Communication, Education & Public Awareness Strategy (CEPA)

2019 - 2030
MET Mandate, Mission and Vision

The mandate of the MET is to ensure “the maintenance of ecosystems, essential ecological processes and biological diversity and the utilization of living natural resources on a sustainable basis for the benefit of all Namibians, both present and future”.

The mission of the MET is to ensure environmental sustainability, biodiversity conservation and tourism growth for the equitable benefit of current and future generations. Its vision is to be a leading nation in biodiversity conservation, environmental management, climate resilience and sustainable tourism development.
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<td>ABS</td>
<td>Access and Benefit Sharing</td>
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<td>C4D</td>
<td>Communication for Development</td>
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<td>CEPA</td>
<td>Communication, Education, Public Awareness</td>
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<td>CITES</td>
<td>Convention on International Trade in Endangered Species of Wild Fauna and Flora</td>
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<td>CP</td>
<td>Cooperation Partner</td>
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<td>CSI</td>
<td>Corporate Social Investment</td>
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<td>DEINRE</td>
<td>Division Environmental Information and Natural Resource Economics</td>
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<td>EEC</td>
<td>Environmental Education Centre</td>
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<td>GRN</td>
<td>Government of the Republic of Namibia</td>
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<td>FDGs</td>
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<td>HIV/AIDS</td>
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<td>HWC</td>
<td>Human Wildlife Conflict</td>
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<td>IEC</td>
<td>Information, Education and Communication</td>
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<td>KAP</td>
<td>Knowledge, Attitudes, Practices</td>
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<td>LDN</td>
<td>Land Degradation Neutrality</td>
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<td>MAWF</td>
<td>Ministry of Agriculture, Water and Forestry</td>
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<td>MEA</td>
<td>Multilateral Environmental Agreement</td>
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<td>MET</td>
<td>Ministry of Environment and Tourism</td>
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<td>MLR</td>
<td>Ministry of Land Reform</td>
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<td>MoE</td>
<td>Ministry of Education</td>
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<td>MoF</td>
<td>Ministry of Finance</td>
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<td>NADEET</td>
<td>Namibia Desert Environmental Education Trust</td>
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<td>NPC</td>
<td>Namibia Planning Commission</td>
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<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<td>NCCSAP</td>
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<td>NCE</td>
<td>Namibia Chamber of Environment</td>
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<td>NEEN</td>
<td>Namibia Environmental Education Network</td>
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<td>NEWS</td>
<td>Namibia Environment and Wildlife Society</td>
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<td>NIPAM</td>
<td>Namibia Institute for Public Administration and Management</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MRLGHRD</td>
<td>Ministry of Regional and Local Government, Housing and Rural Development</td>
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<td>NSA</td>
<td>Namibia Statistics Agency</td>
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<td>O/M/As</td>
<td>Office, Ministries, Agencies</td>
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<td>OPM</td>
<td>Office of the Prime Minister</td>
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<td>PA</td>
<td>Protected Area</td>
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<td>PRO</td>
<td>Public Relations Officer</td>
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<td>SMART</td>
<td>Specific, Measurable, Achievable, Relevant, Time-bound</td>
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<td>SDGs</td>
<td>Sustainable Development Goals</td>
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<td>SME</td>
<td>Small and Medium Enterprise</td>
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<td>TA</td>
<td>Traditional Authority</td>
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<tr>
<td>ToC</td>
<td>Theory of Change</td>
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<td>UNCBD</td>
<td>United Nations Convention on Biological Diversity</td>
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<td>UNCCD</td>
<td>United Nations Convention on Combatting Desertification</td>
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Foreword

This Communication, Education and Public Awareness (CEPA) Strategy outlines the key priority areas for environmental education and public awareness raising for the Ministry of Environment and Tourism (MET) for the period (2019-2030). The mandate of MET is to ensure the maintenance of ecosystems, essential ecological processes and biological diversity and the utilization of living natural resources on a sustainable basis for the benefit of all Namibians, both present and future. Development of the CEPA Strategy was thus driven by the desire to address environmental issues of concern to Namibia and especially MET’s priority issues as identified in its annual work plans and 5-year strategic plan.

The CEPA Strategy comprises strategic goals, objectives, targets, and approaches to raising the level of environmental awareness, knowledge and skills among the Namibian population. A higher level of environmental knowledge, awareness and meaningful skills can only be realized through a range of practical educative, communicative and training activities aimed at supporting community actions and behavioural change. It is anticipated that more environmentally friendly attitudes and behaviours will drive the Namibian society towards a more ecologically sound and sustainable lifestyle. The objectives of the CEPA Strategy are in line with MET’s vision, mission, goals and objectives. The mission of the MET is to ensure environmental sustainability, biodiversity conservation and tourism growth for the equitable benefit of current and future generations. This CEPA strategy aims to provide general guidance, knowledge and environmental skills to the general public as well as internal and external stakeholders about the key environmental issues of concern to Namibia, how to address them as well as on areas for participation. In addition, the CEPA Strategy provides concrete examples and suggestions for innovative tools and approaches to increase and mainstream environmental education, communication and public awareness.

Successful implementation of this Strategy will also support bringing about a positive relationship and understanding between MET and other line ministries, industries, civil society organizations or NGOs and the public. Its aim is furthermore to foster a collective responsibility toward environmental protection and biodiversity conservation through strengthening existing and building new partnerships among all CEPA stake-holders and particularly the public.

Pohamba Shifeta, MP
Minister of Environment and Tourism
Executive Summary & Recommendations

There is global consensus that promoting environmental education and awareness is a cross-cutting activity that directly or indirectly contributes to the United Nations Sustainable Development Goals (SDGs). This Communication, Education and Public Awareness (CEPA) strategy is an integral part of the Ministry of Environment and Tourism's (MET) approach and commitment to sustainable development.

Namibia aspires to be a leader in sustainability with the protection of natural resources firmly enshrined in its Constitution. As a result, Namibia signed on to several Multilateral Environmental Agreements (MEAs) such as the Rio Conventions on Climate Change, Biodiversity Conservation and Desertification as well as biodiversity-related conventions such as Ramsar or CITES among others. These agreements are translated into a variety of national policies. The implementation of these policies requires awareness and buy-in from stakeholders.

This CEPA strategy uses a broad definition of environmental awareness to support the implementation of all MET environmental policies and strategic priorities and aligns itself with the provisions and recommendations of the CEPA Programme under the UN Convention on Biological Diversity (UNCBD). In doing so, the strategy offers a framework to guide the Ministry’s communication activities and stakeholder engagement to ultimately equip Namibians with the necessary skills and knowledge to make sustainable development and the green and blue economies a reality.

The CEPA strategy is based on extensive consultations with stakeholders in MET, literature review and inputs from communication experts and practitioners. A Theory of Change (ToC) approach is used to define the overall CEPA process and prioritize desired outcomes, and then map out the pathway of necessary preconditions. The strategy is oriented towards affecting behaviour change, rather than merely informing stakeholders. It sets out five priority areas based on the MET strategic plan and annual work plans. These are then subdivided in strategic outcomes that are linked to specific messaging and CEPA indicators of success, directed at seven broad stakeholder groupings.

Several strategic channels and tools are identified to put the CEPA strategy into action across a variety of platforms. The implementation of the strategy is monitored and evaluated by an oversight committee using three different metrics on the level of activity, impact and behaviour change. This 2018-2030 CEPA strategy is supplemented by periodic action plans, setting out costed interventions.

Several risks to implementation were identified leading to recommendations and mitigating actions. It is for instance strongly recommended that the input of external stakeholders is considered for the CEPA action plans through consultations and a baseline survey against which activities can be measured. Such consultations have the added benefit of promoting stakeholder buy-in and identifying opportunities for synergies and funding.

Secondly, it is recommended that MET Departments, Directorates and Projects take responsibility for mainstreaming CEPA in all their activities. For this to happen effectively, CEPA liaison officers are to be identified and trained in relevant units. The Division Environmental Information and Natural Resource Economics (DEINRE) functions as CEPA focal point, facilitating the CEPA implementation by CEPA liaison officers within MET, and by private sector partners.

MET is conscious that leading by example is pivotal to the CEPA strategy. The Ministry commits to environmentally friendly processes, products and services, reduces the use of water, electricity and paper and introduces sustainable waste management in all its offices countrywide.
1 Introduction

All over the world, countries face environmental challenges ranging from water pollution to land degradation and loss of wildlife habitat. The unsustainable use of our environment in the past hundred years or so, can have unforeseen and undesirable effects such as declining agricultural yields, loss of tourism income, scarcity of clean water and growing rural-urban migration.

Namibia is blessed with an abundance of resources and pristine landscapes. In a visionary move the protection of this natural bounty was enshrined at independence in the Constitution of the fledgling nation \(^1\). Since then, Namibia has experienced industrialisation, urbanisation, and population growth, while funding for environmental protection and education steadily declined. Unchecked, these negative impacts will adversely affect our living environment and the opportunities for future generations.

We have a proud, and internationally recognised, tradition of involving our people in the management of natural resources. Together, we need to shift our thinking towards sustainable growth. How can we embrace best practices from elsewhere and complement them with our own unique traditions and values? How do we use those skills to build the green and blue economies that we want?

Learning about the available alternatives is an important first step to changing our behaviour. Within the framework of the Multilateral Environmental Agreements, the Communication, Education and Public Awareness (CEPA) strategy is an accepted tool to move stakeholders towards understanding and adopting sustainable use of natural resources. In this CEPA strategy, the Ministry of Environment (MET) offers tools to raise the level of environmental awareness, knowledge and skills among Namibians through a range of practical educative, communicative and training activities aimed at supporting community actions and behavioural change.

We believe that environmentally friendly attitudes and behaviours, accompanied by relevant skills will drive Namibian society towards a lifestyle characterized by sustainable living spaces and work places. Such attitudes will also foster a collective responsibility toward environmental protection and biodiversity conservation through building of ethical partnerships between stakeholders. It is hoped that increased environmental awareness helps to mainstream biodiversity in the national development agenda.

This strategy can be used by actors involved in sustainable environmental management as a guide on how to integrate and mainstream public awareness in their activities. Although it is not exhaustive in addressing all environmental issues and mandates of MET in the same depth and scope, it does provide strategic guidance, examples and further links to inform CEPA activities across a wide range of environmental topics relevant to sustainable development and prioritises areas of intervention to increase communication, education and public awareness in Namibia.
Article 95 of the Namibian Constitution calls for the ‘maintenance of ecosystems, essential ecological processes and biological diversity of Namibia and utilization of living natural resources on a sustainable basis for the benefit of all’.

2 Background

2.1 Context & Rationale

Public, private and NGO funding for environmental protection has declined. Environment competes with other national development issues and its contribution to the socio-economic wellbeing of countries is still poorly understood. There is a general lack of awareness about the potential role the environment can play in reducing unemployment, poverty and improving human welfare. Despite impressive legislation, the environment is still often treated as an infinite natural resource. Natural capital is not accounted as part of the country’s national assets which can decline in terms of value and capacity to sustain itself and the country’s production processes.

The correlation between education and effectively addressing issues such as waste management, conservation, biodiversity conservation and sustainable land management is well-established. Several MEAs to which Namibia is a signatory specifically call on Parties to promote and encourage understanding and to develop education and public awareness programs through CEPA activities. To change our interaction with the environment, requires innovative programmes that mainstream sustainable use of biological and natural resources, benefit sharing and climate change and elevate these issues on the national agenda.

The CEPA strategy aims to promote understanding of environmental issues and equip Namibians with the tools for voluntary public compliance to environmental legislation, regulation and conventions. The strategy also seeks to mainstream ‘green thinking’ in all actions of public and private stakeholders, particularly in the mining, energy, infrastructure, manufacturing & processing and health sectors.

2.2 Methodology

This CEPA strategy is the result of comprehensive consultations with stakeholders in the Ministry, both in person and through an e-mailed questionnaire. At the same time a desktop review of MET policies, strategic priorities and initiatives as well as relevant CEPA literature was undertaken. MET opted to maintain a broad definition of environment to include various thematic areas not directly associated with environmental protection such as tourism or trophy hunting in the scope of the CEPA strategy.

The CEPA strategy uses a Theory of Change (ToC) model by defining the overall desired outcomes and then map backwards the preconditions necessary to achieve these. Subsequently, indicators are identified to measure progress. Before deciding on an action plan, it is crucial to ensure the participation of sectoral stakeholders in discussing underlying assumptions, formulating the pathway of change and developing the outcomes framework. A successful implementation of the CEPA strategy is the shared responsibility of both MET and its sector partners.

This review identified several priority areas and desired outcomes for CEPA interventions. Subsequently, seven stakeholder groups and their role in relation to CEPA were described. Core messaging was developed, linking outcomes with target audiences. The final chapters of this strategy outline channels and tools for communication, an M&E framework and a risk matrix.
2.3 CEPA Scope: Bridging the Value-Action Gap

There is consensus that the environment needs conserving, yet few of us mainstream this in everything that we do. Researchers have termed this the value-action gap in environmental policy.  

Studies have shown that throwing more information at people does not necessarily change their behaviour. It is only when people or communities are positioned and enabled as actors with rights and responsibilities that they consider their own behaviour. Just paying lip-service to community participation through for instance stakeholder consultations is not enough. Instead, CEPA activities must seek to ‘negotiate partnerships sensitive to local diversity and involve a more equitable distribution of responsibility between stakeholders’.

A CEPA strategy is, therefore, not a static document, but designed to provide a framework that facilitates sector-wide mobilisation and mainstreaming of biodiversity and climate change conscious approaches. The CEPA strategy should focus on building stakeholders’ capacity to mainstream environmental issues in the execution of their mandates. Secondly, involving stakeholders in the design process helps to take stock of and connect existing information services. The results of the outcome framework can then be inserted in a classic Communications for Development model, identifying five distinct phases.

Fig 1: CEPA development flow

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3 CBD/SBSTTA/21/5, 12 October 2017


6 idem
2.4 Guiding Principles

Summarising the literature review of applicable national and international policies, treaties and legislation and the consultation process with MET directorates, departments and projects, we can distil a set of findings and principles that guide this strategy. These principles are applied when deciding on how to engage specific stakeholders.

Table 1: CEPA guiding principles

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<tr>
<th>Principle</th>
<th>Details</th>
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<tr>
<td>1. Providing information does not automatically translate to behaviour</td>
<td>Outreach should provide the commitment, critical thinking and capacity to</td>
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<td>change or sustainable practices.</td>
<td>act.</td>
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<td>2. All MET activities should include a CEPA component in planning and</td>
<td>implementation.</td>
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<td>implementation.</td>
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<tr>
<td>3. Environmental education is not limited to the field of nature</td>
<td>conservation, but specifically focuses on making linkages to other</td>
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<tr>
<td>conservation, but specifically focuses on making linkages to other</td>
<td>fields that impact on environment and biodiversity such as tourism,</td>
</tr>
<tr>
<td>fields that impact on environment and biodiversity such as tourism,</td>
<td>manufacturing, or agriculture.</td>
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<td>manufacturing, or agriculture.</td>
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<tr>
<td>4. Communication, education and public awareness (CEPA) is a two-way,</td>
<td>interactive and participative process that uses a variety of social</td>
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<td>interactive and participative process that uses a variety of social</td>
<td>tools to mobilise and engage stakeholders. CEPA should be positive,</td>
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<td>tools to mobilise and engage stakeholders. CEPA should be positive,</td>
<td>people-centred and impact focused.</td>
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<td>people-centred and impact focused.</td>
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<tr>
<td>5. CEPA relies on networking, partnerships and supports knowledge</td>
<td>management and research to bring out common interests among stakeholders</td>
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<td>management and research to bring out common interests among stakeholders</td>
<td>to conserve and use the environment on a sustainable basis.</td>
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<td>to conserve and use the environment on a sustainable basis.</td>
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<tr>
<td>6. It’s vital to develop and illustrate solutions and good environmental</td>
<td>practices and for core stakeholders to lead by example.</td>
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<td>practices and for core stakeholders to lead by example.</td>
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<tr>
<td>7. Awareness raising should be brought to audiences and take place</td>
<td>where it matters most, such as waste treatment plants or national</td>
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<td>where it matters most, such as waste treatment plants or national</td>
<td>parks. It should embrace a learning by doing approach and employ</td>
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<td>parks. It should embrace a learning by doing approach and employ</td>
<td>target group appropriate language and communication tools.</td>
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<td>target group appropriate language and communication tools.</td>
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<tr>
<td>8. The CEPA strategy encourages public enterprises, local authorities</td>
<td>and private sector to start environmental education programs and</td>
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<td>and private sector to start environmental education programs and</td>
<td>promote green and blue economy initiatives.</td>
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<td>promote green and blue economy initiatives.</td>
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<tr>
<td>9. In the spirit of leading by example the CEPA should advocate a ‘green’</td>
<td>outreach approach. For instance, where possible a ‘digital by default</td>
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<td>outreach approach. For instance, where possible a ‘digital by default</td>
<td>approach’ should replace printed materials and extensive travel should</td>
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<td>approach’ should replace printed materials and extensive travel should</td>
<td>be avoided.</td>
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2.5 Enabling factors for CEPA implementation

The success of the CEPA strategy depends on several critical factors.

1. CEPA is integrated as a standard feature in all MET activities during planning, budgeting and roll-out.

2. To achieve this, the MET culture needs to be geared towards mainstreaming knowledge management and communication.

3. Designated staff members in each directorate, department or project will receive training on integrating CEPA in operational planning, formulating outreach activities and compiling materials.

4. The CEPA focal point in the Division of Environmental Information and Natural Resource Economics (DEINRE) gives strategic guidance to MET units, monitors and evaluates implementation against the CEPA strategy and action plan. This focal point is regularly exposed to international trends and good practices in environmental outreach and new insights regarding behaviour change communications.

5. MET staff can access the Office of Public Relations for tactical support with for instance planning of activities or production of information, education and communication (IECs) materials.

6. The implementation of CEPA should be aligned and be mutually supportive with the comprehensive MET branding manual, a ministerial knowledge management policy and internal communications strategy, a social media policy and a crisis communication plan.

7. The operation of the existing environmental education centres will be re-aligned with the CEPA strategy and innovative ways of funding should be explored to secure staffing and expansion of the network of centres.

8. Importantly, a survey should be conducted to measure existing awareness and attitudes among stakeholders which provides a baseline
for CEPA implementation. The outcomes of this survey serve to prioritise behaviour change and focus activities, and to identify opportunities for cooperation with other stakeholders.

9. Regular workshops should be held with stakeholders to encourage design thinking around CEPA issues and formulate periodic action plans using a Theory of Change approach.

10. In the context of CEPA implementation it is important to make the most efficient use of the resources available within MET and partners to maximise impact (see also section 9).

3 CEPA Objectives and Priorities

This section outlines the objectives and priorities for CEPA based on internal consultations and policy review.

The overall objectives are:

- Raise climate change awareness levels
- Promote biodiversity and sustainable use of natural resources
- Raise awareness on land degradation and desertification
- Promote smart environmental management
- Enhance environmental research, information and education

The criteria applied for this selection were:

◊ Importance of the issue in realising the MET policies, strategic plan and work plans
◊ Return on investment: what low hanging fruit can CEPA reap?
◊ Is the outcome Specific, Measurable, Achievable, Relevant, Time-bound (SMART)

Climate Change

Climate Change effects are noticeable, yet poorly understood. The impact of climate change requires adaptation and mitigation that involves a wide variety of environment-related topics such as water saving and pollution prevention, renewable energy, countering deforestation, promoting climate resilient agriculture and sustainable consumption and production practices. The focus of this strategy is raising awareness on climate change adaptation measures and climate smart land use and to effect behaviour change. Secondly, the strategy focuses on opportunities to promote renewable energy and energy efficiency.

Biodiversity Conservation and Sustainable Use

The conservation of biodiversity and ecosystems is of vital importance to Namibia’s economy. This includes the fair and equitable sharing of benefits derived from the biodiversity economy. The priority areas are, among others, strengthening environmental management, improve governance in conservancies, promoting sustainable tourism (including trophy hunting) and use of natural resources (including human-wildlife conflict and anti-poaching), combat invasive alien species and raising awareness of the human and environmental health impacts of persistent organic pollutants and other chemicals and taking measures to phase out their usage as appropriate.

Land Degradation and Desertification

Land degradation is an environmental concern as the capacity of soils and pastures to sustain
grazing or horticulture deteriorates and desertification sets in. This affects communal and commercial agriculture and tourism and has a devastating effect on biodiversity. MET has several programmes that look at sustainable land management. Equipping land users with the knowledge and skills to use land sustainably and achieving land degradation neutrality (LDN) is a cross-sectoral responsibility shared between MET, academia, the Ministry of Agriculture, Water and Forestry (MAWF) and the Ministry Land Reform (MLR).

Environmental Management

Environmental management is a broad term that refers to upholding and adhering to rules and practices that preserve the environment for future generations. In this respect, the Environmental Management Act (2007) is a crucial piece of legislation for environmental protection in Namibia. The Act came into force in 2012, but broader awareness and training on the provisions of the Act and the regulation among stakeholders is necessary. This strategic priority also encompasses education on waste management, promoting reduce, reuse, recycle and the prevention of littering.

Environmental Research, Information and Education

Research generates credible information about the monetary and non-monetary cost and benefits of environmental damage or conservation. Environmental research produces environmentally-friendly innovative ideas, creative processes, products and services that can be used to raise public awareness and create a better understanding of environmental issues. Research is also affected by funding and capacity restraints. The CEPA strategy focuses on communicating research outcomes to stakeholders.

4 Stakeholders and Target Audiences in Environmental Education

This section lists internal and external stakeholders and gives a brief description of the relevant target audiences that will be addressed through the CEPA strategy.

The figure below lists the most important stakeholders in the CEPA process. The inner circle represents the internal stakeholders in MET, while the outer ring represents the external stakeholders. A description of the role and contribution of each external stakeholder is found below. A comprehensive database should be drawn up for each stakeholder group and updated annually. Each stakeholder group has important comparative advantages and the combination and collaboration of different stakeholder groups leads to a more successful CEPA implementation.

Fig 2: CEPA Stakeholders
Namibian Government

Namibian Government (GRN) Offices, Ministries and Agencies (O/M/As) comprise vital stakeholders for CEPA. The Government propagates, regulates, implements and enforces policies and legislation that enables environmental protection. Many environmental issues such as land degradation, water quality, fisheries and landscape rehabilitation cut across several line ministries and parastatals. Coordination and communication on environmental issues in GRN is, therefore, a key part of the CEPA strategy. O/M/As also are powerful multipliers for messaging around environmentally sustainable practices to their constituencies. Many of them have budgets allocated and structures in place for communication and can be capacitated to integrate CEPA messaging in their public outreach.

Cooperation Partners

The international community has had a vested interest in Namibian environmental affairs since independence and continues to support a variety of programmes and initiatives in this space. Cooperation partners can provide best practices around public outreach and communication and are a source of funding and innovation. CEPA activities should focus on giving visibility to donors and showcasing Namibia’s environmental management initiatives on global platforms.

Communities

Communities are a key partner in realising sustainable development initiatives whether related to tourism, indigenous knowledge, Access and Benefit Sharing (ABS), or natural resource management. Namibia has built significant expertise in involving communities in decision-making processes. This group includes conservancies, water point committees, traditional, local and regional authorities, community forests and basin committees, churches and many more. Involving communities quickly highlights the knowledge gaps and grassroots priorities and opportunities for awareness raising. The CPEA strategy leverages community institutions as a vital intermediary that often possesses inherent and effective communication channels.
Private Sector

Many of the sustainability gains can be achieved by correcting private sector behaviour and educating them about alternatives. There is a myriad of private sector associations, and companies, which are generally aware of their corporate responsibility and willing to engage in a dialogue around sustainable practices or to be educated on the provisions of the environment. Corporate power relations are conducive to green attitudes filtering down to employees and customers. Reducing, reusing and recycling often induces efficiency and impacts positively on the bottom line. It is also good public relations practice. Corporates or associations often have budgets to support CEPA activities whether internally or for the benefit of third parties as part of their CSI. It is, however, vital to educate public relations and marketing officers on the importance of mainstreaming environmental issues in their communication activities.

Academia

Often overlooked as a partner in instilling environmental consciousness, academia has a crucial role to play. Environmental awareness should be mainstreamed in curricula and research. Students and learners can be encouraged to adopt environmentally sustainable practices and become advocates by starting enviro-clubs and projects. Academia plays a pivotal role in developing and piloting innovative sustainable alternatives that can be showcased through CEPA activities. Research related to communication for development also can yield interesting new methods for devising, implementing and monitoring CEPA initiatives.

NGOs

Civil society has a vested interest in creating a sustainable and environmentally equitable society. Namibia has several environmental communication networks that could be reactivated. Environment NGOs have organized themselves in the Namibia Chamber of Environment (NCE) which can be a strong partner in rolling out CEPA activities and instilling a sustainability agenda in society at large. Their comparative advantage is that they link institutions and grassroots communities with governments, funders and universities abroad. As such they are a viable conduit for CEPA activities. Links with existing NGOs that run environmental education programmes should be strengthened and coordinated. A strong CEPA programme also makes it easier to attract funding from large international NGOs.

5: Strategic Outcomes & Messaging

Several strategic outcomes are identified under the five priority areas and high-level messaging around these developed. Additional detailed messaging can be developed for specific campaigns. The indicators specify the desired impact and should be measured against a baseline.
### Strategic Priority 1: Raise Climate Change Awareness Levels

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Messaging</th>
<th>Target Audience</th>
<th>Indicator</th>
</tr>
</thead>
</table>
| Include biodiversity conservation and climate change awareness in curricula for learners and civil servants | Climate change affects daily lives and livelihoods  
Climate Change Adaptation is not a choice, but a necessity  
Renewable energy is cost efficient and sustainable  
Our biosphere is fragile and needs to be managed carefully for future generations  
In everything you do consider the impact on the environment | Ministry of Education  
NIPAM  
Office Prime Minister | Environmental awareness modules in all curricula for primary and secondary learners and civil servants by 2025 |
| | Everyone can implement low or no cost measures to combat the effects of climate change. Many measures have a short payback time  
Climate change adaptation and mitigation presents opportunities to transform Namibia towards a green economy that is food, water and energy secure. | Households  
Companies  
SMEs | 75% of key target groups understand the importance of Climate Change adaptation and mitigation |
| Campaign on Renewable Energy and Energy Efficiency | Climate Change adaptation builds resilience against droughts and pests | Rural households  
Communities  
Farmer associations  
Traditional, Local, Regional Authorities | 75% of MPs and decision makers in key sectors (transport, energy, waste, agriculture, water, energy, forestry etc.) made aware of climate change adaptation and mitigation financing opportunities. |
| SCORE communication campaign for rural households | | | 50% of target audiences aware of energy efficiency measures by 2025. |
| | | | 20% of Namibians are educated on the function and benefits of solar photo voltaic (pv) installations by 2025 |
| | | | 30% of rural households aware of adaptation measures by 2022 |

*Table 2 Strategic Outcomes and Messaging Matrix*
### Strategic Priority 2: Promote Biodiversity and Sustainable Use of Natural Resources

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Messaging</th>
<th>Target Audience</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise awareness on need for HWC prevention and promote coordination between stakeholders</td>
<td>Wildlife management, including relocation, trophy hunting or culling is necessary to gain the critical buy-in and support from communities</td>
<td>Rural communities, Conservancies, Tourists, Animal welfare activists, Community Forests, Water point committees, MLR, MAWF</td>
<td>90% of communities understand the provisions of the new HWC policy by 2020</td>
</tr>
<tr>
<td></td>
<td>Killing animals indiscriminately is against the law and can result in fines. Problem animals are culled, hunted or relocated by MET and generate benefits for communities</td>
<td></td>
<td>80% of communities and farmers equipped to draw up HWC plans by 2023</td>
</tr>
<tr>
<td></td>
<td>The HWC policy foresees in a fund offsetting the damage that is caused by problem animals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limit the proliferation of alien plant species</td>
<td>Alien plant species threaten biodiversity by crowding out endemic species, destroying habitats and pastures, damaging soil and affecting water availability</td>
<td>MET, MLR, MAWF, Farmers Unions</td>
<td>90% of resource managers equipped with the knowledge to bring alien species down to manageable and sustainable levels by 2030</td>
</tr>
<tr>
<td>Awareness raised on the harmful impacts of persistent organic pollutants and other similar chemicals on human and environmental health and measures taken to phase out their usage.</td>
<td>Persistent Organic Pollutants and other similar chemicals such as pesticides are extremely harmful to human and environmental health</td>
<td>MHSS, MME, MTI, MET, MAWF, Nampower, Farmers Unions, Private Sector</td>
<td>60% of surveyed population know what Persistent Organic Pollutants are and are aware of their dangers. Measures to phase out the use of Persistent Organic Pollutants and other similar chemicals and to develop alternatives are undertaken.</td>
</tr>
<tr>
<td></td>
<td>Do not use pesticides for problem animal control as this has severe adverse effects for scavengers up the food chain. Sustainable alternatives are available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reduce poaching and number of critically endangered species</strong></td>
<td><strong>Poaching is a crime and the penalties are severe</strong></td>
<td><strong>Communal areas bordering PAs TAs Local Authorities Police and legal value chain Embassies of poaching countries Namibia Employers Federation Chamber of commerce Trade unions</strong></td>
<td><strong>90% of communities understands the adverse impacts of poaching and supports anti-poaching efforts by 2022</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td><strong>Poaching damages the reputation of Namibia and jeopardises income from tourism and sustainable wildlife management for communities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Poaching decreases genetic diversity and threatens extinction of species</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **Promote genetic diversity of cultivated plants and farmed animals** | **Genetic diversity of livestock and crops ensures Namibia’s long-term agricultural growth and sustainability** | **MAWF Farmers Unions Politicians** | **A genetic database of all cultivated plants and animals is established by 2020** |
| | | | **Decision-makers are educated to put regulations promoting genetic diversity in place by 2022** |

| **Sensitise the public on the different values of biodiversity, ecosystem services and natural resources** | **Biodiversity has an intrinsic value that is worth protecting regardless of its value to humans** | **Private sector Public sector Academia** | **75% of community conservancy management committees are capacitated to carry out ecosystem valuation and natural capital accounting** |
| | **Biodiversity and intact ecosystems provide ecological, genetic, social, economic, scientific, educational, cultural, recreational and aesthetic values** | | |
| | **Ecosystem services are valuable and irreplaceable natural capital and constitute a significant part of national wealth, but also can translate in benefits for communities through sustainable tourism and ABS** | | |

<p>| <strong>Promote good governance and understanding of ecosystem services of Conservancies to improve access and benefit sharing</strong> | <strong>Natural resources, wildlife and biotrade are sustainable sources of income for communities if the conservancy is well managed</strong> | <strong>Conservancies</strong> | <strong>90% of conservancies have a thorough understanding of the defined environmental/financial governance objectives by 2024</strong> |
| | | | <strong>Conservancies actively practice CEPA and realise at least X CEPA activities per year (X to be defined in CEPA Action Plan)</strong> |
| | | | <strong>70% of conservancies trained on benefit distribution and game utilisation planning by 2021</strong> |</p>
<table>
<thead>
<tr>
<th>Outcome</th>
<th>Messaging</th>
<th>Target Audience</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote the importance of PA network preserving sensitive land and marine ecosystems</td>
<td>Protecting vulnerable areas and ecosystems does not exclude all economic activity</td>
<td>Conservancies, Industries, Local &amp; Regional Authorities</td>
<td>85% of Namibians understand and actively support Namibia’s PA philosophy</td>
</tr>
<tr>
<td></td>
<td>PAs are important engines of economic growth at local level. They need support from the public and funding from government</td>
<td></td>
<td>New strategic plan for Environmental Education Centres in place by 2019.</td>
</tr>
<tr>
<td></td>
<td>Sustainable management of areas is necessary to preserve Namibia for future generations</td>
<td></td>
<td>Number of Environmental Education Centres increased to 14 (one per region) by 2030</td>
</tr>
<tr>
<td>Promote sustainable land use and CA by (smallholder) farmers</td>
<td>Unsustainable land use leads to soil erosion and permanent loss of productivity</td>
<td>Smallholder farmers, Agri Unions</td>
<td>50% of smallholder farmers understand conservation agriculture by 2025</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>80% of farmers know about soil rehabilitation and Land Degradation Neutrality (LDN) by 2030</td>
</tr>
<tr>
<td>Emphasis importance of restoration of degraded ecosystems</td>
<td>Restoration of ecosystems allows conservancies to actively engage and reap the benefits of CBNRM</td>
<td>National Assembly, MLR, MET</td>
<td>By 2022 decision-makers support funding allocation to restore 15% of degraded ecosystems</td>
</tr>
</tbody>
</table>
## Strategic Priority 4: Promote Smart Environmental Management

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Messaging</th>
<th>Target Audience</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmentally sound and proper management of waste and resource efficiency</td>
<td>Littering and the improper disposal of waste is a hazard to human and environmental health and damages the image of the country</td>
<td>Companies&lt;br&gt;Households&lt;br&gt;Local Authorities&lt;br&gt;General Public</td>
<td>90% of Namibians support reduction, reusing or recycling of waste by 2030</td>
</tr>
<tr>
<td></td>
<td>Reduce, reuse and recycle waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Waste management and recycling is a business opportunity</td>
<td>Companies/SMEs</td>
<td>50% of companies are aware of the benefits of a ‘green’ value chain by 2024</td>
</tr>
<tr>
<td></td>
<td>With increased resource efficiency, companies can save material and energy costs, boost their competitiveness and reduce their environmental impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Most waste has the potential to be recycled or reused, including for energy generation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Install best practices on environmental management in Government</td>
<td>The Republic of Namibia has enshrined environmental protection in the Constitution. As a Government we lead by example</td>
<td>MET&lt;br&gt;OPM&lt;br&gt;All O/M/As</td>
<td>Devise guidelines for O/M/As by 2019&lt;br&gt;Implementation of guidelines by 2021&lt;br&gt;Annual updating of best environmental practices &gt;2021</td>
</tr>
<tr>
<td>Sensitise private sector on Environment Management Act 2007 and promote incentives for sustainable practices</td>
<td>Environmental legislation creates sustainable business practices</td>
<td>Private sector&lt;br&gt;NGOs&lt;br&gt;MoF</td>
<td>85% of private sector is aware of Act provisions by 2021</td>
</tr>
<tr>
<td>Strategic Priority 5: Enhance Environmental Research, Information and Education</td>
<td></td>
<td></td>
<td></td>
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<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td><strong>Messaging</strong></td>
<td><strong>Target Audience</strong></td>
<td><strong>Indicator</strong></td>
</tr>
<tr>
<td>Improve knowledge management for sustainable management of natural resources and implementation of international treaties</td>
<td>MET operates in a fragmented way. Adequate knowledge management and information sharing improves the effectiveness of environmental management</td>
<td>MET CPs</td>
<td>Knowledge Management policy and strategy developed by end 2018</td>
</tr>
<tr>
<td></td>
<td>Adequate funding for implementation of Knowledge Management strategy by 2019</td>
<td></td>
<td>Adequate funding for implementation of Knowledge Management strategy by 2019</td>
</tr>
<tr>
<td>Develop research plan and agenda</td>
<td>Research highlights policy gaps and priorities and stimulates evidence-based decision making</td>
<td>MET CPs MoE</td>
<td>Research agenda developed and resourced by 2019</td>
</tr>
<tr>
<td>Develop Strategies and policies that support education and awareness raising</td>
<td>A number of strategies needs to be developed to operationalise the CEPA</td>
<td>MET CPs</td>
<td>Relevant policies, strategies and structure developed by 2019</td>
</tr>
<tr>
<td>Promote Natural Capital Accounting</td>
<td>NRA is essential environmental management tool and ensures sound decision-making</td>
<td>MoF MET NSA NPC</td>
<td>Critical momentum for NCA framework in place by 2024</td>
</tr>
<tr>
<td>Assess and inventorise indigenous knowledge and practices related to biodiversity conservation</td>
<td>Communities have valuable knowledge on sustainable environmental management practices that can inform modern approaches</td>
<td>MET MRLGHRD</td>
<td>Indigenous knowledge framework and database by 2019</td>
</tr>
<tr>
<td></td>
<td>Traditional knowledge is part of our heritage and should be conserved</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6 Channels and Tools

The CEPA strategy is operationalised through activities on different platforms. This section outlines the most relevant channels and tools used to disseminate CEPA messages.

Table 3: Channel and tools matrix

<table>
<thead>
<tr>
<th>Channel</th>
<th>Function</th>
<th>Audiences</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital</td>
<td>Websites, social media, messaging, apps</td>
<td>All</td>
<td>Low cost to entry, quick turnaround, wide reach, targeted approach, opportunities for cross fertilisation, measurable &amp; scale-able</td>
</tr>
<tr>
<td>Website</td>
<td>News, events, research findings, background documents,</td>
<td>All</td>
<td>Comprehensive repository of information. Met.gov.na can be expanded for CEPA at low cost. Various other CEPA platforms internationally</td>
</tr>
<tr>
<td>E-mailings</td>
<td>Targeted call to action on specific topic/event</td>
<td>Private sector Academia</td>
<td>Use sparingly, on defined topics for selected audience</td>
</tr>
<tr>
<td>Adwords</td>
<td>Drive traffic online, promote events</td>
<td>Specific audiences</td>
<td>Boost visitors to digital channels through targeted display bannerising and search engine advertising.</td>
</tr>
<tr>
<td>Social / Professional Media (Facebook, Twitter, LinkedIn, Youtube, Instagram)</td>
<td>News, videos, animation, interactive campaigns, discussion, competitions, CoPs</td>
<td>All with internet access</td>
<td>Quick dissemination, Scope for audio/visual. Promotes interaction/ mobilisation/ cooperation. Use #MET/ @MET and campaign handles</td>
</tr>
<tr>
<td>Chat</td>
<td>Alerts, crisis response, technical info, group sharing, feedback tool</td>
<td>Selected stakeholders Staff</td>
<td>Quick dissemination, suited for crisis communication or rapid response</td>
</tr>
<tr>
<td>E-newsletter</td>
<td>News, events, insights, research findings</td>
<td>All</td>
<td>Quarterly MET newsletter, gradually replaced by social media</td>
</tr>
<tr>
<td>E-Surveys</td>
<td>Annual CEPA survey</td>
<td>All</td>
<td>M&amp;E on CEPA activities. Communication needs assessment</td>
</tr>
<tr>
<td>Massive Open Online Courses (MOOCs)</td>
<td>Technical Communications Skills on platforms like Udemy</td>
<td>MET NGOs</td>
<td>Build capacity among CEPA communicators</td>
</tr>
<tr>
<td>Applications (apps)</td>
<td>Dedicated information sharing around for instance environmental news, wildlife incidence, or anti-poaching</td>
<td>Academia GRN Private Sector</td>
<td>Apps are useful for research, learning or to convey real-time information around a specific subject.</td>
</tr>
<tr>
<td>Environmental Education Centres (EECs)</td>
<td>Located in Etosha, Waterberg, Tsau Khaib. Focus on walk-ins and the natural history of surrounding area.</td>
<td>Academia Tourists Communities</td>
<td>Broaden scope EECs to increase impact, integrate with digital outreach &amp; curricula. Attract private partners</td>
</tr>
<tr>
<td>Schools and institutions</td>
<td>Institutions of formal and informal education can highlight CEPA issues</td>
<td>Academia</td>
<td>Opportunity to leverage the CEPA strategy through updating of science and physics curricula</td>
</tr>
<tr>
<td><strong>Video/Animation</strong></td>
<td>Visualise MET’s work, explain (ecosystem) processes, promote MET internationally</td>
<td>All</td>
<td>Produce regular videos for MET online platform</td>
</tr>
<tr>
<td>---------------------</td>
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<td>------------------------------------------</td>
</tr>
<tr>
<td><strong>Theatre &amp; EnviroComedy</strong></td>
<td>Highlight unsustainable practices; communicate environmental issues in an entertaining and accessible way</td>
<td>Communities Academia General population</td>
<td>Sketches and comedy sessions can inspire behaviour change at grassroots level</td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td>Information on MET activities, feedback from public</td>
<td>All</td>
<td>Opportunity for face to face interaction, on the ground visibility</td>
</tr>
<tr>
<td><strong>Summits/Conferences</strong></td>
<td>Profiling Namibia internationally, present research, policy development. Includes meetings of partners such as CCF gala, Tourism Expo, TA meetings, ITB Berlin</td>
<td>CPs NGOs GRN Academia</td>
<td>Highlight best practices, demonstrate success stories, obtain latest CEPA insights</td>
</tr>
<tr>
<td><strong>Media Day</strong></td>
<td>Day of fun and games with media to build relationship</td>
<td>Media</td>
<td>Highlight plans for the year to media, build relationships. Use MET location such as Daan Viljoen, or other parks</td>
</tr>
<tr>
<td><strong>International days</strong></td>
<td>Raise awareness on environment. Examples are World Environment Day, Biodiversity Day, or World Bee Day</td>
<td>All</td>
<td>There are about 25 international days that qualify. Select 4 bigger ones in cooperation with other Ministries and 2 thematic ones that deserve special mention that year.</td>
</tr>
<tr>
<td><strong>Awards</strong></td>
<td>Celebrate and recognise actors that engage in sustainable environmental practices</td>
<td>All</td>
<td>The eco-awards are Namibia’s sustainable tourism certification programme.</td>
</tr>
<tr>
<td><strong>Media</strong></td>
<td>Directly through press releases/events and indirectly through op-eds and advertising</td>
<td>Media</td>
<td>Build relations, prioritise larger media houses and specialised trade titles. Always look at cost-benefit. A lot of ‘free’ exposure is available in Namibia with careful planning. Impact of editorials is often higher than advertorial.</td>
</tr>
<tr>
<td><strong>Press releases</strong></td>
<td>Focus on specific or urgent topics important for MET</td>
<td>All</td>
<td>Provide newsworthy releases, written accessible, with news hook and pictures, email to staff.</td>
</tr>
<tr>
<td><strong>Press briefings</strong></td>
<td>Media info session with senior official on important or urgent topics. Effective and low-cost.</td>
<td>Media</td>
<td>Set clear outcome and message, choose time carefully and issue press release if needed</td>
</tr>
<tr>
<td><strong>TV</strong></td>
<td>News bulletins, environmental programmes, docus</td>
<td>All</td>
<td>Establish partnership to feed information into environmental programmes.</td>
</tr>
<tr>
<td>Medium</td>
<td>Content Description</td>
<td>Audience</td>
<td>Additional Info</td>
</tr>
<tr>
<td>-----------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Radio</td>
<td>News bulletins, environmental programmes, public service announcements (PSAs), field visits, events.</td>
<td>All</td>
<td>Establish partnership to feed information into environmental programmes, advertise selectively, make use of language services</td>
</tr>
<tr>
<td>Articles</td>
<td>In-depth information on a certain topic, provide background and context</td>
<td>All</td>
<td>Background, research findings, enviro columns, human interest stories. Collated by CEPA liaisons</td>
</tr>
<tr>
<td>Outdoor</td>
<td>For specific messaging along targeted routes or at key points where people gather. Static or electronic billboards</td>
<td>Communities, Tourists</td>
<td>High visibility, but expensive. Conduct Cost Benefit Analysis before deployment, carefully measure impact.</td>
</tr>
<tr>
<td>Print advertising</td>
<td>Vacancies, announcements</td>
<td>All</td>
<td>Expensive and impact unclear. Conduct Cost Benefit Analysis before deployment, carefully measure impact.</td>
</tr>
<tr>
<td>Media Monitoring</td>
<td>Clipping of print material and logs of broadcasts. Google Analytics &amp; social media reports</td>
<td>MET</td>
<td>Use analytics to measure quantity and quality of coverage. Online analytics feed into M&amp;E process.</td>
</tr>
</tbody>
</table>
7 M&E Framework

The communication activities will be rigidly monitored against a baseline to evaluate effectiveness and impact. It is advisable that in addition to the findings of the internal stakeholder consultation, a detailed baseline survey is commissioned looking at awareness levels on environmental issues among external stakeholders and the platforms these players use to access information. Building on best practice the M&E framework is broken down in three different metrics.

7.1 Activity Implementation

The CEPA action plan should list a M&E indicator for every activity undertaken and which should be included in the project cost. This metric will yield immediate data on the implementation and reach of the activity.

7.2 Impact Assessment

To measure the impact of CEPA activities and to adjust the approach in favour of certain objectives, audiences, channels or tools, it is pivotal to gauge the effectiveness of CEPA campaigns at set intervals. A comprehensive perception survey should establish a quantitative baseline of attitudes towards environmental issues and the preferred platforms for consumption of campaign expressions. This survey should be repeated at set intervals during the 2018-2030 period.

7.3 Social & Behaviour Change Outcome

Finally, it is important to be able to measure if the CEPA strategy has contributed to a better understanding of and behaviour change regarding environmental issues. For this, specific qualitative feedback can be gathered from campaign activities through evaluation forms and be measured against the baseline. This evaluation should inform the updating of the action plan.

Although it is difficult to isolate the impact CEPA activities from other factors such as legislation this approach should give a good indication of attitude changes towards environmental issues. Results of the three metrics should be periodically submitted to the CEPA Committee (see section 7.4) for the overall evaluation of actions and updating of the activity schedule based on M&E findings.

7.4 360-degree governance of CEPA activities

A CEPA committee is established to monitor CEPA implementation and prioritise CEPA activities of MET units. The CEPA Committee would consist of representatives of:

◊ DEINRE CEPA Focal Point
◊ Responsible CEPA liaisons in directorates, departments and projects
◊ The Public Relations Officer
◊ The head of the knowledge management committee
Table 4: Task Description of the CEPA oversight Committee

<table>
<thead>
<tr>
<th>Task Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet on a quarterly basis</td>
</tr>
<tr>
<td>Monitor the progress of CEPA implementation against the action plan</td>
</tr>
<tr>
<td>Commission and interpret M&amp;E activities and approve survey designs</td>
</tr>
<tr>
<td>Approve annual revisions and updates of the action plan</td>
</tr>
<tr>
<td>Control and supervise budget expenditure against the action plan</td>
</tr>
<tr>
<td>Give recommendations for cooperation between stakeholders</td>
</tr>
<tr>
<td>Secure funding for long-term sustainability of CEPA</td>
</tr>
<tr>
<td>Alert implementers to opportunities for public outreach, communications, funding</td>
</tr>
<tr>
<td>Circulate upcoming communication activities</td>
</tr>
<tr>
<td>Align communications with those of GRN, MET and other relevant entities</td>
</tr>
<tr>
<td>Guard the integrity of the CEPA strategy against ‘greenwashing’, undue influence and other unethical practices</td>
</tr>
<tr>
<td>Coordinate the Ministry’s participation in trade fairs and exhibitions</td>
</tr>
<tr>
<td>Coordinate the development of awareness materials and all communication and public awareness activities of the Ministry;</td>
</tr>
<tr>
<td>Provide technical guidance and support to the programmes of the MET EE centers, including the development and dissemination of awareness materials;</td>
</tr>
<tr>
<td>Manage the Ministry’s online image and social media activities</td>
</tr>
<tr>
<td>Give strategic guidance and technical guidance and support on communication objectives and messages</td>
</tr>
</tbody>
</table>

8 Risk Management

Several risks, some of them critical, can be identified relating to the successful roll-out of CEPA activities. These are captured in the matrix below:

Table 5: Risk and Mitigation Matrix

<table>
<thead>
<tr>
<th>Potential Risk</th>
<th>Impact</th>
<th>Significance Level (H, M, L) *</th>
<th>Probability of Occurrence (H, M, L) *</th>
<th>Risk Mitigation Measures to be Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient funding to operationalise the CEPA strategy</td>
<td>Difficulty in setting and reaching targets. Expectations are not met</td>
<td>H</td>
<td>H</td>
<td>Set realistic budgets for MET outreach activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Devise innovative and low-cost activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Prioritisation and maximising of partnerships with cooperation partners and sector stakeholders</td>
</tr>
<tr>
<td>Issue</td>
<td>CEPA's Aim</td>
<td>MET's Role</td>
<td>Recommendation</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>No buy-in from other sectoral stakeholders. Sectoral information sharing platforms are dormant</td>
<td>CEPA is aimed at being a nationwide strategy that hinges on the cooperation of other public sector institutions. CEPA cannot be implemented fully by MET on its own</td>
<td>MET can only do what is in its own control and lead by example</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MET public outreach lacks coherence. Activities and funding are fragmented</td>
<td>CEPA activities remain fragmented and there is no strategy underpinning implementation</td>
<td>The MET structure must be geared more proactively towards Communication, Education and Public Awareness (see also section: enabling factors). Synergies must be identified and exploited between initiatives and services currently available.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental education centres (EECs) are poorly resourced. Most protected areas have no environmental education centres</td>
<td>Centres remain ‘white elephants’ that do not fulfill its function to visitors and learners</td>
<td>Rethink the positioning and the scope of EECs in the MET structure. Ensure ownership to gear EECs for maximum impact.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The subdivision of Environmental Education and Awareness is under-resourced and requires further training and capacity building</td>
<td>Environmental education remains fragmented and low-key</td>
<td>Revisit the structure of MET public outreach and environmental education (see also section 2.5). Provide exposure and training for CEPA focal points and liaisons (hospitiation)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- CEPA: Conservation Education and Promotion Act
- MET: Ministry of Environment and Tourism
<table>
<thead>
<tr>
<th>There is no monitoring and evaluation of communication and education activities</th>
<th>Activities are not demand driven and are not evaluated for social and behaviour change. Outreach remains ad hoc. Targets are not quantified against a baseline and the focus is on implementation versus impact</th>
<th>H</th>
<th>H</th>
<th>Devise and implement an M&amp;E framework for the CEPA. (see section 7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is no baseline for communication activities and no research was conducted among awareness needs of external stakeholders.</td>
<td>CEPA is flying blind Activities are not developed with the needs of the audience in mind and are not properly targeted. Activities remain a 'wishlist' instead of an argued and costed action plan</td>
<td>H</td>
<td>H</td>
<td>At the least qualitative feedback should be gathered from the stakeholders to inform information gaps/needs and priorities. Ideally a comprehensive baseline survey is conducted among stakeholders to inform CEPA activities and progress is measured against this baseline</td>
</tr>
</tbody>
</table>

*Note: * H: High; M: Medium; L: Low
9 Implementation of the CEPA Strategy: Development of a CEPA Action plan & Budget

The CEPA action plan is a costed schedule of activities that sets out the actions that the different directorates, projects and departments promise to undertake in a given financial year to raise awareness on the environmental aspects of their portfolio. Units integrate mandatory CEPA activities in their annual plan in consultation with DEINRE. The CEPA focal point in DEINRE compiles all the CEPA activities from the different directorates, departments and projects into an annual CEPA action plan as an annex to this strategy.

The action plan clearly highlights the responsibilities of directorates, departments and projects.

The action plan also caters for the different interests of key stakeholders and potential funding sources.

The costed schedule of activities is an integral part of the CEPA strategy. However, the action plan cannot be a wish list, but should be informed by:

- Desired outcomes listed in section 5
- Available Human Resources and skills
- Available CEPA budget, including third party funding
- Synergies with stakeholders and funders

The action plan should be regularly updated, preferably annually. The CEPA focal point in consultation with the units should annually submit a budget and action plan to the CEPA Committee coinciding with the annual budgeting cycle.

To start this process, it is necessary to conduct a comprehensive baseline survey on environmental Knowledge, Attitudes and Practices (KAP). Such a survey is included in the MET 2018/19 workplan and should be conducted as soon as possible.

Subsequently, it is advisable to organise two to three Focus Group Discussions (FDGs) with stakeholder groupings and use a Theory of Change approach to:

- Validate the selected priority areas and outcomes
- Identify opportunities for cooperation, synergies
- Identify strategic private sector partners such as retail, banks and tourism sector, to assist with and fund CEPA implementation and spearheading of international environmental days.
- Build sustainable partnerships

It is important to note that several stakeholder consultations or information sharing sessions are already budgeted in the 2018/19 work plan, for instance on climate change, or HWC. LDN assessments, the planned State of the Environment Conference and research discussion papers are other opportunities to kickstart the CEPA engagements with stakeholders. These opportunities can be used to introduce and gain feedback on the CEPA strategy, without the need to organise separate focus groups. This process should preferably be concluded before end 2018 to finalise the CEPA action plan for 2019/2020.

The action plan is flexible enough for donors to adapt elements that fit within their internal objectives. The CEPA is therefore not prescriptive, but is a guiding document focusing on messaging and resources.
# Annex A – List of International Environmental Days

## International Days

International days can provide a useful hook to disseminate specific messaging and draw attention to particular CEPA areas.

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 February</td>
<td>International Day of Women and Girls in Science</td>
</tr>
<tr>
<td>20 February</td>
<td>World Day of Social Justice</td>
</tr>
<tr>
<td>03 March</td>
<td>World Wildlife Day</td>
</tr>
<tr>
<td>21 March</td>
<td>International Day of Forests</td>
</tr>
<tr>
<td>22 March</td>
<td>World Water Day</td>
</tr>
<tr>
<td>22 April</td>
<td>International Mother Earth Day</td>
</tr>
<tr>
<td>02 May</td>
<td>World Tuna Day</td>
</tr>
<tr>
<td>12 May/13 October</td>
<td>World Migratory Bird Day</td>
</tr>
<tr>
<td>20 May</td>
<td>World Bee Day</td>
</tr>
<tr>
<td>22 May</td>
<td>International Day for Biological Diversity</td>
</tr>
<tr>
<td>05 June</td>
<td>World Environment Day</td>
</tr>
<tr>
<td>08 June</td>
<td>World Ocean’s Day</td>
</tr>
<tr>
<td>17 June</td>
<td>World Day to Combat Desertification and Drought</td>
</tr>
<tr>
<td>18 June</td>
<td>Sustainable Gastronomy Day</td>
</tr>
<tr>
<td>30 June</td>
<td>International Day of Parliamentarism</td>
</tr>
<tr>
<td>09 August</td>
<td>International Day of the World’s Indigenous People</td>
</tr>
<tr>
<td>12 August</td>
<td>International Youth Day</td>
</tr>
<tr>
<td>16 September</td>
<td>International Day for the Preservation of the Ozone Layer</td>
</tr>
<tr>
<td>27 September</td>
<td>World Tourism Day</td>
</tr>
<tr>
<td>15 October</td>
<td>International Day for Rural Women</td>
</tr>
<tr>
<td>06 November</td>
<td>International Day for Preventing the Exploitation of the Environment in War and Armed Conflict</td>
</tr>
<tr>
<td>05 December</td>
<td>World Soil Day</td>
</tr>
</tbody>
</table>