



**Caribbean Community  
Climate Change Centre**

# THE CCCCC COMMUNICATION STRATEGY

Towards Climate Change Awareness and Knowledge Management in  
the Caribbean 2020-2025

Final Communication Strategy & Implementation Plan

September 2021

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**Prepared for**

Caribbean Community Climate Change Centre (CCCCC)

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## EXECUTIVE SUMMARY

Baastel recently developed *“The CCCCC Strategic & Implementation Plan 2021-2025, Building Resilience. Securing our Future”* on behalf of the Caribbean Community Climate Change Centre (CCCCC).

In addition to the overall *Strategic Implementation Plan (SIP)*, an additional complementary activity was also undertaken by Baastel. This parallel consultancy prepared *“The Caribbean Community Climate Change (CCCCC) Communication Strategy, Towards Climate Change awareness and knowledge management in the Caribbean, 2020-2025”* to support and enrich the goals and objectives of the overall Strategic Implementation Plan and specifically to:

1. Raise the profile of the Centre’s activities and projects;
2. Promote the role of the CCCCC and its partners; and
3. Promote understanding and adoption of the risk mitigation and livelihood benefits that would arise from mainstreaming multi-sectoral adaptation strategies across the Caribbean.

This document serves as the comprehensive Communication Strategy and Implementation Plan (CS&IP).

The CSIP first presents a background situational analysis that outlines the current climate crisis that exists in the region and emphasises the need for Climate Change communication, especially in the current context of the COVID 19 pandemic since COVID and Climate Change both impact similar economic sectors in the region.

The situational analysis also describes some of the key climate change programmes that have been undertaken in recent years and introduces the reader to the CCCCC as an organisation together with some of the many accomplishments the CCCCC has been able to achieve.

An overview of the SIP’s key objectives, and the CCCCC’s new vision and mission statement are also shared, as is the key purpose of the Communication Strategy.

Chapter 2 outlines the methodology that was undertaken to develop the strategy and also outlines the key guiding principles that underpinned its development.

One core step in the methodology included a gap analysis of key « Knowledge, Attitudes and Practices » (KAP) pertaining to climate change that currently exist in the region. These findings are presented in Chapter 3. The results identify the key messaging to address gaps in knowledge that need to be addressed in the strategy, as well as the key audiences and media mix considerations that informed its design.

An analysis of how these key needed messages correspond to the core objectives of the new SIP is presented in Chapter 3. The document is carefully designed so the reader does not have to refer separately to the SIP document in order to see exactly how the communication strategy is aligned. Particular attention is paid to how the CS&IP’s activities will support achievement of the SIP’s **High Level Target 4** which aims to achieve *“at least a 10% increase in CC knowledge and attitudes and at least a 30% increase in climate change good/best practices”*.

Chapter 4 presents a more detailed account of all the strategic primary and secondary audiences that will need to be addressed through the strategy and proposes a number of desired changes for each that ideally should result from the strategy’s implementation. Where secondary audiences are key stakeholder partners that the CCCCC needs to work with, these are also identified. The Chapter also outlines some of the key

considerations that are needed to address gender issues pertaining to Climate Change as well as considerations for the inclusion of marginalised and vulnerable groups.

Chapter 5 then presents the actual components of the strategy. Two SMARTly<sup>1</sup> written overall communication goals are presented to support the SIP's main strategic communication objectives as follows:

***Goal 1 – By the end of strategy implementation, at least 10% of CARICOM audience would have heard of the CCCCC and can identify at least one activity, project, service or awareness campaign that they can associate with the CCCCC. (Pertains to expected Outcome 5.3: Increased visibility of the Centre)***

***Goal 2 – By the end of strategy implementation, the CCCCC will support at least 15 climate change public awareness, advocacy and behaviour change communication initiatives that are being through its various technical projects.(Pertains to Outcome 4.1: Increased climate change communication across the region).***

A number of supporting SMART communication objectives are then also presented which will lead to the successful achievement of the overall goals by the end of the strategy's implementation.

Core overall messaging, including a draft elevator pitch, is shared, as well as possible slogan angles to consider for the Centre's programmatic themes. Suggestions for promotional branding materials are then offered.

The mainstay of the Strategy however, is built around the following nine main pillars including to support Goal 1 and SIP Strategic Objective 5.1 although some of the proposed activities also complement Goal 2 and SIP Strategic Objective 4.1:

1. A rebranding and relaunching of the Centre's website and logo
2. A high-profile flagship award/recognition campaign – "See C-Change Happening"
3. A "See C-Change Happening" social media campaign
4. Increased, regular public relations and promotion of key milestones and achievements through mainstream (TV and radio) news and social media platforms
5. Public outreach through promotion of a PSA series for key SIP messages plus guest appearances on all regional media through the "At the Centre" series of national Television engagements
6. Promotion of the Centre on high-level global Television, Radio and Social Media Platforms where climate discussions are taking place (Such as BBC's World Service "The Climate Question", TED Talks<sup>2</sup>, and other outlets)
7. A "Scaling Up Change" or "Climate Conscious Chat" Webinar/podcast "best practices or Lessons learned" series with professional level climate actors
8. Promotion of the Centre in specific sectors through trade shows and sectoral media channels (advertorials, scientific magazines, sponsored events, etc.)
9. Increased social media presence and participation in key climate conversations

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<sup>1</sup> Specific, Measurable, Achievable, Realistic and Time-Bound

<sup>2</sup> <https://www.forbes.com/sites/dorieclark/2014/04/21/how-to-become-a-tedx-speaker/#:~:text=One%20way%20to%20land%20a%20TEDx%20talk%20is,of%20%5Bthe%20speakers%5D%20we%20did%20not%20know%20before.>



Each pillar is then outlined in detail and the specific communication activities they are to include are presented. Together, these constitute the “core menu” of the strategy.

In support of Communication Goal 2, Chapter 6 then discusses some of the additional social marketing and behaviour change communication activities that the CCCCC may wish to pursue to address the desired knowledge and behaviour changes that were identified for specific audiences outside of the public in general.

Chapter 7 discusses considerations for how the CCCCC can possibly work to enhance formal education climate change efforts.

Chapter 8 then identifies areas where the CCCCC’s own staff could enhance their communication capacities and skills.

Many of the CCCCC’s projects and programmes have their own communication activities. Chapter 9 presents an “Internal Communication Strategy” that outlines suggestions for how to streamline the communication activities of the technical staff and the projects with the work the Communication Unit itself will be doing as it implements the Communication Strategy. Chapter 10 next presents suggested steps for enhancing knowledge management and ensuring that the CCCCC captures best practices and pilot case study lessons learned so that successful efforts can be scaled up and showcased.

The Annex include a more detailed look at how the SIP objectives can be communicated as milestones are achieved.

It also includes a detailed implementation action plan with related budget information for each set of activities which can be disaggregated if the CCCCC wishes to identify donors and financial support for individual components.

A Monitoring and Evaluation plan that is aligned with the expected results in the SIP is also included in the Annex to support measuring the impact of the strategy going forward.

An indicative budget for the production of promotional materials is Annex E.

A few sample templates for material production and release forms are then included in Annex F.

The final annex includes the main references and sources that were consulted to prepare the strategy document.

## ACRONYMS

ABIS	Agri-Business Information System	CEP	Caribbean Environment Programme of the United Nations Environment Programme
ACCC	Adaptation to Climate Change in the Region	CERMES	Centre for Resource Management and Environmental Studies (UWI)
ACCC	Association of Caribbean Corporate Counsel	CERN	Caribbean Environment Reporters Network
ACM	Association of Caribbean Media Workers	CES	Community Engagement Survey
ACTI	Association of Caribbean Tertiary Institutions	CFAA	Caribbean Association of Architects
AMLC	Association of Marine Labs in the Caribbean	CFP	Country Focal Point
ATIRE	Accountability, Transparency, Integrity, Respect and Excellence	CHTA	Caribbean Hotel and Tourism Association
BC	Behaviour Change	CIWIL	Caribbean Women in Leadership
BMC	Borrowing Member Country	CIMH	Caribbean Institute for Meteorology and Hydrology
BOG	Board of Governors	CMO	Caribbean Meteorological Organisation
C4D	Communication for Development	CNFO	Caribbean Network of Fishers Organisations
CADSTI	Caribbean Diaspora for Science, Technology and Innovation	COP	Conference of Parties
CaFAN	Caribbean Network of Farmers	COTED	CARICOM Council for Trade and Economic Development
CAIC	Caribbean Association of Industry and Commerce	CPACC	Caribbean Planning for Adaptation to Climate Change
CaMPAM	Caribbean Marine Protected Areas Management Network and Forum	CPDC	Caribbean Public Policy Development Centre
CANARI	Caribbean Natural Resources Institute	CPSA	Caribbean Public Service Association
CAPSS	Caribbean Association of Principals of Secondary Schools	CREW	Climate Resilient Waste Water Systems
CARICHAM	Caribbean Network of Chambers of Commerce	CRFM	Caribbean Regional Fisheries Mechanism
CARICOM	Caribbean Community	CRIS	Coral Reef Information System
CARIFORUM	Caribbean Forum	CS	Communication Specialist
CARIMAC	Caribbean Institute of Media and Communications	CS	Communication Specialist
CARPHA	Caribbean Public Health Agency	CSG	Climate Studies Group, UWI
CAST	Caribbean Alliance for Sustainable Tourism	CSIP	Communication Strategy & Implementation Plan
CAWASA	Caribbean Water and Sewerage Authority	CSO	Civil Society Organisations
CBO	Community Based Organisations	CTO	Caribbean Tourism Organisation
CC	Climate Change	CU	Communication Unit
CCA	Climate Change Adaptation	CUT	Caribbean Union of Teachers
CCAP	Climate Change Adaptation Program	CV&C	Climate Vulnerability and Change
CCAP	Climate Change Adaptation Program	CWWA	Caribbean Waste Water Association
CCCCC	Caribbean Community Climate Change Centre	CXC	Caribbean Examinations Council
CCE	Council of Caribbean Engineers	CYEN	Caribbean Youth and Environment Network
CCLEC	Caribbean Customs Law Enforcement Council	DSD	Department of Sustainable Development
CCM	Climate Change Mitigation	ECLAC	Economic Commission for Latin America and the Caribbean
CCR	Climate Change Resilience	ECTAD	Eastern Caribbean Trading Agriculture Organisation
CCR	Climate Change Risk	EC	Eastern Caribbean
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency	ED	Executive Director
CCRIF	Caribbean Catastrophe Risk Insurance Facility	ERM	Enterprise Resource Management
CDB	Caribbean Development Bank	FAO	Food and Agriculture Organisation of the United Nations
CDEMA	Caribbean Disaster and Emergency Management Agency	FBO	Faith Based Organisations
CDRRF	Community Disaster Risk Reduction Fund	FCAA	The Federation of Caribbean Associations of Architects
CEFAS	Centre for Environment, Fisheries and Aquaculture Science	FFS	Farmer Field Schools
		FGD	Focus Group Discussion
		FU	Finance Unit (CCCCC)
		GBA+	Gender Based Assessment Plus
		GCCA+	Global Climate Change Alliance Plus
		GCF	Green Climate Fund

GCFI	Gulf and Caribbean Fisheries Institute	OED	Office of the Executive Director
GEF	Global Environmental Facility	OPAAL	OECS Protected Areas and Associated Livelihoods Project
GIS	Government Information Service	PAHO	Pan-American Health Organisation
GP	General Public	PAO	Public Awareness and Outreach
GPS	Global Positioning System	PCB	People's Cooperative Bank
GTZ	German Corporation for Technical Cooperation	PE	Public Education
HR	Human Resources	PEAO	Public Education and Outreach
IAC	Insurance Association of the Caribbean	PEO	Public Education and Outreach
IADB	Intern-American Development Bank	PM	Policy Makers
IFRCRCS	International Federation of Red Cross and Red Crescent Societies	PMF	Performance Measurement Framework
IICA	Inter-American Institute for Cooperation on Agriculture	PPCR	Pilot Programme for Climate Resilience
INSMET	Instituto de Meteorologia (CUBA)	PR	Public Relations
INVEMAR	The Marine and Coastal Research Institute	PS	Private Sector
IPCC	Inter-Governmental Panel on Climate Change	PS	Permanent Secretary
IT	Information Technology	PSA	Public Service Announcement
IWECO	Integrating Water, Land and Ecosystems Management in Caribbean Small Island Development States	PSC	Project Steering Committee
JA-REEACH	Jamaica Rural Economy & Ecosystems Adapting to Climate Change	PWD	Persons with Disabilities
J-CCCC	Japan-Caribbean Climate Change Partnership	RCCCC	Regional Coordinating Committee on Climate Change
KAP	Knowledge, Attitudes and Practices	RPG	Regional Public Goods
KFW	German Development Bank	RRACC	Reducing the Risks to Human and Natural Assets Resulting from Climate Change
KM	Knowledge Management	RRR	Reduce, Reuse and Recycle
L4SD	Learning for Sustainable Development	RS	Red Cross
LGBTQ	Lesbian, Gay, Bi-Sexual, Transexual, Queer	SDG	Sustainable Development Goals
LIDAR	Light Detection and Ranging system	SIDS	Small Island Developing States
M&E	Monitoring and Evaluation	SIP	Strategic Implementation Plan
MACC	Mainstreaming Adaptation to CC	SLAC	Subsidiary Office for Latin America and the Caribbean (FAO)
MCCAP	Marine Conservation and Climate Change Adaptation Project	SLM	Sustainable Land Management
MDA	Ministries, Departments and Agencies	SM	Social Marketing
MEL	Monitoring, Evaluation, Reporting & Learning	SM	Social Media
MEPA	Marine Ecosystems Protected Area	SMART	Specific, Measurable, Achievable, Realistic, Time-Bound
MIS	Management Information System	SMS	Short Message Service
MMM	Media Monitoring Mechanism	SOCC	State of the Caribbean Climate
MOA	Ministries of Agriculture	SPAW	Specially Protected Area and Wildlife
MoF	Ministries of Finance	SPCR	Strategic Programme for Climate Resilience
MOU	Memorandum of Understanding	SPEC	Specification Sheet for Media products
MP	Member of Parliament	SVG	St. Vincent and the Grenadines
MPA	Marine Protected Areas	TV	Television
MS	Member States	UN	United Nations
MSME	Micro, Small and Medium-Sized Enterprises	UNDP	United Nations Development Programme
NADMA	National Disaster Management Agency	UNEP	United Nations Environment Programme
NASAWA	National Water and Sewerage Authority	UNCTAD	United Nations Conference on Trade and Development
NCDF	NGO Caribbean Development Foundation	UNFCCC	United Nations Framework Convention on Climate Change
NCDM	National Centre for Disaster Management	UNIFEM	United Nations Development Fund for Women
NDA	National Designated Authority	UNISDR	United Nations Office for Disaster Risk Reduction
NEMO	National Emergency Management Organisation	USAID	United States Agency for International Development
NGO	Non-governmental Organisation	UWI	University of the West Indies
NMS	National Meteorological Services	VCC	Voices for Climate Change
ODPEM	Office of Disaster Preparedness and Emergency Management (Jamaica)	VG	Vulnerable Groups
OECS	Organisation of Eastern Caribbean States	WB	World Bank

# 1. INTRODUCTION

In order to understand the logic and rationale for what has been proposed in the strategy, it is necessary to understand the background and mandate of the Caribbean Community Climate Change Centre (CCCCC).

This first section therefore presents a brief situational analysis and an overview of the key objectives of the CCCCCs new Strategic Implementation Plan (SIP) in order to set the context for what is to be communicated, how, where, when, why and to whom.

The subsequent chapters then outline the specific key components of the strategy and its proposed implementation action plan in a logical and sequential manner that is aligned with the SIP.

## 1.1. Background & Situational Analysis

As the 2020 “*State of the Caribbean Climate (SOCC)*”<sup>3</sup> report recently done by the Climate Studies Group (CSG) at the University of the West Indies (UWI) notes, “*the very climate that has for decades underpinned the economies of many Caribbean territories is now proving to be their greatest area of vulnerability.*” This is because many of the region’s most important economic sectors, such as tourism and agriculture, are climate sensitive.

Other factors exacerbate climate impacts. The report notes that much of the region’s population live close to coastal areas vulnerable to sea level rise. There is also a strong dependence on rainfall for water as well as limited capabilities for hazard forecasting.

In addition to sea level rise, the region has seen more prolonged droughts, increased heavy rainfall and flooding events, and greater numbers of very hot days and nights. Projections of future Caribbean climates indicate that changes already seen are likely to continue and further intensify, exposing the region to an increasing number of extreme climatic events.

The Caribbean therefore must keep expecting more frequent and/or intense tropical storms and hurricanes. The SOCC notes that the region should expect is an 80% increase in the frequency of Saffir-Simpson category 4 and 5 Atlantic hurricanes over the next 80 years using the A1B<sup>4</sup> scenario for emissions.

The 2017 hurricane season was among the deadliest on record, and the costliest to date - estimated at over US\$350 billion globally (Seria 2018, cited in the SOCC 2020 report above).

According to the Caribbean Development Bank (CDB), several of its Borrowing Member Countries (BMCs) were affected by the hurricanes of September 2017. Hurricanes Irma and Maria, in particular, challenged prior concepts of familiarity and preparedness, both in terms of the record-breaking speed with which they attained Category 5 status, and severe damage caused. According to UNCTAD<sup>5</sup>, Dominica’s total damages

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<sup>3</sup> Climate Studies Group Mona (Eds.). 2020. “The State of the Caribbean Climate”. Produced for the Caribbean Development Bank

<sup>4</sup> A1B Emissions Scenarios

[https://stephenschneider.stanford.edu/Climate/Climate\\_Science/A1F1A1TA1BEmissionScenarios.html](https://stephenschneider.stanford.edu/Climate/Climate_Science/A1F1A1TA1BEmissionScenarios.html)

<sup>5</sup> <https://dgff2021.unctad.org/sids-challenges/environmental-concerns/environment-climatecrisis/>

and losses from hurricane Maria in 2017 were estimated at \$1.3 billion –about 226% of the country’s GDP. And losses for Anguilla, Bahamas, BVI, St Maarten, Turks & Caicos following hurricanes Irma and Maria have been estimated at US\$ 5.4 billion,

The poorest and most marginalized communities are especially vulnerable and often reside in areas most heavily affected by flooding and erosion from storms and sea level rise. Climate change affects the most vulnerable in the population and those on the margins of society more than other groups. It further acts as a multiplier of existing vulnerabilities and magnifies current inequalities. Children, pregnant women, elderly people, the malnourished, and people who are ill or immunocompromised are particularly vulnerable when a disaster strikes, and take a relatively high share of the disease burden associated with emergencies. Poverty and its common consequences such as malnutrition, poor housing, homelessness and destitution is a major contributor to vulnerability and those in poverty are also most affected by lower productivity or loss of traditional livelihoods such as fisheries or subsistence agriculture as a result of climate change impacts.

This became apparent in recent times as evidenced by the emergence of climatic conditions that are not only unfamiliar, but also unprecedented. The 2017 hurricane season provided valuable insight into what the Caribbean might face in the future under climate change. Far surpassing any upper limits of devastation in prior experience, the 2017 hurricane season was among the deadliest on record, and the costliest to date - estimated at over US\$350 billion globally (Seria 2018)<sup>6</sup>.

The economic costs associated with climate change for the Caribbean are cause for significant concern, as highlighted by the devastating impacts of the 2017 and 2019 hurricane seasons. As global temperatures continue to rise, the region may face losses of USD350-550 million per year due to tropical cyclones alone. However, hurricanes have the potential to inflict far more intense damages as shown by 2017 Hurricane Maria that inflicted damages and losses of approximately USD1.3 billion for Dominica alone, almost 225% of the country’s 2016 GDP. The devastating impact of Hurricane Dorian in the Bahamas in 2019 imposes a compelling entreaty for immediate regional and national action to build climate change resilience<sup>7</sup>.

Climate change therefore poses an existential threat to Caribbean States. Caribbean Small Island and Low-Lying Coastal Developing States (SIDS) are recognized by the United Nations Framework Convention on Climate Change (UNFCCC) as countries most vulnerable to climate change.

As the SOCC report further notes, “*Climate change impacts have far-reaching implications for regional economic performance, growth, productivity, and sustainability; impacting food security, public health, freshwater availability, and infrastructure; and livelihoods and quality of life. Reduced incomes from tourism and agricultural outputs threaten the long-term economic sustainability and the development capacity of the region.*”

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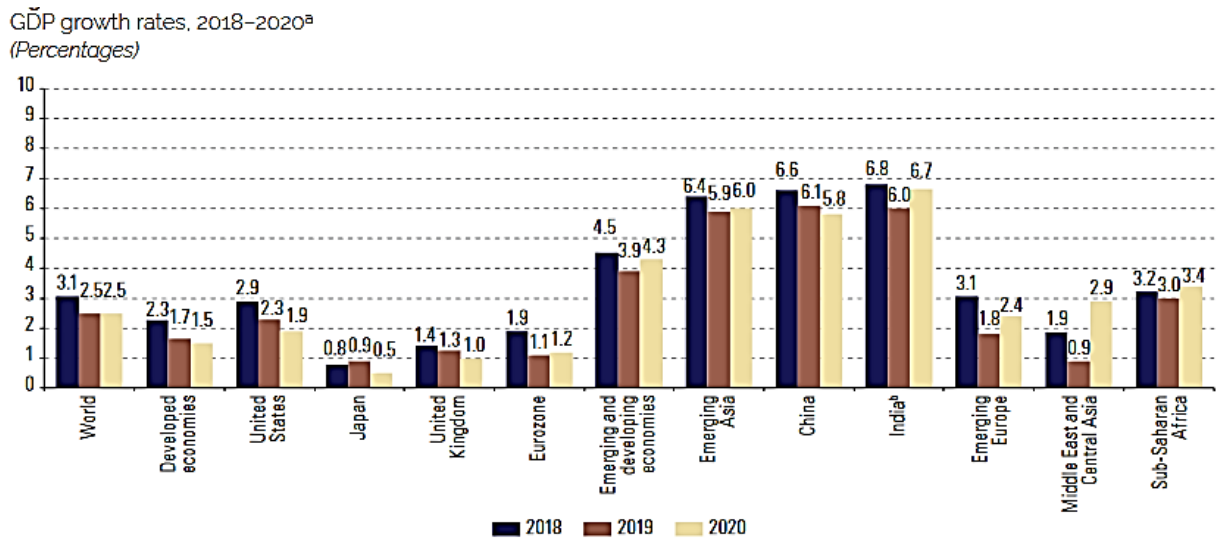
<sup>6</sup> Climate Studies Group Mona (Eds.). 2020. “The State of the Caribbean Climate”. Produced for the Caribbean Development Bank.

<sup>7</sup> CCCCC.2019. Climate Change and the Caribbean: The Revised Regional Framework for Achieving Development Resilient to Climate Change (2019-2029)

## 1.2. COVID 19 and Climate Change

The COVID 19 pandemic has hit the Caribbean region hard. A recent statistical model of the world economy estimates that the Caribbean region may lose between 6.3% and 14.4% of GDP and that debt levels will likely worsen as a result of the current coronavirus outbreak.

**Figure 1: Global GDP Growth Rate**



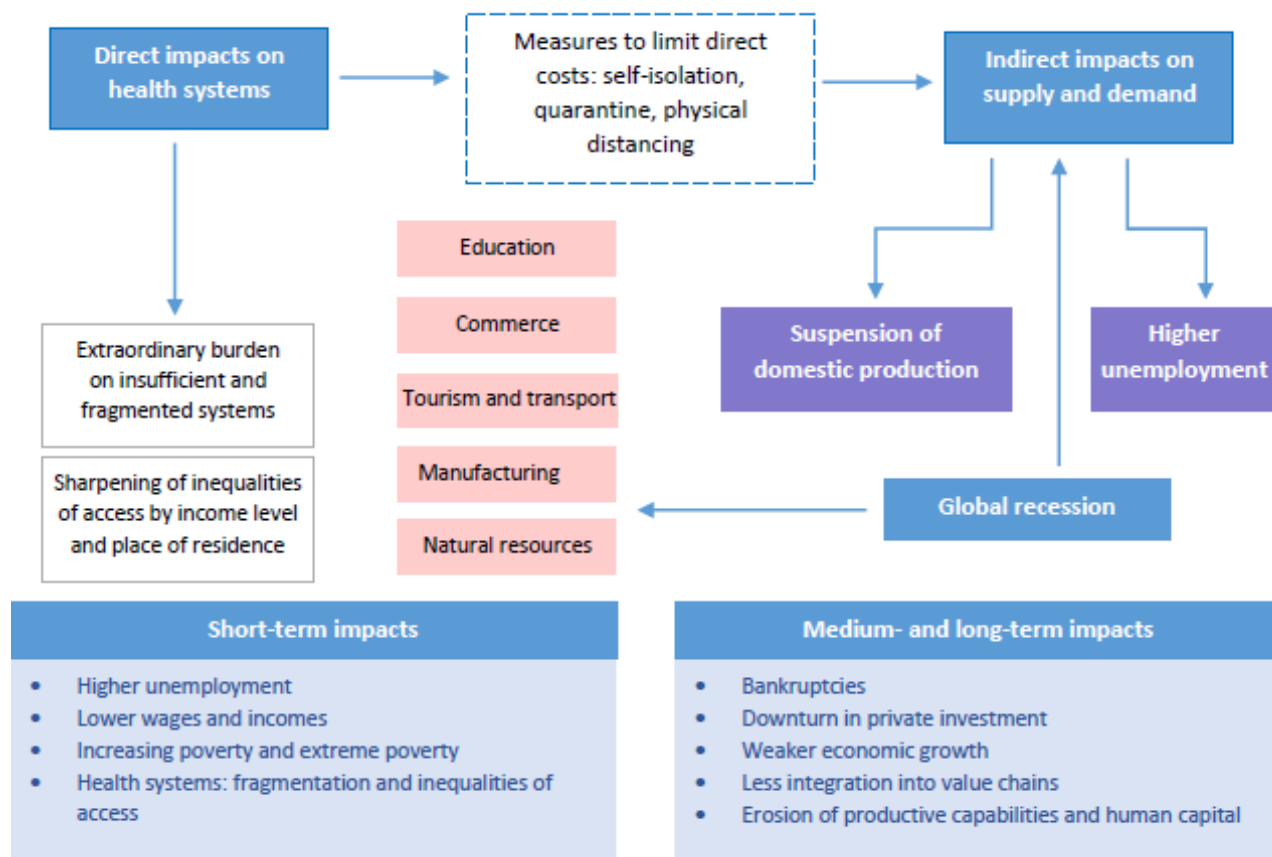
Source: Economic Commission for Latin America and the Caribbean (ECLAC)

As of September 27th, 2021, according to the Caribbean Public Health Agency (CARPHA)<sup>8</sup>, a multitude of Caribbean citizens in 35 countries totalling 1,878,808 have contracted COVID-19, of which 23,206 have died from the virus.

The Caribbean Development Bank (CDB) estimates that regional GDP fell by 7.2% in 2020 after averaging 2.2% growth per year in the preceding five years. Only Guyana reported economic growth, boosted by the commencement of oil production.

<sup>8</sup> <https://carpha.org/Portals/0/Documents/COVID%20Situation%20Reports/Situation%20Report%20196%20-%20September%2027,%202021.pdf>

Figure 2: Economic Impacts of the COVID-19 Pandemic in Latin America and the Caribbean



Source: Economic Commission for Latin America and the Caribbean (ECLAC)

The region has also lost income from remittances as well and COVID has impacted educational performance in the region, particularly where the digital divide limits virtual learning.

COVID has also exacerbated the incidences of domestic abuse against vulnerable women, children and others who are forced into lockdown with abusers.

With onset of the COVID 19 pandemic, communicating messages about the climate change crisis have become increasingly more difficult. Many journalists in the region are less interested in covering climate change because the pandemic is so front of mind. For the next few years, messaging about climate change will need to be done with COVID-19 considerations in mind.

The SIP outlines all of the climate change and COVID 19 impacts in great detail and sets the context for how the CCCCC will help the region navigate these many challenges.

### 1.3. Climate Change Efforts in the Region

Caribbean countries have carried out significant analytical work on adaptation to climate change, through regional projects such as: Caribbean Planning for Adaptation to Climate Change (CPACC); Adaptation to Climate Change in the Caribbean (ACCC); and Mainstreaming Adaptation to Climate Change (MACC) and the Pilot Programme for Climate Resilience (PPCR). These projects have supported countries with developing National Adaptation Plans and UNFCCC National Communications and have provided learning – particularly regarding strengthening institutional arrangements and knowledge sharing - for bolstering continued efforts as well as improve decision-making across Member States (MS) and Regional Institutions.

A number of other regional projects have also helped to enhance climate resilience. Some of these include inter alia:

1. Caribbean Disaster Risk Reduction Fund (CDRRF) of the Caribbean Development Bank (CDB);
2. The Belize Marine Conservation and Climate Adaptation Project (MCCAP);
3. The Japan-Caribbean Climate Change Partnership (J-CCCP) together with United Nations Development Program (UNDP) which completed KAP studies for Belize, Dominica, Guyana, Grenada, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname;
4. The Reducing Risks to Human and Natural Assets Resulting from Climate Change (RRACC) project and the Global Climate Change Alliance (GCCA) project
5. The Sustainable Land Management (SLM) - GCCA in the Eastern Caribbean project in the OECS (otherwise known as the iLand Resilience program)
6. The UNDP-Jamaica's "Strengthening human resilience in N. Clarendon & W. Kingston" project;

Many, if not all of these initiatives, have also included activities to raise the awareness levels and knowledge of Caribbean citizens through various climate change communication efforts and campaigns.

A recent review of 30+ Knowledge, Attitudes and Practices (KAP) reports done by Baastel to inform this strategy has shown that these efforts have paid off since 2010. Awareness of climate change has indeed increased throughout most of the region. More on the KAP findings are discussed later in a separate chapter.

### 1.4. About the CCCCC

Progress achieved towards climate resilience in the region could not have happened without the Caribbean Community Climate Change Centre (the CCCCC – commonly often known as the 5Cs).

Officially opened in August 2005, the CCCCC is mandated by the Heads of CARICOM governments to lead the region's response to managing and adapting to climate change in addition to serving as the main repository for regional and national information on climate change. The CCCCC was formed by an Inter-Governmental agreement among CARICOM Member States and is driven by the philosophy established and nurtured by foundation-setting activities such as that of the CPACC project, the ACCC project and the MACC project listed above.

The CCCCC is one of 19 CARICOM Community Institutions existing as a separate legal entity with its own governance arrangements. It reports to the CARICOM Council for Trade and Economic Development



(COTED), which provides policy guidelines through the Ministers with responsibility for environment or climate change. The CCCCC is overseen by a Board of Governors (BOG) selected by the Council of Ministers designated for this purpose by the CARICOM Heads of Government. The CCCCC is the only regional institution established specifically to address the impacts of Climate Change.

, According to the Agreement to establish the CCCCC, its two mandates are:

- **To coordinate the regional response to climate change and the region's efforts to manage and adapt to the impacts of climate change, and**
- **To develop a financial mechanism to support its operations.**

The CCCCC's relevance is demonstrated in the work it does in providing the following services to its stakeholders:

- **Information for decision-making:** The Centre provides an array of data and climate modeling services essential to its mainstreaming functions and remains the largest repository for climate change data for use by Member States. Except for LIDAR services, the tools featured in Annex 3 are free of charge to Member States and the public and are available for use on the Centre's website. On average, over 14,000 documents per month are downloaded by the Regional Clearing House.
- **Project development and support:** Since 2006, the Centre has functioned as a project executing agency for development partners and national governments in keeping with Article 4 (d) of the Agreement Establishing the Centre. The Centre is a regional accredited and delivery partner of the GCF for projects ranging from US\$10m to US\$50m per project. The Centre supports national governments or institutions in the formulation of projects for submission to the Fund. The Centre also acts as the Implementing Entity for projects on behalf of national governments or institutions.
- **Capacity building/strengthening:** The Centre develops and conducts appropriate training courses for various organizations on climate change related issues. These courses allow for capacity building or strengthening in the use of climate models; the assessment and monitoring of climate impacts, including the use of tools developed by the Centre; and other technical areas.
- **Consultancy services:** The Centre conceptualizes, plans, develops, implements, monitors and evaluates projects and programmes in areas related to climate change.
- **Joint venture services:** The Centre provides collaborated joint venture research and development in renewable energy both with public and private sectors.

### 1.4.1. Key Achievements

The following presents some key achievements for the CCCCC, but is not prioritized and is not exhaustive:

- In 2019, through intensive consultation with CARICOM Member States and development partners, the CCCCC updated the regional strategy for addressing the impacts of climate change on development – **Climate Change and the Caribbean: The Revised Regional Framework for Achieving Development Resilient to Climate Change (2019-2029)**. The Revised Regional Framework has 11 strategic elements as seen in Figure 3 below.

Figure 3: Strategic Elements of the Revised Regional Framework



- The CCCCC has supported the CARICOM member states over the years, through the **provision of services, Regional Public Goods (RPGs) and specific projects.**
- Provision of **automatic weather stations across**, in collaboration with the Caribbean Institute for Meteorology and Hydrology (CIMH), across the region and breaking the cycle of reliance on global models. The CCCCC provides real time data to CIMH, the University of the West Indies (UWI) modeling group, among others, for assessing the impact of a 2 degree increase in temperature on the Caribbean and continue to provide the data needed for vulnerability assessments.
- **Set-up of coral reef warning stations**, part of a larger global effort, in collaboration with NOAA. The four-year (July 2016 to September 2020) USAID Climate Change Adaptation Program (CCAP) was integral in establishing these stations.
- **Recognition as CCCCC of Excellence** – CCCCC is a recognized Centre of Excellence and an “authority” on climate change issues within the global and regional climate change arena.
- **Ability to gain GCF accreditation** – The CCCCC undertook the arduous process involved in obtaining GCF accreditation and in July 2015, the CCCCC was accredited and is now eligible to submit project proposals/programmes valued at US \$10 – 50 million per project/programme.
- **Coordinating the region’s strategy and response and negotiations as it relates to the Paris Agreement** - The CCCCC was able to influence the Paris Agreement (COP21), and as a consequence, was able to infuse some language that reflect concerns of small island states (SIDS). That was a major achievement for the CCCCC, to consolidate the regional position on climate

change, and have those expressions delivered at the meetings of the COP, as one cohesive unit from the region.

- **1.5 to Stay Alive Campaign** that the CCCCC used to mobilize the region around climate change.
- **The CCCCC wins Energy Globe Award for Renewable Energy and Potable Water Project in Bequia, St Vincent and the Grenadines.** The landmark project was also presented by Energy Globe as part of a global online campaign ([www.energyglobe.info](http://www.energyglobe.info)) on World Environment Day. Private sector involvement is to be noted in this project.
- **Project delivery mechanism channeling climate finance to the region** – The CCCCC has mobilized and leveraged over USD \$260 million in investments since its operationalization.
- **Largest repository of climate change data in the region and its wide availability to subject matter stakeholders and the public** – The CCCCC provides information for decision-making: information clearing house, climate modeling, environmental scan, LIDAR surveys.
- **Establishment of the Regional Coordinating Committee on Climate Change (RCCCC)** - The RCCCC has the overall responsibility for driving transformational change guided by the original Regional Framework and Implementation Plan.
- **Investment in Advanced Airborne Research LIDAR System** –LIDAR provides detailed type geospatial high-resolution information, both from a mathematical and topographical point of view that will enable the CCCCC to support countries to produce more accurate shoreline maps, make digital elevation models for use in geographic information systems, to assist in emergency response operations, and in many other applications that collectively can improve the region's climate resilience and contribute to evidence-based decision-making. The Final CCAP Report had this to say: *“The acquisition of the LiDAR system is probably the most significant investment relating to data capture in the Caribbean putting the region in a place that allows it to manage captured data that would be on par with that of developed countries.”*<sup>9</sup>
- **Successful partnerships have been established.** The CCCCC collaborates with multiple regional and international partners and has successfully implemented and executed projects funded by agencies that include multilateral entities, such as, the European Union (EU), the United States Agency for International Development (USAID), the Governments of Italy and Australia, the United Nations Environment Programme (UNEP), UK-AID, German Development Bank (KfW), Green Climate Fund (GCF), Inter-American Development Bank (IADB), World Bank (WB), Caribbean Development Bank (CDB), Global Environment Facility (GEF) and the United Nations Development Programme (UNDP). The CCCCC manages its portfolio of responsibilities through its network of national, regional and international collaborating agencies and institutions.

### 1.4.2. Strategic Implementation Plan (SIP)

In late 2020, with the support of Baastel Consulting, the CCCCC embarked on an exercise to restructure its internal architecture to enable it to be better able to respond more effectively to its clients across the

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<sup>9</sup> CCAP Final Report, p.64.

Caribbean through “The Caribbean Community Climate Change (CCCCC) Strategic & Implementation Plan 2021-2025: Building Resilience. Securing our Future.” The SIP was completed in September 2021.

In addition to the overall **Strategic Implementation Plan (SIP)**, a parallel consultancy prepared “**The Caribbean Community Climate Change (CCCCC) Communication Strategy, Towards Climate Change awareness and knowledge management in the Caribbean, 2020-2025**” and is meant to support and enrich the goals and objectives of the overall Strategic Implementation Plan.

This document serves as the Communications Strategy and Implementation Plan (CS&IP) to support the SIP.

### 1.4.3. CCCCC Vision, Mission Statement and Core Values

As part of the SIP’s development, the CCCCC now has a new Vision Statement as follows:

**A resilient and sustainable Caribbean region for all.**

The new Mission statement that the CCCCC has adopted is:

**The Centre will initiate and coordinate the delivery of innovative, transformative and evidence-based climate change solutions to improve the resilience of the Caribbean and its People.**

And the core values underpinning all of the CCCCC’s work are:

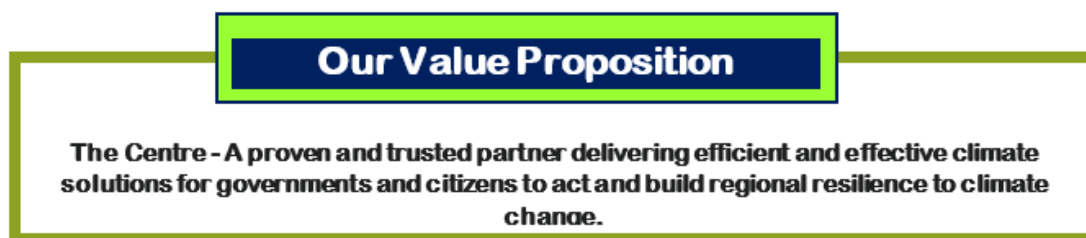
**(1) Accountability, (2) Transparency, (3) Integrity, (4) Respect and (5) Excellence.**

**Figure 4 Vision, Mission and Core Values**  
(Source: SIP, 2021)



**Figure 5 – Core Values Expanded**  
(Source: SIP, 2021)

<b>A</b> ccountability	We are responsible and answerable to our stakeholders.
<b>T</b> ransparency	We are open and straightforward, ensuring visibility and clarity in the processes and results.
<b>I</b> ntegrity	We uphold the highest standards of ethics and professionalism.
<b>R</b> espect	We appreciate and value everyone's rights, differences and contributions.
<b>E</b> xcellence	We endeavour to provide the highest standards and quality of service delivery.



The Communication Strategy presented here is also very much aligned with these same core values as well as the CCCCC's vision and mission statements.

#### 1.4.4. Strategic Objectives in the SIP

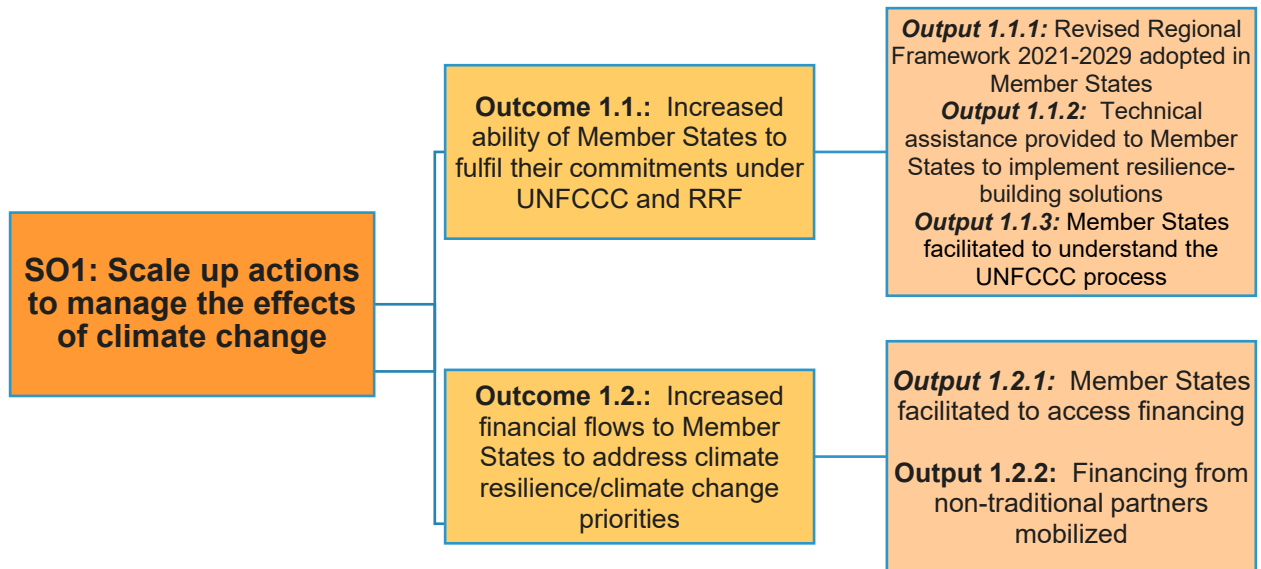
There are five strategic objectives in the SIP to support the achievement of the CCCCC's new Mission and Vision. These objectives are:

- **Strategic Objective 1:** Scale up actions to manage the effects of climate change.
- **Strategic Objective 3:** Strengthen strategic partnerships for sustained climate results.
- **Strategic Objective 3:** Increase the uptake of climate change data and innovative tools for socio-economic development and for evidence-based decision-making across the region.
- **Strategic Objective 4:** Increase the Caribbean Public's ability to make informed choices in responding to climate change and its impacts
- **Strategic Objective 5:** A strong and sustainable CCCCC delivering on its mandate and providing value-added to the region

### 1.4.5. Strategic Results and Outcomes Expected

Each of the Strategic Objectives also have corresponding expected outcomes and outputs that are also important to recognise in the design of the communication strategy. These are shared here as outlined in the SIP.

**Figure 6: SO1 Results**



**Figure 7: SO2 Results**

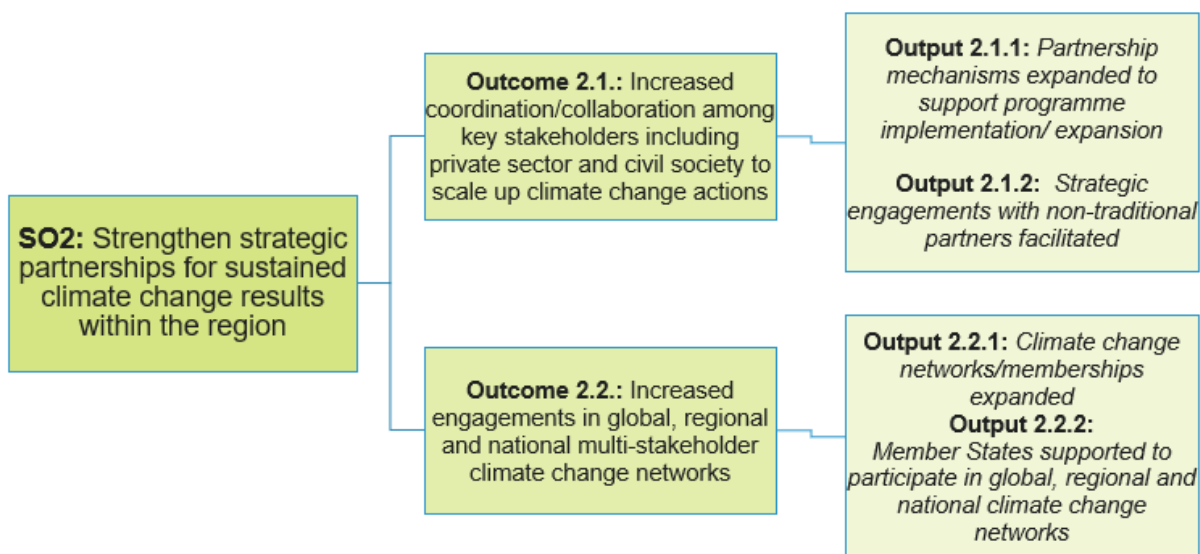


Figure 8: SO3 Results

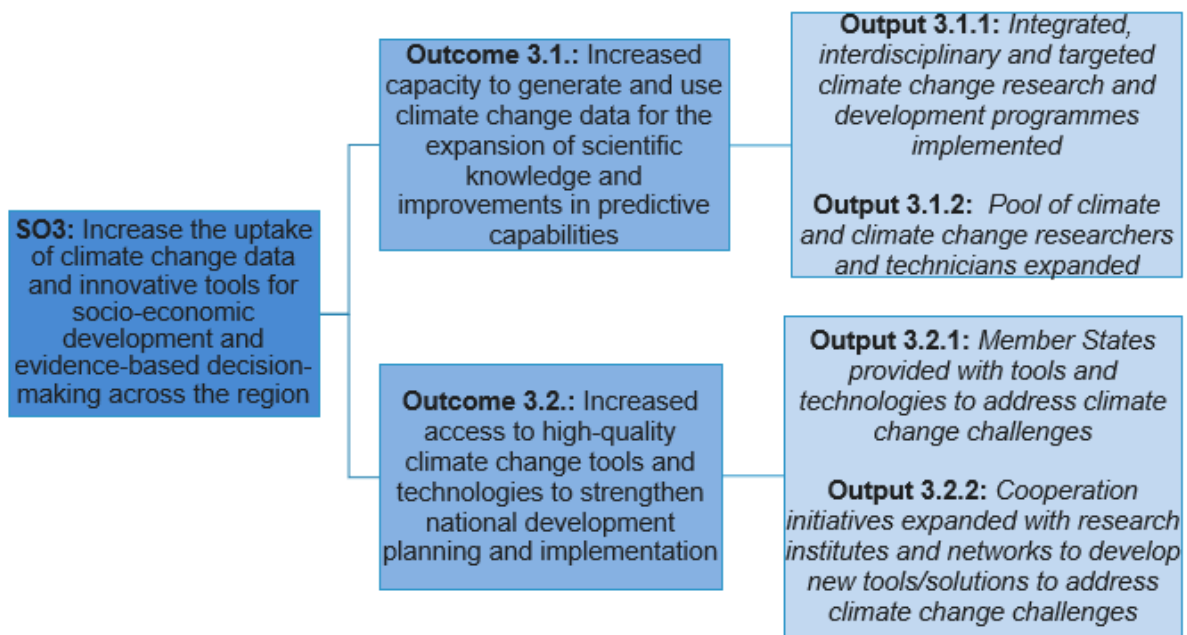


Figure 9: SO4 Results

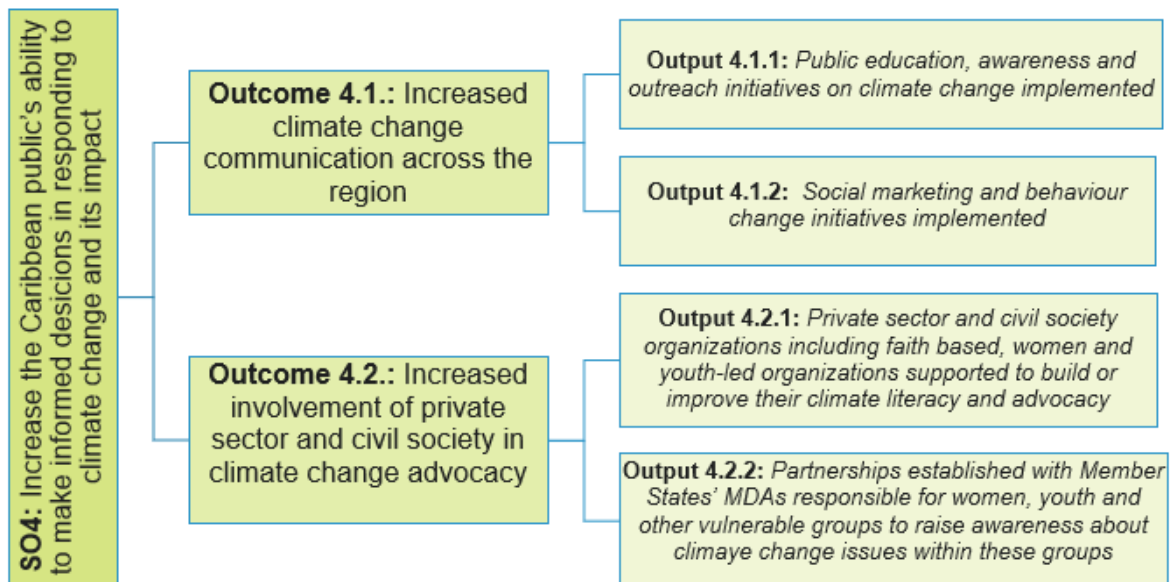
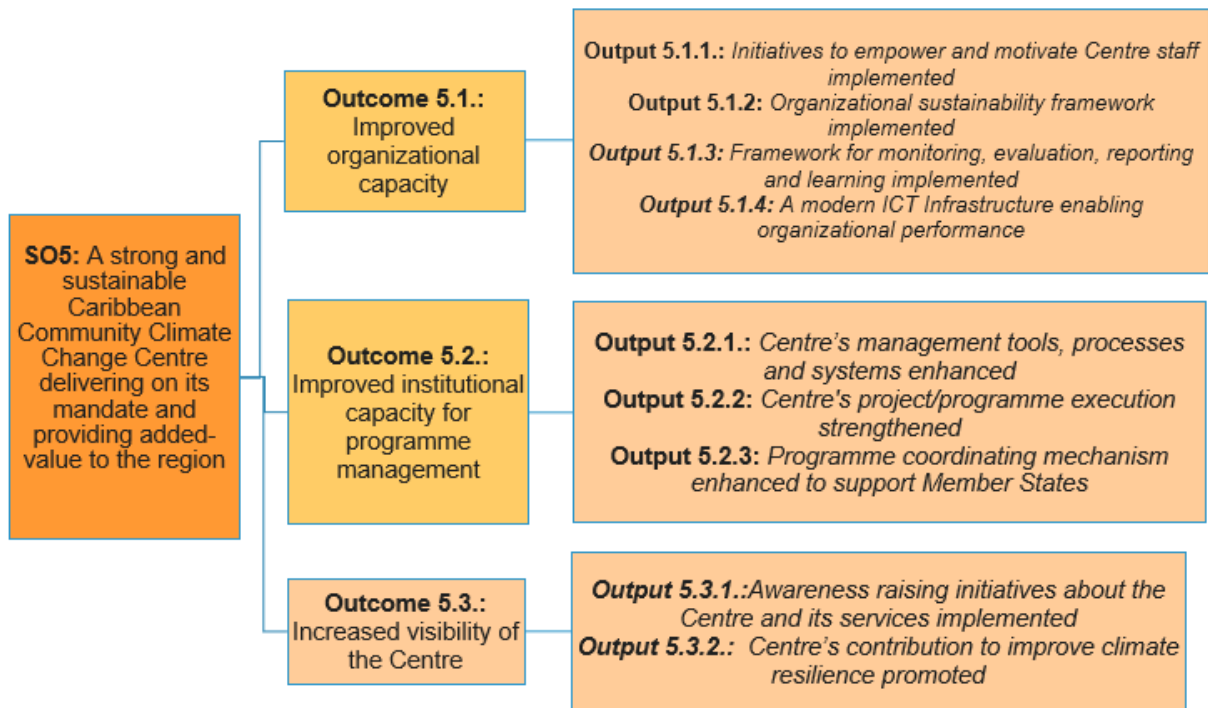


Figure 10: SO5 Results



In addition to the above strategic objectives, the SIP also outlines eleven (11) high level targets that the CCCCC intends to achieve by 2025. One of these is focussed squarely on public awareness as shown in Figure X.

Figure 11 – High Level Public Awareness Target 4



**High Level Target 4** : There will be a 10% increase in CC knowledge and attitudes and at least 30% increase in climate change good/best practices



## 1.5. Purpose of the Communication Strategy

The SIP acknowledges that despite being the only Centre of Excellence for climate change in the Caribbean region, visibility for the CCCCC remains low. Over the five-year SIP period, the **CCCCC will seek to increase its visibility** by promoting its role, services, achievements and ongoing work. A priority action for the SIP is the implementation of its **Communication Strategy** which aims to raise the profile of the CCCCC's strategic activities/projects; promote the role of the CCCCC and its partners; and, promote understanding, and adoption of the risk mitigation and livelihood benefits that will arise from mainstreaming multi-sectoral adaptation strategies across the Caribbean.

Realising this objective pertains mainly to **Strategic Objective 5, Outcome 5.3: Increased Visibility of the Centre**.

The CCCCC also recognizes the critical role of communication and advocacy about climate change to support the regional climate change response. While much has been done over the past few years, the level of public awareness of the impacts of climate change on lives and livelihoods in the Caribbean leaves a lot to be desired. More needs to be done to promote changes in lifestyles, attitudes and behaviours needed to foster low-emission, climate-resilient and sustainable development.

**Strategic Objective 4** is therefore concerned with increasing awareness and understanding of the general public and encouraging appropriate actions from the various segments of the population to respond to climate change and its impacts. There is recognition by the CCCCC that the private sector and civil society are important allies to help to raise awareness of how a changing climate may affect individuals, families, businesses, and communities as well as to reach vulnerable groups in Member States including youth, women, and people living with disabilities (PWD). Under this Strategic Objective, the CCCCC will seek to increase the involvement of the private sector and civil society in climate change advocacy.

The CCCCC will forge strategic partnerships with multi-sectoral actors (inclusive of media, private sector, international development partners, academia, NGOs and other civil society actors) at regional, national and community levels to promote outreach strategies, and other public education and awareness measures throughout the Region to increase climate change understanding and promote behaviour change.

Most of the activities that the CCCCC will take to realise Strategic Objective 4, which is concentrated on behaviour change and advocacy communication, will need to be done through sub-projects that the CCCCC currently supports with its national and regional partners.

The primary purpose of the current communication strategy is to achieve **Outcome 5.3: Increased Visibility of the Centre**. Additionally however, the strategy outlines how its facilitation of social marketing, behaviour change, and advocacy initiatives through its various projects should be acknowledged in support of **Outcome 4.1: Increased Climate Change Communication Across the Region** and **Outcome 4.2: Increased involvement of private sector and civil society in climate change advocacy**.

As such, the overall purpose of the CS&IP is to lay out a strategic approach to:

- a) raise the profile and visibility of the CCCCC itself as well as its activities/projects;
- b) promote the role of the CCCCC and its partners; and,

- c) promote understanding, and adoption of the risk mitigation and livelihood benefits that would arise from mainstreaming multi-sectoral adaptation strategies across the Caribbean.

In doing so, the intent of the strategy is to outline and define:

- An overarching Vision for the Communication strategy that is aligned with the SIP
- The key audiences to be targeted (both primary and secondary)
- An analysis of current gaps in Knowledge, Attitudes and Perceptions (KAPs) – as these relate to Climate Change resilience, adaptation and mitigation in the region in order to inform messaging for the strategy;
- An overall SMART<sup>10</sup> communication goal with supporting communication objectives that are also aligned with the SIP's vision and objectives
- Key desired communication outcomes and outputs;
- The most appropriate media for dissemination;
- Specific messages for each SMART communication objective
- An indicative budget for the development of core activities;
- Suggested indicators for monitoring and evaluating communication efforts; and
- A suggested work plan for implementing the strategy.

The rest of this document presents the methodology and approach that were undertaken to develop the strategy and then outlines the key elements of the strategy as indicated above.

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<sup>10</sup> Specific, Measurable, Achievable, Realistic and Timebound

## 2. METHODOLOGY AND APPROACH

This chapter briefly reviews the guiding principles and methodology employed for the strategy's development.

### 2.1. Approach

The development of the communication strategy was guided by the following core principles:

1. **Alignment with the SIP** - It was critical that the communication strategy be in *alignment with the SIP, as it is critical to the SIPs success*. Therefore, the communication strategy's overall vision, key messages, goals, objectives and indicators complements and supports the goals of the SIP.
2. **Avoiding duplication and replication.**
3. **Maintaining mindfulness of "COVID-19" realities** and constraints as well as the realities of "zoom" fatigue which impacted stakeholder participation. Creative virtual means for engaging with stakeholders at key junctures in the design process were required.
4. Building on as **many champion climate change communication** efforts as possible<sup>11</sup>.
5. Starting with the **positive successful** climate change impact stories that the CCCCC has already achieved.
6. **Leveraging resources and collaborating/partnering** with other like-minded initiatives (there are a myriad of activities already taking place) – with NGOs, government agencies and the private sector by "**Looking for Low Hanging Fruits**"
7. **Building capacity within the CCCCC** – trying to make the CCCCC and its partners' work easier, not harder.
8. **Maximizing visibility** through multi-purpose media products, activities and communication events.
9. **Stimulating discussion and dialogue** – wherever possible, the activities are designed to encourage dialogue across different actors and stakeholders.
10. **Being news worthy ("sticky") and thinking like the Media do, in part, by linking CCCCC stories to key environmental calendar events.** As much as possible, the activities proposed under the strategy are tied to environmental calendar dates that in one way or another relate to the goals of the SIP.
11. **Emphasizing Visuals** – Visual media – especially social media (Instagram, Pinterest) – are increasingly becoming the main way to communicate. For every activity proposed, steps to maximize visual impact are suggested.

The strategy also notes that there is **limited communication capacity** (in terms of human and financial resources) in most of the CCCCC's Member States and even within the CCCCC itself. The core communication proposals included have therefore been tailored to the specific limited resource constraints that the many of the CCCCC's member states face and designed to build capacity and enhance their asset base wherever possible. Recommendations for enhancing capacity and increasing the Communication Unit's human resources and technical facilities are also recommended in a distinct chapter.

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<sup>11</sup> (iLand Resilience, RRACC, Voices for Climate Change, 1.5 to Stay Alive, UNDP, the PPCR and OPAAL) have done a great deal, but there are also others).

There are many ways to communicate to achieve the same objective. However, some communication activities can be more expensive and involved than others. The strategy has sought to identify both “**Cadillac**” and “**bicycle**” communication activities to implement, taking into account the uniqueness of individual States.

The strategy also recognizes that while the region’s countries have much in common, there are also cultural differences. Thus, communication efforts cannot be “one size fits all” approach. Strategies that work in Grenada, for example, may not work in Dominica’s Kalinago territory, or in Belize, Suriname and Guyana where there are indigenous communities. Each country has their own climate change realities and therefore, communication efforts to engage each Member State should likewise reflect a mix and range of possible complementary approaches.

These principles are in line and in keeping with those that the CCCCC has already adopted in its previous Communication and Public Awareness and Outreach strategies<sup>12</sup>, namely:

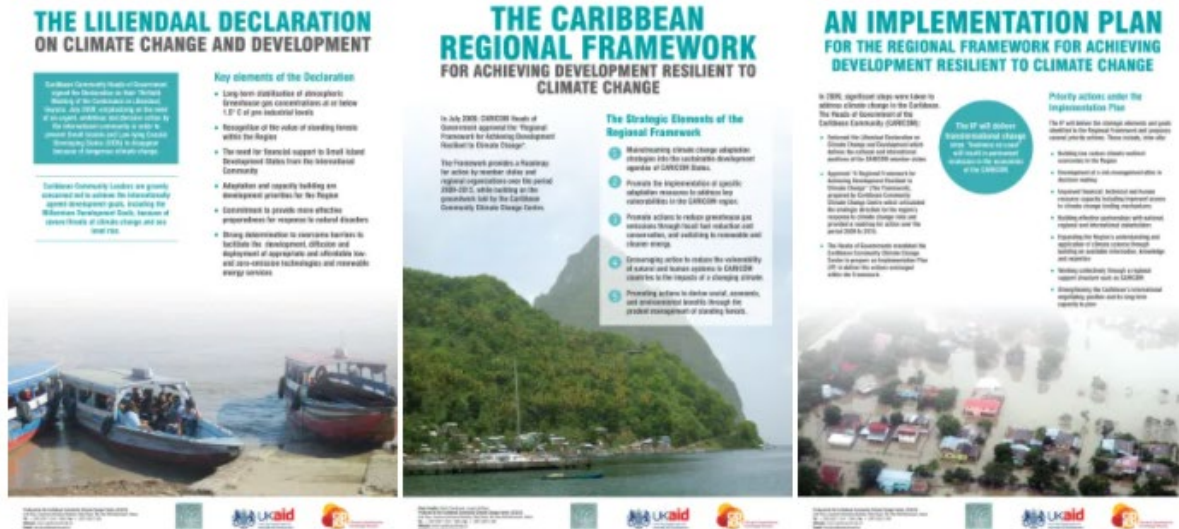
- a) Moving people from action to awareness by promoting a range of participatory and interactive campaigns that link individual actions and experiences with the broader climate change challenge.
- b) Collaboration and cooperation between participating countries, governments, citizens and key economic sectors.
- c) Building on existing institutions, organizations and efforts to maximise reach, efficiency and success.
- d) Focusing on adaptation to climate change and climate variability, using credible and balanced information to provide the full range of views and options on climate change.
- e) Consistency with the scientific articulations of the United Nations Intergovernmental Panel on Climate Change (IPCC), and the region’s foundation documents on climate change. These include:

- The Liliendaal Declaration;
- The Regional Framework for Achieving Development Resilient to Climate Change; and
- Its Implementation Plan.

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<sup>12</sup> Caribbean Community Climate Change Centre (CCCCC). 2017. Communication, Public Awareness and Outreach Strategy. Final. CCCCC, Belmopan, Belize.  
Caribbean Community Climate Change Centre (CCCCC). Updated 2017. Communication Strategy for the CARICOM Climate Centre. CCCCC, Belmopan, Belize.

Figure 12 – The CCCCC’s Foundation Documents (Source: [www.caribbeanclimate.bz](http://www.caribbeanclimate.bz))



## 2.2. Steps Undertaken

The strategy was developed through a six-step process that included:

1. An initial review of secondary literature - in particular, review of Knowledge, Attitudes and Practices (KAP) data from more than 30 previous initiatives, as well as a review of other Climate Change communication strategies.
2. The inception meeting with the CCCCC in November 2020 and further virtual meetings with the CCCCC’s staff and especially members of the Communications Unit also helped to ensure that the strategy was designed to be in sync with other public awareness priorities and to leverage effort as much as possible with the Communication Unit.
3. Although not contractually obliged to do so, during the Inception Meeting, it was suggested that the CCCCC’s logo and tagline could perhaps be revisited, so the Baastel took steps to do so. Several logo versions and alternative taglines were reviewed by various stakeholders including the ED, the PSC, staff and the CCCCC’s Board. After the CCCCC’s Board retreat at the end of July 2021, steps were taken to pre-test the tagline options and agreement was reached to change the tagline from the original “**Empowering People to Act on Climate Change**” to the new tagline of “**Building Resilience. Securing Our Future.**” There was however no consensus on the logo options before the Strategy was completed, so its finalisation is proposed here as one of the first steps to be undertaken during implementation.
4. The Baastel team, as part of its contractual responsibilities, proposed a new official colour pallet to improve visibility to the CCCCC’s brand. Baastel also developed a wide range of high-quality media product templates (including newsletter/technical brief templates, social media card templates, poster templates and banner designs). Additionally, using the same colour pallet, the team prepared a new branding protocol guidebook for how the CCCCC’s logo and colours should be

used. These design products were submitted as separate deliverables and may be adopted by the CCCCC for the development of materials.

5. The Baastel team also prepared a report outlining a number of Media Monitoring Mechanisms (MMM) that the CCCCC can consider for monitoring all of its communication activities, not only those included in the strategy. At the same time, the strategy document outlines the specific types of indicators that are to be used to monitor implementation of key strategy activities,
6. A comprehensive first draft of the strategy and implementation plan was shared first with the CCCCC's Communication Specialist (CS). With her inputs, a second draft was then shared with staff of the Communications Unit, and presentation of the strategy's key elements conducted with invited members of the Board and the Project Steering Committee (PSC).
7. As noted above, during the retreat with the CCCCC's Board Members to finalise the SIP, the tagline and logo branding elements were shared. Further inputs from the Board were then incorporated into the final communication strategy once the SIP was finalised at the end of September 2021.
8. With all of these various review elements provided, the strategy and implementation plan were finalised.

## 2.3. Core Considerations in the Strategy's Design

### 2.3.1. Clarification of Different Types of Communication

In addition to the guiding principles listed above, the strategy notes that there is often a tendency to confuse "communication outputs" – posters, videos, public service announcements, etc. – with actual "communication outcomes" and results. In addition, there is often a push to produce a flurry of communication products (posters, PSAs, etc.) to show that projects are being "implemented", but without necessarily knowing whether these outputs will actually communicate as intended.

For this reason, it is important in the strategy's design to distinguish between different types of communication efforts. There are a number of communication dimensions that could be employed in the strategy, but they do not all do the same thing.

Appreciating these differences is important in order to select the right type of communication process for the specific objectives to be achieved and for specific audiences/stakeholders. These distinctions are outlined below:

- **Public Relations (PR)** - The purpose of PR is to promote major accomplishments and milestones in the minds of the public at large. Whenever something news worthy occurs, PR should be employed. PR promotes "visibility." But "visibility" does not equal "impact" or behaviour change "outcomes." Visibility is critical to build momentum and gain traction for key messages, but it cannot necessarily achieve behavioural results. *The primary purpose of this strategy is to raise the visibility of the CCCCC and its work, so PR is its cornerstone.*
- **Public Education/Awareness and Outreach (PEAO)** - Public awareness and outreach may have some PR flavor, but the goals are different. PEAO seeks to educate and inform the public in general about what an initiative is doing, why it is important, how it will benefit them and why they should get involved. It is also a useful approach for raising visibility.

- **Marketing** - The purpose of marketing is to sell products and make a profit and is mainly used by the private sector. This type of communication is relevant to the CCCCC in so far as it will be seeking to court new investment and partners for financing; to identify joint venture business opportunities, and to promote its LiDAR program and services.
- **Social Marketing and Behaviour Change** - Social marketing and behaviour change communication borrows the principles of 'for-profit marketing', but is geared towards changing specific attitudes and behaviours. It still "sells" something, but in this case, the message might be "obey the building code" or "here's how to reduce your carbon footprint or reduce your energy bill." Social marketing is useful to encourage Climate Smart behaviours. Most of this work is being done by CCCCC's national and regional partners through its GCF projects and other initiatives although the CCCCC's Communication Unit from time to time assists with some of these project-based communication activities. As was noted above, these activities pertain to Strategic Objective 4.
- **Social Media Marketing** – in truth, social media can and should be used for all different forms of communication included on this list and should not necessarily be considered as having a separate purpose. However, because social media is so important in today's world, it is also very useful for raising visibility.
- **Communication for Development (C4D)** - C4D is a highly participatory communication process that does not "promote or sell messages to audiences" but instead works with local people and stakeholders to define and prioritize various issues of concern and to then develop communication and learning opportunities to address these issues and problems. Also, sometimes is equated with "Learning for Sustainable Development" or L4SD.
- **Advocacy** - Advocacy communication aims to change policies and laws and is targeted at decision-makers. It is also used to get marginalised voices heard on the climate agenda, for example that of women and children and persons with disabilities (PWD). The visibility value of advocacy is particularly important for the work the CCCCC does at various climate forums. The SIP speaks to advocacy under Strategic Objective 4.1.
- **Inter-agency communication** involves the establishment of mechanisms and protocols for many agencies participating in the same project or programme to plan effectively and coordinate their efforts. Generally, these are communication efforts that have to do with internal management or partnership relationships. Inter-agency communication is therefore not considered to be a cornerstone of the strategy, but suggestions are made for how it can be supported in so far as the CCCCC works with other agencies and partners in the region.
- **Intra-Agency Communication** or internal corporate communication pertains to internal management within the CCCCC. This is not the focus of this strategy. However, in so far as the Communication Unit will need to liaise and have regular input from technical staff for communication products/materials, suggestions are made for how this can be achieved.
- **Knowledge Management** – Knowledge Management (KM) is mainly geared to ensure information being produced that can better inform decision-making and learning is easily shared and accessible among many stakeholders. This is to improve knowledge sharing and data exchange among partners as well as lessons learnt, case studies, and the like. The strategy notes that KM is critical to the SIP in so far as successful projects need to be scaled up and lessons learnt shared. Some suggestions for doing so are also provided later in the document.
- **Formal Education** – Normally, formal education should not be confused with public education or communication. However, the SIP proposes activities that support the formal curriculum. There are

challenges in doing this however, in so far as the Caribbean Examinations Council (CXC) and Curriculum Departments in various Ministries of Education are concerned, as will be discussed. But the strategy does outline where support is possible and best suited.

The ultimate components of the communication strategy distinguish carefully between the above mentioned communication elements and reflects a mix of the above types, but as noted, since the main purpose of the strategy is to raise the visibility of the CCCCC throughout the region, the main mix is focused on communication efforts that highlight the CCCCC's brand – mainly through public relations and social media marketing.



### 3. GAPS IN KNOWLEDGE, ATTITUDES AND PRACTICES

As noted, the main purpose of the strategy is to support the strategic objectives of the SIP. So key messages are aligned with the SIP objectives.

However, the strategy also needed to determine what additional messaging might be needed, and/or how the SIP objectives pertain to existing gaps in climate change Knowledge, Attitudes and Practices (KAP) throughout the region. This was done through a thorough review of 30+ KAP studies<sup>13</sup> done throughout the region, as well as through discussions and on-line surveys with many of the CCCCC's key stakeholders and its own staff. Most of these were done between 2012 and 2020, but a few were done in 2010 or 2012.

The full account of this analysis has been detailed in a separate report, but the key conclusions are presented below to illustrate how they are aligned with the SIP.

Through the review of the 30+ KAP studies, it was clear that awareness levels of ***what climate change is*** have definitely improved across all audiences and countries with the exception perhaps of Suriname and Guyana. For most States, the level of awareness is similar across educational levels, age and sex – although findings vary from study to study.

While not as high, awareness levels of the ***causes of climate change*** have also improved since the early 2010s. However, there are still lingering pockets of misinformation that need to be addressed. In particular, a higher percentage of respondents in farmer and fisher groups are still of the view that climate change is “An Act of God.”

Across the board, there was a fairly common view that the Caribbean region, as a whole, has only minimally contributed to climate change.

Respondents in all groups around the region have also had direct experience with climate change impacts and were able to name many of the effects. Awareness has increased in this regard. Even where respondents could not explain climate change fully, they could describe its impacts.

Descriptions of climate impacts seemed to be more fully informed in the countries that had had recent climate disasters – such as Dominica, after Hurricane Maria.

In some cases, there was a limited view that “earthquakes” are climate-related, which is not the case. This may be because a number of studies were not solely focused on climate change, but on disasters in general.

Despite the fact that many audiences could name specific climate impacts and indicated that they'd directly observed some of climate events and effects, there appears to be limited appreciation for the degree of climate risk that respondents may actually face - even though, many respondents across all audiences, also indicated that climate change was a very serious concern.

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<sup>13</sup> Protz, Maria. 2021. A Comprehensive Review of Climate Change “Knowledge, Attitudes and Practices” (KAP) Studies in the Caribbean: 2010 – 2021. Independent Study. Protz. Jamaica.

A number of KAPs also identified that in comparison with other regional issues – such as unemployment; the economy; crime and violence, youth unemployment and most recently the COVID pandemic - it would seem that the concern about climate change is low. This means that climate change messaging needs to be couched in the context of these other concerns if messaging is to have impact.

Across the region, while there is considerable awareness of specific actions and steps to adapt and reduce risk that can be taken at the community and household level, the level of awareness still needs to be improved. This is even more evident because in many instances, respondents indicated that they are not personally implementing specific practices.

Both the Stakeholder Survey and the CCCCC Staff survey that were conducted also identified the need for more awareness around practical adaptation steps that can be taken at the individual level. At the same time, the secondary KAP review also showed that while many audiences may be aware of steps that can be taken to adapt, in some cases they are not doing so because they cannot afford to or do not have enough instructional information about how to undertake certain things.

It appears that most respondents in the KAPs seek to implement whatever steps are easily doable and under their control, such as reducing their electricity consumption by turning off lights when not in use, pruning back trees prior to hurricane season, trying to recycle where they can, keeping drains clean, and practicing proper garbage disposal. However, actions that require a considerable financial investment may be out of reach for many audiences even though they know about them and would do them if they could afford to and/or knew where to get credit to invest in these options. Such steps include:

- Retrofitting homes to be hurricane proof or raising structures to prevent flooding and storm surge
- Installing hurricane shutters
- Installing solar panels and water heaters
- Installing water tanks and water harvesting mechanisms
- Screening windows and doors to prevent mosquitos
- Relocating to a safer area
- Or investing in insurance for their homes, property or livelihood assets.

The secondary KAP review shows that the level of insurance uptake around the region among households, including farmers and fishers is low, in part because of the cost of insurance premiums and the lack of availability for certain types of insurance products. Advocacy for more affordable insurance options is therefore needed. More promotion of insurance options is urgently needed, as is promotion of affordable lines of credit. The Baastel communication team understands that this issue may be addressed as a priority under the Revised Regional Framework that is being prepared. The team also notes that the CCCCC does not necessarily have to lead action on this front as other partners can do so, but the CCCCC's endorsement and support will be critical for effective messaging.

While not all the KAPs investigated the current coping strategies used by audiences, those that did suggest that audiences need to be able to do more than “just pray” or ask for assistance from their Members of Parliament.

Across the region, there was a relatively low level of awareness of what governments are doing about climate change and almost none about what regional agencies, such as the CCCCC, are doing. In fact,

the CCCCC was only mentioned in one focus group discussion with farmers in Saint Lucia. Awareness of all government actions needs to be improved, in addition to achieve greater awareness of the work of the CCCCC.

Few of the KAPs investigated who respondents thought was most vulnerable and at risk from climate change impacts. Respondents in the few studies that did so identified pregnant women, young children, the elderly, the very-poor living in sub-standard housing, and persons with disabilities (PWD) as being the most vulnerable. Greater awareness is needed on this front, but this needs to be done sensitively and through a GBA<sup>14</sup> approach that includes the inter-sectionality of class/sex/age/gender identity/disability/ethnicity/education/faith and other socio-demographic considerations.

The Stakeholder survey and the Staff survey reinforce the need for messaging of the same gaps in KAPs that were identified through the secondary literature review.

In terms of media mix, all of the KAPs that were reviewed suggest that traditional media of television and radio are still the most effective for climate change communication for primary level audiences. However, there is growing use of on-line and social media channels – even among some of the more traditional audiences. This trend also varies with age and educational background and level of income. For this reason, depending on the audiences for specific messages, the media mix needs to be tailored accordingly. However, it is clear that television and radio will still need to be important channels to include.

The on-line surveys reinforce this conclusion as well, but also indicate that for secondary audiences there is more scope to use social media and other on-line platforms.

Interestingly, across all of the secondary KAPs reviewed, 60+ percent of respondents recommend “Increased Public Awareness and Education” as one of the most important actions that can be taken by governments to enhance resilience. This, together with the fact that a high percentage of respondents around the region are interested in getting more information about Climate Change, means that there is an appetite for dynamic communication messaging and strategies.

With respect to messaging about the CCCCC itself, both the Stakeholder Survey and the Staff Survey flagged the need to raise the visibility of the CCCCC across the region. Both primary and secondary audiences need to understand how the CCCCC supports and assists their country’s effort to improve resilience and how that ultimately impacts their personal lives on the ground.

The on-line surveys also show that there is need to reach out to the commercial and donor banking CCCCC and to enhance the CCCCC’s reputation as the “**go to, reliable partner**” for climate action and that working with the CCCCC brings greater value to regional and national climate change investments.

The Stakeholder survey indicates that much more needs to be done to drive traffic to the CCCCC’s on-line and social media platforms.

In short, the key gaps in messaging that need to be addressed through the strategy include:

1. Greater awareness about the CCCCC and about what governments are doing to promote climate resilience
2. Greater awareness of how the CCCCC is supporting resilience among local people on the ground

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<sup>14</sup> Gender Based Assessment Plus

3. Greater awareness of who is most vulnerable to climate change
4. Greater awareness of how to access and afford climate credit and insurance
5. Greater Awareness of practical climate actions to improve resilience

The majority of the gaps which require messaging correspond directly to the SIPs objectives which means that there is considerable synergy and synchronization between the messaging that is needed based on the KAP review and the CCCCC's new strategic direction as seen in Matrix 1 below. Thus, the objectives, audiences and proposed communication activities that are proposed in the strategy can be understood as relating directly to activities that are also being supported in the SIP.

**Matrix 1 – Alignment of the Gaps in KAPs with SIP Strategic Objectives and Outcomes**

Gap identified through the KAP Review	Corresponding Strategic Objective in the SIP	Corresponding SIP Outcome
1. Greater awareness of the significant role of the CCCCC in the region and on the international stage and how it provides leadership and helps countries in the region to more effectively lobby, advocate and negotiate climate change action at global forums	<p><b>Strategic Objective 1.</b> Scale up actions to manage the effects of climate change</p>	<p><b>Outcome 1.1:</b> Increased ability of member states to fulfil their commitments under UNFCCC and RRF.</p>
2. Greater awareness of what national governments are doing to improve resilience		<p><b>Outcome 1.2:</b> Increased financial flows to Member States to address climate resilience/climate change priorities.</p> <p><b>Output 1.2.2</b> Financing from non-traditional partners</p>
3. Greater awareness of what regional agencies/partners – (especially the CCCCC) are doing to improve resilience		<p><b>Outcome 2.1:</b> Increased Coordination and Collaboration Among key Stakeholders including private sector and civil society to scale up climate change actions.</p>
4. Greater information about how the CCCCC generates resources to do the work it does		<p><b>Outcome 3.2</b> Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation.</p>
5. Greater awareness of how the CCCCC helps country partners with readiness, adaptation and coping with Climate Change	<p><b>Strategic Objective 2.</b> Strengthen strategic partnerships for sustained climate change results within the region.</p>	<p><b>Outcome 3.2</b> Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation.</p>
6. Greater awareness of the resources and tools the CCCCC provides	<p><b>Strategic Objective 3:</b> Increase the uptake of climate change data and innovative tools for socio-economic development and evidence-based decision-making across the region.</p>	<p><b>Outcome 4.1:</b> Increased climate change communication across the region.</p>
7. Greater awareness about how the CCCCC is relevant to individual lives in the region	<p><b>Strategic Objective 4:</b> Increase the Caribbean public's ability to make informed choices in responding to climate change and its impact</p>	
8. Greater awareness of “practical” things they can do for themselves to adapt to climate change		
9. Greater awareness of what climate insurance schemes are available in the region and how to access insurance		

Gap identified through the KAP Review	Corresponding Strategic Objective in the SIP	Corresponding SIP Outcome
10. Greater awareness of what sources of credit are available for climate investments at the household, farm and SM&E level and how to qualify		
11. Greater Awareness about the building code and laws pertaining to enforcing climate change regulations		
12.. Greater awareness of how climate change differently impacts persons according to gender, age, disabilities and other socio-demographic variables and who is most vulnerable		
13. Greater Awareness about what the CCCCC is and what it does	Strategic Objective 4: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added-value to the region.	<b>Outcome 5.3:</b> Increased visibility of the CCCCC as a Centre of Excellence for Climate Change in the region

## 4. STRATEGIC AUDIENCES

This chapter takes a closer look at the key audiences that need to be reached through the strategy. Under its mandate, the CCCCC is charged with serving several different audiences or client and stakeholder groups. This section briefly describes the primary and secondary audiences to be reached through the core centralised activities proposed in the strategy and briefly defines the difference between primary and secondary audiences. The “**80/20 rule**” is the most useful way to identify primary and secondary audiences as follows:

By **primary audience**, for communication purposes, we mean the “**main group of persons who – if their awareness, practices and behaviours can be positively changed, will solve 80% of the problem we are trying to address**”.

By **secondary audiences**, for communication purposes, we mean “**those groups or persons we need to engage, work with, inform, target in order to get to our primary audience(s)**.” They may be the gate keepers or decision-makers who have influence over the primary group we really want to reach. Some of these gate keepers may also be stakeholder agencies and implementing partners.

For the Center therefore, it is useful to categorize the key audiences to be reached as follows:

**Table 1 – Primary and Secondary Audiences**

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change
Government Sector	Ministers and Public Servants especially Ministers of Finance, Ministers of the Environment and their staff and the Permanent Secretaries (PS) of these Ministries	Permanent Secretaries and Caribbean Public Service Association (CPSA), Ministries of Planning and Development, Ministries of Finance, Climate Change Divisions, Gender Departments., Regional Governmental Agencies such as the OECS, CARICOM	Greater delegation of national budgets and human resources towards climate change action.  Improved policies, legislation and protocols to address climate change in all sectors.  Improved capacity building and willingness in the Civil Service to implement policies and protocols
Disaster Management Sector	Local community disaster committees, civil service disaster operators, Civil Society Organisations such as the Red Cross, St. John’s Ambulance, Voluntary Fire Services.	Caribbean Disaster Emergency Management Agency (CDEMA) and National Emergency Disaster Organisations (NEMOs), Office of Disaster Preparedness (ODPEM),	Greater incorporation of climate change adaptation actions into disaster planning at the national, regional and community level in each country.  Greater CC adaptation and planning in conjunction with Disaster Planning.  Incorporation of gender considerations into CC

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change
			and DR planning at all levels.
Meteorological Services	Individual Met Officers	Met Offices in respective countries, Caribbean Institute for Meteorology and Hydrology (CIMH), the Caribbean Meteorological Organisation (CMO) National Oceanic and Atmospheric Association (NOAA)	Greater use of CCCCC tools for research.  Improved Met Services for climate Data services
Health Sector	Individual Medical Professionals, clinic operators, pharmacists	Ministries of Health, Pan American Health Organisation (PAHO), Caribbean Public Health Agency (CARPHA), Caribbean Doctors Association (CDA)	Greater use of CC related materials by health workers to show the link between climate change and health impacts (vector borne diseases, heat stress, mental stress, etc.)  Greater awareness of the links between climate change and the impact of the COVID-19 pandemic
Fishing Industry and Marine Sanctuary Sector	Members of Fishing Cooperatives, Fish Markets, Consumers, Fishing communities, Sanctuary Managers	Caribbean Network of Fisherfolk Organisations (CNFO) Leadership of Fishing Cooperatives, Ministries of Fisheries, Caribbean Regional Fishing Mechanism (CFRM), United Nations Environment Program - Caribbean Environment Program (UNEP CEP) Food and Agriculture Organisation of the United Nations (FAO), the Marine and Coastal Research Institute (INVEMAR), Caribbean Marine Protected Areas Management Network and Forum (CAMPAM), Centre for Environment, Fisheries and Aquatic (CEFAS)	Greater respect for no take fish zones and respect for marine laws and sanctuary boundaries.  Increased insurance among fisher folks for their livelihood assets.  Greater understanding within this sector of sea level rise, rising sea temperatures and the impact on fish fish species and ocean currents, ocean acidification, coral reef bleaching, increased sedimentation and other climate issues.  Increased interest in alternative livelihoods, such as aqua-culture.
Construction Industry	Construction companies, local builders, construction workers, construction trades persons, Architects, Engineers	Local and National Building Authorities, Legal Associations, Construction Worker Unions, Trade schools, Architect Associations, Engineer Associations, Caribbean Association of Architects (CAA), Council of Caribbean Engineering (CCEO), the Federation of Caribbean Associations of Architects (FCAA)	Greater practice of incorporating and respecting the building/zoning code.  More climate smart construction.  Increased job creation for the blue and green economies.



Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change
Hotel/Tourism Industry	Individual hotel/tourism operators	Caribbean Tourism Organisation (CTO), Caribbean Hotel and Tourism Association (CHTA), Caribbean Alliance for Sustainable Tourism (CAST), OECS Tourism Unit, Ministries of Tourism, National & Local Hotel/Tourism Associations, Chambers of Commerce	Increased energy and water use efficiency.  Increased investment in climate smart technologies on property.  Buttressing of shorelines and coastal properties.  Reduced waste
Energy Sector	Householders and business operators, public utility operators, renewable energy business providers and technicians	National Utility companies, private utility companies, Caribbean Solar Energy Society (CSES), Caribbean Electric Utility Service Corporation (CARILEC), Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), Solar Energy International, Ministries responsible for Public Utilities	Reduced energy consumption.  Increased energy efficiency.  Increased use in renewable energies.  Increased use of energy saving appliances and technologies
Upper Watershed and Forestry Management	Households living along rivers, Farmers, Forest Users, foresters, agricultural extensionists, agri-business operators	Ministries of Agriculture, Ministries of Environment (forestry, fisheries, coastal zone authorities ); FAO, Caribbean Network of Farmers (CaFAN), Eastern Caribbean Trading Agriculture and Development Organisation (ECTAD), IWECO project (UNEP-CEP), Caribbean Agricultural Research and Development Institute (CARDI), Inter-American Institute for Cooperation on Agriculture (IICA), Caribbean National Resources Institute (CANARI)	Improved land husbandry and land management practices.  Increased re-forestation.
Insurance Sector	Individual insurance companies and brokers	Insurance Association of the Caribbean, Inc., Caribbean Catastrophic Risk Insurance Facility (CCRIF)	Use of climate change data to better price insurance products  Increased number of affordable climate insurance products made available.  Increased number of policies sold among vulnerable clients.
Banking Sector	Heads of Banks and Credit Unions, Branch Managers	Local and National Chambers of Commerce, Economic Ministries, Caribbean Development Bank (CDB), Inter-American Development Bank (IADB), Bank Associations, Caribbean Network	Increased availability of affordable climate lines of credit.

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change
		of Chambers of Commerce (CARICHAM), Caribbean Confederation of Credit Unions	Increased blending of climate financing by donor agencies.  Increase climate proofing of lending portfolios
Science Community	Individual scientists, Heads of Science Departments in colleges and universities	Regional Institutions, Centre for Resource Management and Environmental Studies (CERMES – UWI), Climate Studies Group - UWI, Association of Marine Laboratories (AMLC), Association of Caribbean Tertiary Colleges, Caribbean Science Foundation	Increased use of CCCCC research tools by regional scientists.  Increased sharing and publication, including peer-reviewed, of climate research.  Increased climate employment training at the tertiary college level
Waste Management Sector	Households and individuals, Waste disposal workers, private sector recycling companies	National and local agencies of waste removal, Ministries of the Environment, Caribbean Waste Water Association (CWWA)	Reduced private sector and household waste.  More reusing and recycling.
Compliance and Enforcement	Police officers, Lawyers, Judges	Ministries of Justice, Police Departments, Association of Caribbean Commissioners of Police (ACCP), Association of Caribbean Corporate Counsel (ACCC), the Caribbean Customs Law Enforcement Council (CCLEC)	Increased numbers of law enforcement officers actively enforcing environmental laws and regulations.  More individuals reporting breaches. More fines and charges filed.
Civil Society and General Public, beach users	Individual Households, women	Churches, NGOs, CBOs, the NGO Caribbean Development Foundation (NCDF) and the Caribbean Public Policy Development Centre (CPDC)	Increased involvement of civil society in climate advocacy.  Increased awareness of the climate change needs of vulnerable persons.
Education Sector	Teachers, Students	School Principals, Ministries of Education, Caribbean Youth and Environment Network (CYEN), Parent Teacher Associations (PTAs), Association of Caribbean Tertiary Institutions (ACTI), Caribbean Science Foundation (CSF), Caribbean Association of Secondary School Principals (CAPSS), Caribbean Union of Teachers (CUT), Caribbean Examinations Council (CXC)	Increased use of Caribbean climate change awareness materials in classrooms.  Increased use of the CCCCC's learning resources by students.
Indigenous Communities	Kalinago People in Dominica, Indigenous people in Suriname and Guyana, Maya and Garinagu in Belize	various indigenous organisations in different countries	Greater involvement of indigenous persons in climate advocacy actions to have their voices heard.

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change
Women	Women's groups in various countries	Gender Machinery in each Member state (Such a bureau or department for gender affairs), Caribbean Women in Leadership (CIWIL) as vehicle for women's representation in climate advocacy at the leadership level University of the West Indies Insitute for Gender and Development Studies UWI IGDS, United Nations Development Fund for Women (UNIFEM)	Greater involvement of women in climate advocacy actions to have their voices heard.  Mainstreaming of gender considerations in DR and Cc protocols  More women in leadership positions in national and regional CC machinery
Youth	Youth Environmental groups at country level, Caribbean Youth and Environment Network (CYEN)	Governmental machinery for youth – such as Youth Departments, the CARICOM Youth Parliament	Greater involvement of youth in climate advocacy actions to have their voices heard.  Greater involvement of youth helping to advocate for marginalised groups
Social Security Support Services	Persons with Disabilities (PWDs), the elderly and infirm	National Associations for Persons with Disabilities (such as the Combined Dsabilities Association in Jamaica), National Social Protection Machinery in each Member State	Improved appreciation of the CC needs of this marginalised group  Improved protocols and measures and planning for their needs
LGBTQ <sup>15</sup> Community	Individual persons in the LGBTQ Community	National Associations for the LGBTQ community in each Member State. Regional Associations such as Caribbean Prides	Greater understanding from a human rights perspective about the impacts of CC on members of the LGBTQ community as a marginalised group without a voice  Greater advocacy for climate change considerations for this community

The following sub-sections provide a brief description of the some of the key secondary audiences and agencies listed above that should be considered as possible communication partners.

## 4.1. Civil Society

There are many of different civil society groups in the region, including non-governmental organisations (NGOs), community-based organisations (CBOs), church groups, youth groups, women's groups, service

<sup>15</sup> Lesbian, Gay, Bi-Sexual, Trans, Queer

clubs and other organisations that support specific needs, such as associations for the blind or disabled and LGBTQ support groups. It would be daunting for CCCCC to approach each of these agencies individually, so umbrella organisations should be targeted instead. Some of the most relevant are listed below.

#### 4.1.1. The NGO Caribbean Development Foundation (NCDF)

One option might be the Caribbean Development Foundation based in Trinidad and Tobago which works towards the development of Non-Governmental Organizations in the Caribbean. The foundation also campaigns for change on various human rights issues in the region.

The Caribbean Natural Resources Institute (CANARI) – with which the CCCCC has frequently partnered, should also play a role here and the CCCCC's partnership with them should be strengthened.

#### 4.1.2. The Caribbean Public Policy Development Centre (CPDC)

The Caribbean Public Policy Development Centre<sup>16</sup> (CPDC) is a coalition of Caribbean non-governmental organizations. It was established in 1991 to sensitize NGOs and the general public on key policy issues and to impact policy makers on decisions which put the interests of Caribbean people at the center of the Caribbean development strategy. Women's groups, environmental groups, youth groups, among others – are members of CPDC. It is quite a dynamic and active umbrella organisation with NGO members likely from many member states.

The mission of the CPDC is to build civil society organizations partnerships through engagement with people, governments, and other relevant partners to influence the design and implementation of policies that empower and improve the lives of Caribbean people.

CPDC has an interesting animation on YouTube about the problem of plastics in oceans which is worth viewing (<https://www.facebook.com/CPDCngo/videos/1950855888485488/>)

Messaging for civil society groups needs to be inter-active and based on human interest stories. Face-to-Face communication is still a very important medium to use with this group, as are mainstream media of television (TV) and radio. Print media is less appropriate, based on the KAP findings. However, the KAP review also found that social media use is on the rise among most people regionally with FaceBook, WhatsApp, YouTube and TikTok become increasingly popular.

#### 4.1.3. Women and Vulnerable/Marginalised Groups

Climate change impacts affect people differently based on their natural and social pre-dispositions such as their sex, gender, age, disability, and ethnicity. These pre-dispositions shape the climate impact experience and persons' abilities to mitigate, adapt and cope.

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<sup>16</sup> The Caribbean Public Policy Development Centre (CPDC) <http://cpdcngo.org>

The way that relationships between men and women are shaped in any given culture has bearing on the differentiated impacts of climate hazards. Every society has different expectations of what men's, women's, and children's roles are and what resources they have access to and control over (such as who inherits land or can get credit from the bank) and decision-making powers (who has a voice and sits on community councils and committees) (IFRCRCS<sup>17</sup>, 2010).

The problem is that these gender differences lead to inequalities which means that women and girls, and men and boys face different levels of exposure and vulnerability to climate impacts and climate hazards (IFRCRCS, 2010).

Performing household chores for example, is primarily the responsibility of women. In the wake of a climate disaster, women still have to perform these tasks. In scenarios where houses have been destroyed due to hurricanes or flooding, women still continue to perform these tasks with inadequate facilities. Hence, they have to do more with less. Moreover, there is an increase in women's responsibilities as they have to take care of the sick and injured members of the family as well.

Since women are generally expected to manage food resources and feed other members of their family first, their own nutritional and health requirements can be compromised in the process.

There is substantial documented evidence<sup>18</sup> that women are generally more vulnerable during climate related disasters because:

- Women face certain unique reproductive health problems. For example, access to water and proper sanitation may greatly impact their reproductive cycles. Pregnant women are very vulnerable during disasters, as are women with small children who are highly dependent on them.
- Decision-making is generally in the hands of men. Women are usually left out of decision-making processes related to resource allocation and prioritised services, affecting the impact of the response as their relevant perspective of family needs is dismissed.
- Women are more often victims of violence during climate disasters, although girls and boys, Persons with Disabilities (PWD) as well as persons in the Lesbian/Gay/Bi-Sexual/Trans/Queer

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<sup>17</sup> International Federation of Red Cross and Red Crescent Societies

<sup>18</sup> International Federation of Red Cross and Red Crescent Societies. 2010. Practical Guide to Gender-Sensitive Approaches for Disaster Management. Asia Pacific Zone. Geneva, Switzerland.

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(LGBTQ) community are also more likely to suffer abuse. Research shows that in the first few weeks following a disaster there tends to be increased incidents of domestic disputes. This is partly attributed to the stresses associated with coping with the disaster.

- Women may have restricted mobility to public places as compared to men. In many parts of the world, women are not permitted to drive for example, or do not own vehicles. Increased vulnerability due to family disintegration as a result of migration and loss of life, further limit women's mobility and thus their access to markets or income generation alternatives.
- Women have less access to, and control, over critical assets such as land, cash, credit, and property which in turn limits their ability to cope with climate impacts. The fewer resources one has at one's disposal, the harder it is to cope and bounce back.
- Women face the disadvantages of gendered division of labour as they are the ones to look after the children and the elderly. More women work in the unorganized sector thereby they are underpaid with no union representation.
- They also have limited ability to diversify their sources of income because of their extra domestic responsibilities and the time constraints these duties involve. In some parts of the world, women are restricted from working outside of the home altogether and are not permitted to earn an income.

These pre-existing vulnerabilities can become exaggerated in the face of climate hazards.

On the other hand, men's vulnerability tend to be due to the following reasons:

- Society sees them as 'bread-winners of the family'. Men are expected to bear full financial responsibility for their families. When these expectations cannot be met, men suffer stress.
- Many of them do not know how to perform household chores and face problems in cases where they have to perform household chores and take care of children.
- Some men may struggle with their emotions in times of crisis resulting in stress and trauma.
- The role of men as protectors may place a greater responsibility on them for risk taking during and after a climate disaster, both within their households and as volunteers and rescue workers. They are therefore more prone to injury or loss of life.
- Men's inability to live up to the ideals of masculinity affects their capacity to cope with crises and reintegration into society, which in turn may also have negative consequences on their domestic life.
- Men are generally socialized not to express their emotions. Therefore, they tend to suppress them, and are less able to cope with the loss of status they enjoyed in the previous system; and oftentimes resort to alcoholism, drug abuse and suicides. Others may view receiving financial aid as a stigma and feel challenged in their role as a breadwinner.
- Stress and psychological trauma increase in crises and post crisis periods. Such trauma is often inadequately addressed and may influence people's capacity for productive work. The few services available tend to target women rather than men.

In short, as noted by several sources, including the UNISDR:

*Climate disasters don't discriminate, but people do. Existing socio-economic conditions mean that disasters can lead to different outcomes even for demographically similar communities - but inevitably the most vulnerable groups suffer more than others. Research reveals that disasters reinforce, perpetuate and increase gender inequality, making bad situations worse for women. Meanwhile, the potential contributions that women can offer to the disaster risk reduction imperative around the world are often overlooked and female leadership in building community resilience to disasters is frequently disregarded.*

A GBA+ gender sensitive approach and gender mainstreaming recognizes that climate change and disasters affect men, women, and groups in society differently and puts mechanisms in place to address those differences so that no one gets left behind. Under the GBA+ approach it is clear that:

- Gender is NOT about women only.
- Gender also looks at disadvantaged/vulnerable groups
- Such disadvantaged groups include - women and girls who are at risk because of gender practices, the elderly, those with certain diseases or disabilities, children and young people in difficulty such as orphans, refugees, displaced persons and people of a particular sexual orientation.

Figure 13 illustrates which vulnerable groups need to be considered for communicating effectively about Climate Change.

To reach women and other vulnerable groups in each Member State, the CCCCC will need to liaise with regional and national level civil society organisations that represent these persons, as well as with the official governmental machinery and agencies that work on their behalf. UNIFEM should also be an important partner for communicating climate change with these groups as well.



Source: Mortley, Natasha Kay. 2020. GENDER MAINSTREAMING for Natural Disaster Risks and Climate Change, Caribbean Development Bank (CDB), Barbados.

## 4.2. Fishing Industry and Marine Sanctuary Sector

### 4.2.1. Caribbean Network of Fisherfolk Organisations (CFNO)

One of the core audiences that the CCCCC will need to target are fisherfolk, their families and their communities. However, because there are so many fishing cooperatives and fishing communities in the OECS region, it is best to work through the **Caribbean Network of Fisherfolk Organisations (CFNO)** and the **Caribbean Regional Fisheries Mechanism (CRFM)**. The CCCCC is already working closely with the CRFM which is also based in Belize. The CFNO will be a useful channel to reach the national association of fishing cooperatives in each of the countries.

For the marine sanctuary protection side of things, the CCCCC will need to liaise with the Caribbean Marine Protected Areas Management Network (CaMPAM). CaMPAM was created in 1997 under the framework of the Caribbean Environment Program of the UN Environment Programme (UNEP-CEP) and the Specially Protected Area and Wildlife (SPA) Protocol of the Cartagena Convention activities. Since then, it has received the support of governments, private foundations, and individual experts. This initiative brings together Marine Protected Area (MPA) researchers, administrators, managers, and educators from governmental entities and non-governmental organizations as well as the private sector in an inclusive network to exchange ideas and lessons learned through a variety of mechanisms.

The KAP findings suggest that face-to-face communication is still the most preferred medium to reach fishers in the region, although mainstream media (TV and radio) are also still effective. As is the case with the general public indicated above, some social media use – such as WhatsApp are also proving effective.

### 4.3. Farmers, Watershed and Forest Users

Farmers will need to be targeted as primary audience and particularly those in upper watershed areas whose farming practices need to become more climate resilient. As a group, most are small farmers that operate on limited-sized holdings that are often fragmented and with limited resources. It can be challenging for them to change their existing farming practices.

According to Graham<sup>19</sup>, most small farmers are older, aged between 41-54 years. Women farmers tend to enter the system at 30-35 years of age, are more involved in weeding, harvesting and marketing, although males still control the marketing process.

In terms of education, Graham's study found that about 50-55 % of small farmers had achieved primary level education, 20% secondary education - the remaining had attained post-secondary formal training and or higher education. Data collected since 2007 reveal that in a few countries young people are involved in farming as early as age 15 years, however in general, youth under the age of 25 years show little interest as holders and women under 35 tend to be absent as holders.

As such, messaging for this group should be more oral/audio and participatory in nature with face-to-face meetings, Farmer Field Schools (FFS), training sessions, and workshops. As is the case with the general public and fishers however, WhatsApp is growing in popularity. In fact, farmers in the region are also starting to use Smart Phone technology to do business and to obtain extension and production advice.<sup>20</sup>

Partnerships with Ministries of Agriculture (MOA) and extension services will help the CCCCC liaise with farmers directly and with farmer groups. Some MOAs in the region have farmer databases, such as the Agri-Business Information System (ABIS)<sup>21</sup> in Jamaica that includes information on registered farmers' location and their crop production.

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<sup>19</sup> Barbara Graham. 2012. FAO and Hunger Free Initiative in Latin America and the Caribbean. Profile of the Small-Scale Farming in the Caribbean Workshop on Small-Scale Farming in the Caribbean

<sup>20</sup> <https://spore.cta.int/en/press-reviews/article/caribbean-farmers-could-be-going-digital-sid0b4ee9a35-509b-4939-b29b-c5e92f7ec4fe>

<sup>21</sup> <https://www.abisjamaica.com.jm/>



In addition to liaising with Ministries of Agriculture in member states, the CCCCC should consider partnering with the Caribbean Agricultural Research and Development Institute (CARDI) and the Inter-American Institute for Cooperation on Agriculture (IICA) as well as through the **Caribbean Farmers Network (CaFan)** now known as ECTAD. CaFan works to improve the quality of life for small farmers and their families by strengthening their capacity to improve their livelihoods and manage their resources in the face of climate change.

## 4.4. Education and Youth

### 4.4.1. Formal Education System

Many communication strategies seek to promote awareness first through the formal educational system with the hope that children at the primary and secondary levels will bring improved climate change practices home and in turn teach their parents and adults. As a result, many environmental programs invest substantial resources in school learning.

In 2012, the **Caribbean Examinations Council (CXC)** explored what type of education could better prepare students for the “Green Economy” and spearheaded steps to include green economy skills and learning in the curriculum.

The CCCCC should appreciate that teachers in the region are often over worked and face many challenges with large classroom sizes and limited resources. Unless Climate Change learning is built directly into the official curriculum and lesson plans, it is difficult for teachers to incorporate it into their classroom teaching. This requires a direct partnership with the CXC and the curriculum departments within individual Ministries of Education.

However, there will be new job and employment opportunities with climate change. The CCCCC should therefore liaise with the **Association of Caribbean Tertiary Institutions Inc (ACTI)** to make them aware of new career paths that will be emerging. The University of the West Indies (UWI) has three official campuses in Jamaica, Barbados and Trinidad and Tobago, but also has 16 satellite campuses around the region that offer on-line courses. Both of these entities have tremendous partnership potential for the CCCCC to offer periodic webinars and schedule formal meetings to explore how to prepare community college students for the new jobs to come.

Methodologies to reach teachers will need to include professional training approaches such as webinars and on-line learning. The CCCCC should explore piloting a few initiatives with teachers in one or two countries and then scale up best practices to the wider region.

### 4.4.2. Caribbean Science Foundation

Since many new blue job opportunities may be science-based, another important potential partner the CCCCC may wish to consider working with is the Caribbean Science Foundation (CSF)<sup>22</sup>.

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<sup>22</sup> <http://caribbeanscience.org/>

The Caribbean Science Foundation (CSF) is an independent, non-profit, non-governmental organization. The work of the CSF is supported in part by the Caribbean Diaspora for Science, Technology and Innovation (CADSTI) which founded the CSF in 2010 as its implementation arm in the Region. Although CADSTI (<http://cadsti.org>) is not based in the region, its mission is to “assist with the diversification of the economies of the Caribbean Region by harnessing science and technology for economic development, thereby helping to raise the standard of living.”

CSF seeks to do this by:

1. *Accelerating education reform that supports technology-based entrepreneurship by:*
  - Promoting and offering STEM (Science, Technology, Engineering and Math) programs including robotics camps and computer coding workshops for Caribbean youth
  - Offering business and entrepreneurship education programs for Caribbean youth
  - Carrying out STEM teacher training exercises in the Region
  - Enhancing the communication skills of the youth in CSF programs
2. *Stimulating technology-based entrepreneurship by identifying and funding science and technology projects in new and existing enterprises that are relevant to the economic development needs of the Region, and*
3. *Providing scientific and engineering advisory services to Caribbean governments by working with the Caribbean Diaspora for Science, Technology and Innovation (CADSTI) to leverage the expertise that resides in the Diaspora.*

The headquarters of the CSF are located on the Barbados campus of the University of the West Indies. However, there are CSF representatives in many CARICOM countries. CSF Country Representatives are expected to:

- Disseminate information from and about the CSF and its activities and programs to the populace
- Mobilize youth in the country, and carry out activities related to science, engineering and innovation
- Organize CSF sponsored events in their country
- Make linkages for the CSF to the political, educational and business communities in the country
- Facilitate connections for local entrepreneurs that enable expert assistance with proposal writing and business-plan development, where the assistance may be drawn from the broader CSF network, or other individuals or organizations
- Assist with fund-raising in their country
- Report monthly, at a minimum, on their activities to CSF headquarters
- Report timely events to the CSF as is necessary, for example: To provide new and/or timely information that has significant impact on the CSF
- To obtain guidance from CSF on issues or questions that arise from the populace on which the CSF does not yet have a public position
- Report quarterly on the science, engineering and innovation initiatives in their country to the CSF Board

As a result of this mandate, the CSF looks like a promising potential partner for the CCCCC to connect with as leading, cutting edge educators that would no doubt be interested in promoting climate change

messaging. Collaborative training sessions, podcasts and webinars as well as technical briefs would be the most important media to consider for this secondary audience.

#### 4.4.3. The Caribbean Association of Secondary School Principals

The **Caribbean Association of Secondary School Principals (CASSP)**<sup>23</sup> the Caribbean Association of Principals of Secondary Schools (CAPSS) was founded at the University of the West Indies in 1955. Formerly known as the Caribbean Association of Headmasters and Headmistresses (CAHH), its mission is to influence policy making and educational planning in member states. CAPSS hosts a biennial conference, usually in July. The CCCCC may consider attending these meetings.

The CCCCC could consider liaising with this group in addition to the CXC. Again, more professional engagement approaches such as high-level meetings, webinars, on-line training and podcasts are likely to be the most effective way to reach this audience.

#### 4.4.4. The Caribbean Union of Teachers

A further educational secondary audience to work with is the **Caribbean Union of Teachers (CUT)**<sup>24</sup>. CUT is a regional umbrella organisation representing national teachers' unions in the region. The CCCCC may wish to identify champion teachers promoting climate education goals and objectives in their own classrooms.

#### 4.4.5. Caribbean Youth and Environment Network

The Caribbean Youth and Environment Network (CYEN)<sup>25</sup> is no stranger to the CCCCC as CYEN members were integral to the "1.5 to Stay Alive" campaign. As a non-profit, non-governmental organisation, it focuses its resources on empowering young citizens of the Caribbean and their communities to develop programmes/actions to address socio-economic and environmental issues. The organisation promotes education and training, Caribbean integration and community empowerment as tools to develop an ethic amongst young people that assists in the conservation and protection of natural resources within the Wider Caribbean.

CYEN has over eight hundred members and conducts operations in twenty countries within the wider Caribbean region. Its Caribbean Office is based and registered in Barbados, but the organisation is registered in Trinidad and Tobago, St. Vincent and the Grenadines, Belize, as well as St. Lucia.

Thematic Priorities/Areas of CYEN's Work include:

1. Climate change
2. Energy efficiency and renewable energy
3. Sustainable Development:
  - Sustainable lifestyles and Sustainable Livelihoods in the context of sustainable consumption and production
  - Sustainable Development Goals
  - Disaster Risk Reduction
  - Tourism

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<sup>23</sup> <https://www.facebook.com/CAPSSCARIBBEAN>

<sup>24</sup> <https://caribbeanteachers.com>

<sup>25</sup> <http://cyen.org/>

4. Pollution and Solid Waste Management
5. Integrated Water Resources Management
6. Land Degradation Neutrality and Deforestation
7. Biodiversity management and Ecosystem Conservation
8. Marine and Coastal Management

CYEN has a number of programmatic streams that are relevant to the CCCCC's project including:

- Pollution and solid waste management
- Biodiversity and eco-system management
- Land degradation
- And integrated Water Resource Management

Each of these programmes have encouraged positive environmental and climate behaviour change and as the CCCCC already knows, CYEN also has a proven track record in highly participatory and interactive communication campaigns. Following the 1.5 campaign, the group is now spearheading a new “Stay Alive and Thrive” campaign.

Because CYEN members are young people, they offer an excellent avenue for engaging youth in the CCCCC's communication activities. Most of the main social media are ideal for attracting this audience including YouTube, FaceBook, WhatsApp, TikTok, and Instagram – among others.

The CARICOM Youth Parliament will also be another important partner to reach young audiences.

## 4.5. Special Indigenous Audiences

Indigenous communities who have their own languages and traditions will require their own tailored communication and outreach efforts in each specific country where they live. This is the case for the indigenous persons in Belize, Suriname and Guyana as well as Dominica. Some of these communities have their own umbrella associations and chapters that the CCCCC should work through. Approaches to reach these audiences need to be done in partnership with the national agencies and NGOs that work with them at the national level.

## 4.6. Government Sector

The CCCCC already works directly with the Heads of Government and key ministries in all Member States.

To encourage buy-in and interest in the CCCCC's work among persons working in the public service however, it may wish to work through national public service associations. There actually is a **Caribbean Public Service Association<sup>26</sup> (CPSA)** The CPSA has 17 affiliates in 15 countries. The mission of the association “is to unite public servants across the Caribbean and enhance their capacity and ability to provide quality public services while ensuring that their welfare and rights are respected.” The CPSA sponsors regular conferences and meetings of its members.

The CCCCC could offer specific webinars and other activities through this association.

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<sup>26</sup> <https://www.facebook.com/CaribbeanPublicServicesAssociation/>

## 4.7. Business Community and Private Sector

A useful way to reach the private sector for climate messaging, would be through the **Network of Chambers of Commerce (CARICHAM)**<sup>27</sup>. This is a network that has just been formalized in April 2019 and includes 16 Chambers of Commerce from across the Caribbean. One of their key objectives is to ensure that national Chambers of Commerce (CCs) have a voice in how trade policy is shaped, so it is very important for climate advocacy and trade facilitation.

Hosting direct meetings with members through CARICHAM, participating in trade shows and exhibits, participating in their social media conversations, sponsoring webinars/podcasts tailored directly to their needs and paying for advertorials in their trade magazines are some of the best ways to reach this group.

The Caribbean Association of Industry and Commerce (CAIC) could also be an important advocate for the CCCCC to partner with.

## 4.8. Tourism and Hotel Industry

Tourism is one of the sectors that is most impacted by Climate Change and there are hundreds of hotels in the region which makes it difficult for the CCCCC to liaise with them individually. Fortunately, member states have national Hotel and Tourism Associations and there is also the **Caribbean Hotel and Tourism Association (CHTA)** and the **Caribbean Tourism Organisation (CTO)** which can be approached for messaging to this sector. The CTO actually has a seat on the CCCCC's board, so this important partnership has already commenced.

Both the CHTA and the CTO host conferences and meetings and have publications related to Caribbean tourism that could be useful for the CCCCC to have a presence at and for its communication efforts to work through. The CHTA also has a knowledge centre, and regularly promotes webinars and publications related to the sector. These avenues would be useful for promotion of any webinars that the CCCCC would like to host as well. Both the CHTA and the CTO are well respected organisations and would be very important ambassadors and credible messengers for CCCCC's communication.

The CHTA also supports the **Caribbean Alliance for Sustainable Tourism**<sup>28</sup> (CAST) which seeks to enhance the practices of the Caribbean's hotel and tourism operators by providing high quality education and training related to sustainable tourism; promoting the industry's efforts and successes to the traveling public and other stakeholders; and serving as a vital link to all stakeholders with sustainable tourism interests in the Caribbean region.

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<sup>27</sup> <https://today.caricom.org/2019/04/05/network-of-regional-chambers-of-commerce-launched/>

<sup>28</sup> <https://www.facebook.com/CaribbeanAllianceForSustainableTourism>

## 4.9. Waste Management

There is no regional association or organisation that represents solid waste management, but there are two that are concerned with water and waste water.

The **Caribbean Water and Sewerage Authority (CAWASA)** is the main association of Water Utilities in the Region that deals with water and waste water issues.

Additionally, the Caribbean Water and Wastewater Association (CWWA), is an NGO without legal standing whose members are interested in water and waste water interests. Formed in 1991, the CWWA is a grouping of water, wastewater and solid waste professionals from both the public and private sectors. CWWA supports its membership through advancements in technology, education, science, management, and country regional policies in the water and sanitation fields.

The CWWA also hosts an annual conference that the CCCCC should have a presence at, to highlight the water projects it is undertaking.

High level meetings, webinars and podcasts are the key methods to reach persons working in these sectors.

## 4.10. Health Sector

The COVID 19 pandemic has helped bring attention to the health hazards also caused by climate change. Around the world, increased attention is being to the health impacts of vector and water borne diseases linked to climate change impacts. Heat stress, forest fire related health impacts and other climate related impacts are becoming increasingly concerning.

The CCCCC is already working with PAHO and CARPHA on various projects that work directly with audiences in the health sector. But it may also wish to reach audiences through the Caribbean Doctors Association<sup>29</sup> (CDA). The Caribbean Doctors Association is a non-governmental, independent, non-profit organization with an aim to promote socio-medical interventions, disaster recovery, inter-regional medical and paramedical education and training and more.

As a voluntary organisation, the association organises various guest speakers and training events and also seeks to intervene in times of social crisis, conflict, epidemics and natural or human disasters, in partnership with other organizations.

Participation in high level meetings, Communities of Practice, panel discussions, webinars and podcasts is likely the best approach to liaise with this group.

However, to support the work of these agencies and to reach the primary health care workers that support climate change health safety on the ground, the CCCCC should also explore producing some Public Service Announcements (PSAs) for radio and TV and also printed material (posters, fact sheets, flyers) for distribution to general public users of health care facilities on the ground.

## 4.11. Disaster Management Sector

The CCCCC already works with CDEMA to reach audiences in this sector and has working communication methods that are already operational. The CCCCC has recognised that many of its partnerships, including

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<sup>29</sup> <https://www.caribbeandoctors.org>

that with CDEMA, need to be significantly strengthened and the new Strategic Implementation Plan is making provisions to do just that as part of Strategic Objective 2: To Strengthen Strategic Partnerships for Sustained Climate Results within the Region.

## 4.12. Meteorological Services

The Caribbean Meteorological Organisation (CMO)<sup>30</sup> is another important partner agency that the CCCCC already works with. The Caribbean Meteorological Organization is a specialized agency of the Caribbean Community that coordinates the joint scientific and technical activities in weather, climate and water – related sciences in sixteen (16) English-speaking Caribbean countries.

The objectives of the CMO are the promotion and co-ordination of regional activities in the fields of meteorology and allied sciences. The CMO is comprised of four branches.

- The **Caribbean Meteorological Council** is the supreme organ of the Organisation and comprises of Ministers responsible for meteorology. The Council issues directions of a general or special character as to the policy to be pursued by the Organisation and its any organs.
- The **Headquarters Unit** is located in Trinidad and Tobago and is headed by a Coordinating Director. The functions of the Headquarters Unit include undertaking and carrying out of the decisions of the Council, as well as advising and assisting Member States, in particular, those States without national meteorological services.
- The **CIMH**<sup>31</sup> is the education, training, and research arm of the CMO.
- The **Caribbean Meteorological Foundation** is a charitable organisation with the objective of promoting through the CIMH the study of, and research in, meteorology, hydrology, and associated sciences. One of the main functions of the Foundation is the soliciting, receiving, and disbursing of funds, donations, and research contracts in pursuance of the above objective.

In addition to the CMO/CIMH, the CCCCC also already works with the Instituto de Meteorología (INSMET) in Cuba to reach the Met officers there, as well as the Met Office Hadley Centre in the United Kingdom. These partnerships will continue to be very important for communication efforts.

## 4.13. Energy Sector

The CCCCC currently works with CCREEE to reach audiences in the energy sector, but may also wish to liaise with Solar Energy International<sup>32</sup> which offers scholarships for persons living in the OECS region and the Bahamas who want to be trained in solar technology and also with the Caribbean Solar Energy Society.

Online training courses, webinars, podcasts and high- level meetings are the main ways to reach these groups.

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<sup>30</sup> <http://www.cmo.org.tt/aboutus.html>

<sup>31</sup> <http://cimh.edu.bb/?p=about>

<sup>32</sup> [www.solarenergy.org](http://www.solarenergy.org)

## 4.14. Insurance Sector

The CCCCC already partners with the Insurance Association of the Caribbean (IAC) and the IAC has a representative on the CCCCC's Board. and with CCRIF to reach audiences in this sector. Again, high level meetings, trade shows, and webinars are important ways to reach this body.

However, because there is so little uptake through the CCRIF of insurance in the region, the CCCCC needs to collaborate with CCRIF and the IAC to expand the number of insurance clients. This will need to involve a specific promotion strategy that uses both mainstream PSAs, social media and print based information.

## 4.15. Building & Construction Sector

Reaching audiences in the building and construction sector can be a challenge. There is a Federation of **Caribbean Associations of Architects (CFAA)**<sup>33</sup> that might prove useful. The CCCCC may wish to have a presence at some of their meetings. There is also a Caribbean Construction Digest<sup>34</sup> that may be a useful outlet for promoting messaging related to climate smart construction through paid advertorials.

There is also the **Council of Caribbean Engineering Organisations (CCEO)** which was formed in 1969 and thus has long-standing credibility. The CCEO was established to support professional engineers throughout the Caribbean and promote their common professional interests. They also seek to facilitate cooperation and exchange of information about engineering issues and to set stands and rules for professional conduct. Training and knowledge sharing is also part of their mandate and thus, the CCEO would be a good avenue for promotion of the webinars and perhaps special events related to climate impacts on coastal development.

The Federation of Caribbean Associations of Architects (FCAA) is another entity that can be enlisted as a partner to reach this group.

Webinars, meetings and training sessions, participation in their social media conversations, as well as advertising in trade magazines are useful for the CCCCC to consider with this audience.

## 4.16. Scientific Community

The CCCCC already works closely with the **Climate Studies Group (CSG)** at UWI Mona campus and the **Centre for Resource Management and Environmental Studies (CERMES)** at the UWI campus in Barbados.

One additional secondary audience that might be useful for the CCCCC to consider is the **Association of Marine Laboratories of the Caribbean (AMLC)**<sup>35</sup>. AMLC's mission is to foster within the wider Caribbean,

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<sup>33</sup> [https://www.facebook.com/pg/fcaainfo/about/?ref=page\\_internal](https://www.facebook.com/pg/fcaainfo/about/?ref=page_internal)

<sup>34</sup> <http://www.cariconstruction.com/tag/trinidad-and-tobago/>

<sup>35</sup> <https://www.facebook.com/amlccarib/>



cooperation, coordination, and information transfer among marine laboratories, scientists, policy makers, communities, and local stakeholders.

Webinars, scientific meetings, joint publication of case studies, participation in scientific social media conversations are critical for this group.

## 4.17. Legal and Enforcement Sector

Reaching the legal sector can be a challenging task in the Caribbean. It is very difficult to “train” the judiciary, lawyers and police. While they can be “sensitized”, there is often a reluctance to participate in technical training activities. Working with umbrella organisations is therefore critical.

### 4.17.1. Association of Caribbean Commissioners of Police (ACCP)

To reach the enforcement community, it might be useful to work through the **Association of Caribbean Commissioners of Police (ACCP)**<sup>36</sup> which was formally established in 1987 in Castries, St Lucia. The stated objectives of the association are:

- Regional cooperation in the suppression of criminal activities in such areas as narcotics, terrorism and organized crime;
- The exchange of information in criminal investigations;
- The sharing of common services which may include training, forensic analysis and research and
- The effective management of law enforcement agencies

The **Association of the Caribbean Corporate Counsel (ACCC)**<sup>37</sup> is a chapter of the larger Association of Corporate Counsel (ACC) which represents attorneys around the world. The ACCC serves the legal community in the community. It hosts annual summits for legal professionals to discuss changes in the law.

The CCCCC should consider participating in some of these meetings and participating in their social media conversations. Webinars and high-level virtual meetings would also be effective.

## 4.18. The Media

In addition to the above audiences, workers in the mainstream media sector and also in the social media sector need to be addressed through the strategy. As well as the Association of Caribbean Media Workers (ACM) and the Caribbean Environmental Reporters Network (CERN), specific journalists and bloggers/influencers who specialise in environmental and climate issues should be courted as a critical group in the strategy.

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<sup>36</sup> <https://www.accpolice.org>

<sup>37</sup> [www.accl.net](http://www.accl.net)

The approaches for reaching this critical audience are discussed later, as part of the public relations and visibility component.

## 5. THE STRATEGY

### 5.1. Communication Vision for the CCCCC

Through the SIP, the CCCCC’s new vision for the Region is, “**A Resilient and Thriving Caribbean Region for All.**” The SIP exercise also identified core values that the CCCCC upholds and for which it wants its brand to be associated: Accountability, Transparency, Integrity, Respect and Excellence (ATIRE).

During the Audience Analysis exercise that was conducted separately for this Communication Strategy and Implementation Plan (CSIP), many of these same characteristic words and values were also identified. These included being a climate change “leader” (74%) and being a “centre of excellence” (63%). Table 2 from the Audience Analysis Report (AAR) shows that many critical words were also selected by staff or “all of the above” was chosen. An additional respondent cited “relevant/relevance” as important as well.

**Table 2 – Source: Audience Analysis Report**

ANSWER CHOICES	RESPONSES	
trust	52.63%	10
advocacy	36.84%	7
transparency	47.37%	9
proven	21.05%	4
partner	57.89%	11
leader	73.68%	14
centre of excellence	63.16%	12
inclusive	42.11%	8
excellent value	21.05%	4
scientific	31.58%	6
credible	57.89%	11
Accountability	52.63%	10
Integrity	52.63%	10
Respect	47.37%	9
All of the above	26.32%	5
none of the above	0.00%	0
Other (please specify)	5.26%	1
Total Respondents: 19		

*Source: Audience Analysis Report*

An overall vision and goal for the communication strategy therefore needs to be aligned with these same adjectives as follows:

***The CCCCC will be widely known and respected throughout the region for excellence in Climate Change Action towards a sustainable future for all.***

## 5.2. Communication Goals and Objectives

Before proposing overarching communication goals for the strategy, it is important to appreciate that the goal represents how the CCCCC would like to be known in five years time, at the end of the strategy's implementation. As such therefore, the overall goal needs to be very broad in design.

Communication objectives on the other hand, need to be understood as **steps** to achieving the final broad understanding and level of awareness that is desired. These objectives are mutually supportive.

In both cases however, the goals and objectives follow the SMART principle of Specific, Measurable, Achievable, Realistic and Time-Bound.

To this end, it is important to appreciate that the indicators which are proposed for the overall goal and each of the objectives are deliberately modest. The communication activities that are later presented in the strategy seek to produce results that will exceed these proposed indicators, but at the design stage here, it is better to be modest and "Realistic and Achievable".

The communication strategy acknowledges that ***High Level Target 4 in the SIP, aims to achieve at least a 10% increase in CC knowledge and attitudes and at least a 30% increase in climate change good/best practices***. However, a major caveat is noted here. From a professional communication perspective, this target is quite ambitious. The goals presented below seek to accommodate Target 4 and, where possible, its associated Performance Measurement Framework (PMF) indicators as presented in the SIP, while also being realistic with respect to actual communication practice.

### 5.2.1. Communication Goals

The strategy presents two overall communication goals that are aligned with specific outcomes presented in the SIP as shown in Matrix 2:

**Matrix 2 – Alignment of Communication Goals with the SIP's Strategic Outcomes, Outputs and Results**

Goal	Corresponding SIP Strategic Outcome	Corresponding SIP Outputs	Corresponding Indicators in the Performance Measurement Framework of the SIP	Corresponding Targets in the SIP
<p><b>1. By the end of strategy implementation, the CCCCC will support at least 15 climate change public awareness, advocacy and behaviour change communication initiatives</b></p>	<p>Outcome 4.1: Increased climate change communication across the region.</p>	<p>Output 4.1: Public Education, awareness and outreach initiatives on climate change implemented</p>	<p>4.1.1 % change in climate change knowledge, attitudes and practices in the region, by age, sex, sector/target group</p> <p>4.1.1.1 Number of public education and/or outreach initiatives implemented by type and target audience</p>	<p>10% increase in CC knowledge and attitudes and at least 30% increase for practice over the baseline<sup>38</sup></p> <p>At least three (3) annually (for a total of 15 by the end of strategy implementation)</p>
		<p>Output 4.1.2: Social Marketing and behaviour change initiatives implemented</p>	<p>4.1.2.1 Number of persons (males and females) reached by social marketing and behaviour change initiatives, by target group</p>	<p>10000 persons (males and females) annually</p>
		<p>Output 4.2.1: Private sector and civil society organisations including faith-based, women and youth-led organisations supported to build or improve their climate literacy and advocacy</p>	<p>4.2.1. Number of climate change policy recommendations/actions promoted by non-state actors with the support of the CCCCC</p> <p>4.2.1.1 Number of women and men from targeted private sector and</p>	<p>25 climate change policy recommendations/actions promoted over a 5 year period</p> <p>At least 100 women and men trained</p>

<sup>38</sup> A Caveat : the SIP defines “Actions” as policies (regulations/laws), programs, projects, or initiatives rather than the adoption of Climate Change Adaptation practices as would be understood in C4D terms. So, the SIP's definition of behaviour change is much broader than is understood in C4D.

Goal	Corresponding SIP Strategic Outcome	Corresponding SIP Outputs	Corresponding Indicators in the Performance Measurement Framework of the SIP	Corresponding Targets in the SIP
			civil society organisations trained in climate advocacy and resilience building actions	
		Output 4.2.2: Partnerships established with Member States' MDAs responsible for women, youth, and other vulnerable groups to raise awareness about climate change issues within these groups	4.2.2.1 Number of instruments (MOU, cooperation agreements) signed with Member States' MDAs responsible for women, youth and vulnerable groups	At least 5 instruments (MOU, cooperation agreements signed)
<b>2. By the end of strategy implementation, at least 10% of CARICOM audiences would have heard of the CCCCC and can identify at least one activity, project, service or awareness campaign that they can associate with the CCCCC.</b>	Outcome 5.3: Increased Visibility of the Centre.	Output 5.3.1: Awareness raising initiatives about the Centre and its services implemented.	5.3.1 Number of Social Media followers	20,000 per year
			5.3.1.1: number of presentations on the CCCCC made at global regional and national conferences by the Centre's experts, by sex of presenter	At least 50 per year
			5.3.2 % change in number of mentions of the Centre in the media (print/social)	100% increase per year
			Output 5.3.2 Centre's contribution to improve	5.3.2.1 Number of registered users who visit the CCCCC's on-line data

Goal	Corresponding SIP Strategic Outcome	Corresponding SIP Outputs	Corresponding Indicators in the Performance Measurement Framework of the SIP	Corresponding Targets in the SIP
		climate change resilience promoted	systems and download data, by sex and age	

The communication goals are thus clearly aligned with the CCCCC's new Vision and Mission under the SIP.

## 5.2.2. Communication Objectives

To achieve the overall communication goals indicated above, and in line with the objectives of the SIP, the following SMART communication objectives are outlined:

**Goal 1. By the end of strategy implementation, at least 10% of CARICOM audiences would have heard of the CCCCC and can identify at least one activity, project, service or awareness campaign that they can associate with the CCCCC.**

1. By the end of strategy implementation, at least ten (10) percent of the general public will clearly recognise the CCCCC's logo and other "brand" identifiers (website and/or social media platforms).
2. By the end of implementation, at least five (5) percent of audiences will be able to name at least three activities that the CCCCC does to support climate action in the region (either pilot projects, scientific research, advocacy at Climate forums, financing, etc.)
3. By the end of strategy implementation, at least five (5) percent of the general public will be able to name at least one action that their government has taken to promote climate resilience.
4. By the end of implementation, at least five (5) percent of the general public will be able to name at least one practical action that they can take to become more climate resilient and will know where and how to get the resources they need to put it into practise.
5. By the end of implementation, at least five (5) percent of the general public will be able to name at least one key climate champion that is taking action in the region.

**Goal 2. By the end of strategy implementation, the CCCCC will support at least 15 climate change public awareness, advocacy and behaviour change communication initiatives that are being implemented by their national and regional partners through their various technical projects.**

### Objectives:

1. By the end of strategy implementation, at least five of the member countries that are implementing their own communication initiatives in support of climate change advocacy or behaviour change will acknowledge the support and facilitation provided by the CCCCC to enhance their communication efforts.
2. Through the CCCCC's support, by the end of strategy implementation, national and regional public awareness and behaviour change communication activities will result in a 10% increased awareness of CC at the national level, and a 30% increase in adoption of improved Climate Change Adaptation (CCA) and resiliency practices.

In addition to these core objectives which pertain mainly to SIP Strategic Objective 4, Annex A also analyzes each of the SIP's desired outcomes and expected outputs and suggests additional communication objectives that could be considered for monitoring and evaluating their potential communication impact that separate SIP activities may achieve. The centralised communication activities presented below, are



designed to support the five broad objectives above. Annex A is presented for illustrative purposes to indicate how other activities under SIP's can also contribute to communication results.

## 5.3. Key Messaging

To support the strategy, there are some essential overall messages that need to be conveyed. See below:

### 5.3.1. Elevator Pitch

Everyone at the CCCCC needs to consider themselves as a 5Cs Ambassador – no matter if they work as a driver or are the Executive Director (ED). As such, every member of staff must be able to easily and simply explain what the CCCCC is, why it is important and what it does.

It is useful to think of an elevator pitch as a relatively short spiel suitable for all audiences that allows everyone at the CCCCC (and on the CCCCC's Board of Governors and key partner stakeholders) speak with one voice. The following pitch is suggested if asked in an elevator, at a bus stop or at a cocktail party

***Tell me what is the 5C's and why it is important? What does it do?***

The answer could be:

***No doubt you've noticed hotter temperatures, drought, and more frequent and intense storms recently. These impacts that affect our health and livelihoods are made worse by Climate Change. Even though we in the Caribbean do little to cause it, we have to take action to adapt.***

***The 5Cs is leading this process. We are the only agency that has been mandated by CARICOM to serve in this function. As small states, the 5Cs helps us to amplify our voices on the world stage so we can negotiate with strength. We work with our governments to make visible and tangible improvements to people's lives through investments in water harvesting and conservation, fisheries, agriculture, reforestation, tourism, health, and renewable energy – all of the areas that climate change is hurting.***

***The 5Cs provides state of the art scientific research, data and access to cutting edge technologies to our governments that they could not necessarily access on their own – like LiDAR, CCORAL and others that helps them to make evidence-based decisions.***

***But did you know too, that the 5Cs does all of this without financial support from tax payers like you and I? We are completely self-financing, but we do work with international donors to leverage financial resources to support the work it does.***

***Check out the 5Cs' website to find out much more about what else the 5Cs are doing for you now.***

This version is offered as a draft that will need to be confirmed together with the CCCCC's staff as one of the early preparatory activities under the strategy.

### 5.3.2. Additional Messaging for Key Climate Themes and Project Related Activities

In addition to confirming the elevator pitch, the CCCCC should consider new slogans for the project related work that it does. Until recently, the CCCCC's main tagline was:

**“Empowering People to Act on Climate Change”**

During the development of the strategy, some alternative taglines were proposed and reviewed, but none were selected by the close of the consultancy. However, after a CCCCC Board retreat at the end of July 2021, a new tagline was agreed as follows:

**“Building Resilience. Securing Our Future”**

The current strategy therefore incorporates the new tagline that has been determined.

### 5.3.3. Production of Promotional Products

In addition to confirming the elevator pitch and slogans for key project activity areas, the CCCCC will also need to produce a core set of promotional/communication products that can be used throughout the strategy. These include:

- Creation of Exhibit and Display Materials – the templates that the Baastel team have produced may be considered as possible samples
- A general one-minute infogram/animated video about the CCCCC that can be broadcast in Member States. These will need to be produced in French, Dutch and English and possibly Spanish for Cuba.
- Creation of a Series of PSAs (Radio and TV) for specific gap messaging and based on the SIP's objectives and/or pertaining to its key project activities (as indicated in Matrix 2) that can be aired through mainstream broadcast channels but also on social media platforms.
- Creation and use of Signage for the CCCCC's project activities
- Creation and distribution of Promotional items to promote the CCCCC's brand
- Creation of a Press Kit about the CCCCC

A wide variety of branded paraphernalia can be considered, depending on budget. Some particular items that might have “climate” relevance are things like:

- Waterproof phone cases
- Umbrellas/ Raincoats
- Waterproof computer or tablet sleeves
- Water bottles
- Waterproof flashlights
- Knapsacks

- Bumper stickers for boats and vehicles
- Branded Farming tools and water boots
- Among other items beyond the traditional T-shirts and coffee mugs.
- Key chains
- Bumper stickers (e.g., “1.5° to Stay Alive)

Estimated costs for many of these items is included in Budget Annex.

## 5.4. Goal 1 – Strategic Pillars

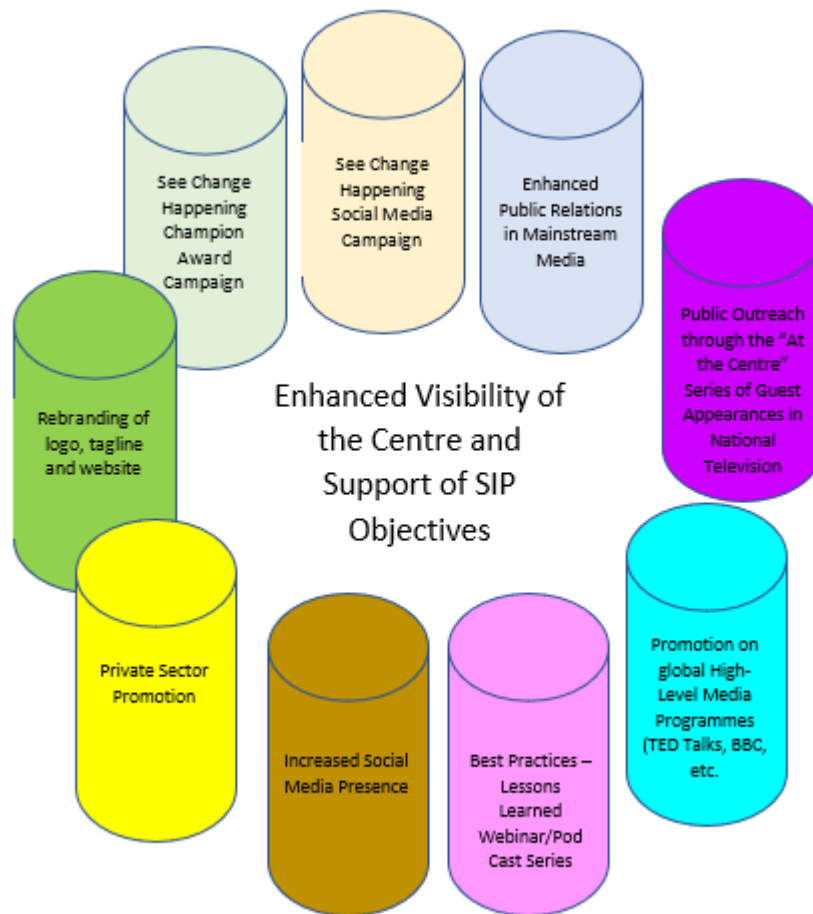
To support **Communication Goal 1** and maximize the CCCCC’s visibility and generate as much “buzz” about its work as possible, and to also support the SIP objectives, the strategy is organised around the following key pillars:

1. A rebranding and relaunching of the CCCCC’s website and logo
2. A high-profile flagship award/recognition campaign – “See C-Change Happening”
3. A “See C-Change Happening” social media campaign
4. Increased, regular public relations and promotion of key milestones and achievements through mainstream (TV and radio) news and social media platforms
5. Public outreach through promotion of a PSA series for key SIP messages plus guest appearances on all regional media through the “At the Centre” series of national Television engagements
6. Promotion of the CCCCC on high-level global Television, Radio and Social Media Platforms where climate discussions are taking place (Such as BBC’s World Service “The Climate Question”, TED Talks<sup>39</sup>, and other outlets)
7. A “Scaling Up Change” or “Climate Conscious Chat” Webinar/podcast “best practices or Lessons learned” series with professional level climate actors
8. Promotion of the CCCCC in specific sectors through trade shows and sectoral media channels (advertorials, scientific magazines, sponsored events, etc.)
9. Increased social media presence and participation in key climate conversations

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<sup>39</sup> <https://www.forbes.com/sites/dorieclark/2014/04/21/how-to-become-a-tedx-speaker/#:~:text=One%20way%20to%20and%20a%20TEDx%20talk%20is,of%20%5Bthe%20speakers%5D%20we%20did%20not%20know%20before.>

Figure 14 – Pillars of the Strategy in Support of Goal 1



These are presented as a menu of activities for the CCCCC's consideration, but are strongly recommended to achieve the overall communication goal.

In addition to these core, centralised activities the document also provides considerations towards an internal communication strategy for the CCCCC, a Knowledge Management Strategy and suggestions for communication capacity building. These are presented as separate chapters later in the document.

#### 5.4.1. Re-Branding

During the development of the strategy, as was noted, although the Baastel team was not contracted to design a new logo and tagline, efforts were made to do so based on requests made during the inception phase. Eventually, with input from the CCCCC's Board, a new tagline was determined, but a new logo was not yet finalised. For this reason, the rebranding activities under this component of the CS&IP include:

- Redesign of the logo; and
- Website redesign

### Logo Redesign

In March 2021, the Baastel team shared an initial set of logos with the Project Steering Committee (PSC) which produced an initial layer of feedback for possibly redesigning the logo. Based on this input, Baastel then produced an initial set of six logos for the CCCCC's consideration. These in turn were then shared with the CCCCC's Board and later in April with the CCCCC's staff to garner additional feedback.

Based on the feedback received, Baastel's graphic artist designed an additional set of four new logos. The findings from the staff survey and all of the logos were included in a report submitted to the CCCCC on May 21, 2021 for its further consideration.

Through this process, by the middle of July 2021, two logo designs were short-listed, but with additional considerations for improvement. These were also shared with board members during the end of July 2021 Board Retreat.



**Caribbean Community  
Climate Change Centre**



**CARIBBEAN COMMUNITY  
CLIMATE CHANGE  
CENTRE**

#### Option 1

Option one incorporates the feedback from the board, the staff and the PSC. The yellow in the "regional marble" is toned down, but illustrates global warming. The colours now resonate with colours in the CARICOM flag.

#### Option 2

This version features an aperture or lens concept – with the region in focus, but employs more of the colours in the CARICOM Flag.

One of the first activities to be implemented under the new strategy therefore is the finalisation of the logo redesign process. A graphic artist should be contracted to adjust the above two options and to design a few (no more than 2 or 3) additional options for consideration.

These should then be pretested with focus groups representing different segmented audiences that the CCCCC wishes to reach. The pretesting exercise should be done across the region.

There are two main advantages to pre-testing the new logo options in this way:

1. Pretesting will reveal interpretations that designers and the CCCCC may not expect. The risk of mis-interpretation can then be avoided. Pre-testing will help to ensure that the CCCCC has a very high confidence level in whatever logo it ultimately selects,

2. The pre-testing exercise can help to raise brand recognition. A degree of PR and buzz can be generated to support the activity that will engage audiences throughout the region. People will then be “on alert” for the CCCCC’s new look.

### *Website Redesign*

The CCCCC’s website needs a revamping and could be made more user friendly. Some current features do not seem to be active, for example, such as the Flickr gallery. It would also be good for the website to include a menu option for gender work that the CCCCC is doing.

The following websites were viewed as possible examples for the CCCCC to emulate or consider in tone and style.

1. National Geographic <https://www.nationalgeographic.com/>
2. UNEP-CEP <https://www.unep.org/cep/>
3. OECS <https://oecs.org/en/>
4. The Smithsonian <https://www.si.edu/>
5. The Scientist <https://www.the-scientist.com/>
6. Cosmos – the science of everything <https://cosmosmagazine.com/>
7. Live science <https://www.livescience.com/>
8. Climate Links <https://www.climatelinks.org/>
9. Arstechnica <https://arstechnica.com/>
10. The Adaptation Fund’s Gender page: <https://www.adaptation-fund.org/knowledge-learning/knowledge-themes/gender/>

A consultant will be needed for this activity and ideally, the CCCCC’s Communication Unit should have a designated web manager (even on a part-time basis) to manage new content and the analytics. When the website has been revised, it should be relaunched and re-introduced to each targeted audience as well as through social media and mainstream media.

### *Launch of New Branding Elements*

When the website, new logo and tagline are finalised, there should then be an official “re-launch” of the CCCCC with its new look and branding elements.

## **5.4.2. “See C-Change Happening” - Flagship Award Program**

Under the “See C-Change Happening” banner, the CCCCC should launch a climate champion award program that seeks to identify “climate ready champions” or “climate ready leaders” that already exist within each of the core audiences it is trying to reach.

While playing on the words “Climate Ready”, each audience will likely need its own slightly different angle or phrase to distinguish it from others and to help its work resonate with other persons in the same audience. The angles/names presented below could be used as the name of a particular champion ‘award” for each of the respective audiences.

It is useful to think of the slogans as “hooks” for attracting each audience/stakeholder group into the campaign, as follows:

Audience	Proposed Award Title
Fishing Community	<b>Reef Watchers</b> – Leaders in Climate Smart Fishing Practices and Fish Sanctuary Management
Construction industry	<b>Climate Strong Builders</b> – Leaders in Climate Smart Construction and Engineering Practices
Hotel and Tourism	<b>Green Destinations</b> – leading hotel operators who have implemented innovative climate resilient practices and technologies
Waste Management	<b>Climate Beautifiers</b> – Leaders in waste reuse and reduction
Private Sector	<b>Climate Investors</b> – champions working for climate business opportunities
Energy	<b>C-Energy Actors champions</b> working in renewable and sustainable energy
Science and Technology	<b>Climate Innovators</b> – champions in climate science and technology
Gender	<b>Celebrating Women Facing Climate Change</b> – exemplary women in the region innovating/organising for climate action
Marginalised Groups	<b>Changing Against the Odds</b> – Champions Acting and Coping with climate change despite disabilities and marginalisation
Agriculture	<b>Climate Smart Growers</b> – champions in climate smart farming and agri-business
Health	<b>Climate Safe</b> – champions working for climate health and wellness
Compliance and Enforcement	<b>Climate Enforcers</b> – champions in innovative compliance and enforcement approaches
Education and Youth	<b>Climate Future</b> – teachers and youth promoting innovative climate education and awareness
Government Sector	<b>Climate Service</b> – Champion civil servants working for climate resilience
Civil Society	<b>Climate Guardians</b> – champion local community groups leading local climate actions

This campaign should be done closely with the CCCCC’s strategic partners and stakeholders who should be asked to identify possible award winners that they know of and work with. They should also be invited to be part of the campaign and promote it through their own organisations as well.

Relatively few resources in terms of time, effort and financial resources are required to launch such a campaign. Trophies need to be designed. A formal launch needs to be planned that asks the public and discrete audiences to nominate potential winners for the award. A panel of judges may need to be appointed to select winners of the award. Judges should also be rotated so that country partners share the role and there is country-level participation. Prizes need to be identified and calls for nominees put out through sectoral channels. Co-sponsors in each of the sectors should also be invited to be part of the campaign to

generate greater buy-in and support. By targeting co-sponsors for each, and by sharing visibility efforts, additional interest and visibility in the CCCCC will be sparked among these key associations.

To kick off the campaign however, the CCCCC should identify a number of “champions” on its own and recognise them directly. By first focusing on existing champions and gaining visibility with these actors in year one, the climate champion campaign will gain recognition and can then encourage nominations for subsequent years. Quite likely, the CCCCC can already identify several persons or agencies that they know are worthy. For the scientific community for example, UWI’s Climate Studies Group comes to mind. For youth, the CYEN’s new “Stay Alive and Thrive” is definitely noteworthy. So too could be UNICEF’s Voices for Youth Reporter, Russell Raymond<sup>40</sup>, from Dominica.

The award program should be staggered throughout the year, with awards being given in line with relevant environmental calendar dates and with meetings/exhibits/fairs that are already being organized by potential partners and related secondary audiences. By staggering the award program, it will be easier for the CCCCC to administer while also keeping it regularly visible in the news.

Some suggestions are based on the Environmental Calendar.

**Table 4– Suggested “See C-Change Happening Award Dates for Each Sector**

Audience/Sector	Possible Date for the Award
Fishing Sector and Marine Sanctuary managers	Fishermen’s Feast Day (June 29 <sup>th</sup> ) International Day of Cooperatives (1 <sup>st</sup> Saturday in July) Annual Dive Fests in Dominica, Grenada and elsewhere International Coastal Clean Up Day (3 <sup>rd</sup> Saturday every September) World Ocean’s Day – June 8 <sup>th</sup> World Wetlands Day – February 2 <sup>nd</sup>
Hotel and Tourism Sector	World Tourism Day (September 27 <sup>th</sup> ) Caribbean Tourism Month – All of November (CTO has its conference then – good place for CCCCC to have high visibility and presence)
Health	February – Healthy Lifestyle Month Clean Air Day – June 17
Teachers	World Teachers’ Day – October 5 <sup>th</sup>
Youth	International Youth Day – August 12 International Children’s Day – June 1 <sup>st</sup>
Farmers	World Food Day – October 16 <sup>th</sup> Annual CaFAN meetings in October
Science and Technology	Science and Technology Month – November 1-30 Earth Science Week – 3 <sup>rd</sup> week of October
Building Sector	World Habitat Day – 1 <sup>st</sup> Monday in October World Town Planning Day – November 8 <sup>th</sup>

<sup>40</sup> <https://www.voicesofyouth.org/blog/frontlines-climate-change-dominica>



Waste Management	International Compost Awareness Week – 2 <sup>nd</sup> week of May
Energy and Engineers	CWWA's annual meeting and conference in October World Sustainable Energy Days – February 26 to 28 <sup>th</sup> International Clean Energy Day (March 31 <sup>st</sup> ) Global Energy Independence Day – July 10 <sup>th</sup> International Energy Savings Day – November 11 <sup>th</sup>
Port Authorities	PMAC Annual Conferences in June
Indigenous Peoples	World Day for Cultural Diversity, Dialogue and Development – May 11 <sup>th</sup>
Insurance	In the United States, June 28 <sup>th</sup> is recognised as National Insurance Day. The region could duplicate this recognition.
Health Enforcement	World Health Day April 7 <sup>th</sup> The U.S. also celebrates National Law Enforcement Day on January 9 <sup>th</sup> . A similar day could be established for the region.
Civil Society (Families, churches and community groups involved in coastal clean up activities)	International Day for the Eradication of Poverty (October 17 <sup>th</sup> )
Other awards	International Day of Families – May 15 <sup>th</sup> World Environment Day - June 5 National Environmental Awareness Week (June 3-9) World Water Day – March 22 <sup>nd</sup> International Mother Earth Day – April 22 <sup>nd</sup>
Women	International Women's Day – March 8 <sup>th</sup>
Youth	International Youth Day. August 12.
Marginalised Groups (PWDs,	International Day of Persons with Disabilities (IDPD). December 3 International Pride Day. June 28. International Day of Older Persons. October 1.

Promotion of the Awards campaign will need to include a mix of mainstream media promotion in each Member State as well as through social media networking across all sectors and potential partner agencies. A coordinator for the campaign is also budgeted for.

### 5.4.3. “My Climate Clip” - Social Media Campaign

In addition to the “See C-Change Happening Campaign”, or as a component of it, the CCCCC should also host a new social marketing campaign that encourages young people to become “climate conscious” and climate active and incorporates some of the critical elements and best practices from the 1.5 to Stay Alive Campaign done with the CYEN. The CYEN should be partners in this endeavour and tasked to lead it on behalf of the CCCCC. Their involvement needs to be included as part of the Strategy's budget.

This campaign should be similar to the UNICEF “Voices for Youth” campaign which posts blogs, photos and videos of young climate reporters from around the world.

Young people are constantly using social media to post selfies of themselves in various situations – usually places that are deemed high profile. This campaign could instead work with youth to take selfies in places and/or with people that are being adversely impacted by climate change – or with people that are taking positive climate action.

USAID's Climatelinks also does something similar with a contest that is open to wider audiences, not just youth. Climatelinks encourages people to showcase the work they are doing through photographs that are then shared with a global community of climate practitioners. Persons can submit up to five images – as long as they comply with the contest rules and requirements. Entries will be judged on relevance to the photo contest theme, as well as photo composition, originality, and technical quality. The contest ultimately identifies a single winner in addition to winners for specific categories. Winners will be announced in the Fall of 2021.

This year the Climatelinks theme is: Climate Change and People: The Challenges and Opportunities. They're looking for images that capture the human dimension of climate change, in particular, social and economic responses to global change. Examples of relevant photos include depictions of the links between climate change and:

- conflict and migration
- adapting to climate and weather extremes
- economic challenges and opportunities
- nature-based solutions
- youth climate leaders and climate action champions

In discussion with CYEN, the CCCCC can determine which themes and topics it wants to pursue. However, given that the gap in KAPs analysis showed there needs to be more awareness of persons who are marginalised and vulnerable to climate change, perhaps a priority theme could be capturing the stories, faces and testimonials of persons who are most marginalised and vulnerable.

Some good stories already exist of persons taking action to fight climate change. For example, there is the "She Speaks"<sup>41</sup> story about a woman farmer in Jamaica combating climate change. And the story of Dr. Crystal Cox<sup>42</sup> in Saint Lucia.

Another model to look at is the communication engagement work that the IWeco project has been doing. One of their participatory videos, "Breaking Up with Plastics" recently won a number of awards.

The original 3.5 minute version of "Breaking Up With Plastics" can be found here: <https://youtu.be/j0FHWQSAP1M>

The IWeco project has also done other interesting communication work, including the development of "Engaging Our Communities"<sup>43</sup> communication toolkit; and training through a webinar with CANARI on



<sup>41</sup> <https://globalvoices.org/2019/07/14/jamaican-women-tackle-the-climate-crisis-on-all-sides/>

<sup>42</sup> <https://www.globalissues.org/news/2015/12/02/21674>

<sup>43</sup> [https://www.iweco.org/sites/default/files/2019-10/GEF\\_IWeco\\_Project\\_Media\\_Toolkit\\_Sept2019\\_0.pdf](https://www.iweco.org/sites/default/files/2019-10/GEF_IWeco_Project_Media_Toolkit_Sept2019_0.pdf)

“Understanding Participatory Video<sup>44</sup>”. Both of these resources are very useful and the CCCCC could partner with IWeco and CANARI to provide some of the training that might be needed.

Additionally, the CCCCC and its key stakeholders can and should also participate in and post its videos on some of the “low hanging fruit” platforms and campaigns that others are promoting. Some of the most exciting are:

- The Caribbean Climate Challenge<sup>45</sup>
- The Caribbeanclimatejustice.org<sup>46</sup>
- NOAA’s Weather-Ready Nation Ambassadors<sup>47</sup>
- The She Changes Climate Campaign<sup>48</sup> which is trying to get more women leaders into COP discussions.
- The youth driven “Mock COP” Campaign<sup>49</sup>
- The Connect4Climate<sup>50</sup> campaign that also asks youth to share their climate stories
- The existing UNICEF Voices for Youth<sup>51</sup> campaign
- The Youth Parliament for Climate Justice that is part of the Caribbean Climate Justice project<sup>52</sup>
- The Good Energy Campaign<sup>53</sup> in England
- The IUCN’s Bonn Challenge<sup>54</sup> to promote reforestation efforts
- The Friday for Future (FFF) Campaign<sup>55</sup>

Although a mix of social media will form the mainstay for this campaign, it will also need to be promoted through main stream media as well and through the CCCCC’s partner and stakeholder networks.

#### 5.4.4. Public Relations

The CCCCC will obviously try to promote its messaging when special CC events are happening (such as particular CCCCC meetings, seminars or conferences). But it is equally as important to try and communicate its accomplishments throughout the year, and not only on dates that are directly relevant to climate change.

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<sup>44</sup> <https://www.iweco.org/sites/default/files/2019-03/iwecowebinarparticipatoryvideocanari21march2018-190315032055.pdf>

<sup>45</sup> <https://www.bing.com/videos/search?q=Caribbean+Climate+Challeng&FORM=HDRSC3>

<sup>46</sup> <https://www.caribbeanclimatejustice.org/>

<sup>47</sup> <https://www.weather.gov/wrn/ambassadors>

<sup>48</sup> <https://www.shechangesclimate.org/>

<sup>49</sup> <https://www.mockcop.org/>

<sup>50</sup> <https://www.connect4climate.org/participate/share-your-story>

<sup>51</sup> <https://www.voicesofyouth.org/>

<sup>52</sup> <https://www.caribbeanclimatejustice.org/>

<sup>53</sup> [https://www.current-news.co.uk/news/good-energy-team-up-with-power-for-people-for-community-energy-revolution-campaign#:~:text=Good%20Energy%20and%20Power%20for%20People%20have%20called\\_generated%20electricity%20directly%20to%20local%20households%20and%20businesses.](https://www.current-news.co.uk/news/good-energy-team-up-with-power-for-people-for-community-energy-revolution-campaign#:~:text=Good%20Energy%20and%20Power%20for%20People%20have%20called_generated%20electricity%20directly%20to%20local%20households%20and%20businesses.)

<sup>54</sup> <https://www.iucn.org/theme/forests/our-work/forest-landscape-restoration/bonn-challenge>

<sup>55</sup> <https://fridaysforfuture.org/>

The international environmental calendar has several dates that can be used to promote CC awareness – even if indirectly. The point of using this calendar is not to suggest that the CCCCC should formally adopt any of the dates listed, but rather that it can be used to identify story angles when CC messages can be promoted.

Using the calendar should help the CCCCC **plan content in advance** and should help enable technical staff work more efficiently and effectively with the communication staff. It should not be the responsibility of the communication unit staff alone to generate story ideas and content. News stories can be developed ahead of time and content prepared well in advance of particular calendar dates so the preparation of news releases is not so onerous or last minute. This calendar should also be used as a guide to help coordinate, tailor and manage the PR messages that need to come from the work done through the various projects.

To assist this process and facilitate coordination, it would be good if the technical staff – together with the communication staff - use environmental calendar below to plan their PR activities. Ideally, this should be done on a quarterly basis and well in advance looking at the environmental calendar to decide what story angles and milestones can be promoted using PR.

Every quarter, the CCCCC’s technical officers/sectoral units should submit their project plans and upcoming activities so complementary PR activities can be included the CCCCC’s communications planning calendar.

The table below presents the calendar with the dates that are of most relevance to Climate Change and further flags the possible angle to take for each event. It is not expected that the CCCCC actively recognise all of these dates however. Rather they are shared as “options to mark” or as a menu of opportunities to anchor visibility efforts.

**Table 5 – Environmental Calendar**

Potential Environmental Calendar Dates for Public Relations and General Awareness		
EVENT	CALENDAR DAY * Are Fixed Annual Dates	Angle/Hook
January 31	Street Children’s Day	Are there any projects/impacts from the CCCCC’s work that directly benefit street children
World Wetlands Day	February 2	Wetlands are critical to decrease climate vulnerability cause by storms and surges. The sanctuary work, C-Fish results could fit this
World Sustainable Energy Days	26-28 February (these dates change annually)	Very relevant for all energy related projects
International Women’s Day	March 8	Any projects show casing women’s climate change issues are relevant here. Could be possible to revisit some of the community water projects that were completed and see what impact they’ve had on women or to highlight innovative Climate Smart women farmers
World Consumer Rights Day	March 15	Any projects related to consumer awareness re; climate change, the building code and so on.
World Day of Happiness	March 20	Climate resilient communities are happier communities. Interviews with individual persons who’ve benefitted from the CCCCC’s projects
International Day of Forests	March 21 <sup>st</sup> *	Links between upper watershed activities and forests and CC – it is possible to revisit some of the community projects
International Clean Energy Day	March 31 <sup>st</sup> (may change annually)	Any projects related to clean energy or renewable energy
World Water Day	March 22 <sup>*</sup>	Projects obviously related to water improvements and/or health
World Meteorological Day	March 23	Relevant to climate change/climate resilience activities that the project/partners are doing. Also, can highlight the scientific portals and assistance to national MET offices in the region
World Health Day	April 7	Healthy reefs reduce climate vulnerability. Other health angles

International Mother Earth Day	April 22*	Lots of options and angles
International Migratory Bird Day	May 10	Related to wetland protection and wider biodiversity and its importance in climate resilience
International Day of Families	May 15	Could be used to highlight how the CCCCC's work is helping families become more climate resilient. Also, the educational tips and materials could be repromoted here
International Compost Awareness Week	2 <sup>nd</sup> week of May	Upper watershed related issues. Reducing carbon footprints. Clean energy – biomass projects
World Fair Trade Day	2 <sup>nd</sup> Saturday in May	Climate Resilience requires fair trading practices globally – any work that the CCCCC is spearheading on this front
World Day for Cultural Diversity, Dialogue and Development	May 21	Project supporting cultural efforts to improve CC resilience. Also, any projects that support indigenous communities should be feature
International Day for Biological Diversity	May 22*	Lots of relevance
International Children's Day	June 1	Any impacts and activities that the CCCCC has related to children could find a CC angle
World Environment Day	June 5	Lots of relevance across the board
World Oceans Day	June 8	Projects related to sea level rise & CC
Disaster Preparedness Month	June 1-30	All of the CCCCC's DRM projects could be featured here
Atlantic/Caribbean Hurricane Season	June 1-November 30	As above
National Environmental Awareness Week	June 3-9	Many different angles possible
Global Wind Day	June 15 <sup>th</sup> (may vary slightly from year to year)	Climate change and energy
World Solar Day	Usually around June 20 <sup>th</sup>	Climate change and energy
International Day of Cooperatives	1 <sup>st</sup> Saturday in July	Any projects working with cooperatives to become more climate resilient
Global Energy Independence Day	July 10 <sup>th</sup> (Birthdate of Nikola Tesla)	Climate change and energy
Day of the World's Indigenous Peoples	August 9 <sup>th</sup>	Climate Change and Indigenous Peoples
International Bio-diesel Day	August 10 <sup>th</sup>	Climate change and energy
International Youth Day	August 12	Any activities that help youth become more climate resilient or which use youth help to promote CC messages (perhaps revisiting the 1.5 campaign)
International Ozone Day	September 16*	All CC related projects
International Coastal Clean-up Day	3 <sup>rd</sup> Saturday in September	Waste management and carbon footprints
World Water Monitoring Day	September 18	Water quality monitoring activities – revisit community water projects that were completed
World Tourism Day	September 27	Very relevant to all the tourism interests
International Right to Know Day	September 28	Governance angles – perhaps how the CCCCC is helping member states to govern better by enhancing climate capacity  Environmental protection activities
World Habitat Day	1st Monday in October	Sanctuary protection activities. Reef initiatives.
World Teachers' Day	October 5	Any teachers that are champions at CC education and using the 1.5 curriculum
National Tree Planting Day	October 5	Agro-forestry -tree planting
National Wood & Water Day	October 6	Agro-forestry, tree planting

International Day for Disaster Reduction	October 13	Any projects that make households, communities, utilities, and hotels more resilient
World Standards Day	October 14	Projects promoting awareness of new climate standards
World Food Day	October 16	Climate Smart farming and fishing and food security – C-Fish, climate smart gardening
International Day for the Eradication of Poverty	October 17	Any stories related to activities promoting improved livelihoods
World Statistics Day	October 20	All of the portals and data management activities could be highlighted here
International Day for Natural Disaster Reduction	2 <sup>nd</sup> Wednesday of October	Climate change and DRM
Earth Science Week	3 <sup>rd</sup> week of October	Science initiatives - science/policy interface
Annual UNFCCC Conference of Parties	Usually the last week of October to 1 <sup>st</sup> week of November. Annually.	All stories pertaining to CC
Caribbean Tourism Month	All of November – Official month in the Caribbean	All tourism and hotel related activities
Science and Technology Month	November 1-30	Science initiatives, data management and coordination
International Energy Saving Day	November 11th	Climate change and energy
World Town Planning Day	November 8	How better data management can lead to better governance and better planning
International Women’s Day	March 8th	Stories about women tackling climate change
International Youth Day.	August 12th	Stories about youth benefiting from the CCCCC’s actions
International Day of Persons with Disabilities (IDPD). International Pride Day. International Day of Older Persons. October 1.	December 3 June 28 October 1	Stories about Marginalised and vulnerable persons coping with climate change

### *Other Angles and CC Lenses to Use to Identify Stories*

It is not always critical to mention the words “climate change” specifically in a headline or even in the first few paragraphs of a news release in order for the CCCCC to get its CC messages across. The relevance of CC can come out later on in a story. Below are some additional angles or “lenses” to use to pitch CC messages through the various initiatives the CCCCC is involved in.

#### **1 INTERNATIONAL AGREEMENTS ON CLIMATE CHANGE**

Promotion of how the CCCCC is helping member countries to fulfill their obligations to the UNFCCC Paris COP and also to the U.N. Sustainable Development Goals (SDGs)

#### **2. CONFLICT/CRISIS LENS**

To show the CCCCC’s work is helping to reduce potential conflicts and crises caused by climate change.

#### **3. POLITICAL LENS**

To show how the CCCCC is helping member states to make hard political choices which are better for climate resilience in the long term, but at the expense of short term politically expedient pressures.

#### **4. BUILT ENVIRONMENT LENS**

To showcase the work that the CCCCC is doing in infrastructure and with respect to improved building codes that consider climate change.

#### **5. HUMAN INTEREST LENS**

Put a human face on the CCCCC's CC work by highlighting personal stories of unique individuals and people who either make their living from new opportunities presented through CC, or who are working hard to reduce CC impacts. Focus on women in the field as a means of encouraging young women in STEAM.

#### **6. LIVELIHOOD/POVERTY REDUCTION LENS**

To show how the CCCCC's work is benefiting livelihoods that will be disrupted through climate change and how its other poverty reduction efforts build climate resilience. Focus on livelihood improvements of both men and women.

#### **7. SCIENTIFIC RESEARCH/TECHNOLOGY LENS**

Highlight and showcase some of the CCCCC's climate experts and its tools (CCORAL, etc.)

#### **9. CULTURAL LENS**

Stories pertaining to the Kalinago, Maya and/or how the CCCCC's work may be helping to sustain vulnerable cultural areas/communities

#### **10. DISASTER RISK MITIGATION (DRM) LENS**

Most of the CCCCC's work related to Disaster Risk Mitigation (DRM) is likely to have a CC angle.

#### **11. BEHAVIOUR CHANGE LENS**

Stories that can show concrete behaviour change and adoption of improved CC practices.

#### **12. TOURISM/RECREATIONAL LENS**

Any projects that showcase how this critical sector more climate resilient

#### **13. EDUCATIONAL LENS**

Any stories that show how the CCCCC is helping to educate young people for a CC future. But can also involve lifelong learning activities for CC among older people. Retrofitting of schools also fits this category.

#### **14. MEDICAL/HEALTH LENS – ESPECIALLY THE COVID 19 PANDEMIC**

Any projects that focus on improving vector borne diseases (Zika, Dengue, Malaria), improving health through food security, and/or reducing the impacts of chronic illnesses in the face of CC are appropriate here. Also, initiatives that ease the distress caused by COVID

#### **14. INTELLECTUAL PROPERTY RIGHTS LENS**

Climate change not only brings problems, it also brings opportunities. Any projects that are strengthening new careers and livelihoods can be featured in this manner. Innovative science from the region that can be showcased.

### 15. AGRICULTURAL LENS

As mentioned in the table above, CC and food security, new CC farmer innovations, home gardening, and so on are all candidates for stories through this lens.

### 16. ECONOMIC ACCOUNTING LENS

Projects that are helping to extend CC financing, lines of credit, and/or helping countries reduce their debt can be looked at through this prism.

### 17. SCIENTIFIC AND METEOROLOGICAL DATA LENS

Any projects or activities pertaining to CC science and data should also be promoted.

### *Suggestions for Coordinating with Technical Staff to Generate Content*

Given the highly technical nature of much of the work of the CCCCC, the communication staff will need to liaise with technical officers on a regular or at least quarterly basis, to generate the content needed for news worthy stories. The calendar and angles suggested above should help with this planning so that dates for stories can be determined in advance.

Since the communication staff cannot be expected to be technically nor scientifically savvy about all the work that the CCCCC is doing, it would be useful to have some dialogue with technical staff and begin to get them to also think in advance about the news worthiness of what they are doing. Almost all of the CCCCC's projects currently have their own visibility or knowledge sharing component with their own messaging, but these should still be synchronised with the Communication Unit's efforts and ideally, reinforce the CCCCC's own tagline as much as possible.

It would also be helpful if they could fill out a basic template (based on the Who, What, Where, How, and Why story questions), such as the one below, to assist the communication staff with the content development process.

Public Relations/News Planning Template						
Project Name:						
Key	CCCCC	technical	officers	involved	–	contacts
Key sector – Tourism, Agriculture, Water, etc.						
Background – Why was the initiative needed?						
Key features of the project/activity (facts, budget, costs saved, area/location, partners, how is it being implemented, how long is the project for, etc.)						
Expected impacts and significance:						



Who is going to benefit? What difference will it make? What problems are being solved? How is resilience being improved?
Key milestones achieved:
Key environmental calendar dates that relate:
Useable quotes from:  Key experts Government officials Partners Local beneficiaries (women, fishers, farmers, etc.)
Photos that support the story
Suggested angle or hook to pitch the story:
Donors and partners involved
Other thoughts and comments

## Additional Visibility and PR Activities

In addition to timely news releases to highlight key project achievements, there are few other activities that the CCCCC should also pursue.

### *Court Climate Journalists*

In 2005, under the MACC project, a Climate Change media toolkit was developed by the Association of Caribbean Media Workers (ACM). In 2020 the handbook was updated: “Reporting the Climate Crisis: A Handbook for Journalists”<sup>56</sup>.

One additional activity that the CCCCC may wish to collaborate with the ACM to produce additional supportive materials or training/sensitisation sessions. The OECS Commission has also done similar initiatives related to biodiversity protection and climate change for example. In 2011 for instance, under the OECS’ Protected Areas and Associated Livelihoods (OPAAL) project, the “Keeping Biodiversity Issues in the News: A Tool Kit for Media in the OECS” was prepared and a series of two-day workshops were conducted for journalists in the participating OPAAL countries. The workshops introduced journalists to the

<sup>56</sup> <https://online.flipbuilder.com/hmkb/ds1t/>

scientific concepts related to biodiversity protection, but also illustrated simpler ways these concepts could be communicated and suggested angles for how OPAAL project country counterparts could make biodiversity issues newsworthy. Together with staff from environmental agencies, field trips were included to protected areas and the journalists signed a pledge to produce a certain number of stories throughout the year.

In June 2015, a similar exercise was conducted by the OECS that was directly related to climate change. This initiative was done under the RRAAC project but did not include the production of climate change media tool kit. However, it did result in a very enthusiastic group of OECS journalists who indicated that they were hungry for more climate change news stories. Some of these journalists and country counterparts agreed to stay connected and may still be available for the CCCCC to liaise with now.

### *Development of a Climate Change Photo Database*

Social media is increasingly relying on visuals for communication. The mainstream media are also more likely to publish at least a photo if they do not have space or time to publish a complete news release. High quality photos can have significant impact especially on younger folks that constantly taking selfies. Every news release should have an accompanying “action” or “human interest” photo to support the story that is being told since the photo might be the only part of the story that is picked up.

#### **Why are visuals so important?**

- a. Visuals can give accurate representation of ideas: visuals help to define facts and information easily and precisely. They can identify and describe in concrete terms giving meaning to words.
- b. Visuals save time. Rather than describing what you want to communicate, you can show.
- c. Visuals help memory. Visuals help people to remember and recall much better.
- d. Visuals can stimulate the imagination. Pictures can often be used as a starting point for discussions and debates. Visuals are not only a quick way of acquiring facts but also of using them. Details presented in a picture can make people think and react.
- e. Visuals provide a shared experience. Visuals get two people thinking on similar lines about the same subject. Visuals get people talking!

To generate the right type of visuals however, the technical staff at the CCCCC will need to be involved in photo and video documentation since they are in the field most often. Visual documentation will need to be part of regular reporting responsibilities as it will not be possible, nor affordable, for the Communications Unit to send out professional photographers each time for a photo or video testimonial.

For this to happen, technical staff may need some training in professional photography techniques. While it will be important for the Communication Unit to have professional grade photography and video equipment and capacity, most smart mobile phones now have excellent cameras and high-quality visuals should be easily captured once persons are properly trained.

To ensure that the photo database is properly organised however, it will also be necessary for staff to upload their visuals to a shared site with specific folders for each project/activity. All the photos will also have to be given a name/title/number together with a brief form that explains what the visual is about or showing, where it was taken, when it was taken, and who is in the photo. A sample is provided below:

1. Photo number or Name : \_\_\_\_\_
2. Country: \_\_\_\_\_
3. Name of city/town/village \_\_\_\_\_
4. Persons in the photo \_\_\_\_\_
5. Event Description \_\_\_\_\_
6. Project code or programme name \_\_\_\_\_
7. Photographer's name \_\_\_\_\_
8. Date \_\_\_\_\_

It is very important however, that in its efforts to collect visual documentation, the CCCCC will also need to ensure that release forms are used so there are no legal ramifications if the images/recordings are later used in any of the CCCCC's messaging.

It will also be necessary for the CU to have the human resource capacity to organise, collate and curate all images. The budget makes recommendations for a part-time staff for this purpose.

#### 5.4.5. "At the Centre" Public Outreach

In addition to regular Public Relations efforts, the CCCCC should produce a series of TV and radio PSAs that support key messages for different audiences under the SIP (for farmers, fishers, etc.). These should be broadcast on Government Information Services (GIS) at strategic times linked again to the Environmental calendar and/or at key meetings and conferences that sectoral groups may have (such as farmers during CaFAN's week of agriculture in October).

The CCCCC should also actively promote guest appearances and interviews with the ED and other key staff on all national media in each Member State through a new "At the Centre" program. Over the five-year strategy implementation period, the CCCCC should court each national Television station and offer to have the ED or another senior technical officer make a guest appearance interview on key climate related issues to be mutually agreed. Ideally, one interview should be done every month, but at least every quarter.

#### 5.4.6. High Level Global Media/Podcast Appearances

Similarly, the CCCCC should seek to secure the Executive Director's guest appearances on some high-profile climate media platforms such as:

1. The BBC's World Service – "The Climate Question" <https://www.bbc.co.uk/programmes/w13xtvb6>
2. BBC's Podcast Series "Costing the Earth" <https://www.bbc.co.uk/programmes/b006r4wn>
3. National Public Radio (NPR) TED Radio Hour <https://www.npr.org/podcasts/510298/ted-radio-hour>
4. NPR's "Terrestrial" Podcast Series <https://kuow.org/podcasts/terrestrial?page=1>
5. NPR's Climate Cast Podcast Series <https://www.npr.org/podcasts/414685982/climate-cast?t=1542273809686>
6. TED Talks <https://www.ted.com/talks>
7. Apple's Podcast Series – Climate Conversations <https://podcasts.apple.com/us/podcast/climate-conversations-a-climate-change-podcast/id1265791892?mt=2>
8. EDIE net <https://www.edie.net/news>
9. The Framework Institute <https://www.frameworksinstitute.org/>
10. The Elephant <https://player.fm/series/the-elephant>
11. Warm Regards <https://radiopublic.com/warm-regards-8XAoAG>

Part of this effort however, will first need to include following the above programs and commenting through their social media platforms in order to start a dialogue directly. That will facilitate requests for the CCCCC's guest interviews. This is discussed more fully in section 5.4.8 below.

### 5.4.7. “Scaling Up Change” Webinar/Podcast Series/Workshops

One key objective in the SIP is to scale up critical lessons learned from pilot projects. Webinars and podcasts are ways to explore this. They are relatively inexpensive to produce/host. They do not involve broadcast fees. Podcasts are digital audio files that can be made available on the Internet for downloading to a computer or mobile device, typically available as a series, where new instalments can be made available to subscribers automatically.

Podcasts are basically short radio programs that can be downloaded by different audiences at their leisure.

While there are many instructional sites that the CCCCC can explore to learn low-cost podcast production methods, it is recommended that it instead engage the services of a professional radio producer to facilitate this process. The series could be organised to share key lessons on a sectoral basis or according to the nature of particular projects.

Keeping with the “C-See Change Happening Theme”, topics could be:

- C-See Change Happening in Renewable Energy
- C-See Change Happening in Water Conservation
- C-See Change Happening in Fisheries...

Additionally, in the spirit of partnering and leveraging resources, the CCCCC may wish to partner with the Climate Studies Group at UWI who is also developing an interactive “Climate Smart” Series of workshops to build knowledge in the BMCs of the CDB. The CSG is also developing an on-line platform that will permanently host the content they produce.

### 5.4.8. Social Media Promotion

In January 2021, the Baastel team was asked to provide guidance notes to support the CCCCC’s development of a social media strategy, which the Communications Unit is already implementing. The additional social media promotion suggestions below are meant to enhance the efforts that are already being undertaken.

#### *What Social Media Can and Cannot Do*

It is important to discern that there is a **difference** between executing effective “**social media campaigns**” such as the successful “**1.5° to Stay Alive**” and having a sustainable **social media strategy**. A social media campaign is usually a relatively short-term communication effort that employs social media techniques for a particular cause or issue.

This strategy has included suggestions for a Social Media “campaign” above.

However, the CCCCC’s recognition for a longer-term social media strategy to nurture and sustain social media traction and visibility over the long-term and on a regular basis is an excellent move. .

The CCCCC has also recognised that it does not need to be involved in or use all types of social media in order to be relevant. To promote its own messages, it has therefore focused its efforts on LinkedIn, YouTube, Facebook and Twitter primarily.

However, it is very important for the CCCCC to appreciate that it is not enough simply to promote their own messages through these channels, but key technical staff must also visit and comment on other social media accounts and platforms that their audiences and partners host. They need to follow, like and engage with conversations that others have started. Why? Because “***Social media***” is ***SOCIAL***. It is about people connecting, having conversations and sharing ideas. For audiences to follow the CCCCC, the CCCCC needs to be seen as a leader in the main climate conversations that are taking place in the region and globally.

This means that ***all the technical staff at the CCCCC*** understand that they ***have a part to play in social media*** – they all need to be part of climate change social media conversations. Whereas the CU can help to guide the process and flag where some of the most important CC conversations are happening and bring these to the attention of technical staff, it is not their sole task to improve social media following. In fact it is the technical staff at the CCCCC who need to weigh in on the conversations that are happening. Their opinions and views are what will have clout and importance rather than the views of the communication staff. The technical staff and the Director are the experts whose opinions count in the conversations that matter.

In the climate change sphere, there are hundreds of blogs and discussions taking place and the CCCCC obviously can not follow and participate in all. The [Top 70 Global Warming Blogs, Websites & Influencers in 2020 \(feedspot.com\)](#) identifies those that may be most meaningful. Based on this list, to expand the CCCCC’s social media presence and have wider impact, the most important sites for the CCCCC to “graze” are:

1. Skeptical Science [skepticalscience.com](http://skepticalscience.com)
2. Reddit-Global Warming [reddit.com/r/GlobalWarming](https://reddit.com/r/GlobalWarming)
3. The New York Times – Global Warming and Climate Change [nytimes.com/section/climate](https://nytimes.com/section/climate)
4. Global Witness Blog <https://www.globalwitness.org/en/blog/>
5. The Guardian – Climate Change <https://www.theguardian.com/environment/>
6. Real Climate [www.realclimate.org](http://www.realclimate.org)
7. Union of Concerned Scientists – Global Warming [blog.ucsusa.org/category/globalwarming/](http://blog.ucsusa.org/category/globalwarming/)
8. EDF Voices – Climate Posts - [edf.org/blog/category/Climate](http://edf.org/blog/category/Climate)
9. The Global Warming Policy Foundation (GWPF) [thegwpf.org](http://thegwpf.org)
10. Climate Change Dispatch [climatechangedispatch.com](http://climatechangedispatch.com)
11. Cornwall Alliance – Global Warming Science [www.cornwallalliance.org](http://www.cornwallalliance.org)
12. Climate Science [www.climatescience.blogspot.com](http://www.climatescience.blogspot.com)
13. The Climate Communication Project’s Climate Outreach platform: **Error! Hyperlink reference not valid.**
14. Curious Earth Blog <https://curious.earth/blog/constructive-climate-conversations-how-to-talk-to-that-guy-girl-friend-family-member-about-environmental-issues>
15. One Young World climate blog <https://www.oneyoungworld.com/blog/what-effect-covid-19-climate-change>
16. Covering Climate Now <https://www.coveringclimatenow.org/>

Most of these, post once or twice a week. Some may already be familiar to staff. No doubt staff are already reviewing many of the most critical conversations simply as a result of the work they’re doing, although they may not yet be officially participating in them in their CCCCC capacity or while wearing their CCCCC hat.

The value of reading and posting to these sites is because many of them have strong social influencers who will then start following the CCCCC’s own social media postings in return.

It is also very important to appreciate that effective social media requires an investment in time. Staff have to be willing to make time – perhaps even at least two hours per week – to participate in and invest in priority social media conversations. Communication staff may be able to flag where some important stories are taking place and where key conversations are happening and can direct the attention of technical staff to these opportunities, but technical staff are the ones who will need to take the time to converse and should be acknowledged for this effort.

When they do, it is also very important that their own contributions include **links back to the Center** itself. Every contribution (be it a comment on a news story, a twitter post, a Facebook post, etc.) should include not only the technical officer's contact info, but also the CCCCC's own email address, its own Twitter handle, its FaceBook link, and its website link and so on. Including these links will help drive traffic back to the CCCCC's own social media channels and it will be possible to monitor if there are an increased number of hits on its own links following contributions that are made.

Social media comments do not only have to pertain directly to official climate change social media discussions either but can also relate to other sustainable development issues. The whole world is still very much consumed with the COVID-19 epidemic. However, COVID is actually exacerbating disparities that were already caused by climate change and making these worse. The CCCCC could participate in COVID related discussions with a view to showing how some of its specific projects, for example, may be helping to alleviate some of the stresses caused by the pandemic. The same goes for many other “lenses”

#### 5.4.9. Private Sector Promotion Strategy

Another component that the CCCCC may wish to consider is outreach to the private sector in the region. This would mainly involve the following activities:

1. Conducting an inventory of private sector industries affected by climate change (such a tourism, fishing, agriculture, and so on);
2. Identifying and creating an inventory of their main trade magazines and platforms for possible advertisement;
3. Creating an inventory of trade events, conferences and meetings that the CCCCC could participate in; and
4. Advertising in these trade magazines and on trade websites and participating in key industry events.

Some key potential private sector actors, entities and donors that the CCCCC might wish to pursue include. Regional hotel and tourism associations such as the Caribbean Hotel and Tourism Association (CHTA)

- The Caribbean Association for Sustainable Tourism (CAST)
- Council of Caribbean Engineering (CCE)
- Caribbean Network of Chambers of Commerce (CARICHAM)
- And others.

The inventory will then need to identify possible events that the CCCCC can target for promotion. Additionally, this audience needs to appreciate how climate change will impact their businesses (through sea level rise and other climate impacts) and perhaps affect the value of their assets. But they also need to how the CCCCC's data can assist their adaptation needs.

Checking the events calendar of each agency for possible collaboration may be useful.

### *Identifying Trade Magazines*

It may be important to create an inventory of the various communication channels and trade magazines that these players use. Do they have trade magazines that the CCCCC can advertise in? Can the CCCCC advertise on their website through a rolling banner at strategic times in the CC calendar? Do they have internal newsletters the CCCCC can tap into?

### *Publishing Advertorials*

Once the inventories are completed, the CCCCC can explore the potential for direct engagement. Advertorials can be in the form of:

1. Advertising pages in relevant trade magazines and on-line publications that are deemed most likely to yield results and get the word out. They should also include a call to action and links to the CCCCC's website.
2. Participation in industry trade shows that are most relevant to the work done in each sector. Ideally, each sector could aim to participate in at least one trade show per year.

## 6. SOCIAL MARKETING AND BEHAVIOUR CHANGE CONSIDERATIONS

In support of Goal 2 that pertains to **SIP Strategic Objective 4.1**, the CCCCC is effectively doing social marketing and behaviour change communication through its existing projects, many of which have their own budgets for communication and visibility and are implemented by a number of different technical experts at the CCCCC.

Matrix 3 looks at some of these initiatives with a view to ensuring they get the key visibility they deserve.

In keeping with CCCCC's new tagline, potential slogans or messaging angles are offered here as initial proposals that, where possible, play on the new key words of **"Building"**, **"Resilience"**, **"Securing"** and **"Future"**. It must be noted that these are shared not as finished "creative" outputs, but as options to begin the brainstorming and creative thinking process. As new projects and activities come on stream, additional slogans will need to be developed.

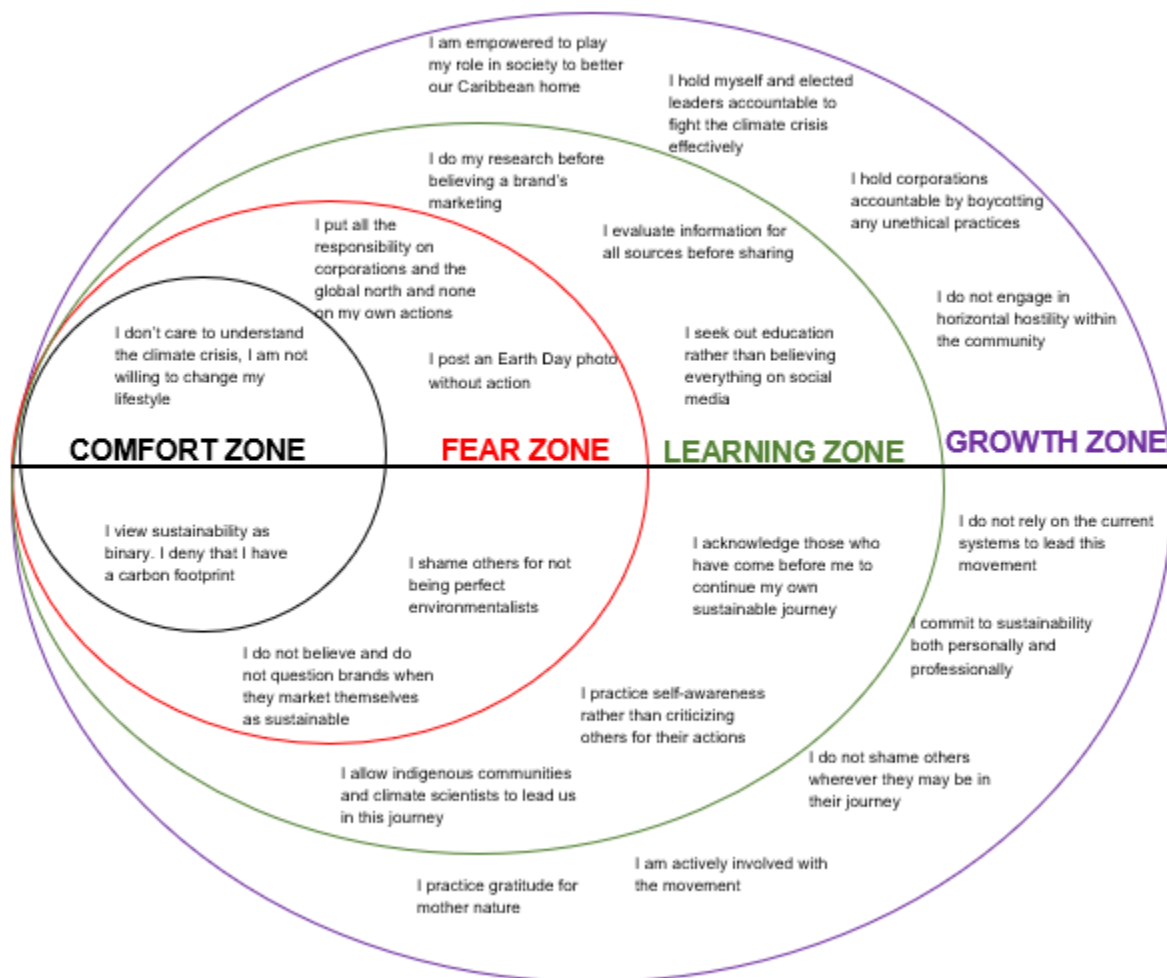
**Matrix 3 – Towards Possible Slogans for Key CCCCC Projects and Programmes**

Sector – Type of Project Activity	Slogan or Angle for Messaging
<p><b>Capacity Building and support</b> for national governmental institutions</p>	<p><i>The CCCCC – Building Capacity for Our Resilient Future</i></p> <p><i>The CCCCC – Resilience in Action</i></p> <p><i>Empowering our leaders to Keep their climate promises</i></p> <p><i>Up for the task...Building Climate Resilience that Lasts</i></p> <p><i>Up for the Task – Building Climate Resilience for Today and Tomorrow</i></p> <p><i>Ready to Secure Our Resilient Future</i></p>
<p>Energy Projects – Renewable Energy, biofuels, etc.</p>	<p><i>Driving Climate Ready Energy Resilience</i></p> <p><i>Powering Climate Ready Energy Solutions</i></p> <p><i>Leading Energy Innovation for Resilience</i></p> <p><i>Energy Action for Adaptation</i></p>
<p>Coral Reef protection and Marine Sanctuary Management</p>	<p><i>Climate Relief for our reefs</i></p>
<p>Water – harvesting, conservation, drought</p>	<p><i>Water is Life. Don't waste it.</i></p> <p><i>Without a doubt, stop drought...</i></p> <p><i>About drought</i></p>



	<p><i>Rerouting drought</i></p> <p><i>Stamp out drought</i></p>
Building codes, construction	<p><i>Build to last...</i></p> <p><i>Building climate strong, climate sound</i></p> <p><i>Climate construction...</i></p> <p><i>Constructing Resilience</i></p>
Forestry, Deforestation	<p><i>Forests – Catalysts for Climate Change Mitigation</i></p> <p><i>Forests – Carbon Banks for Our Future</i></p>
Public Private Partnerships	<p><i>Joining forces To leverage resources ....</i></p> <p><i>Interaction for climate action</i></p> <p><i>Proven partners for climate resilience</i></p>
Climate Science and Research	<p><i>Reliance/alliance on/for Climate Science</i></p> <p><i>Science-based climate action</i></p> <p><i>Science-based climate solutions...</i></p>
Education and Learning	<p><i>Learn to discern</i></p> <p><i>Learning for Climate Resilience</i></p>

It needs to be understood that behaviour change with respect to climate change happens over time and often long after awareness is raised. Adapted from the “Slow Factory Foundation”, Figure 15 illustrates the phases that individuals move through to become more climate aware and empowered so they can play a role in the Climate Crisis.



**Figure 15 – How Am I Fighting the Climate Crisis?  
Adapted from The Slow Factor Foundation.**

If additional resources become available, the CCCCC may wish to invest in communication materials and products to promote key desired behaviour change objectives outside of individual project activities. Some possibilities presented as elective activities that could be pursued if additional funding becomes available. Table 5 summarizes the activities that are elaborated in Annex D.

**Table 6 – Social Marketing and Behaviour Change**

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
Government Sector	Ministers and Public Servants especially Ministers of Finance, Ministers of the	Permanent Secretaries and Caribbean Public Service Association (CPSA), Ministries of Planning and	Greater delegation of national budgets and human resources	Webinars and podcasts High level meetings

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
	Environment and their staff	Development, Ministries of Finance, Climate Change Divisions, , Gender Departments., Regional Governmental Agencies such as the OECS, CARICOM	towards climate change action.  Improved policies, legislation and protocols to address climate change in all sectors.  Improved capacity building and willingness in the Civil Service to implement policies and protocols	Production of knowledge materials - Technical briefs and Fact sheets  Buzz and visibility showing examples of innovative government sectors through the core award campaign
Disaster Management Sector	Local community disaster committees, civil service disaster operators, Civil Society Organisations such as the Red Cross, St. John's Ambulance, Voluntary Fire Services.	Caribbean Disaster Emergency Management Agency (CDEMA) and National Emergency Disaster Organisations (NEMOs), Office of Disaster Preparedness (ODPEM),	Greater incorporation of climate change adaptation actions into disaster planning at the national, regional and community level in each country.  Greater CC adaptation and planning in conjunction with Disaster Planning.  Incorporation of gender considerations into CC and DR planning at all levels.	As above  Visibility through the core award campaign to recognise innovative disaster planning departments
Meteorological Services	Individual Met Officers	Met Offices in respective countries, Caribbean Institute for Meteorology and Hydrology (CIMH), the Caribbean Meteorological Organisation (CMO) National Oceanic and Atmospheric Association (NOAA)	Greater use of CCCCC tools for research.  Improved Met Services for climate Data services	Testimonials from MET offices using the tools successfully describing the difference the tools have made to their work
Health Sector	Individual Medical Professionals, clinic operators, pharmacists	Ministries of Health, Pan American Health Organisation (PAHO), Caribbean Public Health Agency (CARPHA), Caribbean Doctors Association (CDA)	Greater use of CC related materials by health workers to show the link between climate change and health impacts (vector borne diseases, heat stress, mental stress, etc.)  Greater awareness of the links between climate change and the impact of the COVID-19 pandemic	Webinars and training  Fact sheets for distribution at health clinics and hospitals  Inclusion of health champions in the core award campaign  Distribution of promotional "health" branded items
Fishing Industry and Marine Sanctuary Sector	Members of Fishing Cooperatives, Fish Markets, Consumers,	Caribbean Network of Fisherfolk Organisations (CNFO) Leadership of Fishing Cooperatives,	Greater respect for no take fish zones and respect for marine laws	Climate smart fishers and MPAs recognised through

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
	Fishing communities, Sanctuary Managers	Ministries of Fisheries, Caribbean Regional Fishing Mechanism (CFRM), United Nations Environment Program - Caribbean Environment Program (UNEP CEP) Food and Agriculture Organisation of the United Nations (FAO), the Marine and Coastal Research Institute (INVEMAR), Caribbean Marine Protected Areas Management Network and Forum (CAMPAM), Centre for Environment, Fisheries and Aquatic (CEFAS)	<p>and sanctuary boundaries.</p> <p>Increased insurance among fisher folks for their livelihood assets.</p> <p>Greater understanding within this sector of sea level rise, rising sea temperatures and the impact on fish fish species and ocean currents, ocean acidification, coral reef bleaching, increased sedimentation and other climate issues.</p> <p>Increased interest in alternative livelihoods, such as aqua-culture.</p>	<p>the core award campaign</p> <p>Capture of video testimonials from respectful fishers seeing reefs and fish improve</p> <p>PSAs (TV and Radio) to promote insurance for fishers</p> <p>WhatsApp discussion – climate chat discussions</p> <p>Fact sheets and printed information</p>
Construction Industry	Construction companies, local builders, construction workers, construction trades persons, Architects, Engineers	Local and National Building Authorities, Legal Associations, Construction Worker Unions, Trade schools, Architect Associations, Engineer Associations, Caribbean Association of Architects (CFAA), Council of Caribbean Engineering (CCEO), the Federation of Caribbean Associations of Architects (FCAA)	<p>Greater practice of incorporating and respecting the building/zoning code.</p> <p>More climate smart construction.</p> <p>Increased job creation for the blue and green economies.</p>	<p>Special meetings and forums, webinars, on-going recognition of leaders in the sector through the core award campaign</p>
Hotel/Tourism Industry	Individual hotel/tourism operators	Caribbean Tourism Organisation (CTO), Caribbean Hotel and Tourism Association (CHTA), Caribbean Alliance for Sustainable Tourism (CAST), OECS Tourism Unit, Ministries of Tourism, National & Local Hotel/Tourism Associations, Chambers of Commerce	<p>Increased energy and water use efficiency.</p> <p>Increased investment in climate smart technologies on property.</p> <p>Buttressing of shorelines and coastal properties.</p> <p>Reduced waste</p>	<p>Recognition of leading climate smart hoteliers in the core award programme</p> <p>Special sectoral webinars and podcasts</p> <p>Testimonials of leaders captured for PSAs</p>
Energy Sector	Householders and business operators, public utility operators, renewable energy	National Utility companies, private utility companies, Caribbean Solar Energy Society (CSES), Caribbean Electric Utility Service	<p>Reduced energy consumption.</p> <p>Increased energy efficiency.</p>	<p>Recognition of leading energy actors in the core award programme</p>

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
	business providers and technicians	Corporation (CARILEC), Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), Solar Energy International, Ministries responsible for Public Utilities	Increased use in renewable energies.  Increased use of energy saving appliances and technologies	Special sectoral webinars and podcasts  Testimonials of leaders – both energy providers and householders and SM&Es captured for PSAs
Upper Watershed and Forestry Management	Households living along rivers, Farmers, Forest Users, foresters, agricultural extensionists, agri business operators	Ministries of Agriculture, Ministries of Environment (forestry, fisheries, coastal zone authorities ); FAO, Caribbean Network of Farmers (CaFAN), Eastern Caribbean Trading Agriculture and Development Organisation (ECTAD), IWECO project (UNEP-CEP), Caribbean Agricultural Research and Development Institute (CARDI), Inter-American Institute for Cooperation on Agriculture (IICA), Caribbean National Resources Institute (CANARI)	Improved land husbandry and land management practices.  Increased re-forestation.	Centre's presence and ECTAD and CaFAN meetings  Webinars with extension staff  Climate Smart farmers recognized through the core award campaign  Promotion of branded farming tools and items
Insurance Sector	Individual insurance companies and brokers	Insurance Association of the Caribbean, Inc., Caribbean Catastrophic Risk Insurance Facility (CCRIF)	Use of climate change data to better price insurance products  Increased number of affordable climate insurance products made available.  Increased number of policies sold among vulnerable clients.	Recognition of leading insurance providers in the core award programme  Special sectoral webinars and podcasts  Testimonials of leaders captured for PSAs
Banking Sector	Heads of Banks and Credit Unions, Branch Managers	Local and National Chambers of Commerce, Economic Ministries, Caribbean Development Bank (CDB), Inter-American Development Bank (IADB), Bank Associations, Caribbean Network of Chambers of Commerce (CARICHAM), Caribbean	Increased availability of affordable climate lines of credit.  Increased blending of climate financing by donor agencies.	Recognition of leading credit lenders in the core award programme  Special sectoral webinars and podcasts

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
		Confederation of Credit Unions	Increase climate proofing of lending portfolios	Testimonials of leaders captured for PSAs
Science Community	Individual scientists, Heads of Science Departments in colleges and universities	Regional Institutions, Centre for Resource Management and Environmental Studies (CERMES – UWI), Climate Studies Group -UWI, Association of Marine Laboratories (AMLC), Association of Caribbean Tertiary Colleges, Caribbean Science Foundation	<p>Increased use of CCCCC research tools by regional scientists.</p> <p>Increased sharing and publication, including peer-reviewed, of climate research.</p> <p>Increased climate employment training at the tertiary college level</p>	<p>Recognition of key science leaders in the core award program</p> <p>Webinars to share and scale up best practices</p>
Waste Management Sector	Households and individuals, Waste disposal workers, private sector recycling companies	National and local agencies of waste removal, Ministries of the Environment,	<p>Reduced private sector and household waste.</p> <p>More reusing and recycling.</p>	<p>Recognition of key waste reduction leaders and programmes through the core award programme,</p> <p>PSAs to promote waste reduction at the household level</p> <p>Promotion of branded tote bags and other items</p> <p>Participation of the Centre and CWWA and CAWASA meetings</p>
Compliance and Enforcement	Police officers, Lawyers, Judges	Ministries of Justice, Police Departments, Association of Caribbean Commissioners of Police (ACCP), Association of Caribbean Corporate Counsel (ACCC), the Caribbean Customs Law Enforcement Council (CCLEC)	<p>Increased numbers of law enforcement officers actively enforcing environmental laws and regulations.</p> <p>More individuals reporting breaches.</p> <p>More fines and charges filed.</p>	<p>Recognition of enforcement leaders</p> <p>Webinars and Podcasts</p> <p>Branded material such as bumper stickers, etc.</p>
Civil Society and General Public, beach users	Individual Households, women	Churches, NGOs, CBOs, the NGO Caribbean Development Foundation (NCDF) and the Caribbean Public Policy Development Centre (CPDC)	<p>Increased involvement of civil society in climate advocacy.</p> <p>Increased awareness of the climate change needs of vulnerable persons.</p>	<p>Showcasing of CC leaders in vulnerable communities</p> <p>Training for community groups through meetings</p>

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
				and webinars and podcasts  Capture of testimonials
Education Sector	Teachers, Students	School Principals, Ministries of Education, Caribbean Youth and Environment Network (CYEN), Parent Teacher Associations (PTAs), Association of Caribbean Tertiary Institutions (ACTI), Caribbean Science Foundation (CSF), Caribbean Association of Secondary School Principals (CAPSS), Caribbean Union of Teachers (CUT), Caribbean Examinations Council (CXC)	Increased use of Caribbean climate change awareness materials in classrooms.  Increased use of the CCCCC's learning resources by students.	Recognition of teachers with innovative CC teaching  Recognition of innovative CC student actors
Indigenous Communities	Kalinago People in Dominica, Indigenous people in Suriname and Guyana, Maya and Garinagu in Belize	various indigenous organisations in different countries	Greater involvement of indigenous persons in climate advocacy actions to have their voices heard.	Recognition of indigenous leaders in the core award programme  Testimonials captured for PSAs  Use of drama and music, innovative oral story telling and testimonial approaches
Women	Women's groups in various countries	Gender Machinery in each Member state (Such a bureau or department for gender affairs), Caribbean Women in Leadership (CIWIL) as vehicle for women's representation in climate advocacy at the leadership level University of the West Indies Institute for Gender and Development Studies UWI IGDS, United Nations Development Fund for Women (UNIFEM)	Greater involvement of women in climate advocacy actions to have their voices heard.  Mainstreaming of gender considerations in DR and Cc protocols  More women in leadership positions in national and regional CC machinery	Recognition of leading women leaders in the core award programme  Testimonials captured for PSAs

Sector	Primary Audience (Behaviour and Awareness Levels to be Targeted)	Secondary Audiences (audiences needed to reach primary audiences)	Desired Change	Communication Activities to Support the Change
Youth	Youth Environmental groups at country level, Caribbean Youth and Environment Network (CYEN), CARICOM Youth Parliament	Governmental machinery for youth – such as Youth Departments	Greater involvement of youth in climate advocacy actions to have their voices heard.  Greater involvement of youth helping to advocate for marginalised groups	Recognition of youth leaders in the core award programme  Testimonials captured for PSAs
Social Security Support Services	Persons with Disabilities (PWDs), the elderly and infirm	National Associations for Persons with Disabilities (such as the Combined Disabilities Association in Jamaica), National Social Protection Machinery in each Member State	Improved appreciation of the CC needs of this marginalised group  Improved protocols and measures and planning for their needs	Recognition of leading PWDs in the core award programme  Testimonials and stories captured for PSAs
LGBTQ <sup>57</sup> Community	Individual persons in the LGBTQ Community	National Associations for the LGBTQ community in each Member State. Regional Associations such as Caribbean Prides	Greater understanding from a human rights perspective about the impacts of CC on members of the LGBTQ community as a marginalised group without a voice  Greater advocacy for climate change considerations for this community	Testimonials and stories captured for PSAs

<sup>57</sup> Lesbian, Gay, Bi-Sexual, Trans, Queer



## **7. FORMAL EDUCATION**

As was discussed in Chapter 4 “Strategic Audiences”, anything to do with developing curriculum based educational materials has to be done in partnership with the CXC. Instead of the CCCCC developing ad hoc learning materials that may or may not get traction with Ministries of Education, it would be a better use of time and resources to liaise directly with the CXC and to have a consultant review the new Green Engineering CAPE curriculum and other curricula that have likely already incorporated Green Thinking and Climate Change considerations.

The CXC should be consulted to identify what additional materials might be needed to support climate change learning in the classroom at different levels. If the CXC has not done so, a curriculum consultant is needed to review the entire curriculum (including all subjects) to see how climate change issues and awareness can be infused into the curriculum that already exists. It is very possible for climate change lessons to be linked to all subjects taught – from geography, English, social studies, science, agriculture, and so on, without having a climate change curricula separate and apart from what exists now.

In so far as teachers say they would appreciate additional learning materials to support the lessons they already have to teach, this could then be explored.

Outside of this detailed curriculum review exercise however, which should involve curriculum specialist consultants, the main way that the CCCCC should support formal education efforts is to identify champion teachers and schools and include them in the award campaign effort.

## 8. INTERNAL COMMUNICATION CAPACITY BUILDING STRATEGY

In this chapter, three different types of communication capacity needs are addressed. These include:

1. Communication Personnel and Staffing for the Communications Unit;
2. Communication Equipment and Technologies; and
3. Enhancing the communication skills of the CCCCC's staff.

### 8.1. Staffing within the Communications Unit

The Communication Unit is very under-staffed. There are currently only three full-time persons employed in the Unit. Given all the projects and activities that the CCCCC is engaged with and the news worthy results they are producing, three persons are not nearly enough to enhance the visibility of the CCCCC's brand. This may have been adequate before the CCCCC took on its GCF responsibilities, but with its growing portfolio, there are many more communication activities, events and results to promote.

The staff complement needs to be increased with the following recommended appointments:

- A full-time graphic designer and animator who can produce all of the high quality print-based media products that the CCCCC will need and also produce animations for PSA productions;
- A full-time social media marketing person – to support and coordinate all of the CCCCC's social media platforms, to identify new opportunities, and to work with staff to generate appropriate content;
- A part-time website manager/designer to ensure that the site is kept fresh;
- A part-time social media campaign coordinator – to oversee and manage whatever campaigns the CCCCC implements;
- A radio/podcast producer (on a consultancy basis, part-time)
- A television producer (also on a consultancy basis, part-time) and
- A photo-database curator (one a part-time basis).

By fortifying the unit with these additions, the CCCCC will be better positioned to undertake the communication activities that the CCCCC needs to implement going forward. Estimated costs for these additional personnel are included in the budget.

### 8.2. Communications Equipment and Technology

In addition to personnel, the CU will also need to be equipped with additional communication hardware and software including:

- Additional computers and graphic design software, such as Illustrator and animation software. The staff currently rely on free software – specifically Canva, to produce all of their graphic materials. While solid efforts, Canva cannot produce the high level quality of graphic material that a “Centre of Excellence” such as the CCCCC should put out.

- While it is not recommended that the CCCCC satisfy all of its printing needs internally, it would be useful to have at least a high grade internal printer for 11X17 size posters and small run print needs.
- The Unit should also obtain at least one professional grade video camera (with tripod, lenses, microphone, etc.) and video editing software. The video producer to be hired should advise on these purchases.
- For its podcast productions, the CCCCC should also invest in a basic radio podcast production system. Many are available now.
- At least two professional grade SLR Cameras and kits should also be purchased for the Unit.

These items are included in the estimated budget.

### 8.3. Communication Skills of the CCCCC's Staff

During the discussions with staff and as a result of the on-line survey investigation, the following types of communication training were identified to help to build communication capacity within the organisation:

1. Using simple templates to prepare good press releases on project results
2. Taking quality photographs and using visuals effectively
3. The importance of using video/photo/voice releases
4. Strategies for engaging the media (Presentations, public speaking)
5. Tips for winning social media strategies, using different social media for different audiences
6. Graphic design (posters, brochures, fact sheets)
7. Podcast production techniques
8. Tips for developing good content (planning in advance, evidence-based research, human interest angles)
9. Time management for social media engagement
10. How to do pre-testing using focus groups
11. Working with media interns and communication volunteers to maximize limited communication resources
12. Participatory and strategic communication planning and monitoring
13. Setting appropriate targets and indicators for monitoring communication impacts

The Human Resources (HR) department could explore these as possible training modules in the future.

## 9. INTERNAL COMMUNICATION STRATEGY

Internal communication is an often over looked dimension that is essential to the success of any overall communication strategy that seeks to reach the outside world. The development of a fully-fledged internal or “corporate” communication strategy is beyond the scope of the exercise that was conducted for this document. However, what is offered here are some guiding principles and links to reporting templates that the CCCCC may wish to consider to facilitate coordination especially among the CCCCC’s staff and the CU for Branding and Visibility purposes. It should help point the way for a broader strategy if that is later determined as necessary.

### **Core Principles of Internal Communication**

- Everyone agrees to speak with one voice. The finalisation of the CC Elevator pitch will go a long way to achieve this.
- Technical Staff seek in advance, to provide the initial content (in terms of quotes, remarks, speeches, technical info, milestone markers, photographs and video clips) that the CU needs to better plan awareness and visibility activities in a timely manner.
- Technical Staff pledge to engage in specific social media conversations

### **Communication Planning Template for Technical Staff**

There are number of on-line project management tools and software that can help the technical officers at the CCCCC liaise with the Communications Unit<sup>58</sup>. An example of a simple template is provided below.

<b>Communicating Climate Change – CCCCC Planning Template</b> Every quarter on these dates: End of December End of March End of June End of September
Name of Technical Officer
Fund or sectoral unit
Contact Info:

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<sup>58</sup> Monthly Marketing Metrics Calendar Template <https://www.smartsheet.com/9-free-marketing-calendar-templates-excel>

Campaign planning calendars <https://www.smartsheet.com/9-free-marketing-calendar-templates-excel>

Blogging Editorial Calendars <https://www.smartsheet.com/9-free-marketing-calendar-templates-excel><https://www.smartsheet.com/9-free-marketing-calendar-templates-excel>

Social Media Marketing Calendars <https://www.smartsheet.com/9-free-marketing-calendar-templates-excel>

Date/Quarter				
Planned Communication Activities				
Activity	Number	When	Additional Comments and Description	Expected Outputs to be Shared with the CU
News release templates to be produced				
Materials to be developed (print, video, etc.)				
Social Media activities planned				
Expected photos to be taken				
Events/exhibits or fairs to attend				
Moodle/capacity building tools to participate in				
Lessons learned				
Results achieved since last quarter				
Other Activities				

## 10. TOWARDS A KNOWLEDGE MANAGEMENT STRATEGY

In this section, suggestions are made for how the CCCCC can move towards an effective “Knowledge Management” (KM) strategy for climate change messaging and promotion.

### 10.1. What is Knowledge Management?

Essentially knowledge management is the “*efficient handling of information and resources within an organisation*”. It has also been defined as “the process of capturing, distributing, and effectively using knowledge.”

Duhon, (1998) describes KM as follows: “*Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise’s information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience in individual(s)...*”<sup>59</sup>

Ultimately, the main thrust in KM is to capture knowledge and make it available, so it can be used by others. Often, much of the information and knowledge that is in “*people’s heads as it were, and ... has never been explicitly set down.*” To this extent, part of the KM process is also about “learning”.

Duhon (1998) suggests that KM has two main dimensions:

- A. Establishing systems and protocols for “collecting stuff” (content); and
- B. Establishing systems and protocols for connecting people, for learning and for sharing.

The first of these above, “A” relates mainly to IT and the creation of databases and repositories and encouraging people to use them. Once created, the repositories need to be introduced and promoted among members so they are encouraged to make content “deposits” on a regular basis. Along with the creation of the databases themselves, simple on-line forms also need to be created so the CCCCC’s technical staff can contribute their content as easily as possible. Depositing content and making contributions to the databases does not need to be interactive, but does need to be encouraged and possibly nudged by the CU from time to time.

However, the second KM dimension “B” is definitely more interactive and involves learning. This is the dimension where communication and on-line learning is needed.

Duhon (1998) further organises these two related tasks associated with KM in the Table below which is useful for CCCCC to consider.

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<sup>59</sup> <http://www.kmworld.com/Articles/Editorial/What-Is-.../What-is-KM-Knowledge-Management-Explained-82405.aspx>

<b>Table 7 – Knowledge Management</b>		
	<b>COLLECTING (STUFF) &amp; CODIFICATION</b> (Information Technology – IT)	<b>CONNECTING (PEOPLE) - SHARING AND LEARNING</b> Communication
<b>DIRECTED INFORMATION &amp; KNOWLEDGE SEARCH</b>  <b>EXPLOIT</b>	<ul style="list-style-type: none"> <li>• Databases, external &amp; internal</li> <li>• Content Architecture</li> <li>• Repositories</li> <li>• Information Service Support</li> <li>• Documentation of best practices and lessons learnt</li> <li>• After action analysis</li> </ul> <p><b>(HARVESTING)</b></p>	<ul style="list-style-type: none"> <li>• Creating communities of practice</li> <li>• Peer learning</li> <li>• directories</li> <li>• findings &amp; facilitating learning tools</li> </ul> <p><b>(HARNESSING)</b></p>
<b>SERENDIPITY &amp; BROWSING</b>  <b>EXPLORE</b>	<ul style="list-style-type: none"> <li>• Cultural support</li> <li>• current awareness profiles and databases</li> <li>• selection of items for alerting purposes / push</li> <li>• data mining best practices</li> </ul> <p><b>(HUNTING)</b></p>	<ul style="list-style-type: none"> <li>• Cultural support</li> <li>• spaces - libraries &amp; lounges (literal &amp; virtual),</li> <li>• travel &amp; meeting attendance</li> </ul> <p><b>(HYPOTHESIZING)</b></p>

Source: Tom Short, Senior consultant, Knowledge Management, IBM Global Services

Information Technology (IT) expertise will need to be employed in order to create the specific protocols, databases, and repositories that will be needed “to collect” the following “stuff” or information. IT resources are needed for:

- a. Creating a photo database repository
- b. Creating a repository for Project Reports & Products
- c. Repositories for useful maps & statistics
- d. Use of (online) dashboards (M&E maps)
- e. Stakeholder information and expertise database
- f. Event calendars for relevant events/meetings/workshops
- g. And part of the Management Information System (MIS) that is to be developed.

In addition to these standard types of repositories, IT will also be needed to create the other databases that have to do with learning and sharing. As important project/program lessons and successes are achieved and collected, the databases will also allow others to learn from them and share their recommendations. For these purposes, it is recommended that the CCCCC should establish:

### **(1) Lessons Learned Databases**

Lessons Learned databases are databases that attempt to capture and to make accessible knowledge that has been operationally obtained and typically would not have been captured or documented through some type of medium (video, audiotape, print, etc.). This involves capturing knowledge embedded in persons and making it explicit. Documentation of lessons learned, as opposed to documentation of “best practices” alone

allows for the richer learning involved in mistakes and failures to be captured which can be just as, or even more valuable learning as are successes.

## **(2) Communities of Practice (CoPs)**

CoPs are groups of individuals with shared interests that come together in person or virtually to tell stories, to share and discuss problems and opportunities, discuss best practices, and talk over lessons learned (Wenger, 1998; Wenger & Snyder, 1999). Communities of practice emphasize the social nature of learning within or across organizations and are generally understood to mean electronically linked communities.

### **10.1.1. Strategies to Promote KM**

With respect to what communication can bring to the KM process, a few options look most relevant to the CCCCC.

#### ***Webinars and E-Forum Discussions***

On a quarterly or annual basis, the CCCCC should identify key knowledge topics that are prioritised for dialogue and discussion with the various members and partners, or for specific sectoral sub groups. This should also be done whenever key project milestones are reached or when key climate change resilience objectives have been realised. The strategy earlier suggested a branded webinar or podcast series for this purpose. These could be hosted through the CCCCC's CCORAL platform.

These can be anticipated and planned for in advance. At these junctures, opportunities to reflect on what has been accomplished and what lessons learned have been gained should be taken. Webinars or on-line forum discussions should be organised, planned, and convened with key moderators to capture these important lessons. Where relevant, all the CCCCC's partners should be encouraged to participate and minutes and reports of the discussions should result.

Additionally, however, individual participants should also be encouraged to prepare and produce simple "lessons learnt" reports using basic templates. Microsoft<sup>60</sup> office includes software that is specifically designed for this purpose under its project management range of tools. An example of the Microsoft template and tool are included at the end of the KM discussion outlined here.

#### ***Blogs***

Another alternative is to create relevant blogs on specific CC topics that the technical staff contribute to. For example, separate blogs could be created for discussions on:

1. CC and food security
2. CC resilience and governance performance
3. Climate change and health (perhaps together with CARPHA)

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<sup>60</sup> <http://www.projectmanagementdocs.com/project-closing-templates/lessons-learned.html#axzz4Mi34HW7K>



4. CC and Gender (perhaps with UNIFEM)
5. Etc.

Blogs can also include video material (video blogs or vlogs), audio testimonies and photos if desired. If well-developed content and questions are posted, they can be excellent ways to stimulate interest and discussion.

The CCCCC can have as many blogs as it can manage but it is important to note that each should be led by at least one sectoral partner/individual or organisation and that they may need to be monitored and managed to be effective. This is because unlike webinars, blogs are essentially on-line journals that operate on a continuous basis. Posts should however be encouraged from as many people as possible in that specific community of interest.

The advantage of blogs is that people can contribute and post at their leisure. But if not well managed, the postings can lead to ad hoc information that is difficult to process and boil down to core learning outcomes.

### ***Learning Diaries***

The CCCCC may also want to look at the work of one regional non-governmental organisation (NGO), that of the Caribbean Natural Resources Institute or CANARI. CANARI uses a very innovative “learning journal” that they must fill in on a weekly basis. Without being overly onerous, this tool allows staff members to take time and reflect on the lessons that they’ve learned in any particular week, while things are still fresh and current. Staff members also share their experience and learn from each other as they execute their work and implement their respective activities.

Peter Honey’s Five Day Learning Diary<sup>61</sup> suggests that learning from experience is a process that can be broken down into 4 stages:

- Stage 1 Having the experience
- Stage 2 Reviewing the experience
- Stage 3 Concluding from the experience
- Stage 4 Planning the next step

Completing a Learning Diary assumes that partners have had an experience from which they wish to learn and share for the benefit of others.

The next step is to write a detailed account of what happened during the period of activity of focus. Then, participants are asked to list the main conclusions that they’ve reached as a result of thinking about the experience – defining the main learning points.

And then finally, they are expected to decide which learning points they want to implement in the future and work out an action plan that covers: - what they are going to do – and when they are going to do it.

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<sup>61</sup> [http://www.london.ac.uk/fileadmin/documents/staff/staff\\_development/diary\\_law.pdf](http://www.london.ac.uk/fileadmin/documents/staff/staff_development/diary_law.pdf)

### ***Brown Bag Lunches (BBLs)***

The CCCCC may wish to host and promote brown bag lunch series where staff and project partners can come together to share best practices over lunch. This model should be formalized and encouraged in the future.

### ***Case Study Publications***

A final, but probably most important option, is the publication of case study reports or even scholarly books needs to be considered. Every project/programme should be expected to produce at least one case study report based on the implementation of their specific project components. This content would be useful for a number of different audiences, but it would be very important to perhaps link with UWI and other tertiary agencies in the region to include the case studies as part of course teaching material. Guidelines for the case studies should be prepared so that there is consistency and opportunities to compare cases and to ensure that the publications can contribute to degree programs.

Findings in the case studies should be presented in more than one format as follows:

- Written, printed case studies for scholarly documentation and learning;
- Video testimonials from beneficiaries and quotes from key experts or stakeholders involved in the activity
- Photo documentation and evidence of results
- Short fact sheets outlining the main findings and conclusions

For some good examples of “Lessons Learned” templates to adapt, check out the following:

The Program Manager’s Blog - <http://www.the-program-manager.com/wp-content/uploads/2013/04/Lessons-Learned-Template-ThePgM.pdf>

Project Management Docs - <http://www.projectmanagementdocs.com/project-closing-templates/lessons-learned.html#axzz4N0I7cViF>

Project Management Tips - <http://pmtips.net/blog-new/lessons-learned-template>

## **ANNEXES**

## Annex A – SIP Objectives Linked to Communication Messaging

### Communication Objectives Aligned with the SIP

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
<b>Strategic Objective 1 – Scale up actions to manage the effects of climate change</b>								
<b>Outcome 1.1:</b> Increased ability of Member States to fulfil their commitments under UNFCCC and RRF	Output 1.1.1 Revised Regional Framework 2021-2029 Adopted in Member States	1.1.1.1 Facilitate endorsement of the RRF 2021-2029  1.1.1.2 Complete revision of Implementation Plan for the RRF and facilitate endorsement of the IP by CARICOM Heads of Government  1.1.1.3 Assist member states to incorporate goals and strategic elements of the Revised Regional Framework 2021-2029 into sectoral and national development plans  1.1.1.4 Improve awareness of RRF and IP among CARICOM member states	By the end of strategy implementation, five (5) percent of national audiences will be able to identify at least one way their national governments are supporting their commitments including gender equality commitments	General Public  Member states	Look at all the ways our governments are working to fulfil the national, regional and global actions they've signed up to deliver to make us more climate resilience.  Highlighting awareness of key milestones achieved/delivered pertaining to critical agreements  Promotion of best practices for climate adaptation and mitigation in the region	Our governments are acting and staying accountable at home and on the world stage  Another climate change milestone action reached  Raising our place on the Resiliency Scale....	Public Relations  Social Media Marketing  Knowledge management	Production of regular news releases and news features  Press conferences with news media nationally and regionally  Mainstream media PSAs  Regular features on key government actors to show what specific governments are doing  A social media campaign to highlight key government actors - #Prime Actions... (actions being taken by Prime Ministers and governments.)  For member states, technical meetings,
	Output 1.1.2 Technical Assistance provide to Member states to implement resilience-building solutions	1.1.2.1 Provide technical support to MS to fulfil UNFCCCC & NDC commitments  1.1.2.2 Support Member states to implement transformative initiatives to support						

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		resilience building solutions						workshops and exchanges
	Output 1.1.3 Member States facilitated to understand the UNFCCC Process	<p>1.1.3.1 Provide sensitization sessions to Member States on the various aspects and processes of the UNFCCC including to formulate NDCs/NAPs</p> <p>1.1.3.2 Develop an online, user-friendly and easily updated "How To" Manual and PPT to improve Member States' understanding of UNFCCC's requirements</p>	By the end of strategy implementation, 5% of the General public will be able to identify which Government departments are working on their national UNFCCC communication documents	Member States MDAs  General Public	UNFCCC process made easy	Understanding the UNFCCC process in steps – breaking things down one step at a time	Training and knowledge management	<p>How to Manual Training workshops Webinars Case studies Technical briefs</p> <p>The UNFCCC process at a glance</p>
<b>Outcome 1.2:</b> Increased financial flows to Member States to address climate resilience/climate change priorities	Output 1.2.1 Member state facilitated to access financing	<p>1.2.1.1 Provide technical support to MS to design and implement CC programmes/projects</p> <p>1.2.1.2 Strengthen capacity of MS to access finance</p> <p>1.2.1.3 Develop strategic relations and partnerships with existing and new climate funding entities</p> <p>1.2.1.4 Support/provide required guidelines for MS to access the CCCCC's strong and responsive project pipeline</p>	By the end of 2025, 5% of audiences will have heard that their government has received climate financing to support critical national climate actions.	General Public  Government actors of Member states  Commercial banking sector  Development Banks  Private sector	<p>Promotion of new and creative financing arrangements that leverage resources to get the most value for investment.</p> <p>Highlighting best practices for financing that work and that can be scaled up</p>	<p>Maximizing climate dollars for climate action.</p> <p>Climate Financing makes climate action happen</p> <p>Follow the money....</p>	<p>Public Relations Primarily</p> <p>Social media marketing.</p> <p>Inter-agency communication</p>	<p>Conferences and high-level meetings with financial partners and government representatives and regional partners.</p> <p>Development banks</p>

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
	Output 1.2.2 Financing from non-traditional partners mobilised	1.2.2.1 Engage with non-traditional sources to mobilize funding from innovative financial instruments including debt for climate swaps, green bonds  1.2.2.2 Enable the crowding in of private sector financing at scale	By the end of 2025, at least five (5) percent of audiences will be able to name at least one source of climate financing besides tax payers	As above	Investing in Climate Change is Everyone's "business"	Investing in Climate Change is Everyone's "business"  Co-investing to maximize results  Finding climate financing solutions	Public Relations Primarily  Social media marketing.  Inter-agency communication	As above
<b>Strategic Objective 2 - Strengthen strategic partnerships for sustained climate results in the region</b>								
<b>Outcome 2.1:</b> Increased coordination/collaboration among key stakeholders including the private sector and civil society to scale up climate change actions	Output 2.1.1 Partnership mechanisms expanded to support programme implementation/expansion	2.1.1.1 Develop, approve and implement Partnership Engagement strategy  2.2.1.2 Strengthen strategic engagements/alliances with key partners to support programme planning and implementation, advocacy and public awareness	By the end of 2024, ten percent of audiences will be able to name at least one type of partnership arrangement that is working to scale up pilot actions in the region.	General public  Regional Partners  NGOs  CBOs  Civil society organisations	Highlighting critical partnership arrangements and why they work – key elements, key agencies/people involved – what key partners and actors are doing	Acting for Through effective partnerships; Partners for/in Climate Action  We are all in this together. All hands-on deck.  Everyone has a role to play in CC. What's yours? What are you doing to become resilient?	Public relations  Public Education and Outreach  Communication for Development  Advocacy	Social media campaign and Advocacy campaign  Regular news releases and feature profiles of key partnerships and actors  Promotion of key messages on mainstream media via radio and TV

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
	Output 2.1.2 Strategic Engagements with non-traditional partners facilitated	<p>2.1.2.1 Engage with new regional and global partners including non-English speaking entities to support initiatives (including technical assistance/transformational solutions)</p> <p>2.1.2.2 Engage philanthropic organisations to support the CCCCC's initiatives</p>	By 2024, at least 10 high level investment individuals/partners/trade entities will have been approached by the CCCCC to invest and at least 2 will have done so	<p>Various sectoral<sup>62</sup> associations (such as trade associations, tourism associations, and so forth)</p> <p>Wealthy individuals with endowments and/or high visibility individuals such as Richard Branson, etc.</p> <p>Banks and high-profile individuals</p> <p>Green and blue bond managers</p>	<p>Climate investments are wise and lucrative investments for you and your children's future</p> <p>Invest in the region's future</p> <p>The CCCCC value for money</p> <p>Climate investments are affordable</p>	High returns for every dollar spent...invest in the future	<p>Marketing</p> <p>Advocacy</p> <p>Knowledge management</p>	<p>Inter-agency meetings</p> <p>Webinars</p> <p>High level targeted courting of key investors</p> <p>Development of an investors' portal on the CCCCC's webpage</p> <p>Trade/industry publication advertorials</p>

<sup>62</sup> Associations that represent the key sectors most impacted by climate change would be included – such as Tourism, health, energy, water, forestry, agriculture, insurance, Building/construction associations, enforcement, and so forth.

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
<b>Outcome 2.2:</b> Increased Engagement in global, regional and national multi-stakeholder climate change platforms and networks	Output 2.2.1 Climate Change networks & memberships expanded	2.2.1.1 Plan, host and participate in regional CC conferences and exhibits	By the end of 2025, at least 20% of key CCCCC partners and stakeholders (from the government, scientific community, financial sector and other critical sectors) will have participated in at least one climate change platform activity sponsored by the CCCCC. And by 2015, at there will be at least a 20% increase in traffic to the CCCCC's on-line platforms.	Member states and regional partners  General public	Highlighting how, despite the region's small numbers on the world stage – the Region's voice is loud and strong and that we can show the world to how to adapt and be resilient	Our climate actions are louder than words	Inter-agency communication  Technical communication  Public Relations	High level workshops and meetings
	Output 2.2.2 Member states supported to participate in global, regional and national climate change networks	2.2.2.1 Strengthen the coordination of Member States and increase participation in regional and global dialogue and to undertake negotiations on CC	By the end of 2025, at least five percent of the general public will have heard about at least 1 regional CC conference and/or seen CC exhibits	Representatives of member states  Partner agencies  General public	Leveraging resources and partnerships leads to stronger and more effective climate action	Strong networks for strong climate action	Knowledge management  Inter-agency communication	Webinars  In-person attendance at key exhibits and fora
<b>Strategic Objective 3 - Increase the uptake of climate change data and innovative tools for socio-economic development and evidence-based decision-making across the region</b>								
<b>Outcome 3.1:</b> Increased capacity to generate and use climate data for the expansion of knowledge and improvements of predictive capabilities	<b>Output 3.1.1</b> Integrated interdisciplinary and targeted climate change research and development programmes implemented	3.1.1.1 Support targeted Institutions to strengthen climate data collection, analysis, information management and sharing and reporting capabilities  3.1.1.2 Conduct a stock taking and data/human capacity gap analysis of the	By the end of 2024, five (5) percent of the general public will have heard of key scientific agencies and scientists working in Climate Change for the region.	General public  Scientific community and academia  Met offices	Look at the cutting-edge scientific research that the region is using to determine the climate smart, sound, evidence-based choices for enhancing	Solid science for smart climate action  See how science is working for you  Meet our region's	Public relations  Public outreach  Social Media	Mainstream PSA on how science is working for the region  Social media campaign featuring key scientific champions in the region including



Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		instrumentation network  3.1.1.3 Encourage and support dissemination of CC research findings including in easy-to-understand language and via non-traditional media			resiliency in our region.  Meet the scientists and “Best brains” in the region who are doing the research we need for our region	best scientific brains working for climate action in our region		profiling female scientists who are doing pioneering work in climate research.  Promote and make persons from vulnerable groups to fill climate research internships
	<b>Output 3.1.2</b> Pool of climate researchers and technicians expanded	3.1.2.1 Develop new or expand capacity development programmes/initiatives including internships, memberships, coaching and scholarship programmes	As above	As above	As above	As above	As above	As above
<b>Outcome 3.2:</b> Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation	<b>Output 3.2.1</b> Member States provided with tools and technologies to address CC challenges	3.2.1.1 Assess Member States needs for tools and technologies to address CC priorities	By the end of 2024, there will be a 10% increase in persons registering to use critical climate tools available through the CCCCC	Member state government representatives – Met offices	Look at the variety of cutting-edge tools and technologies (LiDAR, etc.) that countries are using – with the assistance of the 5Cs – to equip their adaption actions	Bringing the best technology for climate action to the region	Inter-agency communication	Webinars and on-line learning modules/podcasts
		3.2.1.2 Support member states to adapt and use CC tools and technologies		Students			Social marketing and behaviour change	
	<b>Output 3.2.2</b> Cooperation initiatives expanded with research institutes and networks to develop new tools and solutions to address	3.2.2.1 Undertake/support joint research of current, new and innovative technologies		Sectoral agencies/officers  Sectoral associations	Look at the new tools that are being developed to help make the region more resilient		Communication for Development  Public Relations	Direct promotion through governments  News features and releases to promote tools being used  Features in trade magazines

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
	climate change challenges	3.2.2.2. Advocate for technology transfers and low carbon technology adoption within Member States						
<b>Strategic Objective 4 - Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact</b>								
<b>Outcome 4.1:</b> Increased climate change communication across the region	Output 4.1.1 Public education and outreach initiatives on climate change implemented	4.1.1.1 Implement public education, awareness and outreach initiatives in keeping with the Centre's communication strategy  4.1.1.2 Develop, promote and disseminate climate change knowledge products in easily understood language	By the end of 2025, there will be at least a 10% increase of persons among the general public who can name at least one advocacy action	General Public	Here's how the 5Cs matter to you and how it works to help you adapt.  Here are climate sound actions you can take in your own life to adapt to climate change. Here's how vulnerable persons can make their voices heard  Here's how vulnerable and marginalised groups can adapt to CC	The 5C's actions help me act on ....	Public Relations  Public Education and Outreach  Social marketing  Communication for Development  Social media	Regular News features and news releases on mainstream media  PSAs for radio and TV -national and regional  Stories on the CCCCC's website and social media channels  Social media campaign - #the 5Cs and Me  Speaking sessions and special workshops/meetings with vulnerable groups  Specific media suited for the hearing and visually impaired

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		<p>4.1.1.3 Support curricula review and the development of learning materials to integrate climate change into education system</p> <p>4.1.1.4 Support decision/policy makers (local, regional and national) to advocate for climate change issues including development/revision of relevant policies and laws</p>	Support curricula review and the development of learning materials to integrate CC into educational systems	By the end of 2024, five (5) percent of schools in the region will be using some of the new materials that the CCCCC will develop to support the curriculum	<p>Caribbean Examination Council (CXC), regional formal education institutions</p> <p>Teachers' Associations</p> <p>Ministries of Education</p>	Learn about Climate Change Action – from real stories in our country/region	Real stories making a real difference	<p>Formal education and outreach</p> <p>Knowledge management</p> <p>Inter-agency communication</p> <p>Social media</p>
	Output 4.1.2 Social marketing and behaviour change initiatives implemented	4.1.2.1 Implement activities highlighted in communication strategy relevant to social marketing and behaviour change	By the end of 2024, at least 5 percent of the general public will be able to name at least 1 successful pilot case study project that has made a difference in the region	<p>Representatives of Member states</p> <p>The media</p> <p>General public</p> <p>Other agencies in specific sectors</p>	Climate change action works.... Look at the difference it makes	We are making it happen – resiliency is within our reach	<p>Public Relations</p> <p>Knowledge Management</p> <p>Social media</p>	<p>Regular news features</p> <p>PSAs for mainstream media at the national and regional level</p> <p>Social media campaign = #what's working</p> <p>Media workshops</p> <p>Specific sectoral messaging and promotion of what works in key sectors through webinars, conferences, participation in exhibits</p>

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
<b>Outcome 4.2:</b> Increased involvement of private sector and civil society in climate change advocacy	Output 4.2.1 Private and public sector and civil society organisations including faith-based, women and youth-led organisations supported to build or improve their climate literacy and advocacy	4.2.1.1 Design/develop/deliver specific programmes/courses for target audiences to improve their climate literacy and advocacy  4.2.1.2 Undertake capacity building/strengthening programmes for targeted groups on how to conduct policy and regulatory reviews, lobby for changes and get heard  4.2.1.3 Convene sessions with private sector entities, decision-makers, civil society organizations or influencers across the region to support engagement with governments of Member States	By the end of 2025, at least 5 percent of the general public will be able to name at least 1 successful partnership that has made a difference in the region	Representatives of Member states  The media  General public  Other agencies in specific sectors  Private Sector	Climate change action works.... Look at the difference it makes  Look at how partnerships strengthen climate action	We are making it happen – resiliency is within our reach	Public Relations  Knowledge Management  Social media	Regular news features  PSAs for mainstream media at the national and regional level  Social media campaign = #what's working  Media workshops  Specific sectoral messaging and promotion of what works in key sectors through webinars, conferences, participation in exhibits
	Output 4.2.2 CCCCC's Partnerships established with Member States' MDAs responsible for women, youth, and other vulnerable groups to raise awareness about climate change issues within these groups	4.2.2.1 Identify and Engage with responsible entities in Member States  4.2.2.2 Develop MOU for Integrated Communication and Collaboration and facilitate joint awareness programmes	By the end of 2025, at least five (5) percent of vulnerable persons in each Member state will have participated in a climate advocacy campaign	Member state representatives  General public  Organisations representing vulnerable groups	Learn how climate change impacts those around you  Learn how you can make your voice count	Climate change impacts everyone differently.  We are not all the same.  Climate change is	Advocacy  Social media marketing  Communication for development  Formal course/learning	By the end of 2025, at least five (5) percent of vulnerable persons in each Member state will have participated in a climate advocacy campaign

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		<p>4.2.2.3 Convene workshops with MDAs and civil society groups to raise public awareness about CC</p> <p>4.2.2.4 Coordinate/collaborate to undertake research on burning climate change issues and to disseminate findings</p>		such Persons with Disabilities (PWD), indigenous peoples LGBTQ, women's organisations, associations for the elderly, and so forth at the national and regional level		not "one size fits all".		
<b>Strategic Objective 5 - A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added-value to the region</b>								
<b>Outcome 5.1:</b> Improved organisational capacity	Output 5.1.1 Initiatives to empower and motivate Centre Staff implemented	<p>5.1.1.1. strengthen human resource capacity of the CCCCC in keeping with the Recommendations from the Capacity Development Plan</p> <p>5.1.1.2 Implement staff engagement and motivational initiatives</p> <p>5.1.1.3 Develop/update (as relevant) HR policies and procedures to support the CCCCC's operation</p>	By the end of 2025, at least five (5) percent of the general public will have seen or heard messages that promote the specific people who work at the CCCCC	General public	Meet the people who are working to enhance our climate resiliency....	Meet the people who make climate action happen	Public relations	<p>Regular news features</p> <p>Meet our staff page on the 5C's website</p> <p>Staff testimonials</p> <p>Follow so and so on social media.</p>
	Output 5.1.2 Organisational sustainability framework implemented	<p>5.1.2.1 Strengthen Centre's governance and accountability mechanisms</p> <p>5.1.2.2 Implement resource mobilisation measures in keeping with Resource Mobilisation Strategy</p>						

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		<p>5.1.2.3 Integrate/incorporate risk management ethos and implement risk management strategies (ERM and staff training)</p> <p>5.1.2.4 Undertake and complete GCF re-accreditation, Adaptation Fund accreditation and EU Pillar Assessment</p>						
	Output 5.1.3 Framework for Monitoring, evaluation, reporting and learning implemented	<p>5.1.3.1 Finalise and start implementation of the results-based MEL Framework</p> <p>5.1.3.2 Undertake all routine monitoring and evaluation, learning and reporting actions with respect to SIP 2021-2025</p>	By the end of 2025, five (5) percent of the general public will be able to name at least one project implemented by the CCCCC that has proven, measurable results	<p>General public</p> <p>The media</p>	M&E - Documenting our success to and learning from experience to scale up best practices	<p>The CCCCC is transparent and operates with integrity to improve performance. Proven results to scale up</p> <p>The proof is in the climate pudding</p>	Public Relations	Promotion of news features highlighting M&E results
	Output 5.1.4 A modern ICT infrastructure enabling organizational performance	<p>5.1.4.1 Strengthen the human resource capacity of the ICT unit</p> <p>5.1.4.2 Strengthen the integration of ICT in all aspects of the CCCCC's operations</p> <p>5.1.4.3 Review and upgrade the CCCCC's software</p>	By the end of 2024, at least 5 percent of the general public will have heard that the CCCCC is using cutting edge ICT technologies to improve its performance	<p>General Public</p> <p>Member State representatives</p> <p>Private Sector</p> <p>Donor agencies</p>	Cutting edge ICTs is helping us work better for you	The CCCCC uses cutting edge ICTs to serve the region better	<p>Public relations</p> <p>Knowledge Management</p> <p>Inter-Agency communication</p>	<p>Featured news releases</p> <p>Webinars and podcasts</p> <p>Special meetings with key agencies</p>

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		architecture of CC tools and improve data capture and analysis						
<b>Outcome 5.2:</b> Improved institutional capacity for programme management	<b>Output 5.2.1</b> CCCCC's management tools, processes and systems enhanced	<p>5.2.1.1 Undertake review of the CCCCC's operations and workflow processes and implement recommendations</p> <p>5.2.1.2 Revise existing and develop new ones as necessary in alignment with global best practices</p> <p>5.2.1.3 Mainstream ESSF and Gender considerations across the CCCCC's operations</p>	By the end of 2025, at least 20 percent of the CCCCC's partners will be able to name at least one capacity building step that has been undertaken with its staff	<p>Member country reps.</p> <p>Regional partners and stakeholders.</p> <p>General public</p>	Our team – world class project managers and climate specialists...working for you		<p>Public relations</p> <p>Knowledge Management</p> <p>Inter-Agency communication</p>	<p>Featured news releases</p> <p>Webinars and podcasts</p> <p>Special meetings with key agencies</p>
	<b>Output 5.2.2</b> Centre's project and programme execution strengthened	<p>5.2.2.1 Ensure Consistent project implementation monitoring and reporting key project indicators</p> <p>5.2.2.2 Strengthen CCCCC's regional coordinating mechanisms to support programme delivery across member states</p>	By the end of 2025, at least 50% of member country representatives will be able to name or describe one way in which the CCCCC's programmatic work has been strengthened and well coordinated	<p>Member country reps</p> <p>Regional partners and stakeholders</p>			<p>Public relations</p> <p>Knowledge Management</p> <p>Inter-Agency communication</p>	<p>Featured news releases</p> <p>Webinars and podcasts</p> <p>Special meetings with key agencies</p>
	<b>Output 5.2.3:</b> Programme Coordinating mechanism enhanced to support Member States	5.2.3.1 Plan and execute high level coordination meetings with Member States				CCCCC team and Member States		

Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
<b>Outcome 5.3:</b> Increased visibility of the CCCCC	<b>Output 5.3.1:</b> Awareness raising initiatives about the Centre and its services implemented	5.3.1.1 Implement measures relevant to increasing the Centre's visibility in keeping with the communication strategy	By the end of 2025, five (5) % of the general public will be able to recognize the CCCCC's logo and brand image	General Public	Our 5Cs – a world leader in Climate Change		The 5Cs – climate action for you, your country and the region on the world stage	Public Relations  Public outreach and education
			By the end of 2025, there will be at least a 10% increase of persons among the general public who can confidently say they've heard of the CCCCC's work and can name at least one thing that the CCCCC does for the region.	General Public	Here's how the 5Cs matter to you and how it works to help you adapt.  Here are climate sound actions you can take in your own life to adapt to climate change. Here's how vulnerable persons can make their voices heard  Here's how vulnerable and marginalised groups can adapt to CC	The 5C's actions help me act on ....	Public Relations  Public Education and Outreach  Social marketing  Communication for Development  Social media	
		5.3.1.2 Promote the Centre's wide range of tools, their utility and the benefits derived by key stakeholders	Government reps of Member States	M&E - Documenting our success to and learning from experience to scale up best practices	The Centre is transparent and operates with integrity to improve performance Proven results to scale up	Inter-agency communication  Knowledge management		
	5.3.1.3 Share/exchange best practices, lessons learnt and success stories including from the implementation of climate resilient projects	By the end of 2025, five (5) percent of the general public will be able to name at least one project implemented by the CCCCC that has proven, measurable results						
	<b>Output 5.3.2:</b> Centre's contribution to improve climate resilience promoted	5.3.2.1 Facilitate, contribute and support peer reviewed publications on climate change	By the end of 2023, five percent of the public will be able to name at least 1 action that the CCCCC itself is taking to reduce its climate footprint	As above	Look at how the Centre is reducing its own carbon footprint  Recommendations for other agencies to reduce their emissions		As above	Public relations  Public outreach  Social media  Knowledge management



Expected Outcomes	SIP Outputs	Related Priority SIP Activities	SMART Communication Objective	Main Audiences	Types of Messages Needed	Angle	Type of Communication Needed	Proposed Communication Activities
		5.3.2.2 Showcase the Centre's operations through energy efficiency and reduced emissions  5.3.2.3 Provide training to staff on emission reduction calculations and how to use other available tools including the Resilience Assessment Tool						

## Annex B – Implementation and Action Plan with Indicative Budget for Core Activities

The following matrix outlines the action plan and implementation schedule and includes the estimated budget costs for all the Core Centralised Activities. A breakdown of the key categories and indicative estimated costs is as follows:

Indicative Budget for Core Activities for Communication Goal 1 All Costs in US\$	
<b>Preparatory Activities</b>	
Staffing and Equipment	\$447,350.00
Exhibit and Display materials	\$110,000
Production of Animated Infogram	\$50,000
Creation of PSA series	\$180,000
Promotional Materials	\$27,716
<b>Core Visibility Activities</b>	
Rebranding: Logo, Tagline and Website	\$36,000
See C-Change Happening Award Program	\$47,350
See C-Change Happening Social Media Campaign with Youth	\$23,000
Scaling Up Change Pod Cast Series	\$15,000
Public Relations and Meetings	\$40,000
Media Engagement Events	\$138,000
Photo Database	\$40,000
<b>Private Sector Promotion</b>	
Evaluation of Strategy	\$50,000
<b>Total</b>	<b>\$1,329,416.00</b>





















## Annex C – M&E Plan for Core Activities

In this section, the various indicators that are to be used to monitor progress, process and results during implementation primarily of the proposed core centralised activities. As was indicated and suggested in the separate Media Monitoring Report (MMM) report, the CCCCC should invest in some type of MMM package for its regular Public Relations and Social Marketing analytics. This section outlines the various concepts and types of indicators that are included in MMM so the Communications Unit has a clear understanding of what is involved and direct the MMM package to track.

### Key Communication M&E Concepts

Not all communication indicators can be tracked through MMM indicators however. For this reason it is important to distinguish the different type of indicators that apply to communication. Three main types of indicators are in play. These include “output” indicators, “process” indicators and “outcome or impact” indicators.

**Output indicators** generally describe the number and type of media products that are produced during implementation and illustrate the level of work done to produce these products.

**Process indicators**, on the other hand, relate to the efficiency with which these outputs were completed (on time and within budget) and to the quality and type of participation involved in their production.

**Outcome or impact indicators** refer to the final measurable results that the communication strategy intended to achieve with respect to changes in awareness, attitudes, behaviours and practices among the various audiences that the strategy targeted. Did the strategy ultimately have any long term impact that can be measurable in the end and prove it brought value-added to the CCCCC’s vision and its related priority actions.

Examples of each of these different types of indicators are presented below.

#### Examples of Output Indicators (to measure work done) are:

1. Number of websites established
2. Number of people trained
3. Number of press releases prepared
4. Number of press events held
5. Number of booklets, brochures, exhibit materials, posters, etc., printed
6. Number of videos produced
7. Number of jingles aired
8. Number of PSA’s produced
9. Number of meetings/exchanges held
10. Number of technical notes produced
11. Number of photos taken
12. Number of training modules developed
13. Number of PowerPoints produced

#### Some specific Process Indicators (to measure efficiency and participation) are:

1. Number of press releases published or broadcasted (i.e, four papers printed a news release)

2. Number of PSA's aired (four countries aired a PSA on their government information service)
3. Level and quality of participation (number of people coming out to consultations, participating in CCCCC activities, increases in participation in project components, etc.)
4. Number and type of 'drop outs' (persons who we are trying to reach but not getting to)
5. Number of new participants from different audiences that we didn't expect
6. Increased participation in decision-making on the part of civil society, NGOs
7. Staff turnover
8. Extent to which the strategy is implemented 'on time' and 'within budget'
9. Reach and frequency of message distribution
10. Level of media coverage
11. Total overall impression of the strategy as it compares to the cost (both in money spent and level of effort or human resources spent)
12. Dissemination and distribution of materials to the right audiences
13. Extent of participation and contributions from outside sources
14. Requests for more information by the media
15. Number of "calls to action" after a broadcast
16. Number of hits on the CCCCC's website
17. Number of Twitter followers
18. Number of Instagram followers
19. Number of Facebook Followers
20. Number of Shares of Facebook/LinkedIn posts
21. Number of likes and comments received
22. Number of downloads of reports
23. Number of persons registered for webinar courses
24. Number of podcasts downloaded
25. Number of communication partnership MOUs signed

### **Types of Outcome or Impact Indicators**

1. Measurable changes in behaviour and practices
2. Measurable changes in behaviour intent
3. Measurable changes in knowledge (facts, figures, information)
4. Measurable changes in beliefs and attitudes
5. Number of community people participating in CCCCC events
6. Number of community people involved in climate advocacy
7. Responses to campaign strategy elements
8. Levels of awareness of key messages
9. Customer satisfaction levels (feedback from audiences about media products)
10. Number and quality of photos contributed to the database
11. Number and quality of quarterly PR and communication plans submitted to the CU by technical staff

### **"Formative" Versus "Summative" Evaluations**

Another very important concept to appreciate as part of monitoring and evaluation of communication strategies is the difference between "formative" and "summative" evaluation exercises. Formative evaluation is pretty much what it sounds like. Pretesting materials and mid-term evaluations are part of formative evaluation processes. They provide feedback while work is in progress but not fully finalised so changes can be made if needed.

"Summative" or final evaluations occur at the very end of a communication campaign or strategy implementation and are done to document the final results that have been achieved across all elements.

All levels or layers of evaluation should be done with external eyes to avoid bias.

## Monitoring and Evaluation Indicators

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
<b>A) Core - Preparatory Activities</b>			
<b>A 1. Confirmation of Communication Vision, Overall Goal and Objectives , possible taglines, and key core activities</b>			
Strategy goals and objectives are confirmed through a virtual meeting with Centre staff and the Project Steering Committee	Process	Workshop agenda and minutes  Number of participants	Formative
<b>A 2. Adoption of Elevator pitch</b>			
Pitch is confirmed	Process	Centre's staff adopt the pitch	Formative
Pitch is distributed to all key partners	Process	Pitch is posted	Formative
Pitch is posted on Centre's website	Outcome	Pitch is used by Centre staff and project partners	Formative
<b>A 3. Enhancement of Communication Capacity Through Staffing and Equipment/Software Purchases</b>			
Budget reviewed is approved for staffing and equipment purchasing	Process and output	Minutes of discussions. Final budget document	Formative
Specs for all equipment and software are prepared	Process and output	Number of specs prepared	Formative
Proforma invoices are received	Process	Number of specs submitted for quotation Number of invoices received	Formative
Equipment and software are purchased	Outcome	Number and type of equipment/software purchased	Formative
TORS are identified for additional staff	Process	Number and type of TORS prepared	Formative
Positions are Advertised	Output	Number of places advertised	Formative
Applicants are received	Process	Number of applicants received	Formative
Applicants are interviewed	Process	Number of interviews held	Formative
New staff complement is put in place and commences work	Outcome	Number of persons contracted	Summative
Number and Quality of Unit's communication outputs improved	Outcome	Quality of media products improved	Summative
<b>A 4. Technical Staff and Partners Adopt Cooperative PR and SM Planning Mechanisms to Support Content Development</b>			

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Technical staff provide regular content to CU for timely visibility and promotion	Process	Minutes of workshop/meeting	Formative
<b>A 5. Production of exhibit and display materials (banner, feather banner, and press kit folders)</b>			
Draft banners, press kits and feather banners produced	Output	Drafts produced	Formative
Materials pretested with focus groups	Process	Pre-test report	Formative
Printer selected	Output	Contract or purchase order signed	Formative
Materials printed	Output	Materials printed	Formative
Materials distributed through partners	Process	Distribution lists Confirmations of receipt	Summative
Materials posted on Centre's webpage	Process	number of hits/views	Summative
Camera ready artwork sent to counterparts for further in country printing, in country, if needed	Process	Further materials printed by partners	Summative
Partners post material on their websites	Process	Requests for more information after postings and distribution	Summative
Camera ready artwork sent to counterparts for further in country printing, in country, if needed	Process	Further materials printed by partners	Summative
Partners post material on their websites	Process	Requests for more information after postings and distribution	Summative
<b>A 6. Production of Animated Infogram about the Centre</b>			
Specs and TORS produced for production of the animated infogram	Output	TOR/Spec document	Formative
TORS are advertised	Process	Number of advertisements made	Formative
Animators apply	Process	Number of applicants received	Formative
Animators are interviewed	Process	Number of interviews conducted	Formative
Animation team hired	Output	Contract signed	Formative
Story Board and Script are Drafted	Process	Script document	Formative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Story board and script are pretested	Process	Pre-test report	Formative
Story board and script and finalised based on pre-test results	Output	Materials finalised	Formative
Draft infogram video is produced and reviewed	Process	Draft video	Formative
Video is finalised	Output	Final video	Formative
Infogram is posted on the Centre's website, YouTube page and other channels	Process	Number of Centre platforms where the video is posted	Formative
Infogram is distributed to Government Information Services (GIS) for broadcast during government time slots	Process	Number of countries and GIS outlets the video is distributed to	Formative
GIS services broadcast infogram PSA	Output	Number and frequency of GIS broadcasts	Summative
Partners and country focal points post links to video on their websites	Output	Number of links	Summative
<b>A 7. Creation of PSA Series to Address Gaps in KAPs around SIP objectives and Needed Messaging</b>			
Specs and TORS produced for production of the PSA series	Output	TOR/Spec document	Formative
TORS are advertised	Process	Number of advertisements made	Formative
Video producers apply	Process	Number of applicants received	Formative
Producers are interviewed	Process	Number of interviews conducted	Formative
Producers team hired	Output	Contract signed	Formative
Story Boards and Scripts are Drafted	Process	Script documents	Formative
Story boards and scripts are pretested	Process	Pre-test report	Formative
Story board sand scripts and finalised based on pre-test results	Output	Materials finalised	Formative
Draft PSAs are produced and reviewed	Process	Draft videos	Formative



Name of Activity	Type of Indicator	Indicators	Type of Evaluation
PSAs are finalised	Output	Final videos	Formative
PSAs are posted on the Centre's website, YouTube page and other channels	Process	Number of Centre platforms where the videos are posted	Formative
PSAs are distributed to Government Information Services (GIS) for broadcast during government time slots	Process	Number of countries and GIS outlets the video is distributed to	Formative
GIS services broadcast PSAs	Output	Number and frequency of GIS broadcasts	Summative
Partners and country focal points post links to videos on their websites	Output	Number of links	Summative
<b>A 8. Design and Promote signage</b>			
TORS & specs prepared for a graphic artist to design the signs	TORS & specs prepared for a graphic artist to design the signs	TORS & specs prepared for a graphic artist to design the signs	TORS & specs prepared for a graphic artist to design the signs
Artist hired	Artist hired	Artist hired	Artist hired
Design samples produced	Design samples produced	Design samples produced	Design samples produced
Quotes requested from different sign printers	Quotes requested from different sign printers	Quotes requested from different sign printers	Quotes requested from different sign printers
Signs produced	Signs produced	Signs produced	Signs produced
Signs distributed	Signs distributed	Signs distributed	Signs distributed
Individual partners and national focal points use the designs to print additional signs as needed	Individual partners and national focal points use the designs to print additional signs as needed	Individual partners and national focal points use the designs to print additional signs as needed	Individual partners and national focal points use the designs to print additional signs as needed
<b>A 9. Development of Promotional Materials</b>			
Promotional Materials Selected	Process	Number of products to produce	Formative
Quotes requested for promotional material production	Process	Number of Quotes received	Formative
Products produced	Output	Number of products produced	Summative
Products distributed	Output	Number of products distributed	Summative
<b>B) Core Visibility Activities</b>			
<b>B 1. – Rebranding: Logo, tagline and Website Redesign</b>			

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
TORS for rebranding consultant drafted	Process	TORS document	Formative
Consultant hired	Output	Signed contract document	Formative
New logo designs and tagline options produced	Output	Number of designs	Formative
Tagline and logos pretested in member states	Process	Pretesting plan Pretesting instruments Pretesting report	Formative
Pretest results incorporated into final designs options	Process	Final redesigns	Formative
Final logo and tagline selected	Output	Final designs selected	Summative
Examples of possible websites to emulate reviewed	Process	Number of sites reviewed	Formative
Content and menu tabs for CROP webpage determined	Process	Webpage design document, content documents	Formative
TORS for web designer finalised	Process	TORS document	Formative
Call for quotes sent out	Process	Number of Advertisements	Formative
Applicants received	Process	Number of applicants	Formative
Web designer hired	Process	Contract document	Formative
Draft Web design produced	Output	Draft website	Formative
Additional Content developed and posted	Output	Website reviewed through workshop presentation	Formative
Webpage launched	Process	News release, event	Formative
Traffic to Webpage increases	Outcome	Number of hits	Summative
<b>B 2 .Core Flagship Programs</b>			
<b>B 2.1 “See C-Change Happening” Champion Award Programme Program</b>			
Award Campaign Coordinator Identified and Hired	Process and Output	Coordinator is hired	Formative
Champion program fully fleshed out	Process	Campaign document with rules, regulations and categories	Formative
Champion Categories confirmed	Process	As above	Formative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Co-sponsors identified for each category (ideally one of the Centre's recommended secondary audiences/professional associations)	Process	Sponsorship list, monies received	Formative
Judges determined	Process	Roster of judges listed, letters of cooperation/interest received	Formative
Campaign Launched	Output	News releases, publicity event staged	Summative
Award dates determined	Process	Calendar of award dates	Formative
Trophies created	Output	Trophies purchased and engraved	Summative
Nominees submitted	Output	Number of nominees received	Summative
Short list created	Output	Short list	Summative
Finalists selected	Output	List created, winners notified	Summative
News releases prepared	Output	News release	Summative
Awards granted	Outcome	Award events staged, number of champion awards granted throughout the project in all of the different award categories	Summative
Photos and releases posted on in mainstream and social media	Outcome	Photos and posts	Summative
News releases distributed to the media	Outputs	Number of media houses that publish/broadcast the news release	Summative
<b>B 3 – See C-Change Happening Social Media Campaign</b>			
CYEN Coordinator is hired to design the "See C-Change Happening" social media campaign for young people	Process and output	TORS for coordinator and contract signed	Formative
Campaign is designed	Output	Campaign design document	Formative
Campaign is launched and run for a year	Process and output	Campaign launch event, news releases, number of rolling launches in Member States	Formative
Young people participate in the campaign and make their own videos and posts about how they are experiencing CC on the ground in their communities	Process and output	Number of hits, number of posts, number of members and participants	Summative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Annual recognition event held to applaud young contributors	Output	Lessons learned documents, final campaign report	Summative
<b>B 4 Scaling Up Change Climate Action Podcast Series</b>			
Podcast topics determined	Process	List of topics	Formative
Podcast content written and prepared	Process	Scripts and content documents	Formative
Experts and participants identified	Process	Roster of experts approved	Formative
TORs for professional radio producer developed	Process	TORS	Formative
Radio producer hired	Process	Contract for production	Formative
Podcast production schedule determined	Process	Schedule document and posting	Formative
Podcasts produced	Output	Number of podcasts produced	Summative
Podcasts posted on Centre Website and other podcast distributors	Output	Number of podcasts posted	Summative
Podcasts downloaded and listened to	Outcome	Number of podcasts downloaded	Summative
<b>B 5 Scaling Up Climate Action Webinar Series</b>			
Complimentary webinar topics determined	Process	List of topics	Formative
WEbinar content written and prepared	Process	Scripts and content documents	Formative
Experts and participants identified	Process	Roster of experts approved	Formative
TORs for professional webinar producer developed	Process	TORS	Formative
Webinar producers identified	Process	Contract for production	Formative
Webinar production schedule determined	Process	Schedule document and posting	Formative
Webinars produced	Output	Number of podcasts produced	Summative
Webinars posted on Centre Website and other podcast distributors	Output	Number of podcasts posted	Summative
<b>B 6 Enhanced Social Media Presence</b>			

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Centre CU and Technical staff identifies which social media platforms are the most important to follow	Process	Selection list, meeting, minutes	Formative
Technical team and senior staff members commit to 1-2 hours per week to comment on existing blog sites and news discussions about Climate Change	Process	Written confirmations	Formative
CU and technical staff review the environmental calendar and identify which milestones and activities they are going to promote each quarter as part of their social media engagement	Process	Number of SM plans produced	Formative
Technical staff participate in weekly climate social media conversations	Output and outcome	Number of posts by staff Number of followers of staff postings Number of likes/hits on Centre's website and other social media platforms	summative
<b>B7 Public Relations Strategy</b>			
Communication Unit produces quarterly PR plans	Output	Number of plans produced	Formative
News Releases Prepared according to the PR Plan	Output	Number of news releases produced	Formative
CU and technical staff review the environmental calendar and identify which milestones and activities they are going to promote each quarter as a regular PR planning	Process	Number of PR plans produced	Formative
News release templates are prepared in advance and cleared with CU	Process	Number of news releases produced	Summative
Supporting photographs are also taken	Process and output	Number of photos taken	Summative
News releases are sent	Process	Number of news releases sent	summative
Post releases are also drafted and distributed after the event	Output	Number of events held Event reports	summative
Country partners monitor press uptake and coverage of the events and send news links of coverage	Process	Number of coverage reports submitted by country counterparts	Formative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Links to coverage are posted on CCCCC website under “news” and also on country counterpart sites	Process	Number of links generated	Formative
Centre’s ED and Technical officers participate in various annual conferences and meetings with staged exhibits and branding materials	Output	Number of meetings/exhibits attended Number of speeches/addresses given Number of promotional and informational materials distributed Number of requests for more information and/or followers/hits on Centre’s social media platforms following the event	Summative
Bookings are made with high level media climate programs to interview the Executive Director (such as the BBC World Service The Climate Question, TED Talks, TED Radio Hour (NPR), etc.	Process	Number of guest appearances confirmed	formative
ED is interviewed on high level climate media programs	Output and Outcome	Number of guest appearances conducted Number of requests for more information and/or followers/hits on Centre’s social media platforms following the guest appearance	Summative
“At the Centre” Interviews are set up with leading national Television stations in each Member State – 1 per quarter to interview the ED and/or other technical staff	Process	Number of guest appearances confirmed	formative
“At the Centre” TV interviews take place	Output and Outcome	Number of guest appearances conducted Number of requests for more information and/or followers/hits on Centre’s social media platforms following the guest appearance	Summative
<b>B 7.1 – Media/Journalist Engagement Events</b>			
CU liaises with ACM to identify possible joint media engagement events/activities (such as professional development workshops, webinars, special podcast series, media events, etc.)	Process	Meetings with ACM scheduled	Formative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Joint events identified and prioritised	Process	Number of possible joint activities discussed Number of final events agreed	Formative
MOU signed to design and conduct mutually agreed joint events	Output	MOU document	Formative
Events are held	Output	Reports produced	Summative
<b>B 7.2 Development of a Photo Database</b>			
Protocols for photo quality and captioning are developed	Output	Protocol guidance sheet prepared	formative
Protocols are distributed to country counterparts	Process	Guidance sheet distributed	formative
Photo database curator creates structure for the site	Process	Database designed	formative
If needed, an on-line webinar or training session is conducted with staff and country counterparts to introduce quality of photos ideally needed and how they should be captioned	Process	Training designed and delivered	formative
Staff and Country counterpart members conduct an inventory of their existing photos that can be included in the database and submit these to the CU	Process & Output	Number of photos contributed	summative
Regular photographic submissions are made	Process & Output	Number of photos contributed Number of requests to use photos in database	summative
<b>C. Promotion of the Centre among private sector industries</b>			
Inventory of potential private sector entities and donors developed for possible targeting	Output	Private sector inventory document	formative
Inventory of trade events conducted to identify possible opportunities for brand presence, participation and exhibits	Output	Trade event inventory document	formative
Inventory of industry trade magazines conducted with costings for advertising	Output	Trade magazine inventory document	formative
Criteria developed to identify most likely private sector donors and industry representatives to share the	Process	Criteria developed	formative

Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Centre's vision and most likely to want to collaborate			
Potential private sector partners short-listed for contact	Process	Short-list document	formative
Private sector info kit designed with brochure/fact sheet	Output	Private sector kit developed Fact sheets developed	formative
Centre-Branded advertorials designed for placement in industry trade magazines	Output	Advertorials designed	formative
Advertorials placed in specific trade magazines	Output	Distribution list Copies of printed advertorials in trade magazines and e-magazines	formative
Letters and kits distributed to first tier private sector potential partners	Process	Number of kits and brochures distributed Distribution list	formative
Follow up contact made with potential partners by CU	Process	Number of follow-up calls Number of requests for information from targeted private sector contacts	formative
Direct meetings held with interested private sector partners to consider new initiatives	Process	Number of meetings held Minutes of meetings	formative
MOUs signed with committed partners	Process	Number of MOUs signed	summative
Centre technical staff participate in select industry trade shows to promote CC messages	Process	Number of trade events attended Number of audience requests for more information	summative
Centre technical staff participate in industry social media discussions to drive interest to the Centre's social media platforms	Process	Number of social media conversations Centre participates in Number of private sector followers on the Centre's social media platforms	summative
New private sector partnerships are promoted through PR and social media and announced on the Centre's website	Process	Number of new partners profiled through press releases and social media Number of releases published	summative
<b>D. Evaluation of Communication Strategy</b>			
TORs prepared for evaluation consulting team	Process	TORs document	Formative
TORs are advertised	Process	Number of adverts placed TORs posted on Centre's website	Formative



Name of Activity	Type of Indicator	Indicators	Type of Evaluation
Applications are received	Process	Number of applicants received	Formative
Evaluation team selected & contracted	Output	Contract document	Formative
Evaluation conducted	Process	Team's methodology and approach document Instruments and tools of evaluation – questionnaires, etc.	Formative
Draft evaluation report prepared	Output	Draft report document	summative
Evaluation report reviewed	Process	Presentation Meeting/workshop minutes Feedback and comments report prepared	Formative
Evaluation report finalised	Output	Final report	summative

## Annex D - Possible Social Marketing and Behaviour Change Activities

1. Public Servants, Ministers									
<i>Desired Change: Greater Designation of national Budgets and human resources to climate change action</i>									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Ministers and Public Servants, Policy Advisors	Permanent Secretaries and Caribbean Public Service Association (CPSA)	Webinars Technical briefs Podcasts Exhibits and panel discussions High level meetings	Here's why climate investments in national budgets is important and how it benefits individual states	One on one High level meetings  On-line learning  Conferences	Scaling Up Change Webinars Scaling Up podcasts  exhibit  displays  plaques  Award Money  Award ceremony	As part of general visibility activities listed separately	Better understanding of the Blue Economy and deeper commitment to facilitating country transition among country leaders	Annually  2 <sup>nd</sup> year  The CCCCC should identify and promote key government innovators as part of the See C-Change happening series	Included in the core-visibility activities

2. Disaster Management Actors									
<i>Desired Change: Greater incorporation of long climate change adaptation action planning in disaster planning</i>									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Personnel working in Disaster Management	CDEMA NEMOs ODPEM	Webinars Technical briefs Podcasts	To truly be prepared for disasters, we need long	One on one High level meetings	Scaling Up Change Webinars	As part of general	Greater inclusion of concrete CCA in	2 <sup>nd</sup> year	Included in the core-visibility activities

Machinery at all levels		Exhibits and panel discussions High level meetings Fact sheets and information packages for shelter managers and local community planners	term climate adaptation	On-line learning Conferences  Inclusion of exemplary disaster planners in the See C-Change award campaign	Scaling Up podcasts  exhibit  displays  plaques  Award Money  Award ceremony	visibility activities listed separately	disaster plans	The Centre should identify and disaster planning innovators as part of the See C-Change happening series	
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3. Meteorological Services									
<i>Desired Change: Greater Use of CCCCC tools for climate research</i>									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Individual Meteorological officers	National Met Offices CIMH	Webinars Technical briefs Podcasts Exhibits and panel discussions High level meetings	Here are all the tools that can assist you with your work	One on one High level meetings  On-line learning  Conferences	Scaling Up Change Webinars Scaling Up podcasts  exhibit  displays  Awards	As part of general visibility activities listed separately	Greater uptake and use of the Centre's core research tools	2 <sup>nd</sup> year  The Centre should identify and promote key Met innovators as part of the See C-Change happening series	Included in the core-visibility activities

#### 4. Health Sector

**Desired Change: Greater use of CC related materials by health workers for public education to show the link between climate change and health impacts (vector borne diseases, heat stress, mental stress, etc.)**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Individual health professionals, clinic staff, pharmacists	Ministries of Health, Pan American Health Organisation (PAHO), Caribbean Public Health Agency (CARPHA), Caribbean Doctors Association (CDA)	Webinars Technical briefs Podcasts Exhibits and panel discussions Simple fact sheets for general public	Here's how climate change is putting our health at risk and what we can do about it	On-line learning  Conferences	Scaling Up Change Webinars Scaling Up podcasts  exhibit  displays  plaques  Award Money  Award ceremony	As part of general visibility activities listed separately  Additional awareness materials \$5000	More promotion of CC messaging among health services	2 <sup>nd</sup> year  The Centre should identify and promote key health leaders as part of the See C-Change happening series	\$5000

5. Fisheries and Marine Sanctuaries									
Desired Change: Greater Respect for No take fish zones and for marine laws and boundaries and increased uptake of climate insurance among fishers									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Members of Fishing Cooperatives, Fish Markets, Consumers, Fishing communities, Sanctuary Managers	Caribbean Network of Fisherfolk Organisations (CNFO) Leadership of Fishing Cooperatives, Ministries of Fisheries, Caribbean Regional Fishing Mechanism (CFRM), United Nations Environment Programm - Caribbean Environment Program (UNEP CEP) Food and Agriculture Organisation of the United Nations (FAO), the Marine and Coastal Research Institute (INVEMAR), Caribbean Marine Protected Areas Management Network and Forum (CAMPAM), Centre for Environment, Fisheries and Aquatic (CEFAS)	Participation in Fishermen's Day "Bigging up" and recognition of champion fishers Radio One-on-one meetings Branding of Blue Boats Promotional products	Here's why you need to take care of coral reefs and marine sanctuaries  Here's where and how you can qualify for insurance	Branding of Champion fishers  Radio Promotion  One-on-one meetings  Promotional products	Exhibit and display materials  Travel to islands or national counterparts involved  Promotional materials for boats (bumper stickers)  Trophies and plaques and prizes  Radio PSA for fishers  Broadcast time 1 PSA for 60 Seconds  Broadcast of radio PSA  Community meetings/fishing cooperative (venue, refreshments)	TBD  \$2000.00 for 1000 stickers  2@ \$50 each for \$100 \$500  Free if on government broadcast time  \$2000 per meeting X 5 for \$10,000  \$10 @ 200 for \$2000.00	Reduction in fishing breachers  Greater insurance coverage among fishers	Annually, on Fishermen's day in June for 2 years  And/or International Day for Cooperatives, 1 <sup>st</sup> Saturday in July	\$17,175.00

					meetings 1 Per island	\$2.00 @ 200 for \$400			
					Hats – caps	\$7.50 @ 50 for \$375.00			
					Water bottles	\$2.00 @ 1000 for \$2000.00			
					Dacron mesh bags				
					Waterproof phone bags				

## 6. Scientists and Researchers

**Desired Change: Increased Use of CCCCC Research tools by regional scientists, greater sharing and publication of climate research, increased employment in new climate opportunities**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Individual scientists, Heads of Science Departments in colleges and universities	Regional Institutions, Centre for Resource Management and Environmental Studies (CERMES – UWI), Climate Studies Group -UWI, Association of Marine Laboratories (AMLC), Association of Caribbean Tertiary Colleges, Caribbean Science Foundation	Webinars and Podcasts Featuring of researchers in Meetings Case study publications	What are the new and emerging cutting-edge areas of climate scientific research and innovation?	On-line learning Recognition of Champion Scientists Publication of Scientific Papers	Webinars Podcasts Trophies Awards Recognition ceremonies	Already part of core visibility activities Graphic artist once papers are approved and peer reviewed 3 @ \$2000 for \$6000 e-publications	Increased interest in regional scientists to use CCCCC tools and publish results	Years 2, 3 and 4 Annual awards	\$6000.00

## 7. Hotel and Tourism

**Desired Change: Increased Energy and Water Use Efficiency, increased investment in climate smart technologies on property, reduce waste on tourism properties, buttressing of shorelines along coastal properties**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Individual hotel/tourism operators	Caribbean Tourism Organisation (CTO), Caribbean Hotel and Tourism Association (CHTA), Caribbean Alliance for Sustainable Tourism (CAST), OECS Tourism Unit, Ministries of Tourism, National & Local Hotel/Tourism Associations, Chambers of Commerce	Participation/exhibits in annual CTO and CHTA events. Joint sponsorship. Panel discussions. Webinars. Publication in trade magazines Podcasts Awards and recognition for champions in the hotel sector	What are the short term versus long-term risks and costs of climate smart investments? How can I affordably retain my sea wall?  How can we reduce our climate footprint	Webinars Print learning  On-line learning  Awards for champion hoteliers  Face to face meetings	Leaflets – content designed and graphic artist hired, printed 2000 copies Technical Briefs  Podcasts  Trophies and Award events  Signage  Panel discussions and exhibits at regional tourism meetings	\$5000.00  \$2000.00  \$500.00  2 trophies or plaques at \$50 each for \$100  10 hotels with signs @ \$1000.00  TBD Exhibit costs covered under visibility activities	Increased number of hotel operators asking for more Blue Economy information	Year 2, 3 and 4	\$11,600.00



## 8. Legal and Enforcement Sector

**Desired Change: Increased numbers of law enforcement officers actively enforcing environmental laws and regulations; more individuals reporting breaches**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Coast Guards, Police officers, Lawyers, Judges Marine police officers, other police officers, commissioners of police, constabulary Custom brokers, custom administrations	Ministries of Justice, Police Departments, Association of Caribbean Commissioners of Police (ACCP), Association of Caribbean Corporate Counsel (ACCC), the Caribbean Customs Law Enforcement Council (CCLEC)	This audience needs to be courted through high profile meetings  Webinars Legal fact sheets or technical briefs	Why building codes and other laws are needed for climate resilience	Print learning  On-line learning  Face to face meetings  Champion Awards	Fact sheets and technical briefs  Podcasts  Webinars  High level meetings and discussions	Printed technical briefs and learning materials \$5000 Covered under core visibility activities TBD	Number of enforcement agencies aware of how laws impact climate resilience	Years 3 and 4	Mostly Covered under scaling Up Change activities and champion awards  Learning materials \$5000

### 9. Banking Sector (commercial and development banks)

#### Desired Change: Increased Availability of affordable climate lines of credit and increased climate financing

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Heads of Banks and Credit Unions, Branch Managers	Local and National Chambers of Commerce, Economic Ministries, Caribbean Development Bank (CDB), Inter-American Development Bank (IADB), Bank Associations, Caribbean Network of Chambers of Commerce (CARICHAM), Caribbean Confederation of Credit Unions	Participation CARICHAM events and national chamber of commerce events Technical briefs Webinars Podcast discussions Panel discussions Recognition of private sector leaders	The new way of doing banking business has to involve climate change  Climate change investments are sound business	On-line communication  Print communication  On-line learning <i>See C-Change</i> Champion Awards Face to Face Communication	Webinars  Podcasts  Leaflets and Fact sheets and technical briefs	Part of core visibility activities  Leaflets – content designed and graphic artist hired, printed 2000 copies for \$5000	More lines of climate credit made available  Greater uptake of climate credit by private sector	Years 2, 3 and 4	\$5000.00

## 10. Civil Society and General Public

**Desired change: Increased involvement of civil society in climate advocacy and increased awareness of the climate needs of vulnerable groups; increased adoption of CCA practices**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Individual Households, women	Churches, NGOs, CBOs, the NGO Caribbean Development Foundation (NCDF) and the Caribbean Public Policy Development Centre (CPDC)	Community meetings Town Halls Radio and Television Social media  Churches  Community events	What can I do to adapt? How do I assist vulnerable persons in my community?	Various activities as proposed under the general visibility set of activities already described including production of the radio and video PSA, the posters, exhibit and display materials, etc.	Included in core activities	Included in core activities	Number of individuals in the general public getting involved in climate advocacy.	Years 2, 3 and 4	Included in core activities

11. Construction, Building and Engineering Sector									
Desired Change: Greater inclusion of climate smart building methods and requirements									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Construction companies, local builders, construction workers, construction trades persons, Architects, Engineers	Local and National Building Authorities, Legal Associations, Construction Worker Unions, Trade schools, Architect Associations, Engineer Associations, Caribbean Association of Architects (CAAA), Council of Caribbean Engineering (CCEO), the Federation of Caribbean Associations of Architects (FCAA)	One-on-one meetings through building code government officials.  Participation in webinars  Panel discussions  Award/Recognition for Climate SMART Architects, engineers and contractors	How to build climate smart, new innovations and standards	On-line communication  Print communication  Face to Face Communication  Champion Awards	Podcasts and webinars included in Core activities  Leaflets and Fact sheets  Advertorials in trade publications  Meetings with professional associations	Leaflets – content designed and graphic artist hired, printed 2000 copies for \$5000  TBD	Number of Architects, engineers etc. incorporating climate smart technologies into their designs and practices	Years 3 and 4	\$5000.00

## 12. Education and Youth

**Desired Change: Increased use of climate change awareness materials in classrooms, enhanced climate change education, increased use of the CCCCC's resources for education**

Primary Audience (s)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Teachers, Millennials	Students,	School Principals, Ministries of Education, Caribbean Youth and Environment Network (CYEN), Parent Teacher Associations (PTAs), Association of Caribbean Tertiary Institutions (ACTI), Caribbean Science Foundation (CSF), Caribbean Association of Secondary School Principals (CAPSS), Caribbean Union of Teachers (CUT), Caribbean Examinations Council (CXC) CARICOM Youth Parliament	Face to face meetings Technical briefs Webinars Technical support for the design of new Green Economy courses  Direct meetings with Principals Awards/recognition for champion principals and schools Development of a social media campaign for youth	What opportunities for future jobs will there be in the Green Economy? What skills are education are needed to get these jobs? What fields will be involved? How do I need to teach differently to include CC issues in the classroom?	Learning materials tied to the curriculum  Case Studies  Technical Briefs  Meetings with teachers and school leaders (career fairs)  CYEN social media campaign described above under social media activities and general public visibility  Talks from female climate scientists	\$100,000 for curriculum review  Covered under general public visibility	Increased Number of schools incorporating CC considerations into their curriculum; increased number of teachers teaching CC components,  Number of students seeking new CC job opportunities (M/F)  Number of students participating in social media campaign	Years 3 and 4	\$100,000 for curriculum review

13. Waste Management									
Desired Change: Reduced private sector and household waste, More re-using and recycling									
Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages Based on GAP in KAP Analysis	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Households and individuals, Waste disposal workers, private sector recycling companies	National and local agencies of waste removal, Ministries of the Environment,	Participation in any regional waste management conferences and/or with the Caribbean Waste Water Association (CWWA) that is interested in waste water management	How can I communicate the importance of proper waste disposal in the areas where I work?	On-line learning and Print communication Champion Awards to Recycling companies	Podcasts Leaflets and Fact sheets	Part of core activities Leaflets – content designed and graphic artist hired, printed 2000 copies for \$5000	Number of waste management agencies and workers participating in BE activities, asking for more information	Years 3 and 4	\$5000.00

## 14. Upper Watershed and Forestry Management

**Desired Change: Improved land husbandry and land management practices, increased re-forestation**

Primary Audience (s) (80%)	Secondary Audiences and Potential Partners	Best fit Types Modalities of Communication	Key Messages	Proposed Activities	Media Products	Cost Estimate	Expected Outcomes	Time Frame for Implementation	Budget Estimate for Entire Activity
Households living along rivers, Farmers, Forest Users, foresters, agricultural extensionists, agri-business operators	Ministries of Agriculture, FAO, Caribbean Network of Farmers (CaFAN), Eastern Caribbean Trading Agriculture and Development Organisation (ECTAD), IWECO project (UNEP-CEP), Caribbean Agricultural Research and Development Institute (CARDI), Inter-American Institute for Cooperation on Agriculture (IICA), Caribbean National Resources Institute (CANARI)	Presence at CaFAN annual events Farmer Field Schools (FFS)	What alternative production processes can I use that will not cause soil erosion or siltation? What improved climate smart techniques can I put in place Where can I get farm insurance and credit	Tailored learning materials for farmers  Broadcasts - CROP radio PSA on farm broadcast programmes  Climate Smart Farmer Award	Simple Technical Leaflets and brochures Radio PSA  Exhibit Materials, Banners	Print materials for farmers for \$5000 \$500 for radio production, free airtime on government broadcasts Covered under general visibility activities	Improved climate smart practices on farm  Improved forest coverage	Years 3 and 4	In addition to the general public visibility costs, \$5500.00 for printed materials and extra PSAs

## Annex E – Indicative Budget for Promotional Products

<b>Production of Promotional Items</b>	
The Centre need to determine exactly what type of promotional items and what quantity of each it will want to produce so this budget line item still needs to be determined. Here we present estimates for a set of possible items that the team might wish to consider based on costs from <a href="http://www.promoplace.com">http://www.promoplace.com</a> . We would expect the Centre will want to produce some of the items in greater quantities than others	
• Carrying totes \$9.98 @ 200	1996.00
• Knap Sacks \$ 42.00 @ 50	2100.00
• Desk Planners \$3.00 @ 500	1500.00
• Pocket Planners \$0.60 @ 500	300.00
• Cooler Bags \$2.50 @ 200	500.00
• T-Shirts \$5.00 @ 200	1000.00
• Bumper Stickers \$2.00 @ 1000	2000.00
• Water Bottles \$2.00 @ 200	400.00
• Baseball caps \$10.00 @ 200	2000.00
• Pens \$0.50 @ 1000	500.00
• 4GB Jump Drives \$5.00 @ 200	1000.00
• Jolt charges for phones \$12.50 @50	625.00
• Mouse Pads \$1.50 @ 200	300.00
• Computer cleaning clothes \$1.50 @ 200	300.00
• Smart Phone stand \$1.10 @ 200	220
• Ipad sleeve \$5.50 @ 200	1100.00
• Notebook sleeve \$6.00 @ 200	1200.00
• Water Resistant ipad sleeve \$4.00 @ 200	800.00
• LED Shoe light \$5.00 @ 200	1000.00
• LED bracelet \$2.50 @ 200	2500.00



• Wearable safety light \$4.50 @200	900.00
• Mini key chain flashlights \$1.00 @ 500	500.00
• Foldable Waterproof Container solar powered light \$16.00 @ 50	800.00
• Waterproof phone bags \$2.00 @1000	2000.00
• Dacron mesh bag \$7.50 @ 50	375.00
• Post it notes \$3.00 @500	1500.00
• Memo pads 4"X6" \$0.60 @ 500	300.00
<b>Sub-total</b>	<b>27,716.00</b>

## Annex F – Sample SPEC Sheet

For each PSA and media product to be developed under the strategy, the Centre will need to develop a SPEC sheet to guide production.

It is useful to think of a 'spec sheet' as a job description for the media product that is to be created. Spec sheets also help with later evaluation and monitoring so it is possible to determine whether or not the communication effort has had impact.

A sample SPEC sheet is included here along with a blank one that can be used for additional materials. An example is included here for the Animation PSA that is to be produced.

1. **Over-arching objective of the campaign:** To create greater Brand Visibility about the Centre throughout the entire region.
2. **Description of specific target audience for this particular message (key considerations and characteristics):** For the General public in all Caribbean Member States
3. **Specific Topic for this message:** The 5Cs is a Centre of Excellence that is working for your climate resilience
4. **Media for Production:** 60 second Radio (or TV) spot
5. **Budget:** \$50,000.00
6. **Specific objectives for this message (i.e., what the target audience should feel or do or know as a result of this communication product):**  
That the Centre works hard for them and for their country
7. **Content to be covered (this should include step by step info for instructional information):**
  - What the Centre is
  - Where it works
  - How it works
  - How it benefits people's daily lives
8. **Specific measurable results** (what indicators will show that the message was successful?):  
At least 5% increase in general publics recognition of the Centre's name and brand image and awareness of at least one way the Centre improves their daily lives
9. **Mix of message delivery channels and other supportive media (how will this product/message be used with others media products to ensure that it is effective?):**  
In addition to radio broadcasts or TV. At meetings and exhibits
9. **Timing** (What time of year, time of day, how often?) During time for government broadcasts on GIS
10. **Creative/Cultural Treatment** (how are we going to slant the message? What tone will it take? What type of language should be involved? Informal, serious, strict, casual?)

Personal, friendly, supportive and approachable

**What other essential infrastructure in the audience community is required for the message to be successful (i.e., radios, TVs, VCRs, internet connection, computers, etc.)?**

Radio and TV primarily.

**MEDIA PRODUCTION SPECIFICATIONS SHEET**  
**“SPECS”**

1. **General objective of the campaign:**
2. **Description of specific target audience for this message (key considerations and characteristics):**
3. **Specific Topic for this message:**
4. **Media for Production:**
5. **Budget:**
6. **Specific objectives for this message (i.e., what the target audience should feel or do or know as a result of this communication product):**
7. **Content to be covered (this should include step by step info for instructional information):**
8. **Specific measurable results** (what indicators will show that the message was successful?):
9. **Mix of message delivery channels and other supportive media (how will this product/message be used with others to ensure that it is effective?):**
10. **Timing** (What time of year, time of day, how often?)
11. **Creative/Cultural Treatment** (how are we going to slant the message? What tone will it take? What type of language should be involved? Informal, serious, strict, casual?)
12. **What other essential infrastructure in the audience community is required for the message to be successful** (i.e., radios, TVs, VCRs, internet connection, computers, etc.)?

## Annex G – Sample Release Forms

### PHOTOGRAPHY RELEASE FORM CONSENT, PERMISSION AND RELEASE

Thank you for your willingness to be photographed showcasing the involvement/experience that you have had working with the Caribbean Community Climate Change Centre (CCCCC). This photograph will be used only for promotional purposes on CCCCC's website or in various print, electronic or other advertising or informational material.

The CCCCC hereby requests your unrestricted permission and right to use the submitted photograph, or the like (collectively "Descriptions"), as well as your name and the name of the institution, if any, with which you are associated (collectively, "Names"), each as set forth below, for any and all legitimate business purposes.

By signing below, you [*in your individual capacity/ as a duly authorized representative of the institution*]<sup>63</sup> hereby:

- (a) irrevocably grant to CCCCC and its, employees, representatives, agents, successors, and assignees, the unrestricted and royalty-free worldwide non-exclusive right and permission to use, broadcast, copyright and/or publish the Descriptions and Names, in whole or in part, in all forms and media (print and non-print, electronic or otherwise), for any lawful business purpose whatsoever, and to reproduce the same through any media;
- (b) irrevocably waive any rights to approve any such materials and any objection to any eventual use that might be made of the Descriptions and Names;
- (c) release and agree to hold harmless CCCCC, and any person or entity acting on its behalf, from and against any liability arising out of any activity with respect to which permission has been granted or rights have been waived hereunder, including without limitation any liability arising out of any editing, distortion, alteration, illusion or use in composite form, that may occur or be produced in the development, production, processing or reproduction of the finished product, its publication, distribution or broadcast;
- (d) certify that:
  - (i) you possess the unrestricted right and power to grant the permissions and to agree to the foregoing,

---

<sup>63</sup> Delete as appropriate

(ii) the grants and agreements set forth above are not in violation of any agreements or restrictions to which you may be subject, whether imposed by law, institutional policies or procedures or otherwise,

you are over the age of competency to contract in your own name insofar as the foregoing is concerned; and

(iv) you have read the foregoing before signing below and represent and warrant that you fully understand the foregoing.

**GRANTED ACCEPTED AND AGREED:**

By placing your initials at the bottom of the online photograph, you confirm agreement to the terms stated above.

*If signing in individual capacity:*

.....

Name

.....

Date

.....

Signature

*If signing on behalf of institution:*

.....

Name

.....

Title

.....

Name of Institution

.....

Date

.....

Signature

## TESTIMONIAL USAGE (RADIO and VIDEO) CONSENT, PERMISSION AND RELEASE

Thank you for your willingness to submit a testimonial detailing the experience that you have had working with the Caribbean Community Climate Change Centre (CCCCC). This testimonial will be used only for promotional purposes on CCCCC website or in various print, electronic or other advertising or informational material.

The CCCCC hereby requests your unrestricted permission and right to use the submitted testimonial, descriptive text, or the like (collectively “Descriptions”), as well as your name and the name of the institution, if any, with which you are associated (collectively, “Names”), each as set forth below, for any and all legitimate business purposes.

By signing below, you [*in your individual capacity/ as a duly authorized representative of the institution*]<sup>64</sup> hereby:

- (e) irrevocably grant to CCCCC and its, employees, representatives, agents, successors, and assignees, the unrestricted and royalty-free worldwide non-exclusive right and permission to use, broadcast, copyright and/or publish the Descriptions and Names, in whole or in part, in all forms and media (print and non-print, electronic or otherwise), for any lawful business purpose whatsoever, and to reproduce the same through any media;
- (f) irrevocably waive any rights to approve any such materials and any objection to any eventual use that might be made of the Descriptions and Names;
- (g) release and agree to hold harmless CCCCC, and any person or entity acting on its behalf, from and against any liability arising out of any activity with respect to which permission has been granted or rights have been waived hereunder, including without limitation any liability arising out of any editing, distortion, alteration, illusion or use in composite form, that may occur or be produced in the development, production, processing or reproduction of the finished product, its publication, distribution or broadcast;

certify that:

you possess the unrestricted right and power to grant the permissions and to agree to the foregoing;

---

<sup>64</sup> Delete as appropriate

(ii) the grants and agreements set forth above are not in violation of any agreements or restrictions to which you may be subject, whether imposed by law, institutional policies or procedures or otherwise;

you are over the age of competency to contract in your own name insofar as the foregoing is concerned; and

(iv) you have read the foregoing before signing below and represent and warrant that you fully understand the foregoing.

**GRANTED ACCEPTED AND AGREED:**

By placing your initials at the bottom of the online testimonial, you confirm agreement to the terms stated above.

*If signing in individual capacity:*

.....

Name

.....

Date

.....

Signature

*If signing on behalf of institution:*

.....

Name

.....

Title

.....

Name of Institution

.....

Date

.....

Signature



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