



SPC/GEF-R2R/RSC.1/9
Date: 13th October 2016
Original: English

Inception Workshop and 1st Regional Steering Committee Meeting for the GEF/SPC/UNDP Project Entitled: *“Ridge to Reef – Testing the Integration of Water, Land, Forest & Coastal Management to Preserve Ecosystem Services, Store Carbon, Improve Climate Resilience and Sustain Livelihoods in Pacific Island Countries”*

Nadi, Fiji Islands, 10th– 14th October, 2016

REGIONAL COMMUNICATIONS STRATEGY FOR THE GEF PACIFIC RIDGE TO REEF PROGRAMME

This document presents the Pacific Ridge to Reef programme communications strategy outlining the strategic objectives, target audiences, key messages and implementation for the consideration of the Regional Steering Committee. The strategy is designed to guide and support awareness and outreach efforts of the programme during implementation, and is based on needs outlined in the Pacific Ridge to Reef regional programme and project documents.

The Regional Steering Committee is invited to review and endorse the Communications Strategy and consider the needs of this aspect of the programme.

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1. Overview

The GEF Pacific Ridge to Reef programme (Pacific R2R) is an initiative of the Global Environment Facility (GEF) involving a number of its implementing agencies and the Pacific Community. It aims to support PacSIDS in addressing national priorities and development needs while delivering global environmental benefits across multiple focal areas of the GEF, including: biodiversity, land degradation, international waters, sustainable forest management, and climate change mitigation and adaptation.

Given the close inter-connections between land, water and coastal systems in PacSIDS, the planning and management of freshwater use, sanitation, wastewater treatment and pollution control, sustainable land use and forestry practices, balancing coastal livelihoods and biodiversity conservation, hazard risk reduction, and climate variability and change is best achieved through integrated and coordinated efforts.

Building on already effective cross-sectoral coordination and planning established through the GEF Pacific Integrated Water Resources Management (IWRM) Project, the R2R Programme embraces the inter-connections between the natural and social systems in a whole of island approach from the 'ridges', through coastal watersheds and habitats, and across coastal lagoons to the fringing 'reef' environments.

Inherent in the approach is the need for the integration of stakeholders - including communities, and national governments within such a cross-sectoral planning framework which is described by PacSIDS as a 'community to cabinet' approach. This emphasizes effective engagement and participation of stakeholders in the planning, implementation, and monitoring and evaluation of initiatives aimed at fostering integrated approaches to natural resource and environmental management in PacSIDS.

The GEF Pacific R2R programme builds on the successes and learning of the Pacific Integrated Water Resource Management (Pacific IWRM) project which operated for 5 years, between 2009 and 2014 supporting 14 Pacific Small Island Developing States (PacSIDS)¹ to implement and experiment with new management models and methods for sustainable water resource management. The Pacific IWRM project was an important entry point for strengthening integrated approaches to natural resource management in PacSIDS.

A key initiative of the GEF Pacific IWRM Project was the design and operation of demonstration projects aimed at building local experience and capacity in project implementation, cross-sectoral coordination, and conducting water resource and socio-economic assessments for sustainable water resource management. The practical on-the-ground solutions to water and sanitation issues demonstrated by national IWRM projects stimulated support at both community and national government levels for policy reform and mainstreaming of IWRM approaches as part of national development planning. The Project worked with the participating countries to plan the longer-term scaling-up of IWRM to broader Integrated Water and Coastal Management (IWCM) within the PacSIDS. Taking a programmatic approach and building on the successes of IWRM, the GEF Pacific R2R programme was conceived, and further supported by the GEF.

PROGRAMME SNAPSHOT:

Programme initiatives aim to deliver tangible and quantifiable national and global environmental benefits by focusing on a more cross-cutting approach to water, land and coastal management that captures complementarities among the following GEF focal areas: biodiversity, land degradation, international waters, sustainable forest management, and climate change.

GOAL:

To maintain and enhance Pacific Island countries' ecosystem goods and services (provisioning, regulating, supporting and cultural) through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience.

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

PURPOSE:

Mainstreaming of Ridge to Reef (R2R) approach that employs climate resilient approaches to integrated land, water, forest and coastal management in the PacSIDs through strategic planning, capacity building and actions to sustain livelihoods and preserve ecosystem services.

TIMELINE AND BUDGET

The GEF Pacific Ridge to Reef programme is financed for 5-years via a USD 91 million package of GEF grants and USD 333 million of national and regional co-financing.

IMPLEMENTING AGENCIES:

UNDP, FAO and UNEP

IMPLEMENTING PARTNER:

Coordination, technical and operational support is provided by the Pacific Community (SPC), an international development organisation that works with Pacific Island countries as part of its 26-member countries and territories in a wide range of areas relevant to programme implementation.

IMPLEMENTING COUNTRIES:

Cook Islands, FSM, Fiji, Kiribati, Nauru, Niue, Palau, PNG, RMI, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

PROGRAMME ACTIVITIES are organised under the following programme components:

Component 1: National multi-focal area demonstrations in all Pacific Island Countries

Component 2: Improved Governance for Integrated, Climate resilient land, water, forest and coastal management

Component 3: Regional and National/Local Ridge-to-Reef Indicators, M&E and Knowledge Management

Component 4: Regional Programme Coordination

The Communications Strategy supports the implementation of the programme to achieve its goal and purpose:

The **communications vision** for the Pacific R2R programme is to enhance sustainable livelihoods and climate resilience in the region through strategic communications. This document sets out the programme's communications framework, its core messages linking to the programme's objectives.

The Strategy focuses on increasing awareness, and support for the programme and its activities primarily by key stakeholders. This document will be used to guide the development and implementation of regional and national annual communications work plans.

The **target groups** for GEF Pacific R2R programme include:

- The GEF
- GEF implementing agencies
- National government agencies
- NGOs
- Private Sector
- Academic organizations
- International Organizations
- Multi-lateral organizations
- CROP Agencies
- SPC
- Pacific Island media, and
- Programme Staff

The **core messages** to be communicated are:

Focus: PROGRAMME DELIVERY

Integrated Management of Coastal and Water Resources is key to sustainable livelihoods, climate resilience and poverty reduction for PacSIDS.

Focus: SUSTAINABLE OUTCOMES

GEF Pacific R2R Programme focuses on locally driven solutions, enhancing local capacity and ownership.

Focus: R2R PRINCIPLES

GEF Pacific R2R Programme is innovative and cost efficient in delivering programme outcomes.

The core messages will be supported by key messages.

Strategically, communication efforts will remain flexible and responsive to on-going demands across the 14 PacSIDS, and prioritized to best reflect and support the programme goal and objectives. The communications strategy document will be recalibrated based on monitoring and evaluation outcomes, and updated by the Communications and Knowledge Management Adviser accordingly.

The GEF Pacific R2R Programme communications emphasizes that it operates in a context of a system-wide framework of cooperation and coherence with the GEF, Implementing Agencies – UNDP, UNEP, FAO and other partnerships.

2. Rationale

Communications and the effective use of the media were identified by the terminal evaluation of the GEF Pacific IWRM Project as a critical element of efforts to raise awareness, to stimulate support for necessary policy and legal reforms, and for global outreach with donors and sister initiatives in the Caribbean and the Indian and Atlantic Ocean PICs. The review also identified communications and media initiatives of the Pacific IWRM initiative as being essential in ensuring that best practices generated through national IWRM demonstration projects and national policy development processes were captured, shared and effectively communicated to guide the longer-term sustainability and scaling-up of investments.

The GEF Pacific R2R Programme is aimed at building an enabling environment at the national level for linking IWRM with ICM in to an integrated R2R approach. The basis of the GEF programmatic approach is to gain synergies across GEF Focal Areas and Implementing Agencies through coordination and information and knowledge sharing.

The programme was developed to provide an opportunity for PacSIDS to develop and implement integrated approaches for the sustainable development of island economies and communities. Building on existing national processes, the GEF Pacific R2R Programme will foster sustainability and resilience through:

The principal barriers to the introduction of integrated approaches to environmental and natural resource management in PacSIDS, identified through the Pacific IWRM project were:

- Fragmented, single sector development efforts (including donor funded);
- Limited institutional capacity, knowledge and application of ICM and IWRM practices and tools;
- Limited experience and capacity in linking IWRM and ICM;
- Insufficient involvement of key civil society and other stakeholders on ‘Ridge to Reef’;
- Economic pressures resulting in inadequate resourcing for environment and natural resource management;
- Weak governance structures and lack of government/donor interest in supporting integrated approaches across sectors; and
- Insufficient political and public awareness of the role water, land, and biological diversity play in economic development, public health and environmental protection.

In an area as diverse and vast as the PacSIDS, coordinating integrated approaches is a key factor. In the same context, communications and the effective use of the media are critical for the effective implementation of the programme to strengthen visibility, awareness, information and knowledge sharing in order to create synergies, stimulate support for necessary policy and legal reforms, and for the global outreach with donors and similar initiatives in other SIDS.

Through a strategic communications process, programme communications aims to:

- Develop awareness and knowledge of target audiences on the programme and activities;
- Support regional and national coordination, and dialogue;
- Facilitate knowledge networks and exchange through Pacific R2R Network, Online Communities of Practice and information and knowledge sharing forum;
- Improve capacity of policy makers and opinion leaders to advocate for R2R solutions through mentoring sharing of effective approaches, regional and national best practice and lessons learned.



3. Guiding Principles

The programme communications strategy will be guided by the following principles:

- Taking an integrated communications approach;
- Acknowledging that communication begins from the inside out (internal to external);
- Client-oriented communications ensures activities are timely and relevant, where stakeholder needs are considered and integrated into communications planning and delivery;
- Delivering high quality communications products and services is crucial to supporting programme reputation, credibility and engagement;
- Strategic partnerships has been identified as key to optimizing communications efforts;
- Flexibility and responsiveness in communications is critical.

4. Communications Goal and Objectives

The **communications goal** is to empower national level stakeholders to support the programme and the adoption of R2R approaches through strategic planning, capacity building and coordinated local actions to sustain livelihoods and preserve ecosystems services. This will be achieved through national project outcomes, and the realization of their benefits at the local, national and global levels.

The overarching **communications objectives**, include:

- i. Improve stakeholder access, and awareness of the GEF Pacific R2R programme;

- ii. To support regional and national coordination for R2R (ICM/IWRM) in the Pacific;
- iii. To foster a Community of Practice/Interest in coastal and water resource management for improved information and knowledge sharing.

5. Towards Integrated Communications

The GEF Pacific R2R Programme aims to support integration in communications, a targeted engagement approach to communications planning and execution. To ensure that there is progress towards integrated communications, there are 6 areas that will be assessed to reach levels of communications optimization. These areas include: Objectives and channel integration; listening and governance; content planning; interaction and community management; optimization; and monitoring and evaluation (M&E).

	Initial	Managed	Quantified	Optimized
Objectives and channel integration	No objectives	General objectives	SMART objectives	Attribution
Listening and Governance	No monitoring	Monitoring of brand or product mention	Defined process for stakeholders to comments	Audience feedback mechanism developed
Content Planning	No planned content	Content creation	Monthly content plan with content themes	Longer term content plan (90 days) with themes for different audiences
Interaction and community management	Limited interactivity	Monitoring and replying to comments/requests	Proactive interaction	Mechanism for facilitating information and knowledge sharing
Optimization	Inconsistent branding	Defining the brand	Branding on priority products	Brand guide
M & E	No record of statistics or analysis	Recording basic statistics	Reach and engagement levels	Using mixed methods - analytics and content analysis to evaluate audience behaviour and values

6. Target Groups and Segments

The Pacific R2R programme will actively engage Pacific Island national government agencies, national community development groups, international and regional organizations. Each target audience, and in cases specific segments, may require a varied communications approach depending on their information needs. Strategic considerations include awareness and knowledge level of programme and related issues, and communications channel access and literacy, and language.

Target audiences will vary according to the needs of individual programme activities, and are grouped as follows:

TARGET AUDIENCE	SEGMENT	DESCRIPTION
PRIMARY TARGET AUDIENCE		
GEF	Pacific focal points	Funding Agency
GEF Implementing Agencies	UNDP FAO UNEP	STAR for FSM, Tuvalu, Samoa, Tonga, Niue, Cook Islands, Vanuatu, Nauru, PNG, Fiji STAR for Solomon Islands, Kiribati, Tonga STAR for Palau, Republic of the Marshall Islands
National Government Partners IMC/RSC	Ministers of Environment CEO/Senior Executives of Ministry of Environment CEO's of participating Ministries	National Implementing Partners of national activities and pilot projects. Decision and Policy-makers
PCU Regional IW Project Staff	PCU National Project Managers	Internal programme/project coordination
SPC	GSD-related programme staff LRD-related programme staff EDD-related programme staff PHD-related programme staff FAME SPC-wide	Internal coordination
NGOs	IUCN PINA Live and Learn Pacific Water and Waste Association (PWA) Pacific Islands Association of Non-Governmental Organizations (PIANGO)	National level programme partner and member of Regional Science and Technology Committee Regional organization representing the interests of media professional in the Pacific for information and knowledge dissemination National Level Environmental Education and Awareness Comprised of PI water and waste water utilities and international water authorities, private sector equipment and services supply companies, contractors and consultants assisting the project in coordinating NGO participation in Pilot R2R projects. Regional network of national NGO focal points based in 22 PI countries and territories assisting the project in coordinating National NGO participation in Pilot R2R projects.

	Pan-Pacific and Southeast Asia Women's Association (PPSEAWA)	Promote cooperation among women in the region. Women and Youth Groups. Over 50% of Pacific Island population is in youth category.
	Pacific Foundation for the Advancement of Women	Assist in advocacy and coordination of activities for the advancement of women in the Pacific
	Pacific Youth Council	Assist in advocacy and coordination of national youth councils in the region
Private Sector	Pacific Island Private Sector Organization (PIPSO)	The premier private sector representative body in the Pacific Islands region organization that will assist the project in advocacy and coordination its members which is comprised of the national private sector organizations of the 14 Pacific Island Forum countries.
Academic organizations	USP UPNG University of Guam University of Hawaii International Water Centre	Project partners in capacity building and scientific and technical support
IO	UNESCO UNICEF	Groundwater associated activities at national levels National-level partner in WASH activities
Multilateral organizations	ADB World Bank European Union (EU)	IA for coral triangle and national level infrastructure developments, invited participant at RSC. IA for several regional DRM and Building Climate Change Resilience will continue cooperative partnership established in IWRM project Development partner for national level infrastructure development. Invited participant at RSC.
CROP	SPREP	Cooperative partner in joint DRM and Pacific Climate Change Strategy. Invited to RSC.
Media	PacNews National Media	Syndication of programme news

7. Key Messages

The key messages will provide the overarching context for why GEF Pacific R2R Programme communicates. The messaging will describe the urgency of challenges at the regional and national levels and the approach taken by the programme to enhance sustainable livelihoods and climate resilience in the region.

Core and Key Messaging:

CORE MESSAGE 1: PROGRAMME DELIVERY

Pacific R2R Programme is innovative and cost effective in delivering programme outcomes.

KEY MESSAGES:

1. The goal of the programme is to maintain and enhance Pacific Island countries' ecosystem goods and services through integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to sustainable livelihoods and climate resilience.
2. The programme aims to mainstream the Ridge to Reef (R2R) approach – integrating land, water, forest and coastal management in the participating Pacific Small Island Developing States through strategic planning, capacity building and actions to sustain livelihoods and preserve ecosystem services.

3. The GEF multi-focal area programme guides coordinated investment of GEF grant funding across its focal areas of biodiversity conservation, land degradation, climate change adaptation and mitigation, sustainable land, sustainable forest management, and international waters in PacSIDS.
4. It is a multi-agency initiative involving the United Nations Development Programme (UNDP), the United Nations Food and Agriculture Organization (FAO), and the United Nations Environment Programme (UNEP) as GEF implementing agencies.
5. Provides coordination support through the Pacific Community (SPC), an international development organization with 26-member countries and territories, working in a wide range of areas relevant to programme implementation.
6. Coordination support is provided by the Pacific Community (SPC), a regional intergovernmental organisation that works with Pacific Nations across a wide range of areas relevant to programme implementation, including water resource management, geoscience for development, public health, forestry, fisheries, disaster management, youth, gender and culture.
7. The Programme Coordinating Unit (PCU), hosted by the Pacific Community's Geoscience Division in the Fiji Islands, is tasked with the provision of technical, operational, reporting and monitoring support as requested by the participating Pacific Island Countries.
8. The programme covers 14 Pacific Island countries, including: Cook Islands, Federated States of Micronesia, Fiji Islands, Kiribati, Marshal Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.
9. The programme is comprised of 13 national GEF R2R STAR¹ projects which address national priorities and development needs while delivering global environmental benefits. These UNDP, UNEP and FAO implemented projects are executed nationally on a bilateral basis in partnership with local stakeholders. Each GEF R2R STAR project has been provided an International Waters (IW) funding increment to support intra-regional capacity building and knowledge sharing.
10. The programme is supported in areas of science-based planning, human capital development, policy and strategic planning, results-based management, and knowledge sharing through the regional International Waters R2R project which is executed regionally by the Pacific Community. R2R pilot projects, to be implemented through the R2R IW project are designed to strengthen R2R integration by establishing synergies among the work of the various sector agencies and the GEF R2R STAR projects, between government and communities, and civil society and the public sector.
11. The programmatic approach demonstrates a cost effective strategy – reducing transactions costs of the linked projects compared to agencies conducting separate, individual national projects.
12. Cost savings and increased effectiveness will accrue from joint meetings, regional supervision, integrated approaches as opposed to separate focal area projects, and sharing of experiences among countries that have previously demonstrated the ability to work together.
13. Promotes results-oriented approaches to programme delivery and reporting, including the harmonization of GEF results reporting frameworks with the SAMOA Pathway and the Sustainable Development Goals.
14. Captures and shares examples of best practices and lessons learned to guide the uptake of locally appropriate and effective approaches to the sustainable development of the Pacific's Small Island Developing States.
15. Guides the mainstreaming of gender and culture issues, and the effective engagement of young people, in environmental and natural resource management.

CORE MESSAGE 2: SUSTAINABILITY OF OUTCOMES

Pacific R2R Programme focuses on locally driven solutions, enhancing local capacity and ownership.

KEY MESSAGES:

The Pacific R2R Programme builds on the successes of previous Integrated Water Resource Management (IWRM) project to facilitate longer term and transformational change.

The programme promotes new methods and models, technologies and lessons learned for the Pacific, to guide scaling up of activities in the region.

The programme builds on existing national processes and provides governance support to strengthen ownership, and transparency.

The programme supports national priorities and development needs of 14 Pacific Island Countries and delivers global environmental benefits by focusing on a cross-cutting approach to water, land and coastal management.

CORE MESSAGE 3: R2R Principles

The Pacific R2R Programme focuses on a 'whole-of-ecosystem' 'whole-of-island' approach to natural resource management.

KEY MESSAGES:

The guiding principles for the application of the Ridge to Reef approach in Pacific Small Island Developing States was agreed through regional and national consultative processes during the programme's conceptualization and preparation phases.

1. Acknowledging inter-connections of Land, Water and Coastal Systems

Recognising the linkages and shared impacts between land, water and coastal systems in PacSIDS.

2. Promotion of R2R Community to Cabinet Approaches:

Promoting integration of communities from grassroots to cabinet for cross-sectoral planning and implementation for inclusive and sustainable development outcomes.

3. Catalysing community action via locally driven solutions:

Understanding local contexts and supporting locally driven solutions are key to fostering ownership, sustainability and resilience.

4. Doing is Seeing the Need

Promote national demonstration projects aimed at strengthening local experience in linking Integrated Water Resource Management (IWRM) to Integrated Coastal Management (ICM).

5. Investment in island-based human capital

Supporting local capacity development to enable informed decision making and resilience building.

6. Gender Mainstreaming

Recognising the value in gender diversity for an integrated approach during planning and implementation processes.

7. Supporting National and Regional Planning

Aligning the R2R Framework at national and regional levels to global and regional agreements and strategies – the Sustainable Development Goals, the Samoa Pathway, Smaller Island States (SIS) Regional Strategy and the Framework for Pacific Regionalism.

8. Application of Marine Spatial Planning in R2R Planning and Management

Improving collaboration between users and reconciling sectoral interests to conserve biodiversity as well as addressing human needs, including livelihood considerations through the implementation of Marine Spatial Planning.

9. Integrating Climate Variability and Change Considerations in National Planning

Taking into consideration climate variability, its effects on the R2R water cycle and the impact on Pacific people and economies during national planning.

10. Supporting Results-Oriented Planning and Action

Endorsing results-based approaches to manage programmes and projects reaffirming PacSIDS commitment to the Paris Declaration on Aid Effectiveness (2005) and the Accra Accord for Action (2008).

11. Effectively communicating benefits of integration and lessons learned

Effectively highlighting the benefits of integrated approaches to convince government agencies, local institutions and community leaders to champion change.

12. Guiding and coordinating investment in the sustainable development of island communities

Demonstrating tested and refined approaches in island contexts and leveraging national resources and donor support towards these integrated approaches.

13. Promoting public/private partnerships

Building strategic partnerships between the public and private sector for integrated efforts and knowledge sharing as well as providing financial sustainability to the programme.

KEY FACTS AND FIGURES:

PACIFIC ISLANDS

- The Pacific Small Island Developing States (PacSIDS)² have unique geographic, and socio-economic characteristics.
- They are home to over 9 million people, speaking about 1,200 languages, with the majority of Pacific islanders (about 60%) living in rural areas.
- The PacSIDS have about 1,000 islands covering a land area of just over half a million square kilometres, spread across 180 million square kilometres of ocean.
- Their economies are diverse with GDP per capita ranging from Solomon Islands at around USD\$1800 to Fiji and Tonga at just over USD\$4300, and Palau at USD\$10,000, according to the 2013 figures of the ADB Key Indicators Asia-Pacific Report (2015).³
- PacSIDS are also some of the most vulnerable countries in the world to the effects of climate change and natural disasters. Based on a World Bank report (2013), of the top 20 countries in the world with the highest average annual disaster losses scaled by GDP, eight are Pacific Island countries: Vanuatu, Niue, Tonga, the Federated States of Micronesia, Solomon Islands, Fiji, Marshall Islands and Cook Islands.⁴
- The PacSIDS are distributed through an oceanic area covering 10 per cent of the Earth's surface, with over 6,000 islands and islets ranging from high volcanic islands to tiny low coral atolls.
- Flora and fauna of PacSIDS are globally significant. However, the island ecosystems are increasingly exposed to human-induced impacts threatening their biodiversity and livelihoods.
- These islands face unique challenges in managing water and coastal resources sustainably, owing to small population sizes and human resources, small economies, limited land area and natural resources.

All core and key messaging, "facts and figures" on the programme will updated by the programme's Communications and Knowledge Management Adviser.

² Cook Islands, Federated States of Micronesia, Fiji Islands, Kiribati, Marshal Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

³ ADB Key Indicators Asia-Pacific <http://www.adb.org/publications/key-indicators-asia-and-pacific-2015> Retrieved December 2, 2015.

⁴ World Bank Report (2013). Acting on Climate Change and Disaster Risk for the Pacific. p.6 <http://www.worldbank.org/content/dam/Worldbank/document/EAP/Pacific%20Islands/climate-change-pacific.pdf> Retrieved December 2, 2015.

8. Implementation - Priorities

8.1. Planning

A communications implementation plan will be developed and aligned to the broader programme's strategy and planning processes.

8.2. Develop appropriate systems:

Pacific R2R Network

The programme website – **Pacific R2R Network**, is a key tool for both Communications and the Knowledge Management (KM) Strategy (refer to Annex 1: Knowledge Management Strategy). It will act as a central repository for all programme information to facilitate easy access to information, and knowledge sharing and use. The site will be maintained by regional Programme Coordinating Unit with support from a web-development consultant/team. The programme website will be linked to www.iwlearn.net Refer to Knowledge Management Strategy for details.

The *Pacific R2R Network* will provide a mechanism for sharing of information and knowledge – lessons learned and best practices in the region. The Network will be socially integrated with Facebook, Twitter and YouTube. The Online Communities of Practice (OCoP) – *Kavabowl* – a social media-based information and knowledge sharing forum will strengthen multi-country cross-sectoral communication and knowledge sharing. To ensure its effectiveness as an OCoP, members must be active participants and involved in R2R management. To achieve this, knowledge management activities must be sufficiently resourced and incentivized. Refer to Knowledge Management Strategy for details.

Branding and Style Brief

A brief will provide a checklist for consistent branding across all GEF Pacific R2R programme activities. The brief will also identify logo specifications and treatment, tag lines, colour palette and font. Templates for communications will be developed to support brand consistency. The branding elements will combine to create a look and feel that is fresh, clean, engaging and reflective of *integration* and the diversity of the Pacific cultures. The colour palette, graphics and icons are bright, clean and R2R-focussed. National projects will be responsible for ensuring appropriate branding is applied to their communications material. As the funding and implementing agencies – GEF, UNDP, FAO, UNEP, and the national implementing partners must be appropriately acknowledged in all communications materials. Governments may request the right to review communications material prior to release. These requests will be accommodated as appropriate.

Communications and Media Relations

The GEF Pacific R2R Programme through the Programme Coordinating Unit is responsible for implementing this Communications Strategy, led by the PCU Communications Team in consultation with SPC's Corporate Communications.

A basic public relations **protocol** will put in a process for the management of all internal and external communications. All media enquiries will be managed by the Pacific R2R Communications and Knowledge Management Advisor, with support by national project managers, and in consultation with the GEF Pacific R2R Regional Programme Coordinator. This process will comply with SPC media relations policies and protocols.

To ensure that all programme information is consistent and targeted, all communications material will be coordinated by the C&KM Advisor, and approved by the Regional Programme Coordinator or delegate. The Programme will use SPC Corporate Communications services (Publications/RMC – graphic design and multi-media) and channels (pipeline), or external vendor, where cost effective and appropriate.

Media will also be welcome to join the Pacific R2R Network to enhance public relations efforts, and focus on growing strong relationships with media which provide an enabling function for the broader programme.

Events

Where appropriate, the programme will take advantage of hosted and co-hosted events by prominently featuring programme signage and other marketing collateral, improving programme, donor and partner visibility. Programme staff and partners will also participate at the annual IW:LEARN Conferences, and biennial SCBD CoP events, which will provide a unique branding and thought leadership opportunities, and strengthen networking and knowledge sharing opportunities. Event opportunities will be determined through a Communications and Knowledge Management work plan.

Social Media

The strategic use of social media will expand and reinforce the programme's audience reach and engagement, at relatively lower cost supporting the programme's awareness and outreach activities. All social media accounts will be integrated to the project website. A key part of using social media is to increase stakeholder awareness and engagement through:

- Increased brand recognition
- Increased inbound traffic to website
- Decrease communications costs
- Improve SEO rankings
- Improve customer insights

Importantly, more than posting an update, or sharing a piece of relevant information – it is about engagement and interaction with target audiences and gaining customer insights.

Content Development

There will be a range of multi-media content development and products, with a focus on programme experiences, achievements, lessons learned and best practice at individual, community, national and regional levels. Content development will be guided by the PCU work plan and national level project implementation. Content Development will feed in to a variety of channels including a targeted television broadcasting plan of water resource and coastal management through a partnership, which is outlined in the regional project document. It will feature short films, documentaries and other awareness materials to support outreach. Based on national needs, materials will be translated into local language.

Publications are an effective tool to demonstrate thought leadership and reinforce the programme's technical and scientific excellence. This component will also support stakeholder participation in IW:LEARN activities, including participation in regular international conferences and sub-regional workshops, preparation of at least 10 experience notes, and the establishment of inter-linked websites.

8.3. Capacity Building

As part of the Communications Strategy, building national-level capacity of natural resource managers and media professionals, including:

- Training of young media professionals in integrated water and coastal management;
- Mentoring of natural resource managers on communications and media issues;
- Targeted television broadcasting of water resource and coastal management media products;
- Preparation of short film, documentary and other awareness materials for outreach purposes;
- Design of awareness materials (translated in to local language), and use of web-based technologies for communications;
- Liaison with national and regional media outlets for broad syndication of media products;

- Development of multi-media products in support of regional and national coordination initiatives;
- Capture and regional sharing of national experiences in project execution;
- Planning of communications strategies in support of region-wide scaling-up of integrated approaches.

Complementing this will be the operation of web-based 'Pacific R2R Network' to strengthen cross-sectoral and multi-lateral communication and knowledge management. Significantly, this component will result in the publication of lessons learned in PIC sustainable development, based on the outcomes and achievement of the Ridge to Reef Programme, and other GEF supported initiatives in the Pacific region, including the Oceanic Fisheries Management project. This component will also support stakeholder participation in IW:LEARN activities, including participation in regular international conferences and sub-regional workshops, preparation of at least 10 experience notes, and the establishment of inter-linked websites.

9. Instruments and Channels

The GEF Pacific R2R programme will produce a range of products to support its outreach and engagement. These may include, but not limited to:

Product	Aim
PowerPoint Media Release	Programme templates
GEF Pacific R2R Programme website and online resources Links to Pacific R2R Website Social Media eNewsletter Progress Reports	Programme information and updates
Pamphlet/Brochures/Booklets FAQs Infographics Presentations Posters AV material Fact Sheets Media Release	Advocacy and Awareness
Case Studies – best practice and lessons learned Short videos Documentaries	Impact Stories
Training material Feedback forms Case studies - Lessons Learned and Best Practice Database of trainees	Capacity Building and Training
Pull-Up/Banners (promotional collateral), eco-bags, flash drives, bula-shirts, polo shirts, drink bottles, compendiums, information kits, lanyards,	Marketing Collateral

Relevant expertise within SPC, or externally, will be enlisted to develop and produce communications products where there is no existing expertise within the programme or as part of the media partnership as required by the regional project document.

10. Monitoring, Evaluation and Learning

One of the key approaches of the GEF Pacific R2R Programme is results-based management. The programme's communications will take a similar approach. Monitoring and evaluation will allow the programme to measure communications performance, areas of strength to capitalize on, and weaknesses, for remedial action. It will enable the programme to ask systemically, what has worked, what hasn't and why, what did we learn and how can we improve on it.

Performance Indicator Framework:

KPI	Indicators	Measureable Indicators	Outcome Indicators
<p>KPI 1 – Communications technical systems developed and integrated for optimal performance;</p>	<p>Number of websites, webpages, online discussion forums, databases and repositories developed;</p>	<p>1 overarching website 14 country webpages 1 Online Community of Practice discussion forum GIS Database(s) 1 multi-media repository (publications, video, photographs)</p>	<p>Increased access to information, awareness and knowledge of the programme</p>
<p>KPI 2 – Communications activities are managed for efficiency, improved engagement and sustainability;</p>	<p>Partnership Agreements Number of publications and awareness materials produced and disseminated Number of media events organized Number of media releases produced and disseminated Number of multi-media products produced</p>	<p>Partnerships formalized for capacity building and sustainability Online traffic At least 100 registered users 14 State of the Coasts reports 5 media events (RSC) 5 media releases (RSC) 1 promotional video, 4 x short videos on lessons learned, 1 x 20” documentary on best practice</p>	
<p>KPI 3 – Communications are monitored for overall effectiveness;</p>	<p>Measuring sharing, access and feedback to communications activities</p>	<p>Dissemination, Subscriptions, and Downloads Off/Online enquiries Social Media monitoring Profile/Post views, Page follows, Post clicks, Engagement, Sex disaggregated data. Capacity building feedback Other feedback</p>	<p>Increased knowledge on R2R key approaches and practices</p>
<p>KPI 4 – Communications operates within budget.</p>	<p>Communications budget</p>	<p>USD\$398,000</p>	