities will help to minimize duplication of efforts in the watershed and help foster integration of project activities into their programs. In addition, academic and research institutions such as the University of Panama and STRI should be regularly updated on Program activities.

### **3.2.4 PRIVATE SECTOR**

The private sector is a key audience needed to support the activities under the PCW Program ensure the sustainability of the program, and to help leverage additional funds.

Several private sector alliances, such as the Global Sustainable Tourism Alliance (GSTA) and Certified Sustainable Products Alliance (CSPA), exist in the PCW and they can help promote the PCW Program activities to their constituents.

### **3.2.5 COMMUNITIES WITHIN THE PCW**

The residents within the PCW will ultimately benefit the most from the PCW Program by having a clean source of drinking water, sustainable practices within the watershed, and a healthy ecosystem. Since formal institutions and infrastructure is quite limited in many areas, communication with these communities will use channels established to solve their most urgent requirements which have to do with health, schooling, and markets.

**Water Committees** (Juntas de Agua) – All the communities with rural aqueducts have formed committees to maintain and manage their water supply under the tutelage of the Health Ministry. These are important local groups with a vital interest in protecting water quality and availability.

**ACOCHA** (Community Association for co-management of Chagres National Park) – The local committees created by the ACP in the Chagres protected areas to help enforce environmental norms.

**UCLA** (Farmers Union of Lake Alajuela) – A producers group.

**Guanamera Embera Chagres** – An indigenous group formed to manage tourism and handicraft markets of the Embera communities.

**Parent-Teacher Associations** (Clubes de Padres de Familia) – Each school has a PTA group with educational and social activities.



# 4. FORMATS AND DISTRIBUTION MECHANISMS

This section outlines the various formats and distribution mechanisms through which communications and outreach on the PCW Program will be disseminated to both internal and external audiences. There are four primary formats that will be used to distribute the messages: 1) the media, 2) printed materials, 3) electronic media, and 4) presentations and events. A combination of formats will be used for each of the target audiences. While the distribution mechanisms will vary for each audience, the Team recommends developing an electronic distribution list for all interested parties to receive updates, fact sheets, news events, etc. These include the GOP partners, the media, private sector organizations, academia, and interested stakeholders. The following is a summary of proposed formats.

## 4.1 WEB SITES FOR PANAMA CANAL WATERSHED PROGRAM

Due to the short time frame of the project, and the limited access to internet by the beneficiaries within the protected areas, the project team will not develop a new web site. Announcements, grant solicitations and newsletters regarding project activities will be developed in compliance with USAID branding regulations and distributed via email, and will also be available on the Fundación Natura website. Through the grant component of the project, NGO's will be selected to carry out training and technical assistance activities. Their web sites will provide additional communications links for posting project documents, success stories, grants information, newsletters, and key links to other programs.

## 4.2 TWO-PAGE SUMMARY ON THE PANAMA CANAL WATERSHED PROGRAM

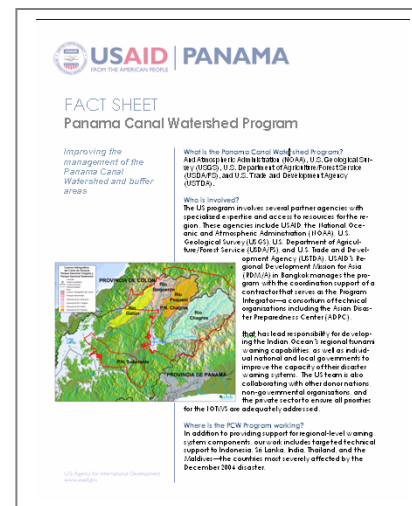
A two-page summary, using the USAID branding template for fact sheets, will be prepared that highlights the key goals and objectives of the PCW Program. The summary will be saved in both Microsoft Word and PDF formats. This summary will include the following: background of the PCW Program, key partners, geographic focus of the project, key activities to be conducted, results framework and indicators, and contact information.

**Distribution Mechanisms.** The summary will be distributed in a PDF file via email and hard copies of the summary will be prepared for distribution to offices at USAID/Panama, USAID/LAC, and USAID/Washington.

## 4.3 WEEKLY UPDATES

The Team will prepare weekly updates on activities, milestones and results and submit to the CTO every Monday. These weekly updates will serve to promote the PCW Program within USAID/Panama as well as to a wider USAID audience. In addition, the weekly submittals will be used as a basis to compile the quarterly and annual reports.

**Distribution mechanisms.** The updates will be distributed electronically to the CTO and then at the CTO's discretion circulated more broadly within USAID.





## 4.4 TELLING OUR STORY

USAID has developed a format called “Telling Our Story” that seeks to show how their programs have directly benefited people’s lives in the affected areas. These stories are one of the best ways to promote the PCW Program and show its relevance, however, these personal stories can also be one of the most challenging pieces to develop. The Team recommends incorporating Telling Our Story guidelines in the contracts for the grant recipients under this program. Since the grants are intended to show success at the local level, they are the most likely candidates to have personal stories. The grants manager will work with the communications specialist to identify possible stories for inclusion. These stories will be prepared according to USAID branding guidelines and will be posted on the web site of Natura or other NGO partner, and they will be available as PDF files and printed.

**Distribution mechanisms.** The stories will be distributed electronically to the Program distribution list. A limited number of hard copies will be printed.

## 4.5 QUARTERLY PROGRESS REPORTS

The Team will prepare quarterly technical progress reports under the contract. These reports provide an excellent opportunity to showcase key activities and results under the program using a visually appealing format that can be distributed both within USAID and to Program partners.

**Distribution mechanisms.** The quarterly reports will be reproduced both electronically and printed so that they can distributed within USAID/Panama, the LAC Bureau, USAID/Washington, and to key GOP partners, NGOs and stakeholders.

## 4.6 ANNUAL REPORT

The Team will prepare an annual report on the project that summarizes major accomplishments and milestones. There will be two parts to the report: Part I will be geared towards external audiences and will provide a summary of program accomplishments to date. Part II will provide specific results from the Project workplan and Performance Monitoring Plan.

## 4.7 PRESS RELEASES/TALKING POINTS/SPEECHES

The Team will develop various communications pieces to support public events such as press releases, talking points, and speeches for dignitaries. These materials will be developed as needed in accordance with the USAID branding guidelines and the USAID/Panama Communications Strategy.

## 4.8 EVENTS

At the outset of the project a kickoff event will be held with all of the key partners to alert people of the new program and outline the goals. Representatives from all of the major stakeholder groups will participate. The event will highlight the achievements from the past PCW program and recognize the need to continue these efforts. The event will take place within the PCW at a site that has demonstrated success in developing sustainable practices or market-driven approaches in the watershed. Subsequent events will be held to announce major accomplishments in the project.

## 4.9 MEDIA AND COUNTERPART TOURS

The best way to get the media to promote USAID is to take them out into the watershed and show them on-the-ground projects. A media tour will be held at the outset of the project that takes media representatives as well as government and local officials, key civil society representatives, community leaders and other key players into the critical areas of the watershed to highlight some of the critical issues such as deforestation, pollution due to domestic and industrial waste, the advance of the agricultural frontier, and illegal hunting. This will help them to gain an understanding of the activities and be better prepared to provide accurate



coverage. A second and third media tour will be held throughout the project to show results from the Program.

#### **4.10 PRESENTATIONS**

A basic presentation summarizing the key activities and anticipated results of the Panama Canal Watershed Program will be developed using MS PowerPoint for external audiences. The presentation will provide an overview of the program, key partners, and outline the results framework. Talking points will be provided for each slide. The presentation will be continually updated as new activities are initiated and as results are achieved. Each activity manager is expected to make at least one presentation per quarter to relevant audiences in the PCW.

**Distribution Mechanisms.** Periodic brown bag sessions are held at the mission. The Team will prepare a presentation with accompanying materials specifically for in-house staff use. In addition, the presentation will be used by the team to make presentations to GOP partners, NGOs, and other audiences as required. PCW Program partners will be encouraged to make presentations on the program to their constituents. This will help increase the visibility of the program and take advantage of limited resources. A speaker list will be prepared and these individuals will be contacted and provided with a copy of the presentation and speaker notes.



# 5. MONITORING/EVALUATION

It is critical to develop feedback mechanisms to determine the effectiveness of the various outreach materials in meeting the overall goals and objectives of the Program. Feedback is important to measure success at promoting awareness of the PCW Program in the watershed.

There are several different indicators that will be tracked:

- Number of people stories about the program appearing in local media.
- Number of participants at USAID-sponsored events.
- Number of presentations made and number of people reached in the presentations

## 5.1 TIMELINE AND PRODUCTS

The roll-out of the outreach and communications plan will be phased in over a six-month period beginning with the contract award date. Many of the tasks will be conducted concurrently. A summary of tasks and products to be completed is provided below.

Products	Date											
	Year 1			Year 2			Year 3					
<b>INTERNAL COMMUNICATIONS</b>												
2-page project summary (with updates) PDF file and hard-copy	X				X					X		
Compiled email distribution list for project collaborators and media (monthly updates)	X	→										
PowerPoint presentation with talking points (with updates)	X	X	X	X	X	X	X	X	X	X	X	X
Weekly updates	X	→										
Quarterly progress reports	X	X	X	X	X	X	X	X	X	X	X	X
<b>EXTERNAL COMMUNICATIONS</b>												
2-page project summary (with updates) PDF file and hard-copy	X				X					X		
Compiled email distribution list (monthly updates)	X	→										
Printed materials on environmental regulations and best practices		X			X							
Kick off event	X											
Media & counterpart tours	X				X					X		
Telling Our Story materials			X		X		X		X	X	X	X
Presentations	X	X	X	X	X	X	X	X	X	X	X	X

## **Attachment G: Political Challenges Impacting IPAC Communications**

Political issues impacting IPAC will always affect communications strategy. Any communications plan cannot be static and will require constant, adjustment both to long-term planning and often, for immediate action steps.

For example, as of July/August, 2008, we note these issues as particularly relevant:

### Communications Issues and Opportunities

#### Indigenous people demands/rights/views re: protected areas

- Land claims, and rights to land now set aside as Forest Dept reserves
- Marginalization and equitable, representative voice in co-management structures for protected areas
- Lease holders/wealthy: MACH
- Pollution issues/industry
- Corruption
  - Forest Dept. is demoralized; bad reputation, bad press, perceived as corrupt
  - Field staff tend to think they can wait out the project and then reclaim control and re-impose their habitual practices (extort money for gradual depletion; sell off Forest Reserve / PA assets to the highest bidder)
- Chevron Corporate Responsibility poster case and Lawachara realities
- Government politics – Forestry, Land, Fisheries, Environment
  - Territorial
  - Bureaucratic – delays especially in revision of Wildlife Law
  - Revenue-sharing – Nishorgo
  - Controversy over social forestry
  - “Blame game” over deforestation
  - Protection of elites who are owners of brick fields, garment factories, etc.
  - DOE feeling left out of DOF/MACH and FD/Nishorgo collaboration
  - Turf battles: who has the lead for eco-tourism?