



# IUCN Caribbean Initiative Communication Strategy

April 2009

## Table of Contents

Acronyms and Abbreviations.....	2
Purpose .....	3
The IUCN Caribbean Initiative.....	3
Context: Issues and Challenges.....	4
Summary SWOT analysis .....	6
Goals and Objectives .....	7
Anticipated Outcomes .....	8
Audiences .....	9
Approach .....	10
Core Messages.....	11
Media/Channels for Communication .....	12
Activities.....	13
Monitoring and Evaluation.....	16
Appendix 1: Target Audiences and Media.....	19

## **Acronyms and Abbreviations**

CBO	Community-based organisation
CSO	Civil society organisation
ENGO	Environmental non-governmental organisation
IENGO	International environmental non-governmental organisation
IUCN	International Union for Conservation of Nature
NGO	Non-governmental organisation
ORMA	Regional Office for Meso America
ROfE	Regional Office for Europe
SSC	Species Survival Commission
US	United States
WCPA	World Commission on Protected Areas

# IUCN Caribbean Initiative: Communication Strategy

## Purpose

This strategy has been developed to support the implementation of the International Union for Conservation of Nature (IUCN) Caribbean Initiative by providing a framework to guide the development and delivery of communication activities. The strategy covers the 2009-2012 programming period, with specific activities identified for the first two years (2009 – 2010). The strategy assumes that individual communication plans will be developed for discrete activities within the overall framework provided by this document.

This document should be read along with the Situation Analysis for the Wider Caribbean published in 2007 and the document entitled: *IUCN Caribbean Initiative: Programme for 2009 – 2012*, which describes the approved programme of work.

## The IUCN Caribbean Initiative

In 2009, IUCN will begin to implement its first discrete programme of work developed for the insular Caribbean. The programme is structured around IUCN's core programme area, *conserving biodiversity*, as well as the following four thematic areas:

- *changing the climate forecast* – integrating biodiversity considerations and opportunities into climate change policy and practice;
- *naturally energising the future* – implementing ecologically sustainable, equitable and efficient energy systems;
- *managing ecosystems for human well-being* – improving livelihoods, reducing poverty and vulnerability and enhancing environmental and human security through sustainable ecosystem management; and
- *greening the world economy* – integrating ecosystem conservation values in economic policy, finance and markets.

The IUCN Caribbean Initiative has been developed in response to a Resolution passed at the 2004 World Conservation Congress. The Initiative will include a range of interventions aimed at supporting and strengthening the efforts of IUCN members and partners towards more effective conservation of the region's biological diversity. This includes the reduction and mitigation of the impacts of human activity and environmental change on species and ecosystems as well as on the people who depend on these resources for their livelihoods, and a more effective and sustainable use of biological diversity in support of human development.

The Initiative will build on existing initiatives at national and regional levels and will seek to bring additional global experiences to the Caribbean and contribute to sharing Caribbean experiences within the region and beyond. Each of the five programme areas listed above has corresponding measurable results and sub-results, which are outlined in *IUCN Caribbean Initiative: Work Programme for 2009 – 2012*.

*General principles of the IUCN Caribbean Initiative demand a strong communication component*  
The IUCN Caribbean Initiative is being designed and will be implemented in accordance with a number of key principles, as outlined in the programme document, and communication messages and activities will play a key role in supporting the application of these principles.

- A strong Caribbean identity will be articulated, in order to reflect the regionally driven nature of the IUCN Caribbean Initiative.
- The programme will be implemented in close collaboration with IUCN members and partners in the Caribbean region and with external and international institutions.
- Priority will be placed on rebuilding and establishing relationships with Caribbean members and potential partners.
- Partnerships will meet the objectives of, and provide benefits to, all parties involved.
- IUCN will help champion Caribbean sustainable development, issues, needs and concerns in international fora.
- The regional nature of the work will foster and promote experience sharing and exchange across language and political groupings and will support networking and improved intra-regional communication on biodiversity conservation and sustainable development.
- Lessons from the Caribbean will be proactively shared through the IUCN network with other regions facing similar issues and concerns, particularly other island regions.

## **Context: Issues and Challenges**

### **1. *Limited and diffuse recent regional presence and activity***

IUCN currently has 20 members (four government agencies and 16 NGOs) in nine countries in the insular Caribbean and several Caribbean experts serve or have served on its six Commissions in various capacities. The World Commission on Protected Areas (WCPA) and the Species Survival Commission (SSC) have significant Caribbean membership and activities. This means IUCN is not a stranger to the Caribbean; but it is not a major institutional player in the region at the moment. Recent involvement in the region has been limited and uneven, and members in Cuba and the Dominican Republic have been more actively involved with IUCN than their Anglophone or Francophone counterparts in recent years.

Several offices and programmes of the Union have been involved with, and have provided support to, the insular Caribbean, but there has traditionally been no coordination mechanism and no single strategy for engagement. The Regional Office for Meso America (ORMA) has collaborated actively with Cuba and the Dominican Republic, which it formally includes in its geographic scope. The Regional Office for Europe (ROfE) and the IUCN French Committee are developing biodiversity conservation programmes for European and French Overseas Territories respectively. The IUCN-USA Multilateral office has served as the membership Focal Point for the Anglophone Caribbean and Haiti, and has collaborated with organisations in the region in selected areas, as well as with US and US-based organisations that work in the region. This situation will change with the implementation of the Caribbean Initiative, but is a contextual issue that must inform early activities and strategies.

## **2. *Recognised authority by some, but not all, environment and conservation stakeholders***

IUCN is a globally recognised authority on biodiversity conservation and sustainable development. The IUCN name is recognised in the region and the organisation enjoys a good reputation among environmentalists, scientists and researchers. IUCN resources are used to inform research and policy-influencing work in the region. There have, for example, been instances in the past where local environmental organisations have looked to IUCN for technical support and mediation skills to enhance their advocacy work.

When individuals and organisations in the western town of Negril in Jamaica set out to oppose peat mining in the 6,000 acre Negril Morass in the early 1980s, for example, they turned to IUCN for support because of the resources and credibility that such an association could bring to their cause. Local organisations became members of IUCN and availed themselves of IUCN's resources, including a wetlands expert. More recently, IUCN members in the Dominican Republic sought support from the organisation in their efforts to resist attempts at changing the status of some protected areas to allow for tourism development.

However, the organisation is not known or well understood by all environment and conservation stakeholders. In the past 15 to 20 years, the long-standing conservationist organisations and associations in most countries of the region have been joined by a growing number of national and community-based civil society organisations (CSOs) that work on environmental issues, in some instances as part of a broader community development or sustainable livelihoods framework. Many of these organisations have taken on an advocacy and policy influencing role in their national contexts. Some of these organisations are familiar with IUCN, others are not, and even those that know IUCN may have inaccurate perceptions of its role and mandate.

## **3. *Entering an institutional landscape with established players***

IUCN is entering a regional institutional landscape that includes strong national actors, local and national environmental non-governmental organisations (ENGOS), a range of regional organisations active in the environmental field, as well as international environmental non-governmental organisations (IENGOS) with programmes or projects in the region. A new player entering the field is likely to find others jockeying to protect their interests and space.

As IUCN establishes itself as regional player, it will be important for all actors in the region to understand how the Caribbean Initiative complements rather than competes with existing work and meets needs that are not being addressed by other actors. It will also be important for them to be aware of opportunities for partnership and collaboration. At the same time, it will be critical for IUCN to understand this landscape and to tailor its approach to regional needs and realities.

## **4. *On the ground disconnect between conservation and development proponents***

Even though conservation and sustainable development are inextricably linked, there remains a divide between the traditional conservation and development communities in several countries of the region, with each having a limited appreciation of the perspectives and strengths that each side brings to bear. In the Caribbean context, this split in orientation intersects with class and race and therefore also includes a power dimension. This phenomenon is by no means unique to the Caribbean, but in the region's small societies such fragmentation impedes collaboration and affects progress.

IUCN has come out of a traditional conservationist orientation to successfully embrace and articulate a sustainable development agenda that is clear on how biodiversity conservation can support development goals in a sustainable manner. IUCN can therefore play a very useful role

in helping bridge the divide between constituencies in the region and promoting the integration of conservation in development agendas and processes.

**5. Institutional association and networking in the Caribbean is often restricted by fragmented along linguistic lines**

The Caribbean remains fragmented along linguistic lines and this is reflected in networking and institutional relationships, particularly among NGOs. For example, organisations in the Spanish-speaking Caribbean are more likely to have stronger ties with organisations in Central and Latin America than with Anglophone counterparts. This presents both a challenge and an opportunity for pan-Caribbean programming and IUCN can play a role in bridging the existing divide across language groups the region.

**Summary SWOT analysis**

A summary of strengths, weaknesses, opportunities and threats that relate to this communication strategy appears below.

**Strengths, Weaknesses, Opportunities and Threats**

<b>Strengths</b>	<b>Weaknesses</b>
<p>Credible and legitimate global actor</p> <p>Strong global brand and high name recognition within the established environmental/natural resource management community</p> <p>Participation of individual Caribbean professionals in IUCN Commissions, particularly WCPA and SSC</p> <p>Capacity to mobilise sources of funding that are not presently active in the region</p>	<p>Limited presence in the Caribbean in recent years</p> <p>Relatively few members and functional partnerships with national and local organisations, particularly in the Anglophone Caribbean</p> <p>Not well known at the grassroots/community level and among general audiences.</p> <p>Key personalities and leading regional experts in conservation and sustainable development not involved in IUCN</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Increasing environmental advocacy across the region</p> <p>Long-standing conservationist community in the Caribbean has been joined by relatively new national and community-based organisations that work on environmental issues and are likely to be receptive to UCN and its work</p> <p>Demand for more regional-level networking and information sharing, particularly among civil society organisations</p> <p>Growing regional discourse on climate change and energy</p>	<p>Institutional weakness of several members and among potential partners and members</p> <p>Limited appreciation for regional approaches in many national contexts</p> <p>Widespread perception within the region of international organisations as funding agencies and/or as field implementing agencies</p> <p>Poor past performance of several networking membership organisations at national and regional level, has contributed to some scepticism about their usefulness</p> <p>The divide between traditional conservationists and sustainable development communities in some countries contributed to fragmented national environment and development landscapes</p>

## Goals and Objectives

As IUCN launches its Caribbean Initiative and puts it into operation, it will have to address four broad categories of communication needs to ensure effective implementation. These relate to: building brand recognition of, and marketing, IUCN and its Caribbean Initiative; supporting information sharing within the region and between the Caribbean and other regions; facilitating stakeholder participation in programme design, delivery and management; and supporting fundraising.

Against this backdrop, the overall goals and corresponding objectives of the communication strategy are as follows:

**Goal 1:** Establish IUCN and the Caribbean Initiative as a credible and trusted authority and resource for technical information and policy advice on biodiversity conservation and evolving environmental challenges facing the Caribbean.

### **Objectives**

- Increase the level of knowledge about IUCN and build its image among conservation, natural resource management, development planning and other audiences in the region
- Generate buy-in and support for the IUCN Caribbean Initiative among current members and other biodiversity conservation and sustainable development stakeholders in the region
- Integrate the IUCN Caribbean Initiative into the Caribbean institutional landscape and ensure it is perceived and accepted as an important conservation and natural resource management player that adds value to existing efforts
- Increase the visibility and importance of biodiversity conservation and raise demand for sustainable development practices that integrate biodiversity conservation as part of a strategy to address the impacts of the region's key environmental challenges.

**Goal 2:** Promote and facilitate sharing of technical knowledge and expertise within the Caribbean region and with external audiences, including by building on and supporting existing mechanisms for such exchange

### **Objectives**

- Increase the exchange of technical information about biodiversity conservation policy and practice within the Caribbean region
- Increase the flow of technical information about biodiversity conservation policy and practice between the Caribbean and other regions
- Integrate the knowledge, expertise and activities of the Union and Commission members into the IUCN Caribbean Initiative
- Increase participation of Caribbean members and other regional actions, particularly programme partners, in global processes facilitated by IUCN
- Increase information sharing between the Caribbean and Latin/central America as well as other island regions

**Goal 3:** Facilitate full participation by members and other stakeholders in aspects of governance and programme design and implementation

### **Objectives**

- Complete the consultation process on the IUCN Caribbean Initiative and finalise the programme of work

- Increase the number of IUCN members and the representativeness of the general membership in the region
- Continue consultations throughout the life of the initiative and create opportunities for member and stakeholder participation in programme governance, implementation, monitoring and evaluation
- Promote full participation of Caribbean IUCN members in the governance of the Union (attendance at Congress, formulation of motions, participation in elections)
- Support the work of all organs and elements of the Union that relate to the Caribbean, including Councillors, Headquarters programmes and staff, Commissions, Member Committees and other units
- Increase communication among members about IUCN policy and programme issues, and the Caribbean Initiative in particular
- Ensure that the Caribbean Initiative is widely perceived and understood to be “Caribbean led and governed and owned”

**Goal 4:** Provide support to the IUCN Caribbean Initiative's partnership development and fundraising strategy

**Objectives**

- Enhance the ability of the Caribbean Initiative to attract support from private philanthropic and commercial donors, especially those not already active in the environmental issues in the region.
- Ensure that fundraising products and messages are consistent with and reflect the Initiatives’ brand and programmatic messages
- Generate interest in establishing partnerships for programme design and implementation

**Anticipated Outcomes**

1. IUCN’s profile and visibility in the region are raised.
2. The IUCN Caribbean Initiative has an established profile and identity.
3. IUCN is perceived as a competent and trusted global membership organisation that effectively supports, and does not compete with, the efforts of its members and that adds value to the work of other actors in the region.
4. Membership in all categories is increased throughout the region and is representative of institution types, capacities and language groups in the region.
5. Caribbean scientists and experts participate in, and are active members of, the various IUCN Commissions and networks.
6. IUCN Caribbean Initiative and programme of work integrate stakeholder inputs and is responsive to their needs and concerns.
7. IUCN establishes strategic partnerships for programme delivery and is approached for collaboration by potential partner organisations.

8. Current and potential funding sources (multi-lateral and bi-lateral donors, private sector) are aware of IUCN's work and support it.
9. IUCN is a recognised and utilised source of information for the media, NGOs, CBOs, government agencies and scientific organisations and a source of expertise (scientific and technical advice, mediation) for governments, the private sector and civil society.
10. Media coverage of environment and sustainable development issues reflects an understanding of biodiversity conservation.
11. The Caribbean Initiative's programme benefits from and is informed by regular exchange of information, knowledge and expertise among IUCN Caribbean Initiative stakeholders and partners and between the IUCN Caribbean Initiative and IUCN global/regional offices.
12. The Caribbean Initiative stimulates and supports dialogue between the conservation and development communities and contributes to joint programming.
13. IUCN Caribbean members and key stakeholders/partners are actively involved in programme delivery.
14. IUCN makes use of Caribbean expertise and experiences in its global and thematic programmes.

## Audiences

The key target audiences are:

- **Caribbean**
  - IUCN members
  - Regional natural resource management and environmental agencies
  - Intergovernmental Regional agencies (Association of Caribbean States (ACS), Caribbean Community (CARICOM), Caribbean Tourism Organisation (CTO), etc.)
  - Regional NGOs
  - National natural resource management and environmental agencies and organisations in the public and non-profit sectors
  - Policy makers
  - Community development NGOs and community-based organisations (CBOs) with an environmental or natural resource management remit
  - Research institutes and academic institutions
  - Private sector environmental and natural resource management professionals (consulting agencies)
  - Private sector with an interest in natural resources (because of use or impact) including the tourism sector, mining/logging/fishing and other resource extraction interests
  - Potential sponsors/sources of funding
  - Mass media (including electronic) at local, national, regional and international levels
- **External actors with programmes in the Caribbean**
  - United Nations agencies, especially UNDP, UNEP and FAO, as well as "new" environmental actors within the UN system, such as UNICEF and PAHO.

- Multi-lateral environment and development agencies
- International environmental NGOs and national environmental NGOs in North America and Europe
- Private foundations
- International programmes and conventions (Convention on Biodiversity Clearing House Mechanism, Man and the Biosphere Programmes, World Heritage Convention etc.)
- **IUCN Global and regional offices and thematic programmes**, including:
  - IUCN – ORMA
  - IUCN – ROfE
  - IUCN – USA Multi-lateral Office
  - IUCN – Regional Office for Oceania
  - IUCN Islands Initiative (Ecosystems Management Programme)

## Approach

The messages and activities outlined in this communication strategy aim to:

- *Inform* audiences in and outside the Caribbean about IUCN and the Caribbean Initiative, with a particular emphasis on how the latter will add value to the work of other natural resource management and sustainable development stakeholders in the region.
- *Persuade* audiences in the region to partner and collaborate with the IUCN Caribbean Initiative in programme implementation as well as decision-making about the Initiative.
- *Educate* audiences in the region about the ways in which biodiversity conservation can help address the impacts of the environmental issues and contribute to a form of development that is sustainable and fair.
- *Engage and mobilise* audiences in the region to take action in support of improved biodiversity conservation, including through support to the Initiative and collaboration with or membership in IUCN.

The primary approach will be direct and tailored communication to specific targeted groups, however, this will be complemented by use of the mass media and reinforce the messages that are being sent to specific groups in order to create and maintain a general awareness of the issues in the wider society and generate wider debate. In addition, the Caribbean Initiative will take advantage of existing and future partnerships and alliances within the region, for example with the Caribbean Environment Programme and Panos Caribbean and with regional offices of UNDP and UNEP, to use the channels of communication (meetings, newsletters, media production services, websites, listservs etc.) that these partner organisations may offer.

The underlying principles for implementation include the following:

- *Recognition of cultural diversity and use of multi-lingual communication*

The strategy will be informed by the economic, social, cultural and linguistic diversity of the region, and activities will be tailored to the specific conditions of the target groups and territory. All formal communication products and publications will be published in the three main languages of the region – English, French and Spanish – and cultural sensitivity will be used in the delivery of audio/audio-visual materials.

- *Use of web-based communication*

A dedicated page will be created on the IUCN web site, and all IUCN Caribbean Initiative documents will be made available electronically through the web site in an appropriate electronic format – PDF, html or xml.

- *Building synergy*

Activities will take advantage of, and tap into, existing communication channels used by partners and stakeholders and attempt to create synergies to the greatest extent possible. In addition, activities will actively facilitate and promote information sharing and collaboration across language groups in the region.

- *Stakeholder participation and responsiveness to needs*

The programme will seek to maximise stakeholder participation in the design and delivery of activities. It will also ensure that the information and any training provided are responsive to stakeholder needs.

- *Building on communication methodologies that have been proven to work in the region*

Communication products should “look and sound” like the Caribbean and should incorporate methodologies that have been successfully used in the region.

- *Giving voice to members*

Many of the communication activities identified in this strategy should be implemented by, or in collaboration with, members in the region, including Commission members. The voice and the face of IUCN in the Caribbean should be, to the maximum extent possible, the collective voice and face of the IUCN constituency.

- *Marketing the organisation by selling its work*

With the exception of general programme documents (work plan and overall brochure), the content used to support the messages will be substantive information about the issues rather than about the organisation itself, and it will use actual work in the region to illustrate IUCN’s role.

- *Flexibility*

Monitoring and feedback mechanisms will be used to fine tune the communication strategy and make its components responsive to audience needs and adaptable to any changes in the environment that may take place over the life of the Initiative.

## **Core Messages**

These core messages can be refined for target audiences as needed.

- IUCN is a membership organisation and its work is primarily driven by these members, through well established systems of governance and participatory programming.
- IUCN has the knowledge base, field experience and capacity to add value to current conservation and sustainable development efforts in the Caribbean and support informed decision-making.
- IUCN is a neutral broker and source of independent scientific advice.

- The IUCN Caribbean Initiative is a responsive, Caribbean-led programme that supports and complements existing initiatives in the region.
- IUCN is a convener and facilitator in support of local and regional efforts. In the Caribbean, it will not normally become involved in field activities, except in the case of pilot activities implemented in collaboration with members and partners.
- IUCN works in partnership with all environmental actors and has the capacity to facilitate partnerships for action to advance the causes of biodiversity and sustainable development.
- IUCN has a global-to-local and local-to-global reach and can effectively champion Caribbean issues in international fora.

These messages support the value proposition outlined in the *IUCN Caribbean Initiative Work Programme 2009-2012*.

## Media/Channels for Communication

The Initiative will use a range of media or communication channels to convey its messages to its various target audience. More than one medium will be used to reach each audience group. The Initiative will seek to use, as much as possible, existing channels of formal communication in the region, including meetings, conferences, newsletters, listservs etc. The mass communication media are an important channel for reaching various audiences and media practitioners are also a target audience.

The main media to be used are listed below.

- Mass communication media
  - radio programmes
  - news stories on television and radio
  - Articles in newspapers, newsletters, magazines
- Face to face approaches, including meetings and training workshops
- Web sites
- Listserv
- Brochures
- Newsletter
- Reports/briefing documents
- Targeted mailing and dissemination (print and electronic delivery)
- Effective use of the IUCN Knowledge Network with posting of reports and other documents, regular updating of addresses, expansion of the photographic database to include a good coverage of the Caribbean

The table in Appendix 1 shows which media will be used to reach which audience group.

# Activities<sup>1</sup>

## Pre-launch/start up phase

The activities below are designed to set the stage, and prepare, for the launch and ongoing communication activities.

- **Finalisation of consultation process** on the IUCN Caribbean Initiative and **preparation of work plan for the 2009 – 2010 biennium**
- **Compilation of IUCN Caribbean Initiative data base** to provide a comprehensive listing of natural resource management and biodiversity conservation stakeholders in the region and external agencies with programmes in the region to include:
  - private, public and non-profit sector natural resource management agencies;
  - research institutions;
  - academia;
  - multilateral and bi-lateral development assistance agencies;
  - philanthropic and corporate foundations; and
  - electronic media and the mass media (including media houses, media managers and individual journalists reporting on the environment.
- **Information sharing channels audit** to ascertain how and by what means members and other stakeholders in the region share information with each other.
- General, **plain language brochure** about the IUCN Caribbean Initiative that clearly articulates the overall aim of the initiative, its geographic scope, and intended outcomes and is appropriate for use with several audiences.
- **Page(s) on IUCN web site**, to include:
  - a resource centre that includes downloadable documents produced by IUCN and IUCN Caribbean Initiative, links to relevant documents produced by other organisations, links to Caribbean members' and partners' web sites, and an image library;
  - news features/articles that highlight regional issues as well as local and regional action in conservation and sustainable development;
  - a subscription feature to allow subscribers to be notified of updates and additions to the site; and
  - a members-only interactive portal to facilitate electronic consultation and discussion with and among members.
- Member-driven **IUCN Caribbean Initiative discussion group/listserv** to facilitate information exchange and discussion among members and stakeholders.

---

<sup>1</sup> In addition to the activities presented here, IUCN will ensure that the institutional arrangements put in place for the implementation of the Caribbean Initiative are informed by this Communications Strategy, particularly with respect to the need for a coherent and coordinated relationship between IUCN and the region and for a consistency of messages.

- A generic and general **PowerPoint presentation** on the IUCN Caribbean Initiative that can be adapted for use with various audiences and in various contexts (training, fundraising, general presentation of the Initiative).
- **'Case for support brief'** to complement fundraising proposals and which sets out the relevance of IUCN Caribbean Initiative in the broader context; articulates the Initiative's unique selling point; identifies the needs to be addressed and demonstrate how the Initiative (and or programme component) it will add value to the region in general and the work of the funding agency/private sector organisation in particular.
- **Media materials**, including press kits, press releases, fact sheets etc.

### Roll out

The Initiative will be launched or rolled out in a phased manner over a period of several months. A major event will be complemented by other awareness raising activities that are implemented sequentially. The content will focus on introducing the Initiative as well as on raising awareness and stimulating discussion on the Initiative's themes.

- **Targeted dissemination of Caribbean Initiative Programme Document** and year 1 implementation plan to selected audiences and accompanied by **letter from IUCN directorate tailored to each audience group**.
- **Launch symposium** (country to be identified) to mark the start of the Caribbean Initiative and focussed on a programme theme. The symposium should be accompanied by a **media launch and regional media strategy** to generate coverage in advance of and during the event.
- **Regional media workshop** held immediately in advance of the launch symposium to build journalist capacity to report on biodiversity conservation/symposium theme. This would also facilitate regional media coverage of the launch. The workshop will target selected journalists from across the region with a demonstrated track record of reporting on environment and development issues. (Media training activities should also be included in the individual communication plans developed for discrete activities implemented under the Caribbean Initiative as appropriate.)
- Specially commissioned three-minute **radio features** on the various themes of the Caribbean Initiative produced in English, French and Spanish and aired during the first three months of the programme as part of the roll-out activities and as part of other project activities as appropriate.

### Programme implementation/On going

- **Tri-annual two-page electronic bulletin** (with limited print distribution). In year one, the content will focus on the core and thematic issues that will be explored under the Initiative. This may include sharing lessons learnt in other regions. In year two, the focus will be on sharing the results and learning from year one Caribbean activities.
- Series of **factsheets** on core programme and thematic areas. The fact sheets will help audiences understand the range of issues and concerns that relate to each of the programme themes. Over time, fact sheets may be developed to further explore particular sub-issues or themes.

- ***Biennial Caribbean Conservation Forum.*** This activity will provide an opportunity for IUCN partners and stakeholders to meet periodically in a face to face setting to network, share ideas, learning and experience as well as feed into Caribbean Initiative programme and project development and review. (There is currently no environment and development region-wide networking event in the Caribbean.)
- ***Case studies, guideline documents and policy briefs***
- IUCN Caribbean Initiative ***press releases and announcements.***
- ***Placement of articles*** in newsletters/partner websites
- Creation of ***links to IUCN Caribbean Initiative page*** from members' websites
- Development of ***individual programme/project communication plans***
- ***Identification of 'hooks'*** for special events, regional meetings, designated days etc.
- ***Web site updating and maintenance***
- Support for donor visits and ***development/tailoring of presentations***
- ***Meetings, conferences, symposia***
- ***Training workshops***
- ***Members' committee teleconferences and meetings*** in support of all aspects of Caribbean Initiative programming, including advising on and monitoring communications activities and developing messages and positions, as appropriate.

## Monitoring and Evaluation

The framework below will allow for assessment of progress made through implementation of the strategy. The results will form the baseline for the development of the communication strategy for the 2011 – 2012.

<b>Desired change</b>	<b>Indicator of change/uptake</b>	<b>Method of verification</b>
IUCN's profile and visibility in the region are raised	<p>IUCN approached by other organisations to partner on projects/programmes.</p> <p>IUCN consulted in national and regional processes (including those led by external agencies such as country assistance strategies or equivalent)</p> <p>IUCN approached by the media for comment on regional and national issues</p> <p>IUCN press releases picked up by the media</p> <p>IUCN well known among all environmental stakeholders</p>	<p>Partnership agreements/memoranda of understanding</p> <p>Invitations to participate in regional, sub regional or national meetings and processes</p> <p>Correspondence</p> <p>Analysis of media coverage</p> <p>Web page traffic and document downloads</p> <p>Links to IUCN on members' and other stakeholders' websites</p>
IUCN is perceived as a competent and trusted global membership organisation that effectively supports, and does not compete with, the efforts of its members and that adds value to the work of other actors in the region.	<p>Programme activities implemented in partnership with members and other organisations</p> <p>IUCN approached by other organisations to partner on projects/programmes</p>	<p>Partnership agreements/memoranda of understanding</p> <p>Invitations to participate in regional, sub regional or national meetings and processes</p>
Membership in all categories is increased throughout the region and is representative of institution types and capacities in the region.	Increase in number of members and better representation across membership groups	Membership list, compared with list of key organisations in the region
Caribbean scientists and experts participate in, and are active members of, the various IUCN Commissions and networks.	Increase in Caribbean membership in all six Commissions and increase in active participation by Caribbean members in the work of the Commissions	<p>Commission chair reports</p> <p>Activity reports</p> <p>Survey questionnaire</p>
IUCN establishes strategic partnerships for programme delivery and is approached for collaboration by potential partner organisations.	<p>Programme activities implemented in partnership with members and other organisations</p> <p>IUCN approached by other</p>	<p>Partnership agreements/memoranda of understanding</p> <p>Project reports</p>

<b>Desired change</b>	<b>Indicator of change/uptake</b>	<b>Method of verification</b>
	organisations to partner on projects/programmes	
Current and potential funding sources (multi-lateral and bi-lateral donors, private sector) are aware of IUCN's work and support it.	IUCN Caribbean Initiative is supported by a mix of private philanthropic and corporate foundations.  Corporate supporters include Caribbean organisations	Funded projects/funding confirmation letters
IUCN is a recognised and utilised source of information for the media, NGOs, CBOs, government agencies and scientific organisations and a source of expertise (scientific and technical advice, mediation) for governments, the private sector and civil society.	IUCN approached by other organisations to partner on projects/programmes  IUCN consulted by partners and stakeholders to inform their decision-making	Survey questionnaire
Media coverage of environment and sustainable development issues reflects an understanding of biodiversity conservation.	IUCN approached by the media for comment on regional and national issues  IUCN press releases are picked up by the media  Environment and development reports make linkages to biodiversity conservation as appropriate	Analysis of media coverage
There is regular exchange of information, knowledge and expertise among IUCN Caribbean Initiative partners and between the IUCN Caribbean Initiative and IUCN global/regional offices	Collaboration and information sharing among members	Analysis of discussion boards to see what issues are raised and how they are framed.  Survey questionnaire  Participation of Caribbean experts in global and thematic meetings
IUCN Caribbean members and key stakeholders/partners are actively involved in programme delivery.	Members' Committee is proactive and responsive  All Committee members are engaged in the governance of the Initiative  IUCN Global programme staff consult members and experts in the Caribbean, as appropriate, when developing new initiatives or projects	Minutes of meetings  Action plans  Global thematic programme documents
IUCN makes use of Caribbean expertise and	Caribbean members and stakeholders provide technical	Reference to Caribbean case studies and/or lessons in IUCN

<b>Desired change</b>	<b>Indicator of change/uptake</b>	<b>Method of verification</b>
experiences in its global and thematic programmes.	<p>assistance to other regional programmes</p> <p>Caribbean documentation and reports are used by other regional programmes</p> <p>Caribbean documentation and reports are used by global programmes when developing manuals, guidelines, collections of case studies and other materials</p>	publications

## Appendix 1: Target Audiences and Media

Audience	Communication channel									
	Direct communication					New and mass media				
	Targeted dissemination programme docs	Case studies, guidelines	Press releases/ announcements	Briefing documents	Training	Seminars, conferences, symposia	Newsletters, journals	Discussion groups/list serv	Radio, TV, Print	Internet
IUCN members	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Regional natural resource mgmt and enviro agencies	✓	✓	✓	✓		✓	✓	✓	✓	✓
Public and non-profit sector national natural resource managers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Policy makers	✓	✓		✓		✓	✓		✓	
Comm. dev NGOs + CBOs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Research institutes and academia	✓	✓	✓	✓		✓	✓	✓	✓	✓
Private sector enviro and natural resource mgmt professionals (consulting agencies)	✓	✓	✓	✓		✓	✓	✓	✓	✓
Private sector with an interest in natural	✓	✓		✓		✓		✓	✓	✓

Audience	Communication channel									
	Direct communication					New and mass media				
	Targeted dissemination programme docs	Case studies, guidelines	Press releases/ announcements	Briefing documents	Training	Seminars, conferences, symposia	Newsletters, journals	Discussion groups/list serv	Radio, TV, Print	Internet
resources										
Donors	✓	✓	✓	✓		✓	✓			✓
Mass media practitioners	✓		✓	✓	✓					✓
External agencies - UN, bi and multi-lateral	✓	✓	✓	✓			✓			✓
IUCN global & regional	✓	✓	✓	✓		✓	✓			✓