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PROGRAMME DES NATIONS UNIES POUR L'ENVIRONNEMENT • PROGRAMA DE LAS NACIONES UNIDAS PARA EL MEDIO AMBIENTE
ПРОГРАММА ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ ПО ОКРУЖАЮЩЕЙ СРЕДЕ

Developing a communications strategy for National Implementation Plans (NIPs) under the Stockholm Convention on POPs

I) Introduction: POPs, NIPs, UNEP and the GEF

The 2001 Stockholm Convention on Persistent Organic Pollutants (POPs) targets an initial list of 12 highly toxic chemicals that governments are to ban or seek to reduce and eventually eliminate. The Global Environment Facility (GEF) assists developing countries and economies in transitions to achieve this objective by serving as the Convention's financial mechanism. Over the next several years, national investments plus GEF and other donor pledges of hundreds of millions will channel more than five hundred million dollars into activities to rid the world of POPs.

Much of this effort will take place through the National Implementation Plans (NIPs) that governments are to establish to meet their Convention commitments. Each government is to develop a NIP and then transmit it to the Conference of the Parties (COP) to the Convention within two years of the Convention's entry into force for that government. The Convention encourages governments to integrate their NIP into their national sustainable development strategies where appropriate.

Implemented by the United Nations Environment Programme (UNEP) and funded by GEF and other donors, the project on "Development of National Implementation Plans for the Management of Persistent Organic Pollutants (POPs)" is assisting 12 pilot countries to develop their NIPs. The GEF's Project Document stipulates that the project manager should draft a detailed communication strategy to support the project and the NIPs' process at the country as well as regional and global levels. The draft strategy was reviewed by the project's steering committee and the final version should be made available to the entire project team.

II) The role of communication

A NIP communications strategy should not be viewed as an afterthought or as add-on to the "real" work of the NIP. Instead, it should be seen as a fundamental and integral part of the NIP.

The strategy should take into account both the short-term need to engage stakeholders in the conception and development of POPs phase-out projects and activities under the NIP as well as the longer term need to promote widespread support for implementing the NIP and taking action to address POPs.

An effective communications effort can:

- provide general information to the public about POPs and their risks;
- provide specific information to the public about the NIP and how people can actively contribute, thus establishing a broader and stronger constituency for government policies;
- build new partnerships between governments and civil society including local communities, indigenous people, women's groups, the private sector and the general public;
- enhance the government's accountability and credibility as well as the NIP's cost-effectiveness;
- ensure effective two-way communication between the project team and stakeholders and involve them in setting priorities and allocating resources;
- resolve potential conflicts amongst stakeholders; and
- facilitate regional coordination with other governments and stakeholders.

Communications programmes have a proven record in bringing about behaviour change in health and environmental projects. Successful examples can be found in the fields of family planning, nutrition, maternal and child health, HIV/AIDs and sexually transmitted diseases. A well-conceived communications program for the phase-out and avoidance of POPs can be similarly successful.

The importance of communicating to and engaging stakeholders and the general public is fully recognized by the Stockholm Convention itself. Article 7 on Implementation Plans states that Parties "should consult their national stakeholders, including women's groups and groups involved in the health of children, in order to facilitate development, implementation and updating of their implementation plans." Article 10 on Public Information, Awareness and Education sets out a more detailed set of goals involving information dissemination, public participation, training, education and public awareness.

The special reference to women and children's health reflects the realities of POPs risks. Women and nursing children are not only particularly vulnerable to POPs, but the role of women as mothers and prime caregivers gives them a special interest in avoiding environmental hazards, such as pesticides in food and chemicals that can increase reproductive risks. In addition, around the world it is women who do most of the household shopping, cooking and field work, which routinely involves handling pesticides.

Another potentially effective target audience for POPs outreach is religious groups. Religious worldviews often shape attitudes toward the natural world. Rituals have been used to govern resource use, especially among indigenous peoples, and ethics influences resource use and distribution. The institutional power of religion can be wielded in ways that have an impact on efforts to protect human health and the environment.

Communication with these and other audiences needs to be a two-way street. It needs to engage civil society actively in the decisions and activities that affect them. The most important international legislation addressing the public's right to know and to participate in decision-making is the 1998 Aarhus Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters. The principles of this Convention and its Pollutant Release

and Transfer Registers Protocol should be incorporated into the NIPs communications strategy whenever possible.

Finally, any communications strategy must anticipate the risk that its target audiences will receive opposing messages from other quarters. In the case of POPs, for example, some activists continue to argue that phasing out DDT will lead to an increase in deaths from malaria. The Convention of course recognizes that protecting people from malaria is a priority; no one will be allowed to die from this widespread illness because of the Convention, which grants exemptions to countries until suitable replacements to DDT can be found. But communicators must be prepared to respond quickly to this and other messages that may be directed against the Convention and the global campaign to rid the world of POPs.

II) Integrating the strategy into the NIP

A useful way of developing the communications strategy is to integrate it closely into the five key steps for developing NIPs set out in the GEF project document. Within each step, the communications strategy should reflect two broad requirements:

- a) communicating to NIPs stakeholders in order to convince them to “buy in” to the NIP development process, and
- b) developing a communications plan to support the NIP over time by explaining the Stockholm Convention and related national policies to both stakeholders and the general public.

Step 1: Determine who should be on the NIP team and establish the institutions that will guide the NIP process.

a) *Stakeholder buy-in:* Reach out to ministers and their senior officials to raise awareness of the NIP process and its importance to them and to the country.

b) *Communications plan:* Launch the process by deciding who will take the lead in formulating and implementing the communications plan. Identify experts and resource persons who could contribute.

Step 2: Assess the key national problems relating to POPs by establishing an inventory of PCBs and other specific POPs. Assess national capacities for implementing the Stockholm Convention.

a) *Stakeholder buy-in:* Reach out to line managers and senior officials in institutions that are active in or will be responsible for managing specific POPs and that have information required for inventories.

b) *Communications plan:* Start work on outlining a communications plan, consulting with experts, identifying appropriate NGOs and other outreach partners, and surveying the needs and knowledge base of target audiences.

Step 3: Based on the national profile determined in Step 2, set national priorities for implementing the Stockholm Convention.

a) Stakeholder buy-in: Network actively amongst shareholders to ensure broad agreement on the national priorities.

b) Communications plan: Produce first draft of communications plan and identify texts, images, speakers, organizations and other “tools” that could be used when the plan is rolled out.

Step 4: Formulate a detailed NIP, including the specific action plans for DDT, PCBs and dioxins/furans that are required by the Convention.

a) Stakeholder buy-in: Focus on line managers and officials responsible for specific sectors such as DDT or PCBs to ensure full buy-in to the detailed plan on their area; engage senior officials at key ministries and business on the broad strategic thrust of the NIP.

b) Communications plan: Review and finalize the communications plan, which should form a part of the NIP. This plan should target farmers, relevant industry sectors and the general public with information about POPs, why they must be eliminated and how they can be economically replaced. Information on national legislation, monitoring programmes and programmes for introducing alternatives should be made available. Consideration should be given to engaging NGOs, academia and journalists. Identify any financial requirement for maintaining the communications plan over time.

It is important to keep in mind that separate but linked communications strategies are probably needed for three kinds of POPs: PCBs, DDT and the accidental by-products dioxins and furans. Phasing out these POPs and avoiding exposures to them will require the engagement of a variety of stakeholders as well as the general public. The other POPs on the initial list of 12 essentially consist of obsolete pesticides that are of concern to a more limited and technical group.

Step 5: Seek endorsement of and commitment to the NIP by all key stakeholders.

a) Stakeholder buy-in: Report formally via an official document to all stakeholders. Engage potential bilateral and multilateral donors with potential interest in supporting the NIP (and its related communications plan) and prepare for presentation to the COP.

b) Communications plan: Start implementing the communications plan. Prepare plan for obtaining feedback and adapting the plan as needed.

III) The long-term communications plan

Experience in many fields has led communicators to develop a generic list of activities that are either essential or that should be strongly considered when developing a community plan. Some of the key elements as they relate to POPs are:

- 1) **Set your goals.** The communications strategy should be incorporated into the NIP from the very beginning. This will ensure that its goals and implementation are more fully aligned with those of the activities and projects that it is supporting. It will also help prevent the NIP outreach from promising things

that the NIP cannot actually deliver. When considering what priorities and goals to set for the communications strategy, ask:

- How can communication and outreach support the NIP's priorities and goals?
- What are we really trying to achieve? What is the actual problem that needs to be solved?
- Are we trying to give people knowledge, change their attitudes or alter their behaviour? Who are the target audiences and how do they differ?
- Do we want to engage people or stakeholders proactively with two-way communication? Or simply inform people of what we are doing so that they passively support or do not resist it?
- Are our communications goals clear, realistic and achievable? Are they too ambitious or too weak?

- 2) **Assess and strengthen your resources.** The NIP team should give early consideration to the budget and staffing available for the communications effort. The skills needed for communication should be reviewed. A communications group needs to be organized and specific tasks assigned, including the responsibility for coordination.

It is worth considering the benefits of providing some training in communications skills to key staff early in the process. Consideration should be given to the need for consultants or external staff. In addition to budget and staff, other resources should be inventoried, such as equipment and contact lists and other databases.

If the budget and staff resources are limited, consider focusing the communication effort more intensely on one or two key target groups rather than spreading your efforts around too thinly.

- 3) **Identify your target audience(s).** POPs should concern everybody, but in truth some people will feel more concerned than others because they face particular risks or because they can play a particular role in solving problems. In addition to the general public, possible target audiences can include community leaders, farmers, industry leaders, health-care providers, women's groups, religious leaders and other stakeholders. Consider the benefits and drawbacks of focusing on each possible group. Are some audiences a bigger priority than others?

Once you have identified the possible sub-groups in your country, you will want to assess their knowledge, attitudes, behaviours and interest. Focus on the needs of your target audience. Why should they care about the NIP or about POPs? What is it in for them? The profile of each potential target group can be assessed through formal surveys or informally by talking to a small but representative sample of individuals.

Do not overlook the importance of internal communications. The NIP team and key partners are a vital target audience that needs to be kept informed of ongoing activities and plans. Options for internal communication can include in-house newsletters (whether paper or electronic), policy manuals, bulletin boards, staff meetings and social events.

- 4) **Hone your message(s).** When elaborating a message, be sure to use language that is accessible and attractive to the target audience. Avoid jargon, acronyms and unnecessary detail. Put yourself in their place and give them what they need. Keep the message as simply as possible.

Be prepared to vary the message depending upon the particular target audience. The message must be realistic and focus on behaviour that is relevant to the target audience and that can actually be adopted. There may be practical barriers to the audience responding as you want them to. Or they may simply not see why your proposals should be attractive or useful to them.

Messages to an uninformed public may seek to raise awareness of a public health issue related to POPs and recommend simple actions they can take to protect themselves. Messages that provide people a strong sense that there is a social norm supporting their actions will facilitate the adoption of new behaviours.

Messages to stakeholders or those who are already aware and concerned about POPs may be more sophisticated. They may focus on providing specific information enabling the audience to evaluate the benefits and costs of the proposed new behaviour.

The types of general messages that may be appropriate in a POPs campaign could include:

- Chlordane may cause cancer and damage to the nervous, reproductive and immune systems, and you must now register for permission to use it. You should therefore act quickly to replace it with safer alternatives.
- Open pit fires emit toxic smoke that can make you sick – stay away!
- The government's programme to replace DDT with safer alternatives offers you technical advice and financial support.
- Children can absorb large quantities of hazardous chemicals and pesticides through breastfeeding. Nursing mothers should take extra precautions by washing foods that may contain pesticide residues.

For an audience that may already be motivated to change behaviour, the most appropriate messages may focus on providing practical or logistical information, such as on where to obtain supplies and services and how to use them. For an audience already engaged in taking action, it may be useful to provide encouragement to continue, guidance to correct use, reassurance about the benefits, and information on how to overcome perceived obstacles. A target audience that is successfully engaged in the new behaviours may benefit from reinforcement and reminders of the benefits of sustaining the behaviour.

A vital step in developing a message is pre-testing. If resources forbid a formal effort at least check the messages with non-experts – neighbours, friends, families – to see if they understand it and if the tone is appealing. Remember that two-way communication is most effective. Communicators can make

expensive errors when they simply assume that their message is appropriate and understandable and do not seek ongoing feedback from the target audience.

- 5) **Approach potential partners.** NGOs, academics, public personalities, and journalists who share your concerns are all potential partners for POPs outreach. Such partners can often reach out more effectively and inexpensively than can government offices working on their own and serve as powerful champions of the POPs issue. They may already have a strong relationship with one of your target audiences that gives them a competitive advantage in reaching, for example, youth or farmers. They may also have networks, skills, resources or credibility that can contribute to the POPs campaign.

A drawback of working with partners may be a lack of control over message and how it is delivered. When choosing a partner is important to consider their particular interest in the issue and their knowledge, credibility, reputation and image.

- 6) **Deliver your message to your target audience(s).** Only once you are confident about who your audience is and what your messages are should you start considering the best way to transmit your message. If your message is sophisticated and addressed to a limited group of stakeholders, it may be most effective to rely on approach that emphasizes dialogue. Approaches that best promote interaction and feedback can include meetings, phone calls, Internet conferences, workshops and roundtables. Such efforts are more targeted and generally more expensive (per person).

In other cases you may want to transmit a relatively simple message to large numbers of people. For example, you may want to urge rural residents to stay away from open fire pits that may emit furans and dioxins. In such cases the most effective tools may include brochures and leaflets, films and videos, posters, signs and billboards, books and reports, exhibits, mass letters, CDROMS, radio and TV. When producing materials always keep in mind the challenge of distributing them effectively: too often boxes of posters or brochures end up gathering dust because no one has figured out how and to whom to distribute them. Local languages should also be considered.

Production and distribution costs can be significant. It is worth considering that UNEP Chemicals and various governments and NGOs have already developed public awareness materials on POPs. Some of these materials may be free of charge to you. Others may need to be translated or otherwise adapted to your particular needs. Save time and money by taking texts and images that are copyright-free or for which you have permission and use or adapt.

A number of more technical and specialized information products are available at the UNEP Information Clearing-house on POPs – see <http://www.chem.unep.ch/pops/newlayout/infpopsalt.htm>. Many of these products address alternatives and techniques for replacing, reducing or eliminating releases of POPs. Not only chemical substitutes are covered but also biological, environmental, and other alternative approaches, as well as experiences in using these. A number of these information products are developed in collaboration with, or based on work made by other organizations,

including those with specialization in certain fields like WHO and FAO.

One of the most cost-effective ways of reaching any target audience is through the media. Developing an effective working relationship with the media is an extremely worthwhile investment. Journalists are always looking for good stories, and POPs offer many possibilities. However, many activities that may seem important to the NIP team may seem too procedural or dull for journalists, who are looking for action, concrete results, new data or information. Do not bombard the press with information or they will start ignoring you. Instead, choose several important actions – a survey of PCBs showing how many tonnes of the stuff are in the country, the launch of a newly funded project to replace DDT with other alternatives, the successful phase-out of the use of hexachlorobenzene. Remember to focus on your message, request media training if you feel the need, and invest time in preparing for interviews. Never lie, exaggerate or make promises you cannot keep.

In all cases, it is vital to develop effective spokespersons or champions to deliver your messages. If necessary offer generous training to the chosen messengers.

The table at the back of this document looks at the various communication tools available to you in greater detail.

- 7) **Evaluate and monitor the results.** Evaluating the effectiveness of a communications effort can be extremely difficult. However, it is well worth making the effort. Has your message been heard? Understood? Acted upon? Credible feedback on these questions from the target audience is useful for adapting a campaign as you go along, improving for next time, and justifying future budgets. Such feedback can be obtained through follow-up interviews or surveys and from close observation of changes in behaviour.

Annex 1 – Relevant excerpts from the text of the Stockholm Convention

Article 7 Implementation Plans

1. Each party shall:
 - (a) Develop and endeavour to implement a plan for the implementation of its obligations under this Convention;
 - (b) Transmit its implementation plan to the Conference of the Parties within two years of the date on which this Convention enters into force for it; and
 - (c) Review and update, as appropriate, its implementation plan on a periodic basis in a manner to be specified by a decision of the Conference of the Parties.
2. The Parties shall, where appropriate, cooperate directly through global, regional and sub-regional organisations, and consult their national stakeholders, including women's groups and groups involved in the health of children, in order to facilitate the development, implementation and updating of their implementation plans.
3. The parties shall endeavour to utilize and, where necessary, establish the means to integrate national implementation plans for persistent organic pollutants in their sustainable development strategies where appropriate.

Article 9 Information exchange

1. Each Party shall facilitate or undertake the exchange of information relevant to:
 - a) the reduction or elimination of the production, use and release of persistent organic pollutants; and
 - b) Alternatives to persistent organic pollutants, including information relating to their risks as well as to their economic and social costs.
2. The Parties shall exchange the information referred to in paragraph 1 directly or through the Secretariat.
3. Each Party shall designate a national focal point for exchange of such information.
4. The Secretariat shall serve as a clearing-house mechanism for information on persistent organic pollutants, including information provided by Parties, intergovernmental organizations and non-governmental organizations.
5. For the purposes of this Convention, information on health and safety of humans and the environment shall not be regarded as confidential. Parties that exchange other information pursuant to this Convention shall protect any confidential information as mutually agreed.

Article 10 Public Information, awareness and education

1. Each party shall, within its capabilities, promote and facilitate:
 - a) Awareness among its policy and decision makers with regard to persistent organic pollutants;
 - b) Provision to the public of all available information on persistent organic pollutants, taking into account paragraph 5 of Article 9;
 - c) Development and implementation, especially for women, children and the least educated, of educational and public awareness programmes on persistent organic

- pollutants, as well as on their health and environmental effects and on their alternatives;
- d) Public participation in addressing persistent organic pollutants and their health and environmental effects and in developing adequate responses, including opportunities for providing input at the national level regarding implementation of this Convention.
 - e) Training workers, scientists, educators and technical and managerial personnel;
 - f) Development and exchange of educational and public awareness materials at the national and international levels; and
 - g) Development and implementation of education and training programmes at the national and international levels.
2. Each Party shall, within its capabilities, ensure that the public has access to the public information referred to in paragraph 1 and that the information is kept up-to-date.
 3. Each Party shall, within its capabilities, encourage industry and professional users to promote and facilitate the provision of the information referred to in paragraph 1 at the national level and, as appropriate, sub-regional, regional and global levels.
 4. In providing information on persistent organic pollutants and their alternatives, Parties may use safety data sheets, reports, mass media and other means of communication, and may establish information centres at national and regional levels.
 5. Each Party shall give sympathetic consideration to developing mechanism, such as pollutant release and transfer registers, for the collection and dissemination of information on estimates of the annual quantities of the chemicals listed in Annex A, B or C that are released or disposed of.

Article 11 **Research, development and monitoring**

1. The Parties shall, within their capabilities, at the national and international levels, encourage and/or undertake appropriate research, development, monitoring and cooperation pertaining to persistent organic pollutants and, where relevant, to their alternatives and to candidate persistent organic pollutants, including on their:
 - a) Sources and releases into the environment;
 - b) Presence, levels and trends in humans and the environment;
 - c) Environmental transport, fate and transformation;
 - d) Effects on human health and the environment;
 - e) Socio-economic and cultural impacts;
 - f) Release reduction and/or elimination; and
 - g) Harmonized methodologies for making inventories of generating sources and analytical techniques for the measurement of releases.
2. In undertaking action under paragraph 1, the Parties shall, within their capabilities:
 - a) Support and further develop, as appropriate, international programmes, networks and organizations aimed at defining, conducting, assessing and financing research, data collection and monitoring, taking into account the need to minimize duplication of effort;
 - b) Support national and international efforts to strengthen national scientific and technical research capabilities, particularly in developing countries and countries with economies in transition, and to promote access to, and the exchange of, data and analyses;
 - c) Take into account the concerns and needs, particularly in the field of financial and technical resources, of developing countries and countries with economies in transition and cooperate in improving their capability to participate in the efforts referred to in subparagraphs (a) and (b);

- d) Undertake research work geared towards alleviating the effects of persistent organic pollutants on reproductive health;
- e) Make the results of their research, development and monitoring activities referred to in this paragraph accessible to the public on a timely and regular basis; and
- f) Encourage and/or undertake cooperation with regard to storage and maintenance of information generated from research, development and monitoring.

Article 12
Technical assistance

1. The Parties recognize that rendering of timely and appropriate technical assistance in response to requests from developing country Parties and Parties with economies in transition is essential to the successful implementation of this Convention.
2. The Parties shall cooperate to provide timely and appropriate technical assistance to developing country Parties and Parties with economies in transition, to assist them, taking into account their particular needs, to develop and strengthen their capacity to implement their obligations under this Convention.
3. In this regard, technical assistance to be provided by developed country Parties, and other Parties in accordance with their capabilities, shall include, as appropriate and as mutually agreed, technical assistance for capacity-building relating to implementation of the obligations under this Convention. Further guidance in this regard shall be provided by the Conference of the Parties.
4. The Parties shall establish, as appropriate, arrangements for the purpose of providing technical assistance and promoting the transfer of technology to developing country Parties and Parties with economies in transition relating to the implementation of this Convention. These arrangements shall include regional and sub-regional centres for capacity-building and transfer of technology to assist developing country Parties and Parties with economies in transition to fulfil their obligations under this Convention. Further guidance in this regard shall be provided by the Conference of the Parties.
5. The Parties shall, in the context of this Article, take full account of the specific needs and specific situation of least developed countries and small island developing states in their actions with regard to technical assistance.

Annex 2 – Planning sheet for developing a communications strategy

Set objective(s) using the SMART (specific, measurable, agreed, realistic and time-dependent) model for what you want you want to achieve.

Prioritize actions based on time sequences, critical path (minimum required time) and extended benefit cost analysis, if applicable

	PCBs	DDT	Dioxins/ furans	Other POPs
1 - Identify stakeholders, target groups and partners				
2 - Identify required information and messages				
3 – Decide who does what (e.g. dissemination)				
4 – Choose channels and tools for dissemination				
5 - Develop schedule and deadlines				
6 – Budget all short-term and long-term activities				
7 - Identify sources of funding and in-kind support				
8 - Formulate expected outputs and results				
9 – Decide how to monitor performance, report and evaluate				

Annex 3 – Possible mass communication techniques, their advantages and disadvantages

Technique	Features	Advantages	Disadvantages
Community interviews Face-to-face meetings	Personal visits or phone calls to local residents, elected officials, community groups, key official or group leaders to announce a problem, provide background information, or answer questions.	Provide background information. Determine reactions before an issue "goes public". Alert key people to issues that may affect them. Two-way communication technique.	Requires time. Should be complemented by other activities.
Informal meetings	Meetings with individual groups identified as having a particular interest in this problem and/or facility.	Allows two-way interaction between citizens and local officials; officials can learn how citizens view the problem. This actively promotes public participation. Two-way communication technique.	Should be complemented by other activities. Requires time.
Briefings	Meetings with key state, local officials, people key to the public involvement process to inform them of the status of a permit application or a solution to the problem.	Allow the public to raise questions about any action prior to public release of information regarding that problem. Allows for the exchange of information and concern. Two-way communication technique.	Usually takes a day to plan and conduct. Although briefings can be an effective tool for updating public, should always be complemented by other activities, such as informal meetings, news conferences, and so on.
Workshops	Workshops are seminars or gatherings of small groups of people (usually between 10 and 30), led by a small number of specialists with technical expertise on a specific problem.	Two-way communication technique. Provide more information to the public than is possible through written materials. They are successful in familiarizing citizens with key technical terms and involve them in better ownership.	If only limited number of workshops are held, only a small segment of population is affected.
Public meetings	Formal conferences	Two-way	Public meetings often

and hearings	for all groups of stakeholders, led by the specialists with technical expertise on a specific problem. Is intended for two-way discussion between specialists and community and to afford community members an opportunity to ask questions.	communication technique. Provide accurate information to the public on the activity.	create an atmosphere of "us versus them". One way to avoid confrontation is to make sure that representatives of the community are briefed in a less formal setting prior to the full formal public meeting/hearing.
Panel discussion, brain-storming	Organized for identifying problems and possible solutions and for discussing controversial subjects.	Very effective tools in planning, realization and implementation of any activity.	Should be complemented by other activities.
Mailing list	Mailing lists are both important databases and essential communication tools. Mailing lists typically include concerned residents, elected officials, appropriate national, regional and local government contacts, local media, organized environmental groups, facility employees, and local businesses.	Allow reaching broad or targeted audiences with its messages.	Requires time. One-way communication technique.
Public notice	Public notices provide an official announcement of proposed decisions and provides the public with the opportunity to comment on the proposed decision.	Efficient, simple means of alerting the public to important events.	It should never substitute for other activities that involve direct communication with the public. One-way communication technique.
Fact sheets	Fact sheets summarize the current status of a permit application or corrective action. They present technical and/or procedural	These documents allow communication of a consistent message to the public and the media.	Poorly written fact sheets can be misleading or confusing. It is a one-way communication tool and therefore the name and telephone number of a contact

	information in a format that uses clear and understandable language.		person should always be provided.
Telephone contacts	Can be used to gather information about the community and to update local officials. Are usually made to arrange or conduct community interviews, develop mailing lists, and arrange interviews for other public involvement.	Saves time. Two-way communication technique.	Residents initially may feel uncomfortable discussing their concerns and perceptions over the telephone with a stranger.
Telephone Hotline	A hotline is a toll-free telephone number to an institution providing information. Provides citizens with an opportunity to ask questions and obtain information promptly about these activities.	Provides citizens with a quick means of expressing their concerns directly to the source of information and getting their questions answered. Can also help monitor community concerns. Two-way communication technique.	Citizens calling the hotline must receive responses to their questions or concerns quickly, or they may become frustrated with this problem. Dialing a hotline number and receiving a recorded message could irritate or alienate some members of the public.
Door-to-door canvassing	Allows distribution of information by calling on community members individually and directly to provide fact sheets or other materials and discuss the facility.	Ensures that materials are directly provided to community members.	One-way communication technique. May be used only with other techniques of information dissemination.
Bulletin boards	Placed in a strategic area in schools, towns, villages, is a very attractive and a good source of information for the general population. Is regularly updated with newsletters, posters, leaflets.	Very effective and inexpensive form of providing information to the general population.	Could be pre-tested before large-scale production and distribution. One-way communication technique.
Posters	Provide information using only drawings and a few words.	Cost effective, may be used in many different ways and	Requires considerable staff time to arrange, prepare, and

		even to produce a newspaper wall on specific issues.	coordinate.
Facility tours	Trips scheduled to a facility for all groups of stakeholders (media representatives, local officials, citizens) during which technical and public involvement, staff answer questions.	Familiarize the media, local officials, and citizens with the activities, and the individuals involved in the actions.	Sometimes, the insurance regulations for the facility and liability may make the tours impossible.
Field trips	Used to motivate the emotional feelings of people for "conservation". Organized for grade school children, high school students, and university students.	Very popular technique, participants look forward to new experiences in the understanding of nature through use of sight, sound and touch. Combines entertainment and education. Two-way communication technique.	Requires very good organization.
Environmental sites	Exploration of the surrounding environment, site of special environmental significance and environmental protection facilities.	Very popular technique, provides the community with important information on the environment. Learners' understanding is enhanced by the combination of sound and sight stimuli.	This technique should be combined with written material that will make the information memorable.
Special events Traditional rites	Use of traditional rites.	Provides specific information on environmental problems, use of non-technical language. Very attractive form for very broad audience, combines entertainment and education.	Costly.
Radio	Use of different techniques, e.g., quizzes, competitions, talks, music, radio drama, interviews, jingles,	A powerful medium, radio reaches a large number of people with relatively little input.	It is relatively cheap.

	folk stories in different types of programmes catering for different ages and/or interest groups can be effective in raising awareness.		
Television	Use of different techniques combine picture, sound, colour and motion to express the environmental issues, e.g., quizzes, competitions, talks, music, drama, interviews, jingles, folk stories in different types of programmes catering for different ages and/or interest groups. Can be effective in raising awareness.	A powerful media, reaches a large number of people.	Costly. This is a one-way communication tool.
Video films	These techniques combine picture, sound, colour and motion to express many environmental issues.	Very effective way to provide information because they combine entertainment and education. These forms allow making the message memorable.	Costly. This is a one-way communication tool.
Exhibits	Exhibits are visual displays such as maps, charts, diagrams, or photographs. May be accompanied by a brief text explaining the displays and the purpose of the exhibit.	They allow use of realistic, three-dimensional models that facilitate understanding through use of sight, sound, and touch. This technique can be used over a period of time and thus cover a wider population. Exhibits can convey information to many people with a low level of effort. This technique can also convey scientists to know the perceptions of children about	This is a one-way communication tool. One solution is to attach blank postcards to the exhibits, encouraging viewers to comment or submit inquiries by mail. This is a one-way communication tool.

		environmental issue linked to their research.	
Computer games	These techniques combine picture, sound, colour and motion to express the environmental issues.	Very effective way to provide information because they combine entertainment and education.	Still expensive.
Internet e.g. "Water on the Web"	This technique provides wide-world information on the subject in question.	Very effective way to provide information, two-way communication tool, allow exchange of opinions.	Still very expensive. Still limited access in some countries.
Newsletter, Newspaper insert	Brief description of what is going on. The problems that have environmental implications, usually issued at the key intervals for all people who have shown an interest.	Provide information about current events that have environmental implications.	Requires staff time and cost money to prepare, print, and mail. Story must be objective and credible or people will react negatively to newsletters.
News conferences	Brief presentation to the reporters, followed by question-and-answer period, often accompanied by handouts of presenter's comments.	Simulate media interest in the problem. Direct quotes often appear in television.	Cannot control how the information is used.
Press kits	A packet of information on what is happening with the problems that have environmental implications. Distributed to reporters.	Stimulates media interest in that problem. Provides background information which reporters use for future stories.	Requires staff time to prepare and print.