Federated States of Micronesia

Ridge to Reef Project

Communication Plan

"Protect our Home, from Land to Sea"

Contents

_____

Acronyms

BPM	Blue Prosperity Micronesia	MC	Micronesia Challenge
CBD	Convention of Biological Diversity	MCT	Micronesia Conservation Trust
CBO	Community-Based Organization	METT	Management Effectiveness Tracking Tool
CCS	Chuuk Conservation Society	MPAME	Micronesia Protected Areas Management Effectiveness
COM	College of Micronesia	NGO	Non-Governmental Organization
CSP	Conservation Society of Pohnpei	PA	Protected Area
DECEM	Department of Environment, Climate Change and Emergency Management	PAN	Protected Area Network
DMR	Department of Marine Resources	PIU	Project Implementation Unit
DREA	Department of Resources and Economic Affairs	PREL	Pacific Resources for Education and Learning
ELA	Environment Landowners Association (Yela, Kosrae)	R2R	Ridge to Reef
EPA	Environmental Protection Agency	R&D	Resources and Development (Department of)
EU	European Union	SEA	Strategic Environmental Assessment
FSM	Federated States of Micronesia	SLM	Sustainable Land Management
GEF	Global Environment Facility	SPC	Pacific Community
GIZ	German Corporation for International Cooperation GmbH	SPREP	Secretariat of the Pacific Regional Environment Program
IEMP	Integrated Environmental Management Plan	TAC	Technical Advisory Committee (R2R)
ILMP	Integrated Land Management Plan	TNC	The Nature Conservancy
iREi	Island Resource Education Initiative	UNDP	United Nations Development Programme
KCSO	Kosrae Conservation and Safety Organization	UNFCCC	United Nations Framework Convention on Climate Change
KIRMA	Kosrae Island Resource Management Authority	USDA	United States Department of Agriculture

Visual comparison between a carefully protected and managed island system (on left) and an area that is suffering from a range of bad land use and marine practices (on right). Image courtesy of PBS Learning Media

The Ridge to Reef (R2R) promotes a ''whole-of-ecosystem' or integrated management approach. R2R works to demonstrate the inter-connections between natural and social systems from the mountain 'ridges' of volcanic islands, through coastal watersheds and habitats, and across coastal lagoons to the fringing 'reefs'. Important project actions involve sustainable land use and forestry practices and balancing coastal livelihoods and biodiversity conservation.

Acknowledgements

Photo credits: All photographic images used in this Plan are by the FSM R2R project unless otherwise titles.

Guide to the communication plan

Guide

Guide to the Plan

Outlines the structure and purpose of the Communication Plan and who will use it.

1

Priority actions

Identifies 3 priority actions to be implemented by R2R and partners, with brief descriptions. Detailed planning checklists for all 3 actions are provided in the Annex.

2

Background

Outlines the R2R project and the main interventions it uses to address environmental challenges in the FSM.

3

Communication needs, challenges and good practice

Summarises good practice communication approaches derived from what has been learnt about environmental communication in the FSM.

4

R2R strategic communication framework

Assembles the full set of R2R issues requiring communication attention under 4 themes, each with 1 communication goal and a number of objectives (priority actions indicated).

5

Communication planning steps

Sets out the 6 step process for planning, developing and implementing communication actions and outlines relevant information and considerations.

Annex

Annexes

3 priority actions – planning checklists; environmental issues in the FSM; summary of consultation input; list of main audience types; full set of R2R communication actions; allied organisations; helpful resources.

Purpose

This communication plan will steer the FSM R2R project in how to target, prioritise and implement its communication planning, resource allocation and specific actions for effective communication. This will also involve working in a coordinated way with allied communication actions being developed and implemented by project partners.

The intended outputs of this communication plan are:

- Recommend priority actions and how they are to be designed and implemented
- Build capacity in project staff to design and implement communication actions
- Promote the benefits of the R2R project - what it's for, what it does, and results
- Raise awareness about specific environmental issues and what can, and has been, done to respond to them
- Strengthen relationships with important target audiences
- Influence attitudes and behaviour on specific issues
- Impact public opinion about specific issues
- Strengthen joint communication linkages with related environment focussed projects across the FSM
- Establish a useful roadmap for ongoing communication initiatives for environmental projects in the FSM, beyond the term of the GEF5 R2R project.

Who will use the plan?

This communication plan is to be known, understood and used as a guide by the main groups shown below. It will build their capacity and independence to support, consider, initiate, plan and implement effective communications actions under the R2R project. A more detailed list of allied project organisations is provided in Annex F.

*A **'user'** of this communication plan is most likely to be someone who does not have a professional communication background but is someone who has their hand on the pulse of their local audiences and the local issues, is motivated to drive environmental change and can appreciate that there are logical steps involved in using communication in ways that have impact.

Main users	Use of the plan
FSM R2R project staff at national and state levels	• To identify communication needs and develop, coordinate and implement targeted actions and work with implementing partners as needed
FSM Department of Environment, Climate and Emergency Management DECEM (national)	• Executing agency for the R2R project that will endorse the Plan and support the project communication direction
FSM Department of Resources and Development R&D (national)	• Principal implementing agency for the R2R project that will endorse and support the project communication

	direction and help drive communication actions (PA focus)
Government implementing partners in each state (i.e. Yap EPA, Yap R&D, Chuuk EPA, Chuuk DMR, Pohnpei EPA, Pohnpei R&D, KIRMA, Kosrae DREA)	• As supporting agencies for SLM and/or PA actions in each state, they will understand and support implementation of communication actions and help carry forward specific communication actions
FSM R2R Steering Committee (government members at national and state level)	• Provide overall guidance and policy direction to the implementation of the project and understand and support implementation of communication actions and, where appropriate, carry forward specific communication actions via individual positions and roles
FSM R2R Technical Advisory Committees (government and non-government members at state level)	• As a local communication and discussion platform comprising all implementation partners plus other stakeholders involved in the R2R project implementation, they will understand and support implementation of communication actions and, where appropriate, carry forward specific communication actions via individual positions and roles
Project partners (e.g. MCT, TNC, CSP, CCS, KCSO, Yela, College of Micronesia Cooperative and Research Extension Services)	• To work with the FSM R2R Project Implementation Unit to support communication needs and develop coordinated, targeted actions in collaboration with various partners and stakeholders
Related organisations and projects (e.g. Rare, IREI, PREL, Locally Managed Areas network, Blue Prosperity Micronesia)	• To work together with the FSM R2R Project Implementation Unit and state staff to link communication messaging and to convey a cohesive, collective approach to environmental improvement
Project champions	• To be supported by R2R Project Implementation Unit and implementing partners to contribute their capacities to communication actions
Funding agency (GEF, UNDP)	• To be familiar with, and support, the R2R communication direction
International (i.e. USDA, EU)	• To be aware of the R2R communication direction

Assumptions underpinning implementation

- A process occurs to ensure that project staff and committees, implementing partners, allied project partners and relevant stakeholders:
    - o know about the communication plan and its purposes and the way it is intended to generate effective communication actions
    - o understand that a communication campaign responding to the large number of important issues is not possible during the remaining the current R2R project timeframe, but that a small number of actions are prioritised

- R2R project implementing staff have communication activity and timeframes established in their workplans
- As there are many government and non-government organisations involved in an array of campaigns and projects with environmental improvement objectives, including communication activities, it is essential that coordination occurs and collaborative efforts are made to assist each other understand the respective project efforts and to unite messaging wherever possible.

1. Priority actions

This communication plan recommends three actions to be developed and implemented in the short to medium term. These are summarised briefly as follows with full details provided in Annex A. They are derived from the requirements, analyses and recommendations of the GEF R2R Project Document and a range of other relevant reports and plans, and consideration of the inputs shared through surveys and direct consultation undertaken in August 2020.

Theme 1. Ridge to Reef - protecting our home from land to sea

Issue - the basic concepts and principles of an integrated ridge to reef system are not well understood or acknowledged across a broad range of stakeholders	**Communication action 1** **'interdependent people and places'** The broad population of the FSM will have opportunity to see, hear about and understand a visually appealing illustration displaying the typical High Island components of R2R ecosystems and typical activities and impacts that occur from mountainsides, down through hills, waterways and forests, onto the low coastal areas and lagoons and out to the reefs

Benefits - people that live, work or use resources within the ridges to the reefs, or are involved in making decisions about places on it, will be able to picture where and how they have impact

Theme 2. Sustainable land use - ecosystems management and rehabilitation

Issue - people want to know in honest terms how their primary interests and needs could be maintained or improved by conducting their activities in ways that better sustain soil, water and forest resources	**Communication action 2** **'good for family, community and neighbours'** Local communities as well as crop farmers, livestock farmers, hunters and timber getters in each state will have participated in on-site demonstrations about good land use practice and hear about the personal and wider benefits that can result

Benefits - people see and hear first-hand that change toward improved practices is possible

Theme 3. Effective management of existing and new protected areas

Issue - achieving PAN commitments involves an array of site prioritisation, governance, cultural, legal, planning, administrative, financial and operational frameworks which can lead to confusion, misinformation, controversy and unrealistic expectations	**Communication action 3** **'important areas and how they can be protected'** Those who do PAN planning work or those who own, manage or rely on areas that become part of the PAN will have received an information product that helps to explain the current and desired state level PAN and an explanatory 'chart' depicting the full set of components and decision points that are involved in designating a protected area, from site identification to final designation, management plans and monitoring

Benefits - the PAN becomes a more concrete spatial vision and the main stakeholders become more familiar with the designation processes and the implications of PAN site designations

2. Background
_____

2.1 The Ridge to Reef (R2R) Initiative

Marine and terrestrial biodiversity and ecosystem services underpin social well-being and the economy of the Federated States of Micronesia (FSM) and are vital to food security. These resources and services are being undermined by unsustainable natural resource use and practices, spread of invasive alien species, the impacts of climate change and the limitations of government to effectively implement its programs and policies.

Image courtesy of SPREP

The R2R Initiative seeks to shift the management of natural resources from an ad-hoc species/site/problem focussed approach to a complete ecosystem, or "ridge to reef" approach. This means that all parts of the natural environment from mountain tops and forested hillsides, waterways, and out across coastal land and seas including coral reefs, are understood to be one closely interlinked system.

An action in one part of the system, either good or bad, will affect another part of the system.

2.2 R2R in the FSM

The R2R project in FSM promotes an integrated approach towards sustainable land management and biodiversity conservation. It is working to reduce conflicting land-uses, improve the sustainability of terrestrial and marine resources and maintain the flow of vital ecosystem services that support the livelihoods of local communities. It seeks greater awareness and knowledge and the participation of all stakeholders in achieving the right balance between environmental management and development needs.

On the High Islands of FSM, the R2R project supports sustainable land management practices and builds capacity to effectively manage the existing and expanding terrestrial and marine protected area network. The shift to an ecosystem-based approach at National and State level will ensure that whole island systems are managed to enhance ecosystem goods and services, to conserve globally important biodiversity and to sustain local livelihoods.

R2R Project overall goal and objectives

The **project goal** is to implement an integrated "Ridge to Reef" approach to enhance ecosystem services, to conserve globally important biodiversity and to sustain local livelihoods. in the the States of Yap, Chuuk, Pohnpei and Kosrae.FSM.

The **project objective** is to strengthen local, State and National capacities and actions to implement an integrated ecosystems management through "Ridge to Reef" approach on the High Islands of the four States of the FSM.

The project has two key interventions:

1. Integrated ecosystems management and rehabilitation on the High Islands of the FSM to enhance Ridge to Reef connectivity

2. Management effectiveness enhanced within new and existing PAs on the High Islands of FSM as part of R2R approach (both marine and terrestrial)

These two interventions involve:

- Working with National and State public institutions and agencies (NGOs) to develop systemic, institutional and individual capacity for implementing Sustainable Land use Management and establishing and administering Protected Areas.
- Working with State level public institutions and agencies to develop institutional and individual capacity for site-based and landscape-level Sustainable Land use Management and Protected Area planning, implementation, management, enforcement, and monitoring and,
- Engage with local communities and individuals at the site-level to implement Sustainable Land use Management practices and improve Protected Area management effectiveness.

The FSM R2R project works on many practical fronts including policy frameworks, protected area designation and management planning, biological surveys, environmental monitoring and capacity building. An important part of the R2R project is to **effectively communicate** about the project itself and about environmental problems and how they can be reduced and better managed.

2.3 The current situation

The FSM, like many countries, faces a challenging array of issues, including those concerning environmental quality. However, aspirations for a well-respected, protected and sustainably managed natural environment have always been, and still are, the core values underpinning island culture.

The GEF5 Pro-Doc for the FSM R2R project identified issues of concern (bio-physical, systemic) for the natural environment with most of them being typical of issues experienced in many Pacific countries and teritories (a detailed list of environmental issues is provided in Annex B):

Environmental challenges		
• Ecosystem degradation and biodiversity loss, particularly aquatic • Overfishing and overhunting	• Forest clearance • Land and water pollution • Invasive species • Climate change • Coastal urban growth	• Integrated policy • Implementation response capacity • Coordination

While there remains some distance to go with improving awareness about these challenging issues, the environment topic is not as secondary, mystifying or fearful as it once was. It is fair to say that a noticeable groundswell of genuine enthusiasm for environmental attitude change is in motion across the FSM. There are many individuals, communities, environment project staff, government officers and leaders who contribute to this momentum and work vigorously to inspire and engage others.

3. Communication needs, challenges and good practice

A standard objective found within numerous reports, reviews, studies and plans concerning the natural environment in the FSM (and elsewhere) is to "build knowledge", "increase awareness", "provide education" or "change behaviour". However, the specific ways this is to be done, and done appropriately and effectively, is generally not set out in any detailed fashion. This presents challenges for those who are charged with the task of "increasing awareness" in terms of knowing where to start and how to carry out communication that is likely to get results.

Communication about environment projects and issues are often done 'on the run' and without the level of necessary planning or consideration of value for effort. It can be in response to triggers such as a specific issue or interest opening up, release of a scientific report or technical study, a chance to join with a related project on its communication work, a new political direction, law or policy, or a funding opportunity arising.

Examples of exceptions to these more ad-hoc approaches include: a Communication for Conservation workbook developed by the TNC; creation of four state level communication plans for the Micronesia Challenge (2011-2013), although there are lessons to be found in the challenges that these plans had in commencing their implementation (not sufficiently specific, too ambitious, shaky funding, staffing shortfalls); and a targeted communications strategy for improved inshore fisheries management in Pohnpei state produced by *Rare,* although its implementation has been disrupted due to COVID-19.

Communication actions about environment projects and issues have been occurring in the FSM for many years through many organisations. Some of the communication ideas and activities have had impact in big, long lasting ways, some in more modest, less visible ways and some have had had almost no impact or have lost momentum.

> The 2019 mid-term review for the FSM R2R project identified that communication effort needed to be intensified to ensure that the project and its purposes were better and more widely understood. Further, specific implementation actions would be more effective and durable if supported by well-planned communication approaches, products and activities.

3.1 Consultation outcomes

From review of relevant reports (themselves involving consultation) and through surveys and direct consultation undertaken in August 2020 toward developing this communication plan, the following situation summaries have been formulated (full results provided in Annex C):

Survey

To work around the inability to conduct face to face consultations due to the COVID-19 pandemic, a survey form was developed comprising seven prompting questions concerning communication issues relevant to the R2R project communications and was circulated to invite responses over a 10 day period. A total of 57 responses were received and the source groups are shown as follows.

R2R partners	R2R project staff	DECEM staff	R2R Steering Committee	Other
46%	22%	3%	12%	17%

The detailed summary of responses to the survey are provided in the Annexes. The comments that were given higher preference are summarised as follows: *(Note that these summarised results do not exclude other valid communication issues or good ideas. They merely represent those that are generally at the forefront of thinking by people involved in environmental work)*

Results of the consultation survey tick-a-box questions	
1. What mediums could be used to strengthen the R2R Project message delivery?	• social media (e.g. Facebook) • radio • videos produced by community • poster and photos • site demonstrations and practical activities • local signboards • newsletters • face to face presentations
2. Who are important people or groups to target in the R2R messaging?	• traditional leaders • local communities • fishers and farmers • community-based organisations • state or national government officials • school children
3. How could the R2R Project influence people to make good decisions about the natural environment?	• participation in environmental monitoring, demonstrations and other practical hands-on activities • creating and presenting case studies • providing more technical information • youth leadership opportunities • structured school courses
4. What type of information about the natural environment can really capture attention?	• hearing about or seeing an environmental problem firsthand • hearing about a local community success story • knowing when a resource might run out
5. How could awareness about the impacts of harmful activities on the natural environment be strengthened?	• practical involvement in conservation • enforcement and fines • running site demonstrations • elders sharing traditional ways • knowing the impact on the next generations
6. Which people who could have the most positive influence over others by contributing to R2R messaging activity?	• respected community members • traditional leaders • a fisher, farmer or hunter who applies good environmental practices • elders who know traditional ways • women's networks
7. What are the main barriers in communicating good messages about the R2R Project?	• other priorities – income, jobs, infrastructure development • insufficient feedback to community about research and monitoring • confusion in differentiating between the large range of environmental projects • low political will

Direct partner and stakeholder consultation

To supplement the process of seeking responses through survey forms, a series of consultation conference calls were convened to allow people to verbally share their experiences with environmental communication in the FSM. The groups engaged through the calls were DECEM, the R2R Steering Committee, some R2R TAC representatives, R2R national and state project staff, project partner representatives (MCT, TNC, Rare, PAN via the R&D and the state PAN offices) and community representatives. The prominent comments that emerged from these calls are summarised in brief as follows: *(Note that these summarised results also incorporate the additional written comments made by some respondents when completing the tick-a-box survey form and that were then reinforced during the consultation calls. These results also capture comments from the FSM R2R mid-term review concerning communication issues and needs):*

Livelihoods and families first	Ensure environmental messages are about people and their needs
Promote success	Promote people and communities who are doing something positive and achieving success and are willing to share their experiences
Make it local and visual	Use familiar local faces, places and practices in depicting messages
Next generation thinking	School children are an available and receptive audience for environmental communication and can also be active leaders, advocates and project participants
Important messengers	Strong, appealing champions are excellent people to convey messages (e.g. elders, youth, women, politicians, traditional leaders, respected community people, pastor, teacher)
Leaders and decision-makers	It is essential that people with leadership roles or decision-making powers are sought out and their attention gained
Don't reinvent the wheel	Reinforce or connect with existing, effective, environmental communication campaigns rather than commencing fresh efforts or duplicating them
Stimulating interest	Make communication activities fun, practical, memorable, appealing, rewarding
Communication mechanisms	Some important examples include radio, face-book, short videos, stories, smartphones, church gatherings

3.2 Communication challenges

The consultation input also identified the following key communication challenges that need to be considered and addressed (detailed listing of challenges is provided in Annex C). Not many ventures in life are all smooth sailing, and barriers and challenges need to be accepted as a normal part of planning. Challenges can also help to focus and sharpen planning work and to open new and better ways of doing things.

Communication challenges	Sample solutions
Communication capacity and skills	Conduct specific training and mentoring
Income loss concern	Provide real examples of suitable income supplements

Information overload	Create a simple 'navigation' chart connecting all projects
Priority balance for decision makers	Short sharp information that cuts through and stands out
What does R2R mean, and do	Widespread circulation of infographic style products
Unrealistic expectations	Honest information without overstated project ambitions
Organisational logistics	Use checklists to ensure no logistic details are overlooked
Coordination	Shared hosting of annual inter-project event forums
Infrastructure quality	There will be a technology workaround for all audiences
Language	Use of local language whenever required
Results 'lag'	Give truthful results timeframes if beyond project timing
Equity	Environmental communication reaches all citizens
Funding	Encourage self-motivated capacity to counter fund shifts
COVID-19 pandemic	Learn innovation from the challenges thrown up
Continuity	Projects create visible legacy products before completion

3.3 Good practice communication principles

The experiences shared by respondents to this communication plan, and those from similar places and communities regionally and globally, have been examined and some key principles have been derived for environmental communication in the FSM, as follows.

Good practice communication principles
• Make an emotional, personal connection with your audience
• Understand and respect the values, needs and priorities of others
• Keep messages short and simple - less is more
• One image can be better than a thousand words
• The 'watching and doing' greatly reinforces the 'written and spoken'
• Facts on their own may not have much impact
• Decision makers and influencers can be very important people to be connected with
• Work with people and groups where there is the best chance to influence
• Aim for incremental change - small steps add up
• Communication actions on an applied programmatic approach can be more effective than one-off activities
• Highlighting a problem is OK, but also show the positive and successful side so change feels possible and people are inspired to act instead of worrying that the problems are just too big
• Be S.M.A.R.T. in communication efforts - Specific, Measurable, Achievable, Realistic, and Timely.

4. R2R strategic communication framework

Communication for environmental improvement should capture peoples' hearts and minds by connecting in positive ways with their values, interests, culture, emotions and needs.

When done successfully, a communication process can change how people interact with their natural environment and strengthen their desire to protect it.

To do this, a strategic approach to communication efforts provides the best chances of influencing how individuals and groups understand, make decisions, set priorities, act and behave when it involves their natural environment.

> **What is communication?**
> The process of providing or exchanging information by speaking, writing, using social media, videos, demonstrations, visual arts, signs and many other mediums.

> **What is 'strategic' communication?**
> The _purposeful_ use of communication to achieve a specific goal or outcome.
> Being _strategic_ involves identifying and understanding the issues or problems, establishing goals, considering the audience, creating good messages and using effective methods to provide messages in ways that get attention and have impact.
> Being _strategic_ helps achieve clarity on what the real and underlying problems are and how to respond to them thoughtfully. It requires making decisions that are structured, focussed and smart.

4.1 Communication aim, goals and objectives

The overall **communication aim** for the FSM R2R project is:

> To promote an integrated approach for sustainable land management and biodiversity conservation by seeking greater awareness, knowledge and participation of all stakeholders in balancing environmental protection and management with lifestyle, livelihood and development needs.

Beneath the overall **communication aim** sit four (4) **thematic communication goals** that align with the achievement of the overall R2R project goals. Identification of these goals is based on the requirements, analyses and recommendations from the GEF R2R Project Document and a range of other relevant reports and plans, and consideration of the inputs shared through surveys and direct consultation undertaken in August 2020.

The goals are supported by a number of **objectives**. These objectives provide the basis on which detailed communication **actions** are developed.

Three (3) objectives are highlighted for immediate **priority** action. Section 5 and Annex A provide extended information on how these priorities are to be developed.

As well as the priority objectives, additional objectives are identified. These extra objectives address the full scope of important issues that should continue to be considered for communication effort, either through R2R, or allied or future projects as and when time and resources are suitable (these are provided as an extended set of action checklists in Annex E).

Theme 1.   Ridge to Reef - protecting our home from land to sea

Goal

People who live within, use or make decisions about any part of the ridge to reef system, now or in the future, understand the places, interactions and inter-dependencies that exist along the entire system and the enormous values and benefits available when they are allowed to function together in a healthy way.

Key issues	Objectives
The basic concepts and principles of an integrated ridge to reef system are not well understood or acknowledged across a broad range of stakeholders which weakens the positive objectives that R2R wishes to see achieved	*__Priority__* ***'inter-dependant people and places'*** *Illustrate the holistic, integrated concepts of Ridge to Reef and the close connections between all terrestrial, coastal and marine systems along the R2R continuum and how they function and interact*
Links between specific environmental actions may not impart sufficiently clear or prominent associations with their beneficial contribution to big societal concerns, individual interests and needs and the 'future'	**'small actions add up'** Connect specific and site based environmental projects and actions to the contribution they make to broader sustainability objectives including food and water security, health, livelihoods, culture, safety, and climate change
Economic values associated with a healthy environment are valuable and diverse but not readily visible. Yet if these values are calculated in financial wealth terms and simply presented, they can make a compelling argument for conservation, especially to leaders and decisionmakers who are accustomed to seeing commodities given an economic value	**'a healthy natural environment makes a big contribution to the economy'** Make the economic case for the goods and services that biodiversity and functioning ecosystems provide to ensure long-term social well-being and economic sustainability ('the value proposition') # Note that this aim does not diminish or preclude the broader values of biodiversity that exist beyond purely economic values
In addition to site based and community oriented environmental project activity, the development and upholding of environmental protection and management policies, laws and planning processes involving land and sea areas is an essential expectation underpinning the achievement of R2R objectives	**'yes, good policy is essential'** Build support, participation and understanding for the development and defence of environmental policy, laws and regulations and integrated planning processes and their vital impact in supporting the protection and wise management of natural resources

Theme 2.   Sustainable land use - ecosystems management and rehabilitation

Goal

People who use, plan or make decisions about the land, understand the full extent to which their actions ultimately affect their own futures and that of their families, their communities and their constituencies.

Key issues	Objectives
Knowing why and how land resources (soils, water, forests) should be protected or improved is important, however what people also want to know about in honest terms is how their primary interests and needs could be maintained or improved by doing farming, hunting, timber getting or other land use activities such as infrastructure and urban development, in ways that sustain land resources	***Priority*** ***'good for family, community and neighbours'*** *Convey the direct and indirect benefits that can result from supporting or participating in sustainable land use management and agricultural practices (e.g. Dry litter piggeries, Sakau Grow-Low, Slope Agriculture Land Technology SALT farming)*
Promotion of an environmental action that involves changes to the way natural resources are used may only be accepted if it can be shown that there are opportunities available to fairly and suitably replace any livelihood or income reductions that occur	**'expanding livelihood opportunities'** Demonstrate that there are viable alternatives to particular livelihood, income generation and economic gain activities that have a damaging and depleting effect on natural resources
Ongoing clearing and degradation of forest is an unsustainable trend that has direct negative impacts on essential resources such as fresh water supply, productive soil and marine life. As well as working to reduce the clearing of new forests wherever possible, vegetation restoration is a relatively easy and proven method for offsetting clearing, maintaining areas not for future clearing, protecting natural resources and developing environmental awareness through community participation	**'healthy watersheds'** Showcase results that have been observed or measured about the condition of watersheds and their nearshore reefs, and including benefits to communities, as a result of restoring cleared areas by planting trees, vegetables and other suitable cover crops

Theme 3.   Effective management of existing and new protected areas

Goal

All PAN stakeholders and implementation personnel are fully aware of the areas of interest for protection* at state level and the processes, commitments and benefits involved in becoming, and maintaining, a designated site within the FSM protected areas network

*As defined in the National Protected Areas Network Policy Framework

Key issues	Objectives
Areas of high biodiversity, key habitats, and other valuable resources that have been identified by conservation planning techniques as being of interest for formal protection may not be well known or understood by those who need to do the planning work to advance their protection or those who own, manage or rely on those areas, and particularly within nearshore marine areas. *Achieving the commitments made under the CBD, the Micronesia Challenge and the National Protected Areas Network Policy Framework, involves a complex web of governance, cultural, legal, planning, administrative, financial and operational frameworks. These arrangements and their purposes are challenging for people to grasp, can bring about variable expectations and may involve the spread of inaccurate information.*	*<u>Priority</u>* *'important areas and how they can be protected'* *Display the areas that are considered important enough to be considered for inclusion in a state's terrestrial and marine protected areas network and explain why they are so important for people and the ongoing availability of natural resources.* *Additionally, condense and portray the overall aspirations and processes for a protected areas network in simple, clear terms including candidly expressed information about custodianship, government responsibilities, implementation realities, the pace of roll-out, community obligations, funding uncertainties, project support and training opportunities*
Managing protected areas effectively is a principle component of the FSM R2R project however the importance of the benchmarks and evaluation processes required to determine whether a protected area is more than just a designation and is really achieving all the benefits expected to come from its designation (i.e. community wellbeing, improved biodiversity, access to resources) may not be clear to all stakeholders	**'is management being effective'** Utilise an accepted management effectiveness framework (e.g. MPAME, METT, Micronesia Challenge Monitoring Protocols) as a basis for illustrating the main elements that are used to determine the extent to which the management of a protected area is achieving its desired outcomes

Theme 4.   The FSM R2R project – publicising the work and achievements

Goal

The purposes, activities and successes of the FSM R2R project and its links to the overall environmental aspirations for the FSM and its people, are clearly broadcast to a comprehensive range of target audiences across all states and particularly to those that have authorities, capacities or prospects to see the R2R concept continue forward in similar forms.

Key issues	Objectives
The full scope of the R2R project is not sufficiently understood across a broad range of stakeholders which weakens the positive objectives that R2R wishes to see achieved. Further, the purpose of the R2R project and what it supports can be lost amid an abundance of related activity done through similarly focussed organisations and projects resulting in stakeholders tuning out due to environment project information 'fatigue'	**'the R2R project contribution'** Illustrate what the FSM R2R project undertakes and the benefits it does, and can, deliver for key stakeholders including giving clarity for stakeholders about the level of participation that may, or may not, be expected and reduce confusion in the minds of stakeholders by simply and clearly explaining the linkages, and points of difference, between R2R and other environmental improvement projects
A risk in the FSM associated with having such a large number of similarly focussed organisations and projects engaging with the same assortment of issues and stakeholders is that the inherent competition between organisations for profile, recognition and funding opportunities can work against open collaboration, readily offered support, and promoting each projects objectives, work and successes	**'working together for the same purpose'** Project partners acknowledge the need for collaboration to promote mutual aims and, wherever possible, to develop and apply consistent, unified, high level statements and messaging to depict how all the individual projects, their slogans and their efforts fit together for common purpose
Due to the cyclical nature of funding and political and leadership commitment, and emerging priorities, environment projects are often 'start-stop' and strong aspirations, dedicated stakeholder engagement and good work can reach conclusion points with much work still to be carried forward and with stakeholders left wondering what next	**'sustaining messages'** Cultivate and support those leaders, advocates and communities who have the inherent drive, capacities and base resources to carry forward R2R aligned aspirations and messages, including activities where possible, beyond the project cycle

5.   Communication planning steps

_____

The following 6 steps set out the standard pathway for anyone undertaking a structured approach to communication planning. These steps are applied to each of the priority actions. A full set of specific information for each priority action is provided in the action planning checklists in Annex A. Information for additional actions is provided in Annex

Step	What to do
Action focus	Refer to the relevant goals, issues and priority objectives in the Strategic Framework (Section 4). Identify what you want to achieve in response to a certain issue. From your understanding of the issues, ask yourself what sort of change or improvement is needed, decide on ways this could occur, and develop an outcome or action statement.
Context	Review all factors that might help or hinder achieving the goal, objective and action. Using the prompting checklist of typical, practical considerations shown below, decide how each factor might affect how a communication need or idea should proceed and any useful opportunities that may be available.

• Available budget and resources (staff, helpers, materials) • Known barriers and challenges (COVID-19) • Existing workload and priorities • State or location specific considerations • Timing • Opportunistic events	• Organisational logistics (i.e. venue, transport, entertainment, materials, support people) • Competing initiatives, ideas, interests, issues • Professional services required • Organisation relationships	• Risk situations • Current or pending plans, laws, policies, regulations • Critical dependencies for success • Allied project initiatives • _# Reflection on relevant lessons and experiences_

Context is presented once only above as a reference checklist. It is not repeated or elaborated in the detailed planning checklists in the Annexes A and E. This is because specific communication actions will involve a set of contextual issues that will usually be unique to the time and place that a particular action is going to occur.

Target audience	List all the important audiences that should be reached, supported or utilized in achieving your objective. Then put yourself in their 'shoes' to assess what they are likely to be most interested in or concerned about. The R2R project is a geographically all-encompassing initiative with aspirations connected with most sectors of life across the FSM and requires engagement with a multitude of partners and stakeholders. It is difficult to narrow the number of audiences for the projects' communication focus without the risk of alienating or omitting certain audiences that could benefit from project messaging. For optimum communication impact, some issues inherently require a broad-brush approach to audience inclusion. For other issues, a more concentrated set of target audiences is sufficient. Then there are issues for which the ideal approach is to involve a diverse target audience, but for practical reasons, the audience groups need to be

	prioritised by determining where the best impact could be achieved with the available resources and effort. Importantly, the general characteristics of each target audience should be analysed – what might be their typical interests and concerns when receiving certain information. As far as possible, try to 'stand in the shoes' of someone in the audience you are thinking about. Audience age will influence which modes of communication are most suitable (e.g. youth may prefer Instagram to Facebook and may not listen much to radio). Gender, and even different occupations, may come with certain preferences in how they like to receive information across a range of communication mediums. # A checklist provided in Annex D identifies a range of audience types that could be targeted as important recipients of R2R information or messaging.
Messaging	The type of message developed is dependent on the target audience that it is intended for. The things that appeal to them most, along with their main interests and concerns, will provide the message 'ingredients' and guide the way messages are created to engage those audiences and offer appealing solutions. While there can be similarities or repetition in the overall message content for a certain action, there will be small differences that will need to be considered for each audience. The detailed tables provide guidance on the trigger information and issues that should be incorporated into message content.
Delivery	Once target audiences have been identified and the message characteristics that suit the different target audiences are determined, then suitable modes of delivery are considered. Again, modes of delivery need to suit the audience type. Effective delivery involves a thoughtful combination of: the right people to coordinate message delivery or to be the ones to directly convey messages; the types of activity opportunities that could provide a positive setting for delivering messages, and; the products and materials used to present messages.
Evaluation	It is important to know if a communication action has had the intended impact. This is usually done by measuring against a pre-set target. For short project timeframes, an evaluation of communication 'output' (activity that has occurred) might be the only realistic way of measuring progress. Over longer timeframes, an evaluation of communication 'outcomes' (actual changes or improvements to an issue) is possible because sufficient time may have passed to allow for change to be observed. Although the primary aim is to determine if there has been positive change in a fundamental issue (e.g. more or better managed PAs, less soil erosion, cleaner water, more big fish) it needs to be accepted that these may only be observed over longer timeframes. For the actions in this communication plan, examples of indicative short term targets could be: numbers off field demonstrations completed or participants involved; numbers of media interviews completed; communication product produced and shown to target audiences, or; number of briefings provided to leadership groups. Example evaluation targets are listed in the tables for each priority action in Annex A. More precise indicators can be considered as the actions are being developed in full.

Important tips for the 6-step process

- It is important to reflect on the many documented experiences, lessons and good practice insights acquired in environmental communication in the FSM and how they should be considered in newly developed communication actions. Useful lists of communication lessons and experiences with specific relevance to the FSM is provided in Section 3 and Annex C.

- It is quite possible, and recommended, to take advantage of 'mix and match' opportunities and to combine the audience, message and delivery components where suitable. In some situations, the target audiences may naturally overlap (i.e. a community setting that includes traditional leaders, resource users, women, youth, school children). Messages suitable for one audience may be almost the same for another audience. An audience or delivery opportunity might also allow for multiple messages to be conveyed at the same time as long as it's not overwhelming to the audience.

- There are similarities between some of the thematically based strategic objectives identified in the Strategic Framework (Section 4) and these can also be brought together around joint audiences, messages and delivery opportunities where suitable to do so.

- While the action planning steps may seem like an exhaustive process, this degree of detailed consideration, and digging out causal issues, motivations and interests, is essential if communication work is to achieve impact.

- Communication planning involves asking some hard, practical questions and always assume other people are generally not on board with your way of thinking or motivations and will have different values, perspectives and interests.

- The details provided for communication actions in Annexes A and E should not be considered as a total set of rigid considerations or the final or only solutions. They should be treated with some flexibility - as points of reference to stimulate questions, thoughts and ideas and to insert additional local knowledge and experience.

Action tables

The 3 R2R priority actions are set out as a toolkit, or guiding checklist, in table format in Annex A. They are based on the 6-step communication planning process.

The information in the tables is intended to provide a map of the thought processes and reflection questions to be worked through in designing and delivering tailored communication activities.

Annexes
_____

A. Priority actions – planning checklists

Theme 1. Ridge to Reef - protecting our home from land to sea
Action
The broad population of the FSM will have opportunity to see, hear about and understand a visually appealing illustration displaying the typical High Island components of R2R ecosystems and typical activities and impacts that occur from mountainsides, down through hills, waterways and forests, onto the low coastal areas and lagoons and out to the reefs.
Benefits - people that live, work or use resources within the ridges to the reefs, or are involved in making decisions about places on it, will be able to picture where and how they have impact

Target audiences – civil society + 1 priority national audience and 5 priority audiences in each state

Who	Main interests	Main concerns
FSM citizens	• Where do I live on the R2R illustration • Attaching R2R with a well-known environmental slogan • The land and sea continue to provide want I need	• Is R2R something to do with government • Is the government telling us that something is wrong with the ridges and reefs • Which project is this one about
President and Presidents Cabinet (heads of departments in national government)	• Economic values (eg; studies in Yap) • Current related policies are actively supported • Regional recognition • Support for achievement of agreed national and state environment commitments • Good news stories about departmental involvement	• Existing internal political context and policy priorities • Influence and priorities of the strong government departments (i.e. treasury, planning, foreign affairs, trade, infrastructure) • Implications for policy and legislation reviews • Budget allocations • Other big issues (e.g. COVID19, climate change)
Traditional leaders	• They are approached and engaged by R2R in ways appropriate to their status and jurisdictions • Why does R2R want to show this information – what does R2R provide • R2R is good for sustaining community wellbeing, food and water supply and incomes • Community wishes are supported • Traditional practices are reinforced • Being shown examples of R2R work • R2R provides useful help in getting actions done	• What is the current status of particular resources – (i.e. fish stock, soil cover, timber, water quality) • Government makes decisions elsewhere that can be bad for the environment, so why should we put in effort with R2R • How is economic prosperity assisted • Communities have extra demands put on them • Neighbouring communities don't do their share but still get advantage from a healthier local environment • Do R2R focussed efforts provide the necessary support (e.g. enforcement) • How long before results are seen
Local communities	• Provision of meaningful information • R2R is about people first • R2R efforts can bring people together in enjoyable ways	• Will R2R continue to support communities or is it another start-stop project run for 'government' reasons • Being under some type of enforcement scrutiny

	• Families, children and all genders and ages will benefit • Income streams are looked after • Being shown solutions • Change is possible	• Effects on daily life and existing incomes • How long before results are seen • Families disadvantaged • People have extra demands put on them without recognition or financial help • Neighbouring communities don't participate but still get advantage from a healthier local environment • Is R2R open to all communities
Farmers, fishers, hunters, timber getters (* could include other target audiences along the resource supply and sale chain)	• R2R might lead to a better life for me and my family • Financial or technical assistance available • Realistic additional livelihood options and income streams are possible and supported • Being shown solutions	• Is R2R targeting farmers, fishers, hunters (or others along the chain) for doing the wrong thing • Does R2R set new rules that have to be followed • Will R2R cost people money, limit activities or involve penalties • Is every resource user expected to improve their activities
School children	• R2R is something to be enjoyed through classroom and outdoor learning activities • Participation in real projects • Being shown solutions	• Is R2R part of schoolwork • Will I get tested on my R2R knowledge • Is my future safe and secure
Elected members (State, municipal)	• R2R is an important plank in economic development • Electoral support • Constituencies are supportive and are positively involved • Positive regional reputation is strengthened • Donors continue to be supportive • Being shown solutions	• Constituencies disadvantaged • Effects on economic prosperity • National challenges and aspirations (development, economic progress, Covid19, climate change) • Donors are happy with their project investment in FSM

Messaging – 'interdependent people and places'

Focus - basic concepts and principles of an integrated ridge to reef system are not well understood

Audience	Why does this issue matter to 'me'?	Solution and benefits
• FSM citizens • Traditional leaders • Local communities • Farmers, fishers, hunters, timber getters • School children • President and Presidents Cabinet (heads of departments in national government) • Elected members (State, municipal)	It is easy to forget how our activities affect others unless we are given clear reminders of the bigger picture As a responsible citizen of the FSM, it is important to think about the effects of everything we do in terms of how it might affect others Understanding the connections we have with the natural environment, as well as the effects we have on it, provides a good basis for responsible actions and decisions The traditional ways were all about respecting our islands and waters so the people had a good quality of life and the resilience to endure change and we need to maintain that respectful attitude toward our places and resources It's good to have people come in and show interest and concern for us and where we live	**Communication solution** Showing simple, locally appealing images and drawings that display all the High Island components of the R2R ecosystems continuum, how they fit together and with examples of typical activities, impacts and flow-on effects that occur along it

	Growth and economic prosperity are high national priorities for leaders and it is easy for them to overlook the fundamental importance of maintaining a healthy natural environment while seeking to achieve development goals and economic independence	**Benefits resulting**
26	Pending changes to the COFA with the USA mean that protection of natural resources will be more important than ever for economic, social and environmental reasons	People that live along the ridge to reef continuum, work or use resources along it or are involved in making decisions about places along it, will be reminded about the effects of their activities and the decisions they make
	State, national, regional and international reputation is at stake in displaying good stewardship over natural resources	

Delivery

Audience	Delivery opportunities (reaching the audience)	Products and materials	Messengers (coordination and/or direct delivery)
FSM citizens	• Displays in high visibility public spaces (e.g. village signboards, local shops and food markets, health centres, meeting halls) • Series of suitable radio or media information slots • Suitable websites • Facebook, You-tube • Displays • National or state 'event' days, shows, festivals, public holidays • Church events	• Large format wall banners and posters with stylised R2R illustration • Short video • R2R promotional merchandise • Fact sheets, newsletters • Prize offers	• R2R and PAN state coordinators • Suitable and supported champions
President and Presidents Cabinet (heads of departments in national government)	• Leadership forums • Special agenda item • Direct one-on-one meeting request • Relevant summits	• Briefing paper • Large format wall banner with stylised R2R illustration • Well prepared dialogue outline • A shared story • Photo opportunity and media release • R2R special messaging gift	• R2R national staff • Suitable and supported champions or advocates
Traditional leaders	As for civil society and local communities +: • Sakau ceremonies	• Large format wall banner with stylised R2R illustration • Well prepared dialogue outline • R2R special messaging gift	• R2R and PAN state coordinators • Suitable and supported champions, advocates or community 'go-betweens'
Local communities	As for civil society +: • Community meetings or gatherings • Environmental work field days	• Large format wall banners and posters with stylised R2R illustration • Well prepared dialogue outline • Short video	• R2R and PAN state coordinators • Suitable and supported champions • Members of the R2R Steering Committee and

		R2R promotional merchandise	State Technical Advisory Committees
	• R2R cross site exchanges		
Farmers, fishers, hunters, timber getters (* could include other target audiences along the resource supply and sale chain)	As for civil society and local communities +: • Technical workshops • Field days	• Large format wall banners with stylised R2R illustration • Poster with stylised R2R illustration • R2R promotional merchandise	• R2R and PAN state coordinators • Suitable and supported landowner farmer, fisher, hunter or timber getter 'champion'
School children	As for civil society and local communities +: • School visits • Classroom and outdoor activities • Field excursions • Environmental activity participation • Summer camps	• Large format wall banners and posters with stylised R2R illustration • Story telling • 'Where am I on R2R' activity sheets • Short video • iREi "Our Land" series • R2R promotional merchandise	• R2R and PAN state coordinators • Suitable and supported champions • Teachers • Parents and extended family
Elected members (State, municipal)	As for Presidents Cabinet, civil society, local communities	• 'Where is my constituency on R2R' highlighted • Poster with stylised R2R illustration • Short video	• R2R and PAN state coordinators • Suitable and supported champion or advocate

Evaluation checklist - short term target examples (December 2020 – December 2021)	
Activity	**Products, materials and resources**
• 2x displays in each state • 2x radio interviews in each state • 1x full page R2R promotion in each state newspaper • Series of R2R concept articles on Facebook and R2R website • 1x direct presentation at national leadership level • Direct presentations to 1x traditional and 1x government leadership in each state • 1x community meeting/event in each state • 1x cross site exchange in each state • 1x school activity in each state	• 1x champion selected and supported in each state • Production of – 1x large format wall banners, 1x short video, 1x fact sheet and 1x poster (can be adapted and reproduced as required for different purposes) • Speaking notes for standard R2R presentation • 1 x set of children's activity sheets based on iREi style

Theme 2. Sustainable land use - ecosystems management and rehabilitation

Action

Local communities as well as crop farmers, livestock farmers, hunters and timber getters in each state will have participated in on-site demonstrations about good land use practice and hear about the personal and wider benefits that can result

Benefits - people understand that change is possible when they can see and hear first-hand about a land or resource use that has previously been having undesirable environmental impacts and has then adopted improved practices and been able to prosper from that change

Target audiences – two (2) key target audiences in each state

Who	Main interests	Main concerns
Crop farmers, livestock farmers, hunters, timber getters	• A better life for me and my family • Financial or technical assistance available • Realistic additional livelihood options and income streams are possible and supported • Being shown solutions	• Are we being targeted for something wrong • Are there new rules that have to be followed • Will change cost people money, limit activities or involve penalties • Is every resource user expected to improve their activities
Local communities	• Provision of meaningful information • Families, children and all genders and ages can benefit • Income streams are looked after • Being shown solutions • Change is possible	• Will R2R continue to support communities or is it another start-stop project run for 'government' reasons • Being under some type of enforcement scrutiny • Effects on daily life and existing incomes • How long before results are seen • Families disadvantaged • People have extra demands put on them without recognition or financial help • Neighbouring communities don't participate but still get advantage from a healthier local environment

Messaging – 'good for family, community and neighbours'

Issue - the benefits of doing fishing, farming, hunting, timber getting or other land use activities such as infrastructure and urban development, in ways that help to sustain land resources, needs to be plainly demonstrated

Audience	Why does this issue matter to 'me'?	Solution and benefits
Crop farmers, livestock farmers, hunters, timber getters	Like anyone, I understand the need for good environmental practices, but I still need to continue providing for myself and my family – is it possible to balance the two	**Communication solution** Practical in person demonstration of a land or resource use that has previously been having undesirable environmental impacts and has then adopted improved practices and been able to prosper from that change
Local communities	Our entire community has always relied on using the local natural resources in ways that met our own needs and made sure the resources were long lasting - but now some of us have to make income from those resources to support our changing lifestyles	**Benefits resulting** People see that change toward improved practices is possible

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
• Crop farmers, livestock farmers, hunters, timber getters • Local communities	• On site demonstration days • R2R cross site exchanges • Field trips to showcase sites • Hands-on participation • Local radio and newspaper promotion	• 'Then and now' images (i.e. aerial maps showing changes in land use over time; comparative photographs) • Personal experience stories • Posters with stylised R2R illustration • Relevant technical summaries describing good land practices • R2R merchandise	• R2R State coordinators • Suitable and supported champions (people who have successfully changed their land use practices) • Relevant CBO representatives • Elders

Evaluation checklist - short term target examples (December 2020 – December 2021)	
Activity	**Products, materials and resources**
• 1x cross site exchange in each state • 1x specific field trip to showcase demonstration sites in each state • Case study on Facebook and R2R website • 1x radio interview in each state • Promotional story in each state newspaper	• 1x champion selected and supported in each state • Speaking notes for standard SLM presentation • 4x sets of state focussed satellite or other GIS maps showing changes in land use over time • 4x sets of state focussed comparative land condition photographs • 1x case study story of good land practices

Theme 3. Effective management of existing and new protected areas

Action

Those who do PAN planning work or those who own, manage or rely on areas that become part of the PAN will have received an information product that helps to explain the current and desired state level PANs and an explanatory 'chart' depicting the full set of components and decision points that are involved in designating a protected area, from site identification to final designation, management plans and monitoring

Benefits - the PAN becomes a more concrete spatial vision and the main stakeholders become more familiar with the designation processes and the implications of PAN site designations

Target audiences – One (1) national target audience and five (5) key target audiences in each state		
Who	**Main interests**	**Main concerns**
President and Presidents Cabinet (heads of departments in national government)	• Progress on national, regional (MC) and international (CBD) commitments • Good news stories about departmental involvement • Regional reputation	• Will the proposed PAN compromise other priority land and sea uses • What are the hold-ups in achieving the MC aspirations • Competing priorities for funds and resources • Falling behind with international commitments • Funding support available (i.e. trust) • Will the FSM have enough funds to continue toward achieving a comprehensive national PAN

		• Other big issues (e.g. COVID19, climate change)
Elected members (State, municipal)	• How are the important areas selected • Constituencies are supportive and are positively involved • Local communities get direct environmental, social and economic benefits	• Is it feasible to achieve the full proposed PAN shown on the maps • Will the proposed PAN compromise other priority land and sea uses • Are other states progressing faster with their PAN's or are they getting any other advantages • What are the hold-ups in achieving the state level MC aspirations • Competing priorities for funds and resources • Ongoing funding support available (i.e. trust)
State government staff (policy, planning, technical)	• What are our direct or indirect roles and responsibilities in supporting various pieces of the PAN jigsaw puzzle • The state PAN is rolling out smoothly • Good news stories about departmental involvement	• Different versions of the PAN have been around over time so what is the current officially endorsed PAN • The whole PAN process looks so complicated it might be too hard to achieve the targets • Where does the fundamental responsibility for various parts of the PAN designation process really lie
Traditional leaders	• The benefits of 'signing up' to the PAN • They are approached and engaged by R2R in ways appropriate to their status and jurisdictions • How are the important areas selected • R2R is good for sustaining community wellbeing, food and water supply and incomes • Community wishes are respected • Traditional practices are reinforced • Hearing the experiences from communities that are part of the PAN	• Why is this information being shown – what does R2R provide • How is economic prosperity assisted • Communities have extra demands put on them • Neighbouring communities don't do their share but still get advantage from a healthier local environment • Does necessary support come with 'signing up' to the PAN (e.g. funds, training, enforcement)
Local communities	• Why is my area considered to be environmentally important • Income streams are looked after • Hearing experiences from communities that are part of the PAN • Getting information about PAN designation processes in bite-sized chunks • Are communities rewarded for signing up to the PAN – do they get money, paid staff positions, training, equipment • Hearing experiences from communities that went through the PAN designation process • Who are our main contacts to help with PAN designation	• Is this just another start-stop government project • Will we experience restrictions if we are part of the PAN • Effects on daily life and existing incomes • People have extra demands put on them without recognition or financial help • Neighbouring communities don't participate but still get advantage from a healthier local environment • Can we trust the designation process and the well-meaning people who are engaging with us • Will the processes be relatively easy and eventually be successful • Will government have control over the sort of resource management we want to do in our PA
Representatives of local CBO's and	• Getting feedback about the experiences of communities that have gone through a PAN designation process	• People in communities experience disadvantage or additional responsibilities that are hard to manage • People turn to local NGO's or CBO's for help with PAN issues

Environment NGO's	• How can a local CBO or NGO best support those communities that are part of the PAN or are thinking about 'signing up' • Who are the main formal contacts to help with PAN designation	• Where does the fundamental responsibility for the PAN really lie • Understanding enough about the ins and outs of the PAN process to be confident enough to explain it if needed

Messaging – 'important areas and how they can be protected'

Focus – providing clarity about the physical extent of a PAN as well as the steps and commitments involved in a PAN site designation

Audience	Why does this issue matter to 'me'?	Solution and benefits
President and Presidents Cabinet (heads of departments in national government)	As well as the CBD, and now initiatives like Blue Prosperity, the Micronesia Challenge is a significant long-term regional commitment and I want to ensure that the FSM is doing its part and moving forward on achieving the targets	**Communication solution** Areas considered important enough to be considered for inclusion in a state's terrestrial and marine protected areas network are displayed as well as why they are so important for people and the ongoing availability of natural resources **Benefits resulting** The PAN moves from an abstract concept, or potentially an out of date perception, to a more concrete spatial vision
Elected members (State, municipal)	I would like to get an exact picture of the areas of environmental importance in my state and to see the current status of the PAN	
State government staff (policy, planning, technical)	I need a range of information for my job so I would like to know where I can access maps of areas of environmental importance in my state and to find out the current status of the PAN The PAN designation process seems complicated and I would like help in being able to see it all laid out more clearly and explained by someone who really knows what they are talking about	
Traditional leaders	Parts of the area that I have authority for include locations that are identified as being of environmental importance and there are also some communities interested in becoming part of the PAN	
Local communities (those with interest in becoming part of the PAN)	Having a picture of the full state PAN would help us see which communities have PAN sites and also the reasons why some areas are considered to be important for protective management Communities have heard things about custodianship, government responsibilities, implementation experiences, the pace of roll-out, community obligations, funding uncertainties, and available support but we still don't really know how much of this is true	
Representatives of local CBO's and Environment NGO's	It would be helpful to see a complete picture of the state PAN with existing sites and 'interested' sites so that we are better informed about how and where we can support local communities A PAN is a big element in each state so it would help to see the decisions and processes involved all laid out more clearly	

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
President and Presidents Cabinet (heads of departments in national government)	• Leadership forums • Special agenda item • Direct one-on-one meeting request	• Briefing paper • Well prepared dialogue outline • High quality maps (e.g. TNC gap analysis; FSM State-Wide Assessment and Resource Strategy 2010 – 2015 +)	• R2R and PAN national staff • R2R project implementation partners (PAN) • MCT, TNC
Elected members (State, municipal)	• Special agenda item • Direct one-on-one meeting request	• Briefing paper • Well prepared dialogue outline • High quality maps	• PAN state coordinators • Suitable and supported champions or advocates • MCT, TNC
State government staff (policy, planning, technical)	• Targeted briefings	• Briefing paper • High quality maps • Process diagram • Well prepared dialogue outline	• PAN state coordinators • Suitable and supported champions or advocates • MCT, TNC
Traditional leaders	• Sakau ceremonies • Community meetings or gatherings • R2R cross site exchanges	• Maps and explanatory notes • Well prepared dialogue outline • Shared personal stories	• PAN state coordinators • Suitable and supported champions or advocates
Local communities (those with interest in becoming part of the PAN)	• Maps and information in high visibility public spaces (e.g. village signboards, local shops and food markets, health centres, meeting halls) • R2R cross site exchanges • Facebook • State or local 'event'	• Well prepared dialogue outline • Maps and explanatory notes • Process diagram • High quality maps • Shared personal stories	• PAN state coordinators • Suitable and supported champions or advocates
Representatives of local CBO's and Environment NGO's	• Participation in R2R cross site exchanges • State or local 'event' days	• Maps and explanatory notes • Process diagram • Well prepared dialogue outline • Shared personal stories	• PAN state coordinators

| Evaluation checklist - short term target examples (December 2020 – December 2021)	
Activity	**Products, materials and resources**
• 1x display in each state • 1x radio interview in each state • Promotional story in each state newspaper • Series of Facebook articles and R2R website • 1x direct presentation at national leadership level • Direct presentations to 1x traditional and 1x government leadership/officers level in each state • 2x community meeting/event in each state inclusive of local CBOs, NGOs • 1x cross site exchange in each state	• 1x champion selected and supported in each state • Speaking notes for standard PA presentation • 4x sets of state focussed satellite or other GIS maps depicting PAN elements • PAN designation process diagram

B. Environmental issues in the FSM

- High rates of ecosystem degradation and biodiversity loss, particularly in the aquatic environments

- Deforestation and fragmentation of forests by is driven by urbanization, infrastructure development, home building, in-filling, commercial agricultural expansion, and small-scale logging for timber and firewood.

- Mangrove forests depleted through land reclaimation for coastal infrastructure, increased settlements in littoral areas, and the cutting of trees for timber and firewood.

- Overfishing and overhunting is a big threat across marine and terrestrial areas of interest for conservation in all the states.

- Pollution through farm waste from piggeries and soil erosion from cleared land (e.g. sakau cultivation) is a big cause of land and water pollution (freshwater, estuarine and marine).

- Invasive species readily establish in disturbed areas.

- Climate change will exacerbate existing natural resource and sustainable development challenges.

- The impact of unsustainable agricultural practices and unplanned development is intensified by the limitations of government to effectively implement its programs and policies.

- Biodiversity loss and ecosystem degradation will continue if FSM does not strengthen its capacity for integrated land use planning, implementation of its existing programs and policies, protected area management effectiveness and rehabilitation activities to promote ecosystem resilience.

- Both government and civil society organizations are playing important roles in biodiversity management and integrated land-use planning, however it is recognized that they require additional tools and capacity building interventions to address the scale of the sustainable development challenges in FSM.

- The capacity of government departments, other authorities and NGOs requires strengthening and support to manage ecosystems, work with landowners and communities, and to facilitate co-ordination between government institutions which regulate land and natural resources use.

C. Consultation survey results

**Q1:** *There are many ways to share information about environmental projects, such as Ridge to Reef. From your experience, what methods do you feel the R2R Project could use to strengthen its message delivery?*
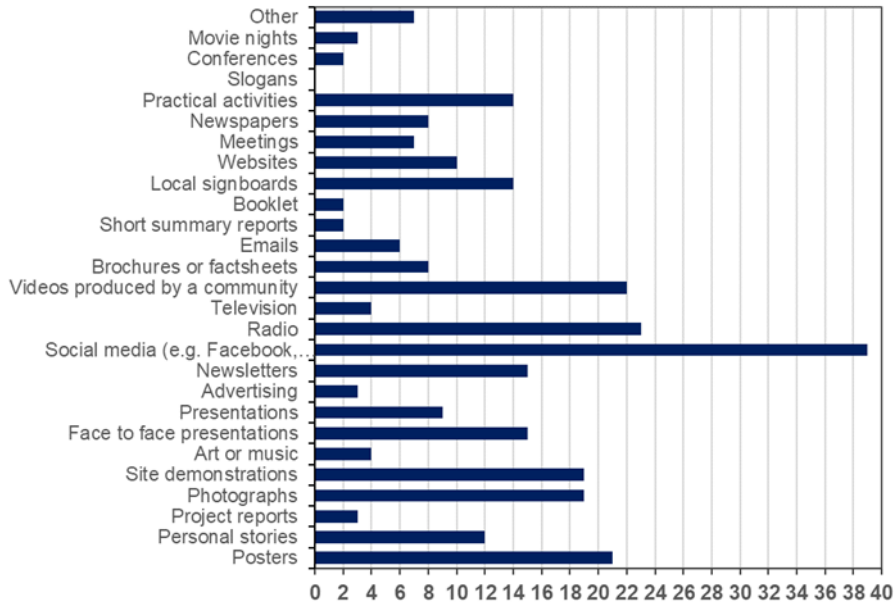
Q2: *There are many different groups of people in FSM who influence or are affected by the way the land and sea is used. Who would you identify as the most important people or groups to target in the R2R messaging?*
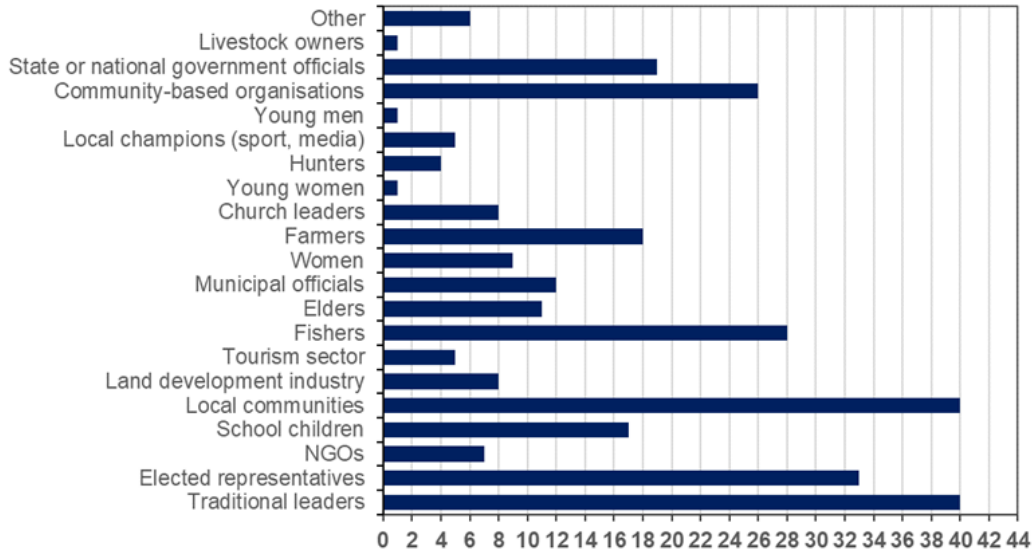
Q3: *The R2R Project is expected to effectively communicate messages about the importance of caring for the natural environment from forests and waterways to the coral reefs. In what ways do you see the project influencing people to make good decisions abo*
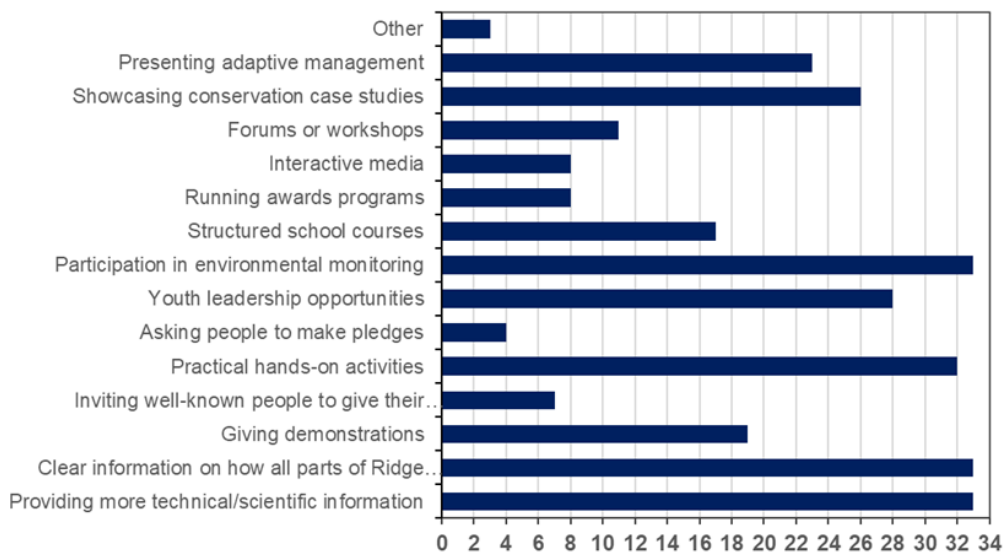
Q4: *What type of information about the natural environment (or on other issues) has really captured your attention so well that it made you stop, think and change behaviour?*
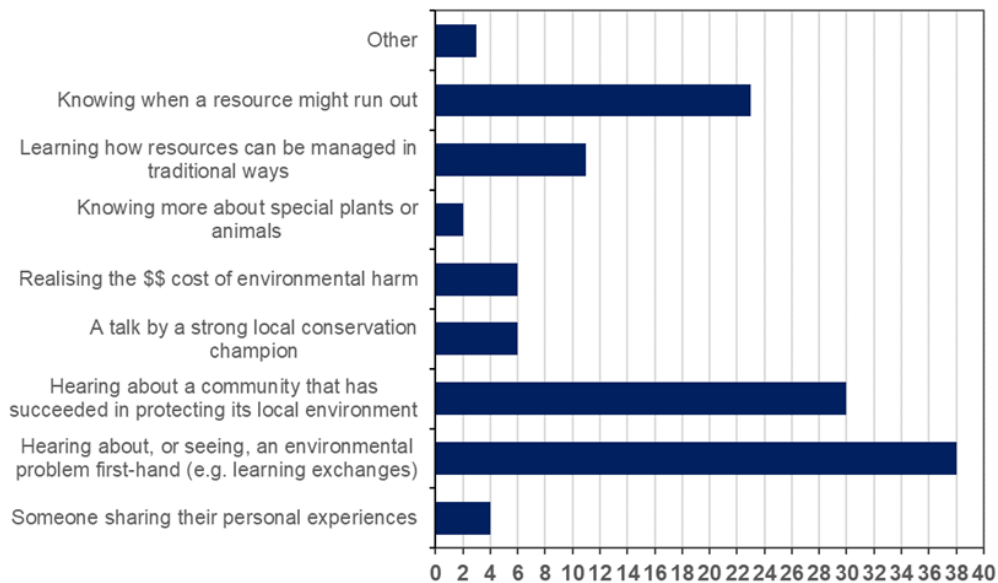
Q5: *Communities in FSM have a long culture of traditional resource management and want to care for their land and seas. However, some people and groups do not link their actions in one place to harmful effects elsewhere in the ridge to reef system. How do*
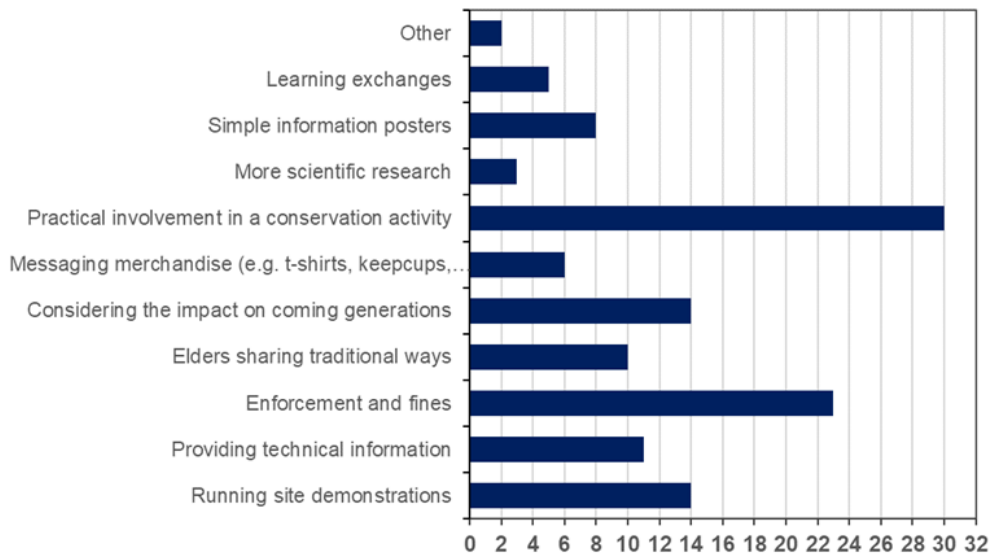
Q6: *Who are the people who could have the most positive influence over others in your communities and who could be engaged to contribute to the R2R messaging activity?*
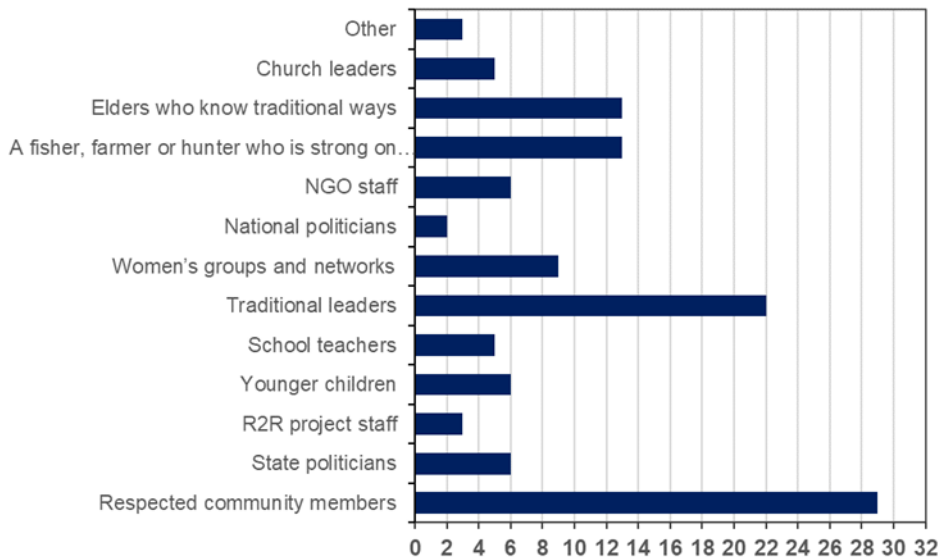
Q7: *What are the main barriers in communicating good messages about the Ridge to Reef Project?*

Direct partner and stakeholder consultation

Livelihoods and families first

- Communities want to take care of their families, so the human aspects involved in environmental problems and solutions must be given priority attention
- Ensure environmental messages are firstly about people and their needs – the importance of the 'fish and trees' can be a subordinate message
- Although environmental projects have the core objective of protecting the environment and offer significant long-term benefits, this can mean that existing resource usage activities may be interfered with, changed or reduced
- How acceptable, meaningful alternative livelihood and income opportunities can be created is a principal theme to be placed at the forefront of environmental communication - finding the right job for the right person, with the most ideal outcomes being 'how fishing can be replaced by other fishing' or 'how farming can be replaced by other farming'
- Consider peoples values and reactions to terminology, i.e. health or food availability are more enticing ideas than terms like 'sustainable development' or 'ecosystem services'
- There must be incentives for adopting better environmental practices and these need to be communicated
- Showcase real life examples of functioning, legitimate, alternative livelihood activities and income streams

Promote success

- Promote people and communities who are doing something positive and achieving success and are also willing to share their real-life experiences (i.e. case studies)

- People relate to, and remember, personal stories about successful environmental work
- Cross-site visits and learning exchanges inform, reinforce, excite and motivate further environmental actions

Next generation thinking

- School children are an available and receptive audience for environmental communication and can also be active project participants and contributors now and in the future.
- Embedding environmental knowledge, values and participation with school children supports intergenerational change and influences family units
- Generate information about impacts and effects on the coming generations
- Youth to youth summer programs (grades 5-8) and an Environment Summit have been successful

Make it local and visual

- Use familiar local faces to present messages– communities respond to hearing from known people and other communities rather than from 'outsiders'
- Focus communications at the personal and community level – local slogans are well-received
- Translate English language into the local language wherever necessary for a particular audience
- Use images of local places and people (with consents)
- Take the time to give messages in person to back up written or visual materials
- Local traditional practices are rooted in maintaining local resources and are an important message for environmental respect and protection
- As far as possible, people from government and even NGOs should seek to lessen their official profiles when engaging communities
- Everyone has a role to play as a responsible and considerate community member– it's a collective effort

Important messengers

- Strong, appealing champions are excellent people to convey messages that will be taken notice of – can be someone with any role in society or from any sector
- Women's networks (women make all the small, tedious family decisions) and youth (i.e. from around age 15 years through 20s and into the 30s age groups) can be effective and motivated agents for supporting and circulating positive environmental messages and coordinating action
- Find and cultivate reliable, respected people who can be a bridge, a 'helper', between government and NGO staff and communities and their leadership chains of command
- Getting the ear of a supportive decision-maker (i.e. politician, senator, traditional leader) can make them a powerful communication agent if they are well engaged and supported and willing
- Teachers and educators, parents and relatives and protected areas managers are examples of people who can have important roles in conveying and good environmental messages and demonstrating positive attitudes and behaviours
- The business community and private sector have capacity to influence how land and sea are used and managed.

Leaders and decision-makers

- Opportunities to present to decision maker forums (i.e. leadership meetings and forums) should be seized and delivered with thoughtful use of attention-getting champions, stories, concise information and economic realities

- Traditional leaders hold significant power over land, the environment and conservation within their respective lands and including coastal marine areas (territorial sea), lagoons and rivers

- Support from government officials and politicians is essential because good efforts on the ground can be damaged if it's not a priority at those levels

- Elected representatives won't take interest in an environmental message if they do not feel a personal connection with it

- Accessing traditional leaders must follow the correct protocols, chain of permissions and provide the right discussion setting

- Discussion, decisions and agreements involving traditional leaders happens in the informal settings after formalities have been conducted (i.e. sakau ceremonies)

Don't reinvent the wheel

- An environmental campaign slogan that is well known and accepted (e.g. slogans such as; Ahi mour ahi pwukoah, my life, my responsibility; Laid Keneinei, Laid Poatoapoat – Fish Smart, Fish Forever; FSM410%; 'last straw' Chothowliy yu Waab - taking care of Yap) can be carried forward and used to unify communication actions for many environment related projects – where possible, merge or link the slogans clearly

- Existing environmental communication campaigns and actions (if they are effective) should be engaged, connected to (piggy-backed) or revitalised rather than commencing completely fresh communication efforts or duplicating them

- Link the R2R slogan 'protect our home from land to sea' with other closely principled slogans

- R2R project awareness material requires the use of a standardised template and main content rather than individual materials created throughout the states

Stimulating interest

- Story telling works at all levels, especially if it's about personal experiences

- NGOs and CBOs are the main organisations working with local communities on the ground and can be key communication agents

- Arrange events that bring people together for an enjoyable time but do not have the environmental message as the primary reason for it occurring (i.e. a concert that subtly includes some environment posters, giveaways, a short talk by an environment champion; creative arts)

- Seeing a problem and seeing solutions first-hand locks in better than reading about it

- Combine environmental messaging with real life hands-on environmental activity

- Strengthening baseline environmental understanding is always important, but being involved in learning how to carry out a real action is much more compelling

- Promoting a fisher, farmer or hunter can have a strong social influence (i.e. posters of individuals who practice good environmental behaviour)

- Participation in positive environmental effort is recognised with support given for learning exchanges training, access to expertise, grants eligibility

- If creating memorable communication merchandise, make it useful and/or attractive and from sustainably sourced and biodegradable products (e.g. cooling towels, keep cups, tote bags, T-shirts, wrist bands)
- Messaging can be used as a constructive element of enforcement activity

Communication mechanisms

- Short, simple presentations incorporating images, diagrams, cartoons
- Facebook use is extensive, and YouTube is commonly watched
- Local TV stations and local radio is an important and reliable transmission tool everywhere, with local radio the most reliable way of communicating with communities that don't always have access to cell phones
- Use of smartphones is now widespread
- Old photos compared to new photos can visually demonstrate progress or decline
- Elders talking about the old days
- Workshops, community meetings and movie nights
- Church gatherings and their extended congregations
- News briefs (Yap), newsletters, daily conversation rounds – the 'coconut wireless'
- Strengthening environmental information and messages in school curriculums
- Community to community exchanges
- States have differing governance arrangements, tenure ownership, geography and languages meaning that communications efforts should be tailored to each state context
- Repetition messaging rather than one-offs, can enhance the durability and perpetuation of the message

Communication challenges

What does R2R mean and what does it do	• Ridge to Reef is a holistic science and social based concept about integrated ecosystem functions and management which can be difficult for the average person to comprehend in a meaningful way
	• It isn't always easy to realise or accept how a positive environmental action in one place makes a useful contribution to broader sustainability objectives
Income loss concerns	• One of the most common concerns in response to an environmental initiative that involves protecting resources is loss of income or lifestyle
	• Short term needs and keeping or creating jobs can override long term benefits associated with conservation
	• Shifts to alternative incomes and livelihoods may not always result in an equitable distribution of benefits across all families and genders
	• The desire, or pressure, to be part of an increasing consumer lifestyle, increases the priority given to income generation
Information overload	• Multiple project names, acronyms, brands, slogans, visuals and donors causes confusion, distraction and fatigue in those receiving information and messages and causes them to turn off or ignore well intended communication actions
	• The project implementing agent DECEM is required to engage with numerous committees, implementing partners such as National and four State

	authors, NGOs and community organizations who then in turn engage with a wider set of stakeholders on many different aspects of the R2R project.
	• Some communities have received information about many projects over the years and it can be difficult for them to be clear about what a project wants to undertake or what it is asking of them
	• Communities often try to grasp what they are being expected to do – is someone presenting a law to be followed or is it just an opportunity with no expectations attached
	• People at community level are not generally paid directly for the environmental work they do – it is on a voluntary basis and they often have many roles and expectations to fulfill
	• Barriers to action can include feeling overwhelmed, that it's all too hard
	• There can be perceived inequity or "why should I do something when those people over there do nothing?"
Coordination	• Given the multi layered nature of national and state government, local governance and development organisations, it is unsurprising that achieving better coordination with communication initiatives (or any initiative) is difficult, even when the desire to collaborate is there
Unrealistic expectations	• Communities receive all sorts of information from different sources and which can obscure their expectations about the realities of opportunities that may, or may not be, arrive with participation in environment projects (e.g. PA's)
	• Funding documents generally have high aspirations for what will be achieved however these need to be moderated with realistic and practical discussion for the benefit of project advisory committees and project implementing partners
Priorities for decision makers	• Decision makers receive information about many economic, social, environment issues and constantly weigh up what they and their communities see as priorities — so environmental information needs to cut through and stand out to get their attention
	• Lack of general information or knowledge is not necessarily the only communication hurdle at political levels – competing priorities has key impact
	• Cultural protocols require traditional leaders (as they are specifically recognised each of the FSM states) to be the first points of contact however their ability to carry forward actions or convey messages may be unreliable – depends on the individual
	• Messages need to be strengthened at the government decision making, policy development and budget allocation level
	• Communication with decision-makers and policymakers is generally inadequate and not continuous
Language	• Although English is the official language, the FSM has a rich oral history resulting in the use of numerous state and local languages
	• Plain language is easier to understand than scientific and technical language
Infrastructure	• Unreliable, or no, power supply and internet connection in the islands especially for local communities means that communication delivery requires alternative delivery mediums
	• Mass text messages have been used with effect for critical public issues (e.g. dengue) but are an expensive communication tool
	• Many programs and decisions have been changed, disrupted or put on hold

COVID-19 pandemic	• Travel disruptions or bans require that communications activities are re-thought to find alternative communication mechanisms
	• R2R doesn't seem like a priority when other significant health or economic issues are pressing in on the population
Results 'lag'	• Most environmental actions will take some time to see solid results so it's the next generation that will reap most rewards
Equity	• Communities expect to be treated uniformly
	• Environmental information and messages are be more commonly received by those in higher project management levels (both government and non-government organisations) which may not filter down to project people and stakeholders on the ground
Personal communication capacity	• Communication design and delivery requires the use of specific skills which most people don't automatically have, or they have many other work priorities taking their time
	• Project people themselves may need to receive and understand clear communication messages in order to be to be able to pass them on
Funding	• Funding is always a consideration and/or limitation either in amount, when it is available, or how long it lasts (i.e. uncertainty of PA funds via MC endowment) or the capacity of individuals to plan, manage and account for funds usage
	• Funding conclusion should not always be seen as an automatic barrier and the idea of sustaining work following the funding cycle should be promoted
Continuity	• Momentum can die off with the passing of a certain leader, if a strong advocate moves elsewhere, a project finishes or key project person moves on

D. Audience types

Audience group	Audience type					43
FSM citizens	People of all types across each of the four states					
Leaders	President and Cabinet	Traditional leaders	Elected members (state, municipal)	Members, senators, mayors	Heads of Clergy	Youth leaders
Government	National and State Department 'heads'	National / State government staff (policy, planning, technical)	Governor's Offices	Municipal officers		
Community	Local municipalities, community, villages	Men's groups	Women and mothers Women's groups, councils and associations	Youth (ages 15 – 35) Youth groups and associations	School children College students	Faith-based organisations
Resource users	Landowners	Farmers (individuals and associations	Fishers	Hunters	Timber harvesters	Quarry dredging and landfill
Infrastructure development	Essential service providers	Urban land developers				
Private sector business	Commercial fishing	Commercial scale farming	Tourism	Locally owned businesses		
Professions	Teachers	Pastors				
R2R project	R2R Steering Committee	R2R State Technical Advisory Committees (TAC)	Formal project partners			
Related projects	Environment NGOs	Community based organisations	Education and research			
Donors	GEF					

E. Additional action checklists for R2R communication

Theme 1. Ridge to Reef - protecting our home from land to sea

Strategic objective – 'small actions add up'

Four (4) key target audiences in each state will have been introduced to a simple, visually appealing infographic product with accompanying explanation points depicting how local actions and decisions do make an important contribution to the health, well-being and security of the FSM

Target audiences – four (4) priority audiences in each state

Who	Main interests	Main concerns
State government staff (policy, planning, technical)	- Relevance to their job positions and duties - Achievement of agreed national and state environment commitments (i.e. MC, CBD, UNFCCC) - Environmental laws and policies are given extra support - Project donors continue supporting	- Potential time and effort added to their jobs - Conflict with other government policies - Donors are happy with their project investments in FSM - Having to explain the R2R concept
Traditional leaders	- They are approached and engaged by R2R in ways appropriate to their status and jurisdictions - R2R is good for sustaining community wellbeing, food and water supply and incomes - Knowing about the results from environmental activities	- Government makes decisions elsewhere that can be bad for the environment, so why should we put in effort with R2R - Neighbouring communities don't do their share but still get advantage from a healthier local environment - Do R2R focussed efforts provide the necessary support (e.g. enforcement) - How long before results are seen
Local communities	- Provision of meaningful information - R2R efforts can bring people together in enjoyable ways - Families, children and all genders and ages will benefit - Income streams are looked after - Change is possible	- Effects on daily life and income sources - How long before results are seen - People have extra demands put on them without recognition or financial help
Farmers, fishers, hunters, timber getters	- R2R might lead to a better life for me and my family - Being shown proven solutions	- Is R2R targeting farmers, fishers, hunters or timber getters for doing the wrong thing - Is every resource user expected to improve their activities

Messaging – 'small actions add up'

Issue - links between specific environmental actions and big societal concerns, individual interests and needs and the 'future' are not easily seen

Audience	Why does this issue matter to 'me'?	Solution and benefits
State government staff (policy, planning, technical)	If my job has any aspects that are to do with supporting environmental improvement, no matter if they seem insignificant or disconnected, then I am an important and necessary contributor to achieving a better life for myself, my family and my community	**Communication solution** People are engaged in 'connecting the dots' between their jobs, roles, activities, efforts and decisions and the useful contribution they make to the overall quality of life in the FSM
Traditional leaders	As a traditional leader I have a significant responsibility to oversee use of natural resources	

		Benefits resulting
	and I would like to think that I am supported to carry out my role well and to be known and respected as someone who looks after the best interests of current and future generations	People are acknowledged and positively reassured for their efforts and the contributions they can and do make to environmental improvement and that environmental challenges are not a 'lost cause'
Local communities	We are involved in environmental projects in our local area, but we don't know if there is really any point in doing them, or if there any positive change resulting because we don't get any feedback	
Farmers, fishers, hunters, timber getters	As people who use natural resources for basic sustenance, and also to get income, it is important that we are able to continue to access resources that remain plentiful and of suitable quality	

Delivery

Audience	Delivery opportunities (reaching the audience)	Products and materials	Messengers (coordination and/or direct delivery)
State government staff (policy, planning, technical)	• In house department meetings, planning forums or workshops	• Well scripted dialogue outline • Infographic presentation	• R2R and PAN state coordinators • Partners • Allied project personnel
Traditional leaders	• Sakau ceremonies • Community meetings or gatherings • R2R cross site exchanges • Acknowledgement ceremony	• Well scripted dialogue outline • Infographic presentation • A shared good news story	• R2R and PAN state coordinators • Suitable and supported champions, advocates or community 'go-betweens'
Local communities	• Community meetings • Special event gatherings • Environmental work field days • R2R cross site visits	• Well scripted dialogue outline • Infographic presentation • A shared good news story	• R2R and PAN state coordinators • Suitable and supported champions, advocates or community 'go-betweens'
Farmers, fishers, hunters, timber getters	• Technical workshops • Field days	• Well scripted dialogue outline • Short video • R2R promotional merchandise	• R2R and PAN state coordinators • Suitable and supported farmer, fisher, hunter or timber getter 'champion'

Theme 1. Ridge to Reef - protecting our home from land to sea

Strategic objective - 'a healthy natural environment makes a big contribution to the economy'

One (1) national target audience and two (2) key target audiences in each state have been provided with a self-explanatory infographic product based on available FSM ecosystem service valuations that displays the economic contribution that these freely available services contribute to national and state economies and to human wellbeing, if they are respected and cared for

Target audiences – one (1) national target audience and two (2) key target audiences in each state

Who	Main interests	Main concerns
President and Presidents	• Economic independence and growth	• Is this type of information actually available and if so can it be trusted

Cabinet (heads of departments in national government)	• Support for achievement of agreed environment commitments • Being fully informed on all issues	• Influence and priorities of the strong government departments (i.e. treasury, planning, foreign affairs, trade, infrastructure) • Implications for policy and legislation reviews • Other big issues (e.g. COVID19, climate change)
Elected members (State, municipal)	• Economic independence and growth • Supportive constituencies • Useful and accurate information about natural resource economic values • What would be revealed by conducting ecosystem service valuations for the full extent of the FSM	• Is this type of information actually available • Influence and priorities of the strong government departments (i.e. treasury, planning, infrastructure) • Influence of resource use advocacy groups and interests • Economic valuation for the environment may yield information that opens up conflicts with other priorities
Traditional leaders	• They are approached and engaged by R2R in ways appropriate to their status and jurisdictions • What is the actual current value of key resources – (i.e. fish stock, soil cover, timber, fresh water)	• National and state governments make decisions that can sometimes be bad for the environment, so why do small local communities have to put in efforts • How to balance need for incomes now with maintaining resources for the future • Neighbouring communities don't do their share but still get advantage from a healthier local environment

Messaging – 'a healthy natural environment makes a big contribution to the economy'

Issue - people don't normally attach an economic value to the natural environment and the 'free' services provided that sustain everyone

Audience	Why does this issue matter to 'me'?	Solution and benefits
President and Presidents Cabinet (heads of departments in national government)	Good economic valuation information about the natural environment will add to my overall perspectives and inform how I weigh up decisions and directions on a range of high-level national priorities	**Communication solution** Using the results of economic valuations undertaken in the FSM for the natural environment, develop reasonable projections of the overall value of key natural resources and portray this by simple infographic format
Elected members (State, municipal)	Good economic valuation information about the natural environment will add to my overall perspectives and inform how I weigh up decisions and directions on a range of high-level state priorities	**Benefits resulting** When conventionally understood economic valuations are used to describe the importance of naturally occurring 'services', then decisions about the natural environment are given greater prominence among other priorities that have an economic value attached to them
Traditional leaders	As a traditional leader with significant responsibility to oversee use of natural resources, information about the economic values of the natural environment would support my decisions and help me hold government to account in terms of provision of support for the work communities do to protect natural resources	

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
• President and Presidents Cabinet (heads of departments in national government) • Elected members (State, municipal)	• Leadership forums • Special agenda item • Direct one-on-one meeting request	• Introductory briefing/advisory paper including infographic • Well scripted dialogue outline Infographic presentation	• R2R national staff • Suitable and supported business sector champion
• Traditional leaders	• Direct one-on-one meeting request • Suitable ceremonial forum	• Well scripted dialogue outline Infographic presentation • Appropriate gift	• R2R and PAN state coordinators • Suitable and supported business sector champion and/or community member • Community 'go-between'

Theme 1. Ridge to Reef - protecting our home from land to sea
Strategic objective - 'yes, good policy is essential'
Two (2) key target audiences in each state have been provided with summative information on the experiences and findings resulting from SEA and IEMP participatory workshops

Target audiences – two (2) key target audiences in each state		
Who	**Main interests**	**Main concerns**
State government staff (policy, planning, technical)	• What's the latest full list of policies, laws and regulations that involve natural resources • What new policies, laws and regulations are in the pipeline • What's the connection between all the policies, laws and regulations and the SEA and IEMP processes • What did the SEA and IEMP planning processes tell us to help make environmental planning processes clearer	• Is it possible to properly implement all of these environmental policies, laws and regulations given the resources and information we have available • Despite having environmental policies, laws and regulations in place, unfortunate environmental outcomes still occur
Representatives of Environment NGO's and CBO's		• How do we make sure we are always invited to be part of the SEA and ILMP processes • The SEA and IEMP processes seem to be a good idea but are they always used to get better environment outcomes

Messaging – 'yes, good policy is essential'		
Issue - environmental policies, laws and planning processes can be cumbersome, but their purpose must be understood and implemented		
Audience	**Why does this issue matter to 'me'?**	**Solution and benefits**
State government staff (policy, planning, technical)	I get confused about all of the policies, laws and regulations that involve natural resources	**Communication solution** The experiences and findings of participatory SEA and IEMP

Representatives of Environment NGO's and CBO's	and would like to be helped to get a better picture of how they all function	processes is summarised and presented to the target audiences **Benefits resulting** General understanding and capacity is strengthened in key target groups that participate in integrated planning processes and their component environmental policy, laws and regulations

Delivery

Audience	Delivery opportunities (reaching the audience)	Products and materials	Messengers (coordination and/or direct delivery)
• State government staff (policy, planning, technical) • Representatives of Environment NGO's and CBO's	• Targeted briefing sessions	• Summary SEA and IEMP paper	• R2R national staff • R2R and PAN state coordinators • Subject matter experts

Theme 2. Sustainable land use - ecosystems management and rehabilitation

Strategic objective - 'Expanding livelihood opportunities'

Two (2) key target audiences in each state will have been shown successful examples of supplementary livelihood activities and the potential benefits that a similar community has achieved for themselves in response to changed resource availability or by taking on new resource use practices

Target audiences – two (2) key target audiences in each state

Who	Main interests	Main concerns
Crop farmers, livestock farmers, hunters, timber getters	• Income streams are looked after • Being shown solutions • Change is possible • Families, children and all genders and ages can benefit in the long run	• I don't have time and money to put into changing to other livelihood activities • My personal and community role is as a farmer and I don't want to change to activities that I have no experience with or interest in • Neighbouring land users don't do their share but still get advantage from a healthier local environment
CBO's (e.g. those representing farmers, food supply, landowners, women, education)	• Collaborating with R2R on issues of similar concern • The interests of the people they support • Good information • Organisational objectives are being supported in practical ways	• R2R is handling the issue of land use practices and income in a well-informed and appropriate way • R2R is taking over their job

Messaging – 'Expanding livelihood opportunities'

Issue - an environmental action that involves changes to the way people normally sustain themselves and earn income must be balanced by fair and suitable alternatives

Audience	Why does this issue matter to 'me'?	Solution and benefits
Crop farmers, livestock farmers, hunters, timber getters	I can see that there could be increasing pressure and expectation to make sure my practices are environmentally friendly, whether it's because the good resources are diminishing or there are rules to make me do so – so I need to know more about the options and opportunities	**Communication solution** Seeing and hearing about income generation activities that expand opportunities for people from their usual livelihood activities
CBO's	One of the missions of my CBO is to see that people at the community and village level are given the information and support they need to have good lives	**Benefits resulting** People see that a progressive change toward improved practices is possible, and good for the environment, and does not have to result in loss of income

Delivery

Audience	Delivery opportunities (reaching the audience)	Products and materials	Messengers (coordination and/or direct delivery)
• Crop farmers, livestock farmers, hunters, timber getters • CBO's	• On site demonstration days • R2R cross site exchanges • Field trips to showcase sites	• Relevant case studies in paper or video formats • Stories shared and shown	• R2R State coordinators • Suitable and supported champions (people who have successfully expanded their incomes while safeguarding the environment) • Subject experts (i.e. from government, research, NGO's, CBO's

Theme 2. Sustainable land use - ecosystems management and rehabilitation

Strategic objective - 'Healthy watersheds'

Two (2) key target audiences in each state are presented with information about the results obtained from formal or informal monitoring of the condition of on-site resources and nearby resources after an area has been restored with suitable vegetation and any related benefits that have followed

Target audiences – two (2) key target audiences in each state

Who	Main interests	Main concerns
Local communities	• Getting useful feedback and information about environmental work that's been done • Seeing changes in the forest growth • Seeing that there is reward for effort • Being acknowledged for a good job • It's good to have people come in and show interest and concern for us and where we live	• Why don't we get this sort of feedback for all the environment work we do • Do people further down along the ridges and around the coastal edges appreciate what we are doing to look after 'downstream' resources • How can we really fully measure the extent of benefits to the community from restoring our local forests
School children	• Being involved in a lesson that could be done out of the classroom or by visiting somewhere else	• Is R2R part of schoolwork • Will I get tested on my R2R knowledge

• Showing how to use technical equipment • Knowing more about an activity that the adults in the community have led and talked about	• Has something bad happened to our local forests and streams

Messaging – 'Healthy watersheds'

Issue - loss of healthy forests has a big impact on the fresh water supplies, productive soils and marine life needed to sustain peoples' lives, livelihoods and cultural traditions

Audience	Why does this issue matter to 'me'?	Solution and benefits
Local community	I do not want to see a situation where the areas of land in and around our community, and freshwater and soils, become too degraded to continue to support us properly	**Communication solution** Showcase results about the condition of watersheds and their nearshore reefs following the restoration of forest areas and describe the benefits to communities
School children	I can see better what all the talk in our schoolwork and on TV about protecting the environment is about	**Benefits resulting** Natural resources are maintained in good condition and people accept the links between forest rehabilitation and healthy resources

Delivery

Audience	Delivery opportunities (reaching the audience)	Products and materials	Messengers (coordination and/or direct delivery)
Local community	• Community meetings and event gatherings • Community 'special days' • Local stream quality testing • Site visits • R2R cross site exchanges	• 'Then and now' images (i.e. from pre-set forest photo-monitoring points) • Posters with stylised R2R illustration • Simple monitoring results information • Shared stories	• R2R state coordinators • Suitable and supported champions
School children	• School visits • Environmental activity participation • Community 'special days' • Field excursions • Local stream quality testing	• Simple monitoring results information • Suitable activity sheets • Shared stories • Posters with stylised R2R illustration • R2R promotional merchandise	• R2R state coordinators • Suitable and supported champions • Teachers • Parents and family relatives

Theme 3. Effective management of existing and new protected areas

Strategic objective - 'Is management being effective'

Two (2) key target audiences in each state are introduced to the concept of management effectiveness assessments, their purpose and the typical components that are evaluated for a range of terrestrial and marine site situations

Target audiences – two (2) key target audiences in each state

Who	Main interests	Main concerns
Local communities (those who are responsible for a designated PAN site)	- What aspects do they measure - Receiving technical support to do assessments - Receiving technical assessment reports in easy view format - If we get a good effectiveness result will be rewarded in some way - Hearing from communities who do management effectiveness assessments	- What's the point of management effectiveness assessments – is it just another thing that government wants us to do - What happens if the assessment gives us a bad result - Do we conduct the assessments or do outsiders come in to do this - Will government help us to ensure our management is able to be done well - Good management requires good resources – equipment, dedicated staff positions, time – what if we just don't have these things - Will we be compared to other communities who have PA sites
Representatives of local Environment NGO's	- How to help communities at grass-roots level - Being sufficiently proficient in management effectiveness assessments if communities put their hand up for help	- Knowing which is the accepted management effectiveness assessment that is to be followed - Having to fill the gap if funding reduces for other projects that were providing the main assistance for PAs

Messaging – 'Is management being effective'

Issue - although it's a key part of protected area work, the task of assessing management effectiveness may be a relatively new tool for people that are responsible for protected areas so opportunities for introductory training would be useful

Audience	Why does this issue matter to 'me'?	Solution and benefits
Local communities (those who are responsible for a designated PAN site)	If it is a formal requirement with being part of the PAN, then I want to know all about the purpose and procedures associated with management effectiveness assessments	**Communication solution** Utilise the accepted management effectiveness framework tool for PAs in the FSM as a basis for illustrating what is involved in using the tool
Representatives of local Environment NGO's	Communities are often closely engaged with their local NGO's, so we are often the first point of contact when communities have questions or need help with tasks that are beyond their resources or capacities	**Benefits resulting** Key stakeholders begin to understand the importance of checking whether the management regimes applied to a protected area is having their desired effect and if not, then what needs to change

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
Local communities (those who are responsible for a designated PAN site)	• Community meetings • Field work or monitoring days • Participation in R2R cross site exchanges	• Basic version of the management effectiveness assessment tool	• PAN state coordinators • R2R project implementation partners (PAN) • Suitable and supported champions or advocates
Representatives of local Environment NGO's	• Community meetings • Field work or monitoring days • Participation in R2R cross site exchanges	• Basic version of the management effectiveness assessment tool	• PAN state coordinators

Theme 4. The FSM R2R project – publicising the work and achievements

Strategic objective - 'the R2R project contribution'

A broad range of target audiences is exposed to an illustrative summary montage about the legacy achievements of the R2R project and the way the project has added to, or integrated with, other environmental initiatives

Target audiences – a broad range across the FSM		
Who	**Main interests**	**Main concerns**
FSM citizens	• Has R2R done anything that was to do with me or helped me in any way • How does this R2R thing help my normal daily life • Has any of my extended family been involved with R2R • Does anyone I know get involved in R2R or are there any well-known FSM identities involved	• Which project is this one about • Is it a government idea • Looks a bit too scientific for me • I'm too busy to be bothered with knowing about something called R2R • There seems to be just too many new environment campaigns starting up all the time • Lots of fanfare and advertising but next thing you know the project disappears

Messaging – 'the R2R project contribution'		
Issue - amongst a jumble of related environmentally focussed campaigns and projects, the full scope of the R2R project is not sufficiently understood across a broad range of stakeholders, which weakens the positive objectives that R2R wishes to see achieved.		
Audience	**Why does this issue matter to 'me'?**	**Solution and benefits**
FSM citizens	• Like most people I think that looking after our local environment is important and hardly anyone seems to be against that now • Can R2R tell me that the environment is being protected better now than a few years ago • I'm proud to be a citizen of FSM with its cultural traditions and lifestyle and I want to see the • FSM remain a beautiful into the future	**Communication solution** Illustrate what the FSM R2R project has done to make the country a better place and that this relies on many people and communities that have been important participants in R2R, and also many similar environmental improvement projects that are part of a groundswell of environmental care and action across the states

		Benefits resulting The R2R project is known for its valuable contribution to the people and environment of FSM

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
FSM citizens	Utilize many of the delivery opportunities identified already for other R2R communication objectives + especially - • Facebook • You-tube • Series of radio interviews featuring people who have been involved in R2R • News briefs • National or state 'event' days	• Photographic montage presented via short video featuring the people and places who have participated in the R2R project • Well prepared dialogue outline • Diagram schematic indicating how various environmental programs, projects and campaigns are all heading in the same direction	• R2R and PAN national staff • R2R and PAN state coordinators • Suitable and supported champions and advocates

Theme 4. The FSM R2R project – publicising the work and achievements

Strategic objective - 'Working together for the same purpose'

The R2R project brings together the key target audiences that comprise the relevant formal and informal partner organisations, to consider how best to maintain collaborative communication efforts that enhance the emphasis and strength of combined environmental messages

Target audiences – formal and informal partner organisations		
Who	**Main interests**	**Main concerns**
Formal and informal partner organisations	• Advancing the overall aspirations for seeing the natural environment gain priority positive attention from all levels of government, leadership and community • The common sense in doing awareness and outreach work in a collaborative way • Having more impact with target audiences • Knowing more about what similar projects are doing, what they have planned or what's on their good-to-do list • Combined resources and reduced duplication and overlap	• Having the time to pursue collaboration discussions and joined up thinking and activities • Putting time into supporting someone else's projects when my donor only wants to see results for their own investment • Getting reciprocal levels of collaboration • Who would be responsible for making sure people from organisations are brought together – is it like a working group

Messaging – 'Working together for the same purpose'		
Issue - there is a need to avoid potential disconnects, duplications or competition between a large number of similarly focussed organisations and projects engaging with the same assortment of issues and stakeholders		
Audience	**Why does this issue matter to 'me'?**	**Solution and benefits**
Formal and informal partner organisations	My career is about environmental management and protection so any idea that looks like it could be effective in spreading stronger environmental messages and getting peoples' attention, is worth giving a shot	**Communication solution** A forum is convened for organisational collaboration on environmental communication **Benefits resulting** Environmental messages are more focussed and unified and generate greater impact

Delivery			
Audience	**Delivery opportunities (reaching the audience)**	**Products and materials**	**Messengers (coordination and/or direct delivery)**
Formal and informal partner organisations	• Side meeting at a relevant national forum where most organisations are present • Virtual meeting via zoom	• Summary of all the current and pipeline communication initiatives from each partner organisation	• R2R national staff

Theme 4. The FSM R2R project – publicising the work and achievements
Strategic objective - 'Sustaining messages'
Three (3) advocates, leaders or communities (individuals or groups) are identified from within the range of key target audiences in each state and are supported and mentored to enable them to continue to promote R2R aspirations and to drive or undertake R2R aligned activity beyond 2021

Target audiences – two (2) key target audiences in each state		
Who	**Main interests**	**Main concerns**
Pro-active community	• Want to see momentum continued • Maintain a good reputation for the 'next project' that arrives to keep helping us along	• What happens when R2R concludes • How do we continue to get opportunities to promote our work, knowledge and interest • Even with all the good talk and work that happens we still see wrong things being done to the environment
Fisher or farmer	• Recognition for my efforts • Opportunity to tell others about my experiences • Chances to get necessary resources or equipment	• Will there be another version or round of R2R • My ability to be a good practitioner has been helped along by project resources and this may reduce when that support stops • I'm still worried that other people aren't changing their attitudes or behaviours
Youth	• Being part of an exciting groundswell movement • Getting a boost to career interests as a young leader • Opportunity to travel within or beyond the FSM	• Will I be able to be a useful advocate without the backing of a big, funded project and access to professional staff

Messaging – 'Sustaining messages'		
Issue - R2R has built up good spirit and enthusiasm with various stakeholder groups so it is important to begin to prepare some of the leading lights from the R2R participation groups for a potential role in carrying the R2R and PAN ethics forward		
Audience	**Why does this issue matter to 'me'?**	**Solution and benefits**
Pro-active community	Our community has demonstrated that it has the energy and commitment for a better local environment and we think we can have a good impact with other communities by telling them about our experiences both good and bad	**Communication solution** Cultivate and support those leaders, advocates and communities who have the inherent drive, capacities and base resources to carry forward R2R aligned aspirations and messages
Fisher or farmer	I enjoy seeing how healthy the natural resources in my area are now that I'm being more thoughtful and using sensible practices so I know I can put food on the table as well as make some income on the side	**Benefits resulting** Because there are people who have been supported and encouraged in advance to take R2R aspirations and work forward where they can, the door does not simply close on R2R at the conclusion the project
Youth	If given the opportunity, think I would be a good advocate because I have the energy to push issues and aren't afraid to hold back and get things moving	

Delivery
This section does not include delivery ideas. It is an intermediate step of engaging suitable and willing advocates. However, once these advocates have been agreed, they will then be supported in participating in communication activities with an eye on being able to be effective, independent messengers into the future.

F. Examples of helpful information and resources

To easily find and view these sample resources please copy the whole reference and enter into your search engine.

Equator Initiative (2019) Tamil Resources Conservation Trust (Micronesia), Climate Change Adaptation, Equator Prize 2019. https://www.youtube.com/watch?v=gOnEC3ZRnO

International Climate Initiative (2016) Water is life in Yap. Federal Ministry for the Environment, Nature Conservation and Nuclear Safety. https://www.international-climate-initiative.com/en/infotheque/videos/film/show_video/show/focus_on_micronesia_water_is_life_in_yap

International Climate Initiative (2016) Water is life in Yap. Federal Ministry for the Environment, Nature Conservation and Nuclear Safety. Bernadette's taro patch. https://www.international-climate initiative.com/en/infotheque/videos/film/show_video/show/focus_on_micronesia_bernadettes_taro_patch

Pacific Resources for Education and Learning https://w4l.prel.org/

island RESEARCH & EDUCATION initiative www.islandresearch.org

G. Allied organisations

It is important that R2R communication action engages with the many programs, projects and initiatives throughout the FSM that various non-government organisations operate for the purpose of sustaining terrestrial and marine resources. This allied work has in some cases spent many years communicating on environmental issues (with varying levels of success) and that these issues are likely to be the same, or quite similar to, those to which R2R is applied.

Project allies	
Micronesia Conservation Trust	Chuuk Conservation Society
The Nature Conservancy	Chuuk Women's Council
Rare Pride Campaign	COM- Cooperative Research and Extension
Blue Prosperity Micronesia	Conservation Society of Pohnpei
Pacific Resources for Education and Learning	Council of Traditional Leaders Pohnpei
Island Research and Education Initiative	Island Food Community of Pohnpei
Pacific Islands Managed and Protected Areas Community	Pohnpei Farmers' Association
Locally Managed Areas network	Pohnpei Women's Advisory Council
College of Micronesia (FSM) Cooperative Research and Extension Services	Kosrae Conservation and Safety Organization
Yap Community Action program	Kosrae Conservation and Enforcement Taskforce
Yap Institute of Natural Science	Kosrae Visitors Bureau
Yap Farmers Organization	Kosrae Women's Association
Yap Women's Association	Yela Environment Landowners Authority
Tamil Resource Conservation Trust (Yap)	Natural Resource Conservation (USDA)
Kaday Community & Cultural Development Organization (Yap)	Pacific Community
	Secretariat of the Pacific Regional Environment Program