



Distr. LIMITED

UNEP(DEPI)/CAR IG.48/INF.7
29 September 2023

Original: ENGLISH

Twentieth Intergovernmental Meeting on the Action Plan for the Caribbean Environment Programme and Seventeenth Meeting of the Contracting Parties to the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region.

Oranjestad, Aruba, 5 October 2023

COMMUNICATIONS STRATEGY OF THE
UNITED NATIONS ENVIRONMENT CARIBBEAN
ENVIRONMENT PROGRAMME FOR 2023-2024

For reasons of economy and the environment, Delegates are kindly requested to bring their copies of the Working and Information documents to the Meeting, and not to request additional copies.



**Communications and Knowledge Management Strategy of the
United Nations
Caribbean Environment Programme
2023-2024**



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Revised in May 2023 by the Secretariat for the Cartagena Convention

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1. Background

The Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region (Cartagena Convention) was adopted by countries and territories of the Wider Caribbean Region in 1983 in recognition of and in response to the need to safeguard coastal and marine resources given their value and importance in the region. By 1986, the agreement became international law and it now remains the only agreement of its kind in the region. The Cartagena Convention is supported by three Protocols:

- The Protocol Concerning Cooperation in Combating Oil Spills;
- The Protocol Concerning Specially Protected Areas and Wildlife (otherwise known as the SPAW Protocol); and
- The Protocol Concerning Pollution from Land-Based Sources of Pollution and Activities (otherwise known as the LBS Protocol).

The United Nations Environment, which assisted these countries and territories in the establishment of this treaty, also provided support in the establishment of the Caribbean Environment Programme to encourage regional cooperation in the fulfilment of the obligations of the treaty. The Caribbean Environment Programme became Secretariat to the Cartagena Convention and one of the UN Environment's 18 Regional Seas Programmes with direct responsibility over the protection and development of the Caribbean Sea. The Regional Coordinating Unit located in Kingston, Jamaica is responsible for administering administrative and technical support to the countries and territories of the region with support from Regional Activity Centres dealing with pollution, oil spills and biodiversity issues.

The Secretariat has the responsibility for encouraging cooperation in regional and national actions that promote the sustainable development and use of the shared marine and coastal resources. Consequently, two technical sub-programmes dealing with biodiversity and pollution issues work alongside a communications sub-programme to promote information management, knowledge sharing, learning exchanges, training, education and awareness.

Realising that environmental management was dependent on an integrated approach, public awareness and involvement using effective communications tools was identified as one of the primary ways to respond to environmental challenges on a wide scale. Thus, during the Twelfth Intergovernmental Meeting on the Action Plan for the Caribbean Environment Programme and Ninth Meeting of the Contracting Parties to the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region, held in Montego Bay, Jamaica, 28 November to 2 December 2006, the decision was made to establish a sub-programme of CEP that provided communications, education, training and awareness to governments, donors, the general public and all other stakeholders.

The public awareness activities will fit into the existing global campaigns on marine environment. The United Nations Secretary-General, António Guterres has identified the right to a clean, healthy and sustainable environment as a priority area for 2023. The UN Global Communication and UNEP campaigns point out that the ocean is home to marine life and a basic source for our food security, supporting livelihoods, cultures and economies. These campaigns therefore see marine pollution as an infringement on human rights. They are encouraging businesses and individuals to live up to their responsibility to curtail the pollution and calling on government to reduce the use of plastic whilst calling on consumers to use less and recycle more. This UNEP CEP communication strategy will mirror aspects of these campaigns.

2. Context - SDGs, GBF and the High Seas Treaty

The Sustainable Development Goals (SDGs) and the 2030 Development Agenda form the new global framework guiding much of the work of the United Nations Environment. There are 17 SDGs each with individual targets and indicators that assist the organisation in applying a coordinated, collaborative approach to

development through the mobilization of governments, civil society, the private sector and the wider society.

Of the 17 SDGs, the work of the UN Environment – Caribbean Environment Programme is directly aligned with four: **6-Clean Water and Sanitation, 13 Climate Action, 14 – Life Below Water and 15 Life on Land**. However, as a Regional Seas Programme with responsibility for the protection of the Caribbean Sea and as a member of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities, much of the organisation’s work is centred on SDG14- Life below water and is based on priorities and needs identified by member countries. Communication work over of the organisation must therefore be designed with a consideration of these needs and priorities as well as the following SDGs which form a vital role in achieving sustainable development.

SDG 6-Clean Water and Sanitation- The availability and sustainability of clean water sources are crucial to ensuring sustainable development. As a region that depends heavily on the Caribbean Sea for food, livelihoods, tourism and recreation, the health of our water sources and the reduction of pollutants into these sources is vital.

SDG 13 Climate Action- Climate-related disasters can have serious effects on marine and coastal resources. Coordinated and collaborated disaster risk measures, at national and regional levels must therefore be put in place to protect these resources.

SDG 14 - Life Below Water – As a region that relies on the marine environment to provide food, protection from natural disasters, the protection of aquatic ecosystems (flora and fauna) is essential. It is important to protect these resources from negative environmental activities that are happening on land and on the sea. The obligations of the Cartagena Convention and its three Protocols directly assist in achieving this goal.

SDG 15-Life on Land- The sustainable management of life on land has direct impacts on the marine and coastal environment. Plant life play an important role in the provision of water and in combating climate change. Within the CEP context,

wetlands offer a wide range of biodiversity, habitats and protection from natural disasters, it is therefore important to take action in reducing the loss of these ecosystems.

Recent landmark agreements on biodiversity will also impact the delivery of the UNEP CEP communications strategy. On 19th December 2022 , the UN Biodiversity Conference (COP15) ended with a global landmark agreement on Nature, resulting in the adoption of the Kunming-Montreal Global Biodiversity Framework (GBF) which aims to halt and reverse nature loss. On the 20th November 2022 The United Nations Climate Change Conference COP27 closed with a breakthrough agreement to provide “loss and damage” funding for vulnerable countries hit hard by climate disasters.

UN Member countries also agreed on a High Seas Treaty in March 2023 aimed at ensuring the protection and sustainable use of marine biodiversity. The High Seas Treaty , known as 30 by 30, seeks to achieve the global goal of protecting 30% of the world’s ocean by 2030.

There will be a need to ramp up public awareness on the implications of these international agreements and share the mechanisms which the Cartagena Convention and its Protocols will be using to support Governments in the Wider Caribbean Region in their efforts to meet the goals.

2.1. Guiding Principles*

The following guiding principles help in dictating the delivery of external and internal communications:

- Communications efforts are in accordance with the organisations core values including integrity, professionalism and respect for diversity.
- CEP staff including Regional Activity Centres and Networks support the strategy and provide information and support in the delivery of communications activities.
- Stakeholder needs (including multilingualism and regionalization) are fully integrated into all communications planning and delivery, which should be service orientated.
- UN Environment Caribbean Environment Programme strives for the highest quality editorial standards, relevance and accessibility for the audience.
- UNEP will maximize its communications, advocacy and influence by capitalizing on strategic partnerships.
- Responsiveness, information, knowledge sharing, operational and staff efficiency are central to effective communication.
- Technology and communication methods and advances are integrated where appropriate to enhance communication.
- Communications products and activities are conducted with consideration of their “environmental footprint” with efforts made to follow best practice.
- Effective internal communications are critical for exemplary external communication delivery.

*Adapted from UNEP External Communications Strategy (X-Com) 2010–2013

3. Rationale, Communication Context, and Objectives

3.1. Rationale

As a Regional Seas Programme, CEP is expected to promote key messages in accordance with specific Sustainable Development Goals. Goal 14 relating to ocean life is of particular importance to the work of CEP and the UN Environment which calls for greater regional cooperation on ocean issues as well as increased action and dialogues geared towards combatting land-based pollution. The messaging will also support other relevant SDGs and issues related to COP15, COP 27 and the High Seas Treaty.

The Communication Strategy therefore incorporates the key role that member states and relevant stakeholders will be asked to play in stimulating awareness which can lead to affirmative action in the protection, development and sustainable use of marine and coastal resources.

This Communication Strategy is the result of CEP's 2013 Strategic Communications Framework designed to guide the development of communication activities of CEP over a five-year period. The Strategy also guides the fulfilment of a Biennial Communication Workplan presented and approved by Contracting Parties to the Convention for the Development and Protection of the Marine Environment of the Wider Caribbean Region.

The strategy supports the External and Internal Communications Strategies of the UN Environment and its Ecosystems Division / Marine and Coastal Ecosystems Branch as well as several campaign strategies relating to pollution and biodiversity issues that are being applied across the region.

The global UNEP Medium Term Strategy (MTS) is entitled "For people and planet: the UNEP strategy for 2022 -2025". This integrates the three interconnected crises of climate change, biodiversity loss and pollution which are putting global economic and social well-being at risk while undermining opportunities to reduce

poverty and improve lives. The COVID-19 crisis has further complicated the response.

The MTS strategy employs seven interlinked subprogrammes for action which will also inform the messaging for this communication strategy UNEP CEP. Three thematic ones are Climate Action, Nature Action alongside Chemicals and Pollutions Action. Two foundational ones are Science Policy and Environmental Governance. Two enabling ones are Finance and Economic Transformations alongside Digital Transformations.

3.2. Communication context

Environmental health has been given greater attention in recent years particularly with an emphasis on climate change issues. Additionally, with the advent of social media and improvements in technology, greater opportunities for communicating, sharing information and having knowledge exchange are available and should be maximised. Traditional media (radio, television, newspapers etc.) are still valuable and depending on the target audience may be easier received.

An understanding of key audiences and how they receive and use information will be necessary to ensure that the organisation is creating effective, wide-reaching and useful communication products. Monitoring and evaluation of outputs will therefore be necessary.

In the implementation of the communication strategy, it is important to enlist the support of person with communications experience. Based on the organisational structure and dynamics of the organisation, simplifying and presenting subject matter material can be best supported through a familiarisation with and clear understanding of information presented in documents, through face to face or

online meetings with subject matter experts as well as through attendance at relevant workshops and meetings on the subject matter.

3.2.1. Situational Analysis

The United Nations Environment Caribbean Environment Programme promotes regional cooperation across 33 countries and territories of the Wider Caribbean Region. The region is politically and culturally diverse and therefore in creating communication products for target countries and territories, language considerations will have to be made, as well as considerations for political and cultural sensitivities. Table 1 highlights some of the strengths, opportunities, weaknesses and threats for the implementation of CEP’s communication strategy.

Table 1- Analysis of Strengths, Weaknesses, Opportunities and Threats for Implementation of CEP's Communication and Knowledge Management Strategy

Strengths	Weaknesses
<ul style="list-style-type: none"> • Wealth of information from projects, partners, national and regional activities etc. • Knowledge products have been created using fact sheets, infographics, interactive maps, feasibility studies, guidance plans and animated videos 	<ul style="list-style-type: none"> • Limited human resources • Funding • Limited tracking, monitoring and evaluating of impact for communication products • Products need to be inventoried on a weekly basis in specific locations • Products need to be mapped to different issues, knowledge domains • Products need to be linked to international products for localization visibility

Opportunities	Threats
<ul style="list-style-type: none"> • Diverse and numerous partners for information dissemination • Many environmental commemorative days which allow for strategic planning of activities/campaigns • Generate materials that can better target donors, private sector, • Knowledge products may be better re-purposed for social media and multimedia products • Knowledge management survey would provide baselines for improving existing situation 	<ul style="list-style-type: none"> • Information overload

Understanding these characteristics and impacts on communication and knowledge outputs can guide in implementation of the strategy. Throughout this strategy, every effort is made to identify areas where these strengths, weaknesses, opportunities and threats can be tackled.

3.3. Overall Objectives

The Strategy aims to provide guidance in delivering effective communications and knowledge management service to the countries and territories of the Wider Caribbean Region in keeping with the agreed 2019-2020 and 2022 Work Plan for the Caribbean Environment Programme. A Communications Sub-Programme-Communication, Education, Training and Awareness (CETA) supports CEP’s technical sub-programmes dealing with biodiversity and pollution based on an agreed workplan.

The overall objectives of CEP's communications sub-programme are to:

- Improve educational systems to promote positive attitudinal and behavioural changes on environmental management;
- Develop and implement training programmes for the management of coastal and marine resources;
- Support public awareness efforts by the media, private sector, community-based, and non-governmental organizations to demonstrate the value of marine and coastal resources;
- Increase access to data and information on coastal and marine resource management through strengthening of CEP websites, networks and databases; and
- Disseminate information resulting from the implementation of our projects and activities.
- Support the mobilisation of resources for various activities and outreach efforts as necessary

The Communications Strategy is therefore crafted within the framework of these objectives as well as with consideration of the SDGs and will accomplish the following:

- build on the successes of the previous strategy;
- be crafted based on the present organizational structure;
- incorporate the use of information and communication technologies;
- seek to encourage partnership opportunities;
- target a politically and culturally diverse region.

3.4. Communications and Knowledge Management Objectives

The communications sub-programme of CEP has several main areas of focus: communication, education, awareness and training. To this end, the following communications objectives for the application of a communications and knowledge management strategy have been identified:

1. To **raise the visibility and promote the value and impact** of the work of the Caribbean Environment Programme, its member states, projects and partners in environmental management within the Wider Caribbean
2. To **raise awareness** of the general public and **expand the reach of information** on the protection and sustainable use of marine and coastal resources
3. To **demonstrate** the impact of the work being done by the Caribbean Environment Programme and its projects and partners to encourage replication of efforts and impart lesson learnt, best practices and challenges faced/overcome
4. To **provide access** to data and information on coastal and marine resource management and **increase stakeholder involvement** in the work of the organisation
5. To **strengthen the capacity of** countries in the region towards the fulfilment of the SDGs
6. To optimize, share, disseminate existing knowledge bases and best practices for UNEP CEP internal and external audiences.

4. Main Messages

The following are the main messages of the organisation which should be the underlying focus/message of communications products developed:

1. **The marine and coastal resources of the Wider Caribbean Region provide environmental and health benefits to the region's people.** These resources are at risk of being destroyed by the impacts of pollution from land-based sources and marine activities, overfishing, unplanned coastal development, invasive species, habitat destruction and climate change.
 - 1.1. Targets under SDG14 on Life below water if met can help to lessen these impacts

- 1.2. State of the marine environment report and similar reports can help in identifying regional and national priorities and needs where collaborative effort is necessary
- 2. CEP remains committed to working with regional governments to foster the sustainable use and development of coastal and marine resources in the Wider Caribbean Region through effective, integrated management that allows for economic growth and sustainable livelihoods**
 - 2.1. Regional cooperation through the implementation of projects and activities
 - 2.2. National programmes of action and national projects encourage better legislation and policy frameworks for improved environmental management
- 3. Sustainable development is dependent on an improved understanding of the value of coastal and marine resources to national development**
 - 3.1. Improving access to data and information can better support policy- and decision-making
 - 3.2. Employing an ecosystem-based approach to managing resources and in the implementation of SDG14
- 4. Caribbean Environment Programme as a Regional Seas Programme will support member countries in implementing and monitoring ocean related targets and indicators under the 2030 Agenda**
 - 4.1. Support countries in the fulfilment of obligations under the Cartagena Convention and its Protocols as a regional mechanism for governance of the Caribbean Sea

These four key messages must be clearly identifiable in communications outputs. Avoid overloading communications products with several key messages instead identify one main messages and sub-messages for the purpose of clarity and to encourage learning. Table 2 below provides an example of non-extensive

compartmentalisation of the messages which can guide in the development of sub-messages.

Table 2: Compartmentalization of messages

Category	Audience	Main message	Sub-message example
1. Protection of marine and coastal resources	General public	#1	
2. Marine Litter		#1	
3. Wastewater		#1	Did you know that 85% of wastewater that enters the Caribbean Sea is untreated?
4. State of the Marine Environment			
5. Oil Spills Emergency Management, Preparedness and Response			
6. Sustainable use of marine and coastal resources			
7. Marine biodiversity			
8. Marine Protected Areas			
9. Invasive Species			
10. Ecosystem-based management			
11. Sustainable Fisheries Management			
12. Laboratory capacity needs			
13. Climate change impacts			

5. Stakeholder/Key Audiences

In consideration of the mandate of CEP to promote regional cooperation, all communications products/ activities must consider a wide range of audiences or a specific audience should be identified.

Information products will in some cases be targeted to specific audiences and stakeholders although still useful by the general public. Communications products must be designed for target audiences, for example, see Table 3.

Table 3 Example of Target audiences

Target audiences	
Internal audiences	External audiences
Experts	Donor agencies
Staff advocates	Media
Projects/ Programmes team	Heads of Government / Policy makers
Intergovernmental agencies	Private sector
Working groups	International Organisations
Focal points	General public
Project beneficiaries	Academia/ Schools/ Scientists
	Non-governmental organisations
	Community-based Organisations

In some cases it may be necessary to identify secondary or tertiary target audiences. In this case, prioritising each audience/ stakeholder group might be useful as well as identifying the reasons/ characteristics for the selection (See Table 4).

Table 4 Stakeholder table

Priority	Stakeholder group	Reason	Characteristics
Top	Regional Governments and their associated agencies	Share and adapt information for local contexts	Direct links to national public

Second	Private Sector	Encourage active participation in environmental endeavours	Direct source of funding
Third	General Public	Behaviour change agents	Most capable of promoting sustainable and long-term change

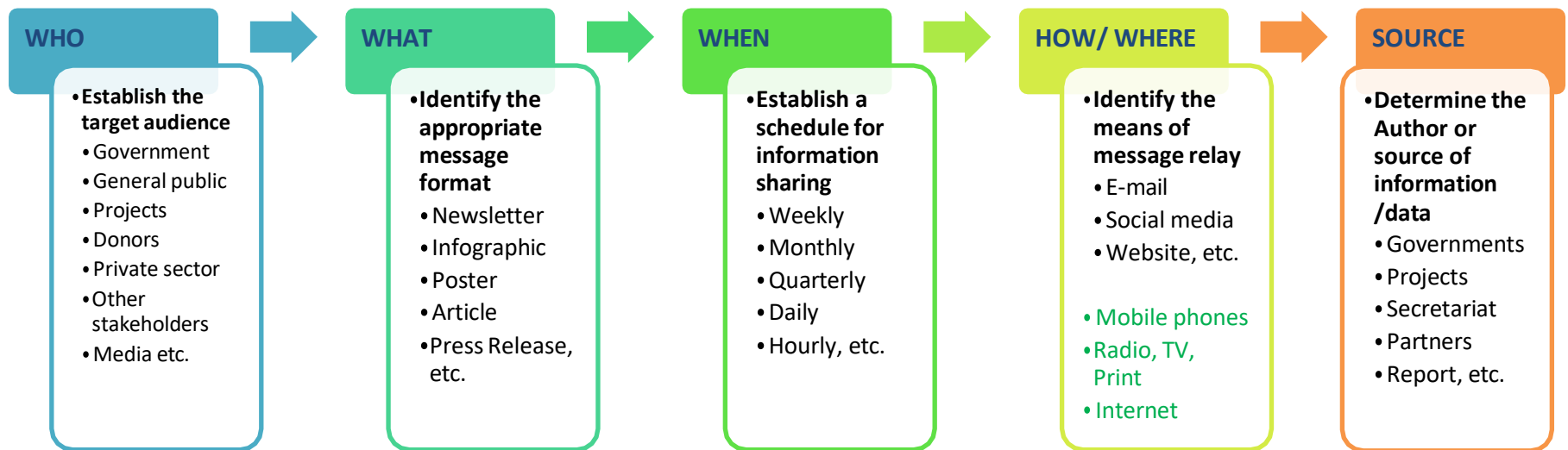
6. Communications and Action Plan

A communications and knowledge management action plan should be drafted at the beginning of each year to help in organising activities and visibility efforts.

6.1. Communications Method

In establishing a communications plan, the basic questions- who, what, when and how- will need to be considered in order to reach target audiences as well as the appropriate communication method will need to be determined. Diagram 1 below highlights some examples:

Diagram 1



Before establishing your communication method, it is important to ask basic questions such as:

1. Who is your target audience and how many people are you targeting?
2. What are you hoping to achieve/ what is your expected outcome?
3. What kind of information do you want to disseminate?
4. How much are you able to spend?
5. How often will you want to disseminate this information?

6.2. Designing your Communications & Action Plan

The action plan serves as a guide in planning specific communications and knowledge management outputs and activities in accordance with relevant events and observances. Sample plans are provided in Table 5.

Table 5 Sample Plans- Types A & B

Type A

COMMUNICATIONS and KNOWLEDGE MANAGEMENT PRODUCT/ACTIVITY/EVENT	TYPE OF PRODUCT	FREQUENCY
Pollution Newsletter	Online publication	Quarterly
Knowledge Forum	Virtual or Face to Face	Annual

Key

- Communications Product: Type of activity, events, press releases, OPED etc.
- Knowledge Management product: Type of information exchange, documentation and sharing strategy
- Type of media/activity: print media, digital media, social media, publication-online/printed, design and graphic identity

- Frequency of product i.e. daily, weekly, monthly, annual, quarterly or ongoing through the year) and /or a specific date.

Type B

Type of activity/products/channels	Audience	Communications and KM method	Rationale
Environmental Observances			
Advocacy campaigns	General public	Social Media	Promote behaviour change or thought about single-use plastics
Audio-visual products		Powtoons	
School visits			
Webinars			
Meetings & Documents			
Awareness efforts		Press Releases, Articles	
Social Media			Create visually appealing social media content using Canva
Annual Reports			
Meeting reports			
Training materials			
Speeches			
Presentations			

Type of activity/products/channels	Audience	Communications and KM method	Rationale
Case studies			
Technical Reports			
Public Service Announcements			
UN Env. Information Documents			
General Outreach & Awareness			
Webinars			Experts and specialists can be invited
Expert Talks	University, College and High School students	Live talks, school visits,	
Value for Money	Governments, UN Environment Headquarters, donors, general public,	Infographics	This is very important as an annual or biannual output
Field Trips	Meeting participants, *media representatives	In person	While these may only take place during workshops, they also offer an opportunity to include local press in order to increase interest in and coverage of the subject area.
Articles		Press, Social Media	
Beach Clean-Ups		Booths	

Type of activity/products/channels	Audience	Communications and KM method	Rationale
Social Media Campaigns			
Newsletters			A mixed focused on success stories and meeting highlights.

7. Promotion and Outreach

It is important to development a workplan of promotional activities or efforts and to be prepared for unplanned invitations to participate in activities. Table 6 below provides a table that can be used as a guide in planning promotional activities.

Table 6 Promotional planning

Event	Date/ Time	Activity	Justification	Products	Advertising	Partner	# of people expected	Location
Expo	June 7- 9:00 am- 12:00 p.m.	Set up booth, distribute promotional material	Information sharing, education, awareness raising	Newsletters, promotional items for giveaway, banners, etc.	Website, Emails to networks, social media	GEF IWeco Project/ UN Environment CSRO	50	UWI

It is useful to get the media involved in promotional and outreach efforts as they can reach the masses and generate interest in the event.

7.1. Promotion Mix

A variety of items for increasing the visibility and work of the organisation and its results, including print and online formats should be maintained. Table 7 below provides an example for the monitoring of these promotional items. This could also be expanded to include actual numbers.

Table 7 Promotional items and media

Category	Items	Status
<i>Promotional paraphernalia</i>	<i>Bags, Bottles, T-Shirts, Note Pads, Pens, Pins, Programme & Project Banners, Pennant (Podium Banner),</i>	<i>Stock depleted or Limited stock, Available online (Banners)</i>
<i>Public education and outreach</i>	<i>Website*, Social media, Partner Facebook pages, Posters, Fact sheets*, Briefing Sheets*, Brochure, Newsletters, Articles, Press Releases, OpEds, Success stories, Media Announcements etc</i>	<i>Available online</i>
<i>Knowledge management</i>	<i>Presentations, Technical reports, Meeting reports, Technical Papers, Case studies, Experience Notes etc.</i>	<i>Available on website</i>

** These may also be classified as products of knowledge management.*

8. Multimedia , Digital and Traditional Mix

The media mix identifies various forms of communications and knowledge management products or tools that can be used to increase visibility and promote the work and activities of the organisation.

The table below could be used as a guideline for content treatment and selections:

Traditional	Digital	Multimedia and Emerging trends
Print -posters, newsletters, flyers	Website	Infographics
Radio	Intranet	Digital audio -podcasts
TV	Online collaboration tools e.g. Teams, Yammer, SharePoint	Digital video- animated videos
Press releases	Social media platforms	Animation
Op Eds	Twitter, Facebook, Instagram, YouTube	Virtual Reality
Mass Media		Augmented Reality
		AI Generative Tools- Chat GPT, Bard etc.

8.1. Website

The website is one of the primary faces of the organisation; content must therefore be current and engaging to ensure return viewers. Links from social media should be made to the website as much as possible to encourage engagement and knowledge of the website.

The website content strategy developed for CEP should be updated annually or as required and be used as a guide in developing content and organising roles for uploading content.

8.1.1. Search Engine Optimisation (SEO)

As an information laden resource, the website needs to have search engine optimization to ensure that content can be easily found via google or other search engines. This will enhance access to the website's content as well as increase discoverability of information and the ranking of the website.

8.1.2. Databases

There are several databases referenced on the site, and these are crucial areas of information for many viewers. It is essential that these are kept up to date and that the last date of modification is clearly visible. In the event the database is out of order, there should be an indication of this.

8.1.3. Review of content

Website content should be periodically checked and updated. An overall review and assessment of the website content should be done. It is recommended that this be facilitated through dedicated personnel.

8.2. Press and mass media

The nature of the work of UN Environment Caribbean Environment Programme does not easily attract the interest of the press and mass media. Concerted efforts to gain media attention and to incorporate the media into specific activities must be made to ensure the organisation's visibility.

8.2.1. Success stories and technical reports

Consideration should be given to increasing the publication of success stories coming out of projects and activities. These can be shared with the media to increase visibility of the organisation's work. These stories can also be incorporated in programme newsletters.

Stories developed around the content of specific technical reports should also be considered. This will attract greater interest in the reports by academia or those who are enthusiasts of the subject matter. These stories can then be circulated to the media to drive traffic to the technical reports whilst sharing stories or best practices.

8.2.2. Press releases

Press releases should be systematic. While these are important an overload of press releases to journalists may result in unwanted blacklisting. Efforts should be made to have these prepared in advance and sent to the media at least a day in advance of the event.

8.2.3. Opinion articles (Op-Eds)

While these have not been the norm for the organisation, they are a good way of keeping relevant and establishing the organisation as a voice or opinion on environmental issues. Consideration should be given to writing and sharing these with the media.

8.2.4. Training in writing articles or press releases

Training for staff in effective writing skills, writing for the web, writing for organisational social media and writing for other the media should be considered.

8.3. Social Networks and Digital Media

8.3.1. Social Media

Communications staff should be familiar with the organisation's UN Environment's Social Media Guidelines to ensure uniformity in the posting of content.

Social media plays an active and vital role in the organisation's dissemination of information and several promotional and outreach products have been developed and shared through this medium. CEP has increased its use of social media through Facebook, Twitter, Instagram and YouTube, and to lesser extent, LinkedIn. Much of the information shared through these means are created by CEP, UN Environment Head Office, partner organizations, governments, projects and other bodies.

These spaces allow the organisation's messages to be presented in a visually appealing way and allow for information to be pulled from a variety of partners and other stakeholders that focus on issues aligned with the organisation's mandate.

Viewership analyses of 2018 data show that Facebook followers were approximately 7,084, Twitter followers at 4,953 and Instagram followers at 1,129. During the 2019-2020 biennium the CETA team will ensure that social media pages continue to be regularly updated. Efforts will be made to increase followers on these platforms by at least 10% during the biennium by appealing to a larger viewership. and to create at least 50% of social media posts in Spanish and/or

French, and where possible, Dutch. This is to ensure that all languages of the region are covered and to gain further interest from non-English speaking countries.

Time must be dedicated to ensure that the social media platform is kept active, current and relevant. Information should be succinct, visually appealing or thought evoking, fact-based, and be accompanied by graphic images and/or links to posts on the website –thereby increasing website traffic.

Emphasis should be placed on the visual appeal of messages and these should be monitored to understand and interpret the audience preferences and interest.

Communications posts must be done according to social media platform being used, for example, twitter posts should be concise and include graphic images to ensure greater visibility and coverage and promote increased retweets.

8.3.1.1. Facebook:

CEP Facebook page is a dynamic and popular source of information. Based on a Facebook Analysis conducted in 2015 by CEP, women are the most active users and posts in English are most popular.

Given that viewers seem to find posts with images most appealing, efforts will be made to continue producing and reposting articles and information with engaging images.

Based on regular analyses of posts, it is recommended that posts be created and scheduled for each hour between 7 am and 8 pm, as these were recorded as the busy periods. Weekend posts should also be scheduled as Friday to Sunday had the busiest interactions with the site.

It is recommended that that multiple posts are not made at the same time as interest in the Facebook page may be lost. Additionally, too many posts per day may have the same effect.

Infographics, news items and relatable topics were identified in the analysis as essential in maintaining engagement with the Facebook page.

Information from technical reports and project documents may be useful sources of information for posting on Facebook and will also help in establishing longevity of project findings.

8.3.1.2. Twitter

The dynamism that having a Twitter account demands requires that tweets be made more regularly. Twitter provides real-time information, so it is important that there be dedicated tools for sharing real time information, for example, consideration may be given to the purchase of a smart phone for the use of communications staff in taking photos and posting updates in real time.

It is important to create and use hashtags on a regular basis. This allows for greater discoverability of CEP content.

Populating lists of relevant and associated partners and stakeholders on Twitter is also a good way to encourage visibility of the information posted on Twitter.

8.3.1.3. Flickr:

Flickr provides a useful tool in organising, sharing and storing photos that can help to cut down on the space taken in the use of the website gallery. It is cost effective and should be considered as a useful tool in establishing a robust photo archive for CEP.

8.3.1.4. YouTube

The subscribers on YouTube can be increased through more regular posting of information. It is important that links from other social media sites be made to existing and relevant CEP videos to ensure that they remain relevant and that people are aware of their existence.

8.3.1.5. Instagram

The Instagram page is the least used platform which may be attributable to the fact that it is the most recent social media platform to be engaged by CEP. Efforts should be made to increase traffic to the page. This can be done by placing snippets of videos which then link to CEP's YouTube channel, or short videos from outreach efforts, meetings and activities. Additionally, snippets of CEP staff saying something

about environmental management is also a way to gain interest in the page, as well as the posting of graphics, photos and infographics that state interesting facts.

8.3.2. Social media campaigns

Social media campaigns should be planned and executed around arising issues, environmental days or events and other areas to gain public attention, educate and inform. They require minimum time investment and can be scheduled on some social media platforms.

8.3.3. Training in social media usage

There is sometimes a fear for the use of social media on an individual level. Training and awareness on the benefits of social media usage could be introduced to all staff to encourage their involvement in promoting the organisation's work through social media.

8.3.4. Audio-visual

More audio-visual tools should be promoted. This can be done through investments in user-friendly inexpensive tools such as Powtoons.

The multimedia tools could be used to improve on existing storytelling strategies as infographics could be interweaved with audio and animation and shared with different target audiences. Similarly, animated videos could continue to be used for project launches and results and a set of podcasts series could be created to complement the knowledge findings from the various regional projects.

Emerging technologies such as Virtual Reality and Augmented Reality have already been using the High Seas for rich and engaging content so there is an opportunity for UNEP CEP to grasp this opportunity if this has not yet been done.

The AI Generative tools would be part of the Knowledge Management toolkit since they may be used to generate and compare content related to the internal and external communication activities.

9. Branding and promotion

Branding is essential in increasing the visibility of the organisation and helps in affirming the position of the organisation as a key voice on environmental management. In this regard, the correct and appropriate use of the logo can help to familiarise the public with the organisation as well as enhance the organisation's identity.

UN Environment's Visual Identity Manual also provides guidance in the development of visibility products and it should be consulted before branding and promotional items are generated.

9.1. Use of logos and other distinguishing characters

The use of organizational, commemorative and other relevant logos, captions, credits, hashtags and other distinguishing characters is encouraged for all communications outputs of the Secretariat. This will help in raising the visibility of the organization as well as coagulate specific informational and educational outputs associated with or organized by CEP and its projects and partners.

9.2. Publications and other designed products

It is important to understand the publication and editorial policies of the UN Environment that may be applicable to CEP. This helps in maintaining a corporate image. In this regard, adequate planning of outputs will be required to allow time for relevant approvals.

A corporate image of CEP falls within the overall UN Environment corporate image. Efforts must be made to ensure that this image is maintained at the highest quality. It is therefore important to maintain dedicated templates for specific outputs such as Technical Reports, PowerPoint presentations, newsletters and other publications highlighting the work of the organisation.

It is suggested that internal records of all documents, presentations, and other publications be developed and kept updated in order to track the organisation's visibility and information products.

All publications and printed materials should be archived on the CEP website. This includes portable banners. **Portable banners** created for use at outreach events and meetings that contain pertinent information about the organisation/ projects, should also be uploaded in PDF to the CEP website. This allows access to concise and relevant information that remains relevant even if the physical banner is no longer in operation.

High resolution versions of all publications and designed materials should be kept to facilitate re-printing where necessary. In some cases, all formats should be collected from the designer to enable future editing if necessary.

Efforts should be made to reduce the amount of dated promotional materials where possible.

9.3. Use of images

Efforts should be made to increase the photos and image bank/database. Consideration should be given to the establishment of a Flickr account to help in reducing the space on the website for a media gallery. This may require financial investment.

Member countries, projects and partners should be encouraged to contribute content that showcases their work done with CEP. This will also help in the production of visually appealing content and offer a central location for locating and categorising content.

9.4. Training in graphic design

Consideration could be given to enrolment in online or in class lessons on design guidelines and techniques this includes guidelines on maintaining photographic quality, topography, use of shapes and colours, composition and other relevant areas.

10. Mobilisation of resources

Materials generated should also seek to attract the interest of the private sector, donors, and other relevant agencies. This includes highlighting successful outputs and stories from projects and activities based on CEP's work in the region and how further investment can yield greater or more impactful results. It is important to demonstrate impact of the organisation's work in order to encourage an influx of resources to support the activities of the organisation whilst also demonstrating how and/or why the organisation is best suited to receive funding. It is important to present the challenges faced and where they may be gaps that can be filled through the provision of additional funding.

Consideration may be given to the development of a donor-targeted brochure that highlights CEPs accomplishments over the years, the challenges faced and some of the work yet to be done.

11. Partnership

The engagement of wide cross-section of partners is crucial to accomplishing CEP's mission and objectives. In order to reach target audiences CEP will need to find ways of leveraging financial and human resources to support specific interventions.

Some tips for engaging partners

Adequate planning

Allow sufficient time for brainstorming ideas, making contact with potential partners, getting approvals etc.

Establish partner contribution

Having established your plan of action, have an initial meeting with your partner to determine what you might need.

Prepare a budget

Establish the ballpark funds available. Then divide the amount into sub-sections to cover specific needs for the activity (e.g. Of an overall budget of JMD20,000, JMD3,000 will be used to rent tables and chairs).

Remember: It is important to manage your expectation and the expectation of others. It is better to ‘over-deliver’ than to ‘under-deliver’. Understand what can be realistically accomplished within the specific time frame and with the amount of funding allocated or in-kind support being sought or offered.

12. Communications and Knowledge Management indicators and evaluation plan

12.1. Social Media monitoring

- Perform a monthly review of social media analytics to have a better understanding of your audience and the topics they find most and least appealing. This will help in determining whether you revise how the content is presented and where there might be a need for more information.
- Track and evaluate the reactions to posts
- Monitor page statistics e.g. via Google Analytics, look at the pages most visited

12.2. Reporting for the media

In the development of stories following events or specific activities identify a success story or demonstrate the impact of the event rather than reporting that when, where, and why the event took place. This will help in raising the visibility of the organisation and better positioning the organisation for positive media attention regarding its support to countries towards good environmental management.

12.3. Caveats/ Limitations

This communications strategy will not alleviate organizational or external challenges that can limit the delivery of communications outputs. These may

include, but are not limited to establishing and maintaining a uniformed organisational identity, limited multilingual communication platforms, and insufficient or lacking knowledge management systems.

This strategy does not purport to lead to changes in behaviour however some communications products may impact behaviour changes among specific audiences.

From a Knowledge Management perspective, the Google Analytics findings for the Resources section of the UNEP CEP website could provide guidelines on outreach and engagement strategies. The way in which the organization is using the Intranet platform, SharePoint, could also be explored for gaps and usage optimization. For instance, do projects have their own internal SharePoint pages with related documentation or do the projects have isolated files in the repository? The use of online collaboration tools such as Teams could be assessed by looking at how the associated files, transcripts for meetings are linked with projects and knowledge outcomes.

13. Addendum : Extract on Knowledge Management from Regional Strategy

KNOWLEDGE MANAGEMENT AND COMMUNICATION

Effective and targeted communication, education, public engagement and knowledge management will drive progress towards achieving the objectives of this strategy.

13.1 Facilitating uptake of results

Communication of results, lessons learned and challenges to Contracting Parties, partners and donors is critical to the successful implementation of the strategy. Targeted communication on the practical application and customization of new knowledge, management approaches and guidance are essential to enable Parties to tackle key environmental issues and implement solutions that ensure sustainable and resilient oceans and coasts.

Targeted efforts to raise awareness will be achieved through training/outreach and new knowledge-sharing platforms. Capacity-building initiatives, including the training-of-trainers, E-Learning and massive open online courses, with specific focus on oceans and coastal ecosystems, will increase capacities, networking and experience-sharing on ocean-related issues.

The implementation of the CEP's Communication Strategy and those developed for specific projects and/or platforms will enable the design of targeted information and knowledge management products. Key recommendations from reports such as the State of Convention Area Report and State of Habitat Report will be communicated using various dissemination mechanisms, networks and approaches relevant to the target audiences

13.2 Communicating with the wider public and raising awareness

The Secretariat will work to regionalize relevant global campaigns to stimulate wider public engagement and behavioral change. These include the Clean Seas and Beat Pollution campaigns, and "Wild for Life", a recently launched coral reef campaign. These all play important roles in building awareness, inspiring people to join the cause, and changing destructive practices and behavior across relevant sectors but need to reflect regional and sub-regional socio-economic and cultural realities.

Central to these campaigns are multimedia storytelling and activities to mobilize people around the issue and the solutions – where possible, by showcasing the impact of the work of the Secretariat and partner agencies. The campaigns also provide platforms to form new partnerships with civil society actors and the private sector.

The Secretariat will partner with the media, private sector, community-based, and non-governmental organizations to demonstrate the value of marine and coastal resources and the importance of the Cartagena Convention and its Protocols.

Effective communication during the implementation of the Strategy will:

- Raise the visibility and promote the value and impact of the work of the Secretariat, Contracting Parties, projects and partners in coastal and marine management in the WCR;
- Raise awareness and expand the reach of information on the protection and sustainable use of marine and coastal resources in WCR;
- Demonstrate the impact of the work being done by the Secretariat, its projects and partners to encourage replication of efforts and impart lessons learnt, best practices and challenges faced/overcome;
- Increase access to data and information on coastal and marine resource management through strengthening of websites, networks and databases and increase stakeholder involvement in the work of the Secretariat; and
- Strengthen the capacity of countries in the region to achieve the SDGs.

Key messages relevant to the implementation of the strategy include:

- The marine and coastal resources of the Wider Caribbean Region provide environmental and health benefits to the region's people. These resources are at risk of being destroyed by the impacts of pollution from land-based sources and marine activities, overfishing, unplanned coastal development, invasive species, habitat destruction and climate change.
- Regional Cooperation is required to foster the sustainable use and development of coastal and marine resources in the Wider Caribbean Region and address transboundary issues of common concern through effective, integrated management that allows for economic growth and sustainable livelihoods.
- Sustainable development is dependent on an improved understanding of the value of coastal and marine resources to national development.

Appendix A- Environmental Observances

<u>United Nations Decade for Biodiversity – 2011 to 2020</u>		
Event	Calendar Date	Notes
World Wetlands Day	February 2	
World National Parks & Protected Areas Day	February 20	
International Women’s Day (UN)	March 8	
International Day of Forests	March 21	
World Water Day (UN)	March 22	
World Meteorological Day	March 23	
International Day of Zero Waste	March 30	
World Health Day (UN)	April 7	
International Mother Earth Day	April 22	
World Migratory Bird Day	May 10	
International Day for Biological Diversity	May 22	
World Environment Day	June 5	
World Oceans Day	June 8	
International Youth Day (UN)	August 12	
World Water Week	September 1-6	
International Ozone Day	September 16	
International Coastal Clean-Up Day (Ocean Conservancy)*	September 21	Usually held the Saturday before the actual day
World Maritime Day*	September 27	Last Thursday in September
World Habitat Day*	September 28	First Monday in October
World Tourism Day (UN)	October 2	
International Day for National Disaster Reduction (UN)	October 13	
World Food Day	October 16	
United Nations Day (UN)	October 24	
World Toilet Day (UN)	November 19	
World Fisheries Day	November 21	

International Volunteer Day (UN)	December 5	
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*Date changes

Appendix B- Major Meetings and Events*

Event	Calendar Date (varies annually)	Notes
Intergovernmental Meeting on the Action Plan for the Caribbean Environment Programme and Meeting of the Contracting Parties to the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region		
^{7th} Meeting of the Contracting Parties (COP) to the Protocol Concerning Pollution from Land-Based Sources and Activities (LBS) in the Wider Caribbean		
^{11th} Meeting of the Contracting Parties (COP) to the Protocol Concerning Specially Protected Areas and Wildlife (SPA) in the Wider Caribbean Region		

***Contracting Parties are encouraged to periodically consult the Secretariat’s website for information on upcoming meetings: <http://unenvironment.org/cep>**

Annex A – Action Plan

The following action plan outlines the five key opportunities identified through strategic recommendations, organizing specific activities per quarter for 2025 and summarizing activities for the 2026 period under the RMS. CCS should ensure alignment of the recommended action plan with Annual Work Plans and include relevant resource mobilization responsibilities in the Performance Appraisal Systems (EPAS) of individual staff. The RMS and the results to date should be presented to Intergovernmental Meetings of the Cartagena Convention and its Protocols planned for 2025 and be fully incorporated into the Work Plan and Budget for 2026/2027.

Q1 2025

* Critical activities are emphasized using the dark blue font.

Opportunity 1: Building Staff Capacity		Responsible	Status
Training Needs Assessment	<ul style="list-style-type: none"> Use the resource mobilization assessment survey and discussions with key staff to identify specific skill gaps and training needs. Draft a short annual training plan with clear objectives and a calendar of training activities – identifying the staff involved. Identify costing and budget requirements. Share the calendar with all staff. 	Coordinator/ HR	
Training Identification	<ul style="list-style-type: none"> Identify internal and/or external trainers with relevant expertise. Assess potential (online) training platforms and courses that can be tapped into. Create a short directory to share with staff. 	Coordinator/ HR	
Opportunity 2: Developing Organizational Systems and IMS			
Assess Information Needs	<ul style="list-style-type: none"> Review internal information-sharing practices and resources available to identify best practices and gaps in resource mobilization. 	Coordinator/P rogramme	
Integrate Resource Mobilization in Internal Sharing	<ul style="list-style-type: none"> Schedule the quarterly all-staff resource mobilization meeting. Create a clear agenda that includes the introduction of the new resource mobilization strategy. 	Coordinator	

	<ul style="list-style-type: none"> • Share key action points from the meeting with all staff. 		
Opportunity 3: Enhancing Communication and Visibility			
Stakeholder Analysis and Communication Objectives	<ul style="list-style-type: none"> • Identify key (potential) donors and their communications needs and products needed. • Determine what specific messaging and communications channels resonate with each donor. 	Programme, Knowledge Management (Public Information Assistant)	
Content Planning and Design Preparation	<ul style="list-style-type: none"> • Create a short to-do list for the development of materials and the timing and channel used. • Start with the development of high-priority pitch documents and fact sheets. • Develop impact-focused “two-pagers” for each CSS protocol, highlighting challenges, responses, and funding needs. • Integrate the UNEP 2024 partnership policy and procedures in office processes. • Test these materials with selected donors, monitoring uptake and feedback. • Based on the findings, develop a content development calendar and assign responsibilities for each type of material to specific staff. 	Programme/Knowledge Management (Public Information Assistant)	
Opportunity 4: Strengthening Donor Engagement and Partnerships			
Donor Mapping Reviewing and Prioritization	<ul style="list-style-type: none"> • Share and review the comprehensive donor mapping completed in November 2024 to request staff feedback on both the results and the ranking of donors. • Internally agree on the initial shortlist of highly ranked priority donors based on alignment with CCS’s mission, funding potential, and strategic goals. • Discuss with other Regional Seas Conventions and Action Plans and the Bureau on possible synergies and joint approaches to selected donors 	Coordinator	

Engagement Planning	<ul style="list-style-type: none"> Organize a staff meeting to discuss donor engagement activities and next steps for the high-priority donors identified Support RACs in adapting the CCS Resource Mobilization strategy (RMS) for their purposes. Schedule and calendarize donor meetings and contacts, assigning initial responsible staff as touch points with these top-priority donors. Initiate the initial series of meetings and donor engagement activities, reporting on results. 	Coordinator	
CTF planning	<ul style="list-style-type: none"> Develop a “CTF 100% Campaign” plan that focuses on 100% participation of members in the CTF. Draft talking points that showcase both the importance and the potential return on investment of CTF contributions to members. 	Coordinator and Programme	

Q2 2025

Opportunity 1: Building Staff Capacity		Responsible	Status
Develop a Tailored Training Program	<ul style="list-style-type: none"> Begin implementing the training program developed in Q1. Collect and share training materials, both off- and online, including guides, templates, how-to's, and digital resources. Categorize resources by skill level for easier access. Schedule a feedback session with trained staff to assess training quality and effectiveness. 	Human Resources	
Set Clear KPIs	<ul style="list-style-type: none"> Establish Key Performance Indicators (KPIs) to measure training impact that aligns with organizational goals and staff performance appraisals. 	Human Resources	
Opportunity 2: Developing Organizational Systems and IMS			

Integrate Resource Mobilization in Internal Sharing	<ul style="list-style-type: none"> • Schedule the quarterly all-staff resource mobilization management meetings to review and strategize on activities. 	Coordinator	
Develop the IMS	<ul style="list-style-type: none"> • Review options for online information sharing and develop the initial framework (e.g. Sharepoint) • Review and collect materials to be added to the IMS, marking them as either “required” or “optional”. • Upload materials to the new online IMS. 	IT Assistant	
Collect Program Data and Testimonials	<ul style="list-style-type: none"> • Gather data from ongoing programs, including key metrics and impact stories. • Collect donor, partner, and beneficiary testimonials to enrich the content of communications materials and fact sheets. • Label materials with keywords for easier searchability. 	IT Assistant/Public Information Assistant	
Opportunity 3: Enhancing Communication and Visibility			
Launch a Storytelling Initiative	<ul style="list-style-type: none"> • Collect success stories and case studies from ongoing programs. • Develop staff storytelling techniques to highlight CCS’s impact effectively – in communication materials and for use in networking. 	Public Information Assistant/Project Communication Officers	
Opportunity 4: Strengthening Donor Engagement and Partnerships			
Initiate Relationship-Building Activities	<ul style="list-style-type: none"> • Use the engagement calendar developed in Q1 to conduct regular meetings, calls, and updates with key donors to build rapport and share CCS’s progress. • Update the calendar based on donor feedback and results. • Leverage high-visibility events (e.g., conferences, summits) to engage donors and showcase CCS’s innovative projects and their impacts. 	Coordinator	

CTF 100% Campaign	<ul style="list-style-type: none"> Plan one-on-one meetings or calls with members to advocate for voluntary contributions to the CTF for those who have not yet done so. (Note: This involves ensuring all governments contribute within a single year, followed by determining how many consecutive years 100% contribution can be sustained.) Focus initial discussions on the importance of all members contributing – even if not at the full contribution pledge amount. 	Coordinator	
Leverage Existing Networks	<ul style="list-style-type: none"> Discuss with RAC and RAN the possible development of joint proposals. Review opportunities with RAC and RAN for a joint event. 	Programme	

Q3 2025

Opportunity 1: Building Staff Capacity		Responsible	Status
Mid-Year Review of Capacity Building Effectiveness	<ul style="list-style-type: none"> Assess progress through performance reviews and gather feedback from staff to identify areas requiring further attention. Document findings and create an action plan for addressing gaps. 	Coordinator/POs	
Integrate Training into Organizational Development	<ul style="list-style-type: none"> Incorporate effective training resources and courses into standard HR procedures – including onboarding. Develop a mentorship program to support continuous learning. 	Human Resources	
Opportunity 2: Developing Organizational Systems and IMS			
Integrate Resource Mobilization in Internal Sharing	<ul style="list-style-type: none"> Schedule the quarterly all-staff resource mobilization management meetings to review and strategize on activities. 	Coordinator	
Develop the IMS	<ul style="list-style-type: none"> Assign a dedicated staff member to manage the online IMS portal. 	IT Assistant/Pub	

	<ul style="list-style-type: none"> Continue to upload resources, including fact sheets, program data, and other key resources. 	lic Information Assistant	
Collect Initial Feedback	<ul style="list-style-type: none"> Gather feedback from staff on the usability of the system and identify any challenges or additional needs for improvement. 	IT Assistant/Public Information Assistant	
Opportunity 3: Enhancing Communication and Visibility			
Develop Communication Materials	<ul style="list-style-type: none"> Create high-impact communication materials, ensuring alignment with CCS's brand identity and the new Knowledge Management/Communication Strategy. Create materials that highlight the advantages of CCS technical support for partners and demonstrate the ROI when including CCS budget allocations in proposals. Adapt proposal formats to meet the expectations of new and non-traditional donors. Assign a dedicated staff member for quality control and consistency. 	Public Information Assistant	
Optimize CCS's Website and Social Media	<ul style="list-style-type: none"> Begin optimization of the CCS website to showcase new materials. Plan updates to social media channels, ensuring they align with resource mobilization communication goals. 	IT Assistant/Public Information Assistant	
Build Donor-Centric Communication Channels	<ul style="list-style-type: none"> Tap into new communication channels used by donors to keep them informed and engaged. This could include additional social media channels (e.g. Instagram). 	IT Assistant/Public Information Assistant	
Establish Regular Updates and Reporting	<ul style="list-style-type: none"> Develop a calendar for ongoing updates to communication materials. 	Public Information Assistant	

	<ul style="list-style-type: none"> • Ensure communication practices are integrated into staff ToRs and work plans. 		
Opportunity 4: Strengthening Donor Engagement and Partnerships			
Participate in Key Events	<ul style="list-style-type: none"> • Prepare a calendar of key national, regional, and international events • Attend and actively engage in national, regional, and international conferences, environmental summits, and donor roundtables. • Use these platforms to establish new connections and strengthen existing partnerships. • Prepare tailored pitches for each event. 	Public Information Assistant/Coordinator/Programme	
Collaborative Partnership Initiatives	<ul style="list-style-type: none"> • Strengthen collaboration with UNEP by establishing a bi-annual resource mobilization dialogue with relevant UNEP counterparts including the Regional Seas Branch, Ecosystems Division, and through UNEP's Caribbean and Regional Office for Latin America and the Caribbean • Identify opportunities for joint proposals with partners, including regional organizations and UN agencies. • Leverage these joint partnerships to network with new donors and access additional funding streams. 	Coordinator	
CTF 100% Campaign	<ul style="list-style-type: none"> • Request contribution members to advocate with lagging members for contributions to get nearer to full participation. 	Coordinator	
Enhance Donor Recognition	<ul style="list-style-type: none"> • Explore co-branding opportunities with private sector and foundation partners to enhance visibility and recognition. 	Coordinator and Public Information Assistant	
Monitor Networking Activities	<ul style="list-style-type: none"> • Track interactions with donors using key metrics (e.g., number of meetings, follow-ups, proposal submissions). 	Public Information Assistant	

	<ul style="list-style-type: none"> Assess initial networking results to identify successful strategies and areas for improvement. 		
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Q4 2025

Opportunity 1: Building Staff Capacity		Responsible	Status
Continuous Learning	<ul style="list-style-type: none"> Review and update the training program based on results and evolving needs. Plan the 2026 training calendar. 	Human Resources	
Opportunity 2: Developing Organizational Systems and IMS			
Integrate Resource Mobilization in Internal Sharing	<ul style="list-style-type: none"> Schedule the quarterly all staff resource mobilization management meetings to review and strategize on activities. 	Coordinator	
Refine IMS Functionality	<ul style="list-style-type: none"> Based on Q3 feedback, make improvements to the IMS - Review IMS user-friendliness and whether it addresses key needs. 	IT Assistant	
Update Materials	<ul style="list-style-type: none"> Continue to update the IMS portal with new materials. 	IT Assistant and Public Information Assistant	
Promote Use of the IMS	<ul style="list-style-type: none"> Review usage of the IMS (e.g. logins/downloads). Plan a short staff session on the usefulness and variety of tools and resources in the IMS, promoting IMS usage. 	IT Assistant	
Opportunity 3: Enhancing Communication and Visibility			

High Visibility-Building Events	<ul style="list-style-type: none"> • Host webinars, donor roundtables, and site tours to increase stakeholder engagement. • Promote events through various communication channels to ensure broad participation. 	Public Information Assistant	
CTF 100% Campaign	<ul style="list-style-type: none"> • Collect results of the “CTF 100% Campaign” and if positive, develop and share a pitch document recognizing and celebrating members. 	Public Information Assistant	
Evaluate Communication Strategies	<ul style="list-style-type: none"> • Assess communication efforts using metrics such as website traffic, social media engagement, and donor feedback. • Refine communication strategies based on evaluation results and stakeholder feedback 	IT Assistant, Public Information Assistant	
Annual Communication Review	<ul style="list-style-type: none"> • Conduct a year-end review to assess overall communication effectiveness, document best practices. • Plan improvements for 2026. 	IT Assistant, Public Information Assistant	
Opportunity 4: Strengthening Donor Engagement and Partnerships			
Participate in Key Events	<ul style="list-style-type: none"> • Continue to identify and attend events to establish and strengthen partnerships 	Coordinator, Programme	
Refine Engagement Plans	<ul style="list-style-type: none"> • Based on the evaluation, update the donor engagement calendar and prioritize high-impact activities. • Strengthen relationship-building practices by incorporating lessons learned. 	Coordinator, Programme	
Long-Term Co-Investment Opportunities	<ul style="list-style-type: none"> • Identify and cultivate long-term co-investment opportunities with select high-value donors. • Strengthen relationships by providing tailored support and aligning with donor priorities. 	Coordinator, Programme	

Recognition and Relationship Building	<ul style="list-style-type: none"> • Develop a recognition program to incentivize long-term donors, offering benefits such as media visibility and co-branding opportunities. • Strengthen existing relationships through consistent, value-driven engagement. 	Coordinator	
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2026

In general, resource mobilization steps for 2026 will be similar to those listed for 2025 and the activity plan for 2026 should be developed for each quarter and refined accordingly. An office-wide review of the impact and best practices over the past year will feed into an enhanced activity plan being developed. In the third quarter of 2026, CCS should begin formulating the 2027-28 resource mobilization strategy.

Opportunity 1: Building Staff Capacity		Responsible	Status
Continuous Learning	<ul style="list-style-type: none"> • Evaluate resource mobilization training uptake and effectiveness in 2025 and identify areas for improvement. • Draft a short 2026 annual training plan covering the calendar of training activities – identifying staff involved. • Continue the staff capacity development training on resource mobilization building on 2025 achievements. 		
Opportunity 2: Developing Organizational Systems and IMS			
Continuation of Systems and IMS Development	<ul style="list-style-type: none"> • Evaluate the effectiveness of the IMS implemented in 2025 using staff feedback and usage analytics. • Address challenges and roadblocks to office-wide information sharing. • Continue regular updating of the IMS. • Continue to review staff resource mobilization responsibilities at all levels. • Assess the use of AI-driven solutions to streamline data collection and analysis. 		

Opportunity 3: Enhancing Communication and Visibility			
Communications Impact	<ul style="list-style-type: none"> ● Evaluate the quality and impact of resource mobilization-related communications and advocacy activities to assess their effectiveness and identify areas for improvement. ● Continue to develop and distribute high-impact donor communication resources using the most effective channels. 		
Opportunity 4: Strengthening Donor Engagement and Partnerships			
Engagement Strategy	<ul style="list-style-type: none"> ● Review the level of implementation of the 2025 donor engagement plan and calendar – assessing whether the planned engagement was at the level expected. ● Integrate areas requiring improvement identified in the 2026 donor engagement calendar. ● Update the comprehensive donor mapping table – including adding new donors and re-ranking to identify additional opportunities. ● Continue to engage with partners and networks, including at meetings and conferences. ● Continue the “CTF 100% Campaign” expanding it to push for increased amounts in voluntary contributions. 		

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CEP Facebook Analysis 2016

Ecosystems Division Communication Plan

Standard Operating Procedures and Guidelines for UNEP Social Media

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UNEP DEPI Communications Strategy 2010-2013

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UN Environment Support for the Implementation of Sustainable Development Goal 14

Website Content Strategy for UNEP CEP rev 1