

FINAL REPORT

FOR CONSULTANT'S SERVICES

Country: BAHAMAS

Institution: Ministry of Environment and Housing, Government of the Bahamas

Project: Feasibility Studies for a Climate Risk-Resilient Coastal Zone Management Investment Program
Technical Cooperation No. ATN/OC-14250-BH, ATN/OC-14251-BH

Title: Consulting Services to Prepare a National Integrated Coastal Zone Management (ICZM) Policy
Framework for the Bahamas and Phase 1 Dissemination

RFP No.: BEST-ICZM-1

Friday, September 30th, 2016

SUBMITTED TO

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List of Acronyms

AMMC	Antiquities, Monuments and Museums Corporation
BEC	Bahamas Electricity Corporation
BEST	Bahamas Environment, Science and Technology Commission
BNGISC	Bahamas National Geographic Information System Centre
BNT	The Bahamas National Trust
BPL	Bahamas Power and Light
BREEF	Bahamas Reef Environmental Education Foundation
CCA	Climate Change Adaptation
CCS	Caribbean Coastal Services
COB	The College of The Bahamas
CSB	Civil Society Bahamas
CZM	Coastal Zone Management
DEHS	Department of Environmental Health Services
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EA	Executing Agency
ES	Ecosystem Services
GIS	Geographic Information System
GOBH	Government of The Bahamas
GPS	Global Positioning Satellite
ICZM	Integrated Coastal Zone Management
MoEH	Ministry of Environment and Housing
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MOT	Ministry of Tourism
MOTA	Ministry of Transportation and Aviation
MOWUD	Ministry of Works and Urban Development
NEMA	National Emergency Management Agency
NGO	Non-Governmental Organisation
NRRU	National Recovery and Reconstruction Unit
OPM	Office of The Prime Minister
PEO	Public Education and Outreach
PEST	Political, Economic, Social and Technological assessment
RBDF	Royal Bahamas Defense Force
SDG	Sustainable Development Goal
SEV	SEV Consulting Group
SORA	Strengths, Opportunities, Aspirations and Results
SUMCo	Shepherd U Management Company
SWOT	Strengths, Weaknesses, Opportunities and Threats

TAC	Technical Advisory Committee
TC	Technical Cooperation
TOR	Terms of Reference
UNFCCC	United Nations Framework Convention on Climate Change
UWI-CHTM	University of The West Indies, College of Hospitality and Tourism Management
YME	Young Marine Explorers

Terminology

the Bank	Inter-American Development Bank
the Client	Ministry of The Environment and Housing
Component 1	Preparation of a National ICZM Policy Framework for the Bahamas and Phase 1 Dissemination
the Contract	Contract for Consultant's Services between the Ministry of Environment and Housing and Caribbean Coastal Services dated Thursday, February 25 th 2016
the Consultant	Caribbean Coastal Services and SEV Consulting Group
the Program	Feasibility Studies for a Climate Risk-Resilient Coastal Zone Management Investment Program
the Project	Preparation of a National ICZM Policy Framework for the Bahamas and Phase 1 Dissemination
the Workshop	ICZM Capacity-Building Workshop hosted by the Consultant on Tuesday, September 27 th 2016

Executive Summary

The Technical Cooperation (TC) entitled *Feasibility Studies for a Climate Risk-Resilient Coastal Zone Management Investment Program* has been executed between the Inter-American Development Bank (IDB) and the Government of The Bahamas (GOBH). The Bahamas Environment, Science and Technology (BEST) Commission, Ministry of Environment and Housing (MoEH) serves as the Executing Agency (EA) for this TC.

On February 25th, 2016, Caribbean Coastal Services (CCS) executed a contract with the MoEH (also referred to as the Client) to execute Component 1 of the TC. CCS has partnered with SEV Consulting Group (SEV) to fulfil the role of the Consultant for Component 1. The purpose of Component 1 is to prepare a National Integrated Coastal Zone Management (ICZM) Policy Framework for The Bahamas and Phase 1 Dissemination, which is important to establish considering the significance and vulnerability of coastal resources in The Bahamas. The Terms of Reference (TOR) for the Consultant includes six deliverables. This Final Report is the sixth and final deliverable listed under the TOR. The Final Report serves to present the Final Draft National ICZM Policy Framework and Materials for Presentation to Cabinet, the ICZM Capacity-Building Workshop Report and Final ICZM Capacity-Building Workshop Materials, and the Final TOR for the Multimedia Campaign. The Final Report covers the reporting period from Tuesday, August 16th, 2016 through Friday, September 30th, 2016.

In accordance with the TOR, Public Consultations on the Draft National ICZM Policy Framework are to be implemented by the GOBH. Because they have not been implemented to date, they are excluded from this report. However, the Final Draft National ICZM Policy Framework and Materials for Presentation to Cabinet incorporate feedback from the ICZM Capacity-Building Workshop participants on the Draft National ICZM Policy Framework. In addition to this feedback, the Final Draft National ICZM Policy Framework is based on priority ICZM issues and recommendations for addressing them from each thematic area covered by the technical briefs. The Materials for Presentation to Cabinet include a briefing document, presentation, and presentation notes on the Final Draft National ICZM Policy Framework.

The ICZM Capacity-Building Workshop was hosted and facilitated by the Consultant on Tuesday, September 27th 2016. Presentations were given on topics such as the Draft National ICZM Policy Framework, Climate Change, GIS/Spatial Planning, Ecosystem Service (ES) Valuations, and ICZM Practice Exercises in order to provide initial capacity-building for priority training needs as identified in the Technical Capacity Assessment under this TC. Final Capacity-Building Materials include these presentations, notes, hand-outs, and unedited video recordings that can be used to assist the GOBH in the implementation of public consultations on the Final Draft National ICZM Policy Framework.

The TOR for the Multimedia Campaign examines the context in which the GOBH will execute its ICZM communications, highlighting factors that should affect how and to whom communications should be directed. It also identifies key stakeholders and the important messages tailored to each of stakeholder group. Finally, it details the communication actions, guided by the context, stakeholder groups and key messages, that the GOBH should take to achieve its campaign objectives.

1.0 Introduction

The Technical Cooperation entitled *Preparation of a National Integrated Coastal Zone Management (ICZM) Policy Framework for The Bahamas and Phase 1 Dissemination* has been executed between the IDB and the GOBH. The BEST Commission, Ministry of Environment and Housing serves as the Executing Agency. On February 25th, 2016, CCS executed a contract with the MoEH to execute Component 1 of the TC. CCS has partnered with SEV to fulfil the role of the Consultant for Component 1. The TOR for the Consultant includes six deliverables. This Third Interim Report is the fifth deliverable listed under the TOR. Component 2 of the Technical Cooperation is being executed by Mott MacDonald. The Component 1 and 2 consultants have been collaborating to share information and achieve synergies across both components as required by their TOR, particularly as it relates to stakeholder consultations, literature reviews, technical briefs and institutional and capacity assessments.

In fulfilling these objectives, the Consultant has to complete three main tasks which include several activities as summarized below:

- **Task A: Development of a National ICZM Policy Framework** – the activities under Task A are inclusive of a literature review, identification and prioritization of ICZM issues and challenges, and preparation of technical briefs related to policy, governance and planning, ecosystem services and their economic valuation, and climate change vulnerability and adaptation. The technical briefs will form the basis for identification of appropriate goals, objectives and strategies as a part of the National ICZM Policy Framework.
- **Task B: Building of Stakeholder and Public Awareness** – the activities under Task B are inclusive of a public awareness survey, design of public consultation events, development of a detailed TOR for a multimedia campaign, and design of materials for Cabinet presentation.
- **Task C: Knowledge and Capacity Building** – the activities under Task C are inclusive of a capacity assessment survey and training workshops for relevant stakeholders designed based on results of the capacity assessment.

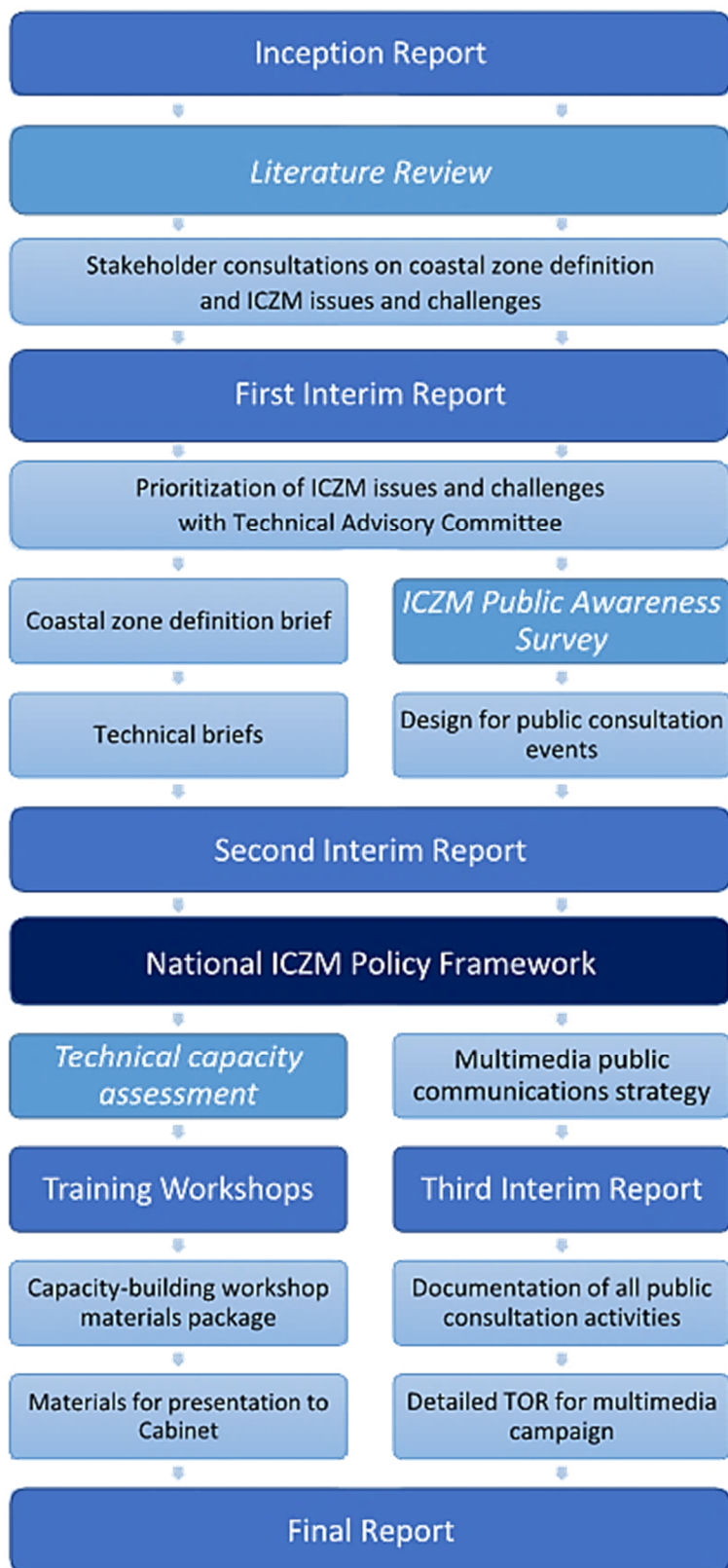
1.1 Purpose of Final Report

This Final Report is the sixth and final deliverable listed under the TOR for Component 1. The Final Report serves to present the Final Draft National ICZM Policy Framework and Materials for Presentation to Cabinet, the ICZM Capacity-Building Workshop Report and Final ICZM Capacity-Building Workshop Materials, and the Final TOR for the Multimedia Campaign. Documentation of Public Consultations on the Draft National ICZM Policy Framework are not included in this report because Public Consultations on the Draft National ICZM Policy Framework have not yet been implemented by the GOBH. The Final Report covers the reporting period from Tuesday, August 16th, 2016 through Friday, September 30th, 2016. During this period the following activities occurred:

1. Submission of the Technical Capacity Assessment Report, including an Outline for a Capacity-Building Plan, on Thursday, August 25th 2016.
2. Execution of the ICZM Capacity-Building Training Workshop, including Training Sessions on topics identified as priority training needs in the Technical Capacity Assessment Report, on Tuesday, September 27th 2016.

The Final Draft National ICZM Policy Framework is based on recommendations from the technical briefs, which address ICZM issues identified by stakeholders, and prioritized by the TAC and the CCS-SEV team. The Final Draft National ICZM Policy Framework also incorporates feedback on the Draft National ICZM Policy Framework from the ICZM Capacity-Building Workshop participants. A Final Capacity-Building Materials package has been prepared with presentations, notes and unedited video recordings from the ICZM Capacity-Building Workshop to facilitate future capacity-building initiatives with additional stakeholders in ICZM, and further assist the GOBH with the implementation of public consultations on the Final Draft National ICZM Policy Framework. The Final Capacity-Building Materials include Materials for Presentation to Cabinet, as directed by the TOR for Component 1. Beyond this Project, the TOR for the Multimedia Campaign will also help the GOBH to increase awareness of coastal issues and how they affect ES, to support the successful implementation of ICZM in The Bahamas. The connection between these tasks and deliverables is outlined in the schematic shown below, which identifies critical path sequencing for Component 1 as outlined in the TOR.

Figure 1-1: Critical path sequencing for Component 1 tasks and deliverables as outlined in the TOR.



1.0 Final Draft ICZM Policy Framework

The Framework was developed based on technical briefs prepared by CCS and SEV under the thematic areas of policy, governance and planning, environment, economic valuation, and climate change adaptation and disaster risk management. This Framework document outlines the Bahamian coastal zone, its resources and significance as well as means to achieve ICZM. The Framework consists of guiding principles, goals, objectives and strategies to enable implementation of ICZM in The Bahamas.

The coastal zone of The Bahamas includes marine, shoreline, and terrestrial parts of The Bahamas where coastal resources are found, limited offshore to the 12 nautical mile boundary.

Coastal resources include sandy beaches, flats, rocky shores, coral reefs and walls, seagrass beds, ocean blue holes, wetlands, mangroves, tidal creeks, and other ecosystems found along the shore together with the flora and fauna found in these areas. These resources also include any inland natural resources that are directly influenced by marine hydrodynamic processes, such as inland blue holes, karst caves and inland water bodies. Coastal resources produce an array of “ecosystem services” which benefit the people, the ecology and the economy of the Bahamas directly and indirectly.

The role of the coastal zone in ensuring the well-being of Bahamians is linked to our country’s economic development, environmental management and social progress. These are all affected by decisions made by individuals and policy makers. The extent to which current use of coastal resources is sustainable ecologically, economically or socially is currently unknown, which is cause for concern. Economic development is related to opportunities for income generation, adoption of new technologies, and support for economic actors to expand their capabilities; these actors may be individuals, firms or industries. For The Bahamas, key areas of economic development depended on the coastal zone and its resources are tourism and fisheries.

Environmental management is related to protection of sensitive or ecologically significant habitats and species, sustaining ecosystem services and minimizing or eliminating negative impacts of development on the environment. Social progress is related to access to education, health care and other support services, health and safety of communities, cultural identity, adequate incomes, and active participation in the decision-making process. Decision-making and the context in which it occurs is what many refer to as governance. How decisions are made and the principles that guide the decision-making process impact our country’s economic development, environmental management and social progress.

Coastal vulnerability due to the impacts of climate change, storm surges, flooding, hurricanes and coastal erosion can impact the very lives of coastal populations, including their livelihoods, well-being and safety. In 2014, the Intergovernmental Panel on Climate Changes (IPCC) reported sea level rise projections through 2065 as 0.22-0.38 m (0.72-1.25 ft) and 0.45-0.82 m (1.48-2.69 ft) through 2100. Climate change considerations as well as disaster risk management are currently poorly integrated into planning and management processes. This must change as climate change impacts are a major threat to The Bahamas.

Managing the coastal zone through Integrated Coastal Zone Management (ICZM) is key for The Bahamas as a Small Island Developing State. ICZM is an integrated approach to planning and management of the coastal zone with consideration given to the full range of temporal and spatial scales and involving all stakeholders in a participatory way. Integration is occurring at several levels – spatial, professional, governance and temporal. Integration at the spatial or physical level is necessary because ecosystems and habitats do not occur in silos, i.e. there is connectivity between them. Integration at the professional level involves communication, planning and management in a collaborative way with input from various fields (e.g. natural and social sciences) and disciplines (e.g. economics, ecology, policy and urban planning). At the governance level, there needs to be integration of policies, legislation and agencies to ensure the coastal zone is managed in a holistic way and that mandates for agencies avoid overlap and duplication of effort. Integration at the temporal means planning is done for Bahamians not yet born, not just those alive today. Therefore, planning needs to span decades rather than periods of five years or less.

The ICZM Policy Framework document outlines the principles, goals, objectives and strategies that can guide the Government of The Bahamas (GOBH) in designing and implementing its ICZM National Policy and Program. An ICZM program can benefit The Bahamas through:

- Minimizing costly delays and increasing transparency in infrastructure and investment projects by clearly outlining the decision-making process for approval and implementation of these projects;
- Minimizing damage to the coastal zone and its resources;
- Minimizing loss to users of the coastal zone whether loss be through resource depletion (e.g. fisheries and beaches) or limit to access to the coastal zone;
- Making the most efficient use of infrastructure, information and technology available to coastal zone development sectors through coordinated management of the coastal zone in which agencies share information and other resources; and
- Ensuring sustainable use of natural resources to protect income and employment related to the coastal zone for future generations.

The National Integrated Coastal Zone Management (ICZM) Policy Framework seeks to provide guidance on management of the coastal zone of The Bahamas as a particular part of the country's environment. The Framework also provides guidance for the future development of the Bahamas National ICZM Policy and Program. The Framework details those principles, goals, objectives and strategies that the GOBH may want to utilize as it moves forward with ICZM. The components of the Framework presented are utilized globally by the international community as well as sovereign governments.

As the GOBH seeks to initiate ICZM, it will develop a policy statement based on the National ICZM Policy Framework. This policy statement will set out its position with respect to decision-making and institutional arrangements for managing the coastal zone and its resources. The GOBH policy statement will guide the development or amendment of legislation, regulations and programs for the implementation of ICZM across the country.

The complete Final Draft National ICZM Policy Framework, which incorporates feedback from ICZM Capacity-Building Workshop participants on the Draft National ICZM Policy Framework-Revision 1, can be found in Appendix 1. Materials for Presentation of the Final Draft National ICZM Policy Framework to Cabinet can be found in Appendix 2. These materials include a briefing document, a presentation, and presentation notes.

Electronic versions of these materials are also available in the electronic packet of Final Capacity-Building Materials. Contents of the electronic packet are listed in Appendix 3.

2.0 ICZM Capacity-Building Workshop Report

2.1 Background

The Technical Capacity Assessment conducted by the Consultant under this TC identified priority training needs in the key areas of competency of a coastal manager. These areas include professional and project management skills, ICZM practice, knowledge of coastal zone management tools and technical background.

Of these areas, staff were shown to be most proficient with respect to project management/professional skills. Technical staff were also shown to be proficient in their respective areas of expertise but had limited working knowledge of other related technical areas. Of the four areas of competency, staff were least proficient in the area of ICZM practice. The areas identified as training priorities include ICZM Policy Process, ICZM Principles, Integrated Management Approach, Fundraising, Project Management, Budgeting, Spatial Planning, Ecosystem Service Valuation, Ecosystem Restoration, Climate Change Adaptation (CCA), and Disaster Risk Management (DRM).

The Integrated Coastal Zone Management Capacity-Building Workshop (the Workshop) sought to provide initial capacity-building to support the successful implementation of ICZM in The Bahamas. Topics chosen for the Workshop included the Draft National ICZM Policy Framework, as well as introductions to Climate Change, Geographic Information System (GIS)/Spatial Planning, Ecosystem Service (ES) Valuations, and ICZM Practice. These topics were chosen in accordance with the TOR, as they were a combination of the most popular and most relevant options to highlight benefits and challenges for The Bahamas, and for this Project. Since staff were most proficient with respect to project management/professional skills, these were excluded from the initial ICZM Capacity-Building Workshop agenda. Table 2-1 identifies the links between findings of the Technical Capacity Assessment and the Workshop agenda materials.

The Workshop was originally proposed to be carried out over two days on September 8th & 9th, 2016. The first day would target executive level and senior policy makers. The second day would target technical and policy staff, including non-governmental organisations (NGOs). However, the Workshop was postponed and consolidated to one-day agenda¹ due to limited availability of venues and non-Project related facilitators; as well as limited time remaining in the Project to plan and execute it efficiently. The Workshop was finally executed on Tuesday, September 27th 2016, at the Department of Physical Planning (DPP) in Nassau, Bahamas; facilitated by the Consultant's team.

¹ The ICZM Capacity-Building Workshop was consolidated from a two-day to a one-day agenda, as suggested by the EA and the TAC on Thursday, September 15th 2016.

Table 2-1: Links between Technical Capacity Assessment and Workshop

Key Competency Areas of a Coastal Manager	Priority Training Needs identified by GOBH and NGOs	ICZM Capacity-Building Workshop Agenda Materials
ICZM Practice	ICZM Principles ICZM Process Integrated Management Approach	The Draft National ICZM Policy Framework <ul style="list-style-type: none"> • Handout • Questionnaire • Presentation
		ICZM Practice Exercises <ul style="list-style-type: none"> • Group Activities • Group Presentations
Technical Background	CCA Coastal Engineering DRM Spatial Planning	Climate Change <ul style="list-style-type: none"> • Notes • Presentation
Coastal Management Tools	Spatial Planning ES Valuations Ecosystem Restoration	GIS/Spatial Planning <ul style="list-style-type: none"> • Notes • Presentation
		ES Valuations <ul style="list-style-type: none"> • Notes • Presentation

2.2 Participants and Facilitators

In accordance with the TOR, the target audiences for the Training Workshops include executive level and senior policy makers, as well as technical and policy staff in government and non-government organizations (NGOs). To facilitate this, a list of invitees to participate and facilitate was generated from integrating lists of contacts who participated in previous consultations under the Project, and who have coastal management responsibilities and/or a potential role in ICZM.

Though the original list of invitees included 50 persons that were half executive/senior level and staff, many invitees were unable to attend for various reasons. The most popular being that they were on vacation, or had already committed to other events that were occurring simultaneously. Except for those invitees located in Grand Bahama (Grand Bahama Port Authority) and Andros (Bahamas Agriculture & Marine Science Institute), most were able to arrange for alternate personnel from their respective agencies or organisations to attend on their behalf. However, alternate personnel did not include facilitators. As a result, the Consultant's team facilitated the Workshop.

A photo of the Workshop participants and facilitators is shown in Figure 2-1, and an attendance sheet for the participants is provided in Appendix 4. The attendance sheet excludes the 8 members of the Consultant's team, 2 members of the EA, and 1 member of the TAC, that were also present.

Figure 2-1: Photo of workshop participants and facilitators



Some 24 agencies and organisations in government, non-government and private sectors were represented at the Workshop. They are listed below:

1. Antiquities, Monuments and Museums Corporation (AMMC)
2. Bahamas Electricity Corporation (BEC)/Bahamas Power and Light (BPL)
3. The Bahamas National Trust (BNT)
4. Bahamas Reef Environmental Education Foundation (BREEF)
5. Bahamas Society of Engineers (BSE)
6. Civil Society Bahamas (CSB)
7. The College of The Bahamas (COB)
8. Ministry of Agriculture and Marine Resources, Department of Marine Resources
9. Ministry of The Environment & Housing (MoEH)
10. MoEH, Bahamas National Geographic Information Systems Centre (BNGISC)
11. MoEH, Department of Environmental Health Services (DEHS)
12. Ministry of Finance (MOF)
13. Ministry of Foreign Affairs (MOFA)
14. Ministry of Transport & Aviation (MOTA), Port Department - Abaco
15. Ministry of Tourism (MOT)
16. Ministry of Works & Urban Development (MOWUD), Civil Engineering
17. Ministry of Works & Urban Development (MOWUD), DPP
18. National Emergency Management Agency (NEMA)
19. National Recovery and Reconstruction Unit (NRRU)
20. Office of The Prime Minister (OPM)
21. Royal Bahamas Defense Force (RBDF)
22. Shepherd U Management Company (SUMCo)
23. University of The West Indies, College of Hospitality and Tourism Management (UWI-CHTM)
24. Young Marine Explorers (YME)

2.3 Proceedings

As requested by the EA and the TAC, the Consultant sent 'Save The Date' notifications for the Workshop to invitees on Friday, September 16th 2016. Subsequent e-mails were sent by the Consultant to the invitees and/or their alternates with draft materials for the Workshop up until Monday, September 26th 2016. These materials included the Draft Agenda and Notes for Training Sessions, the Draft National ICZM Policy Framework-Revision 1, the Draft National ICZM Policy Framework-Handout, and the Draft National ICZM Policy Framework-Questionnaire. Apart from the Draft National ICZM Policy Framework-Revision 1, all other materials including the presentations, exercises, and video recordings, are provided in the electronic packet of Final Capacity-Building Materials. The final Workshop agenda is provided in Figure 2-1 below, and a list of contents for the electronic packet of Final Capacity-Building Materials can be found in Appendix 3.

The ICZM Capacity-Building Workshop was hosted by the Consultant on Tuesday, September 27th 2016, from 9:30am to 3:30pm at the DPP; which is located on the corners of John F. Kennedy Drive and Bethel Avenue in Nassau, Bahamas.

Figure 2-2: Final Workshop Agenda

Integrated Coastal Zone Management (ICZM) Capacity-Building Workshop	
Time:	Date: Tuesday, September 27th 2016
9:30 AM	WELCOME <i>Carlos Palacios</i>
9:35 AM	Draft National ICZM Policy Framework (with Q&A) <i>Stacey Moultrie</i>
10:00 AM	Training Sessions (with Q&A) <i>Rochelle Newbold</i>
	Session 1: Climate Change <i>Kelli Armstrong & Lisa Benjamin</i>
	Session 2: Spatial Planning/GIS <i>Stacey Moultrie</i>
	Session 3: Ecosystem Service Valuations <i>Venetia Hargreaves-Allen</i>
	LUNCH
11:30 AM	Draft National ICZM Policy Framework Handout <i>Stacey Moultrie</i>
	ICZM Practice Exercises <i>Charlene Carey</i>
12:15 PM	Exercise 1: Role of ICZM Unit (Development Scenario) <i>Group Presentations</i>
1:45 PM	Exercise 2: Resource Allocation <i>Group Presentations</i>
3:15 PM	Workshop Evaluation <i>Kelli Armstrong</i>
3:20 PM	Closing Remarks <i>Carlos Palacios</i>
3:30 PM	DISMISSAL

2.3.1 Overview

The Workshop was facilitated by the Consultant's team of experts. The agenda was moderated by Rochelle Newbold, which began with a Welcome from Carlos Palacios. A presentation on the Draft National ICZM Policy Framework by Stacey Moultrie began the morning sessions, which was followed up by the Training Sessions on climate change, GIS/spatial planning, and ES valuations presented by Kelli Armstrong & Lisa Benjamin, Stacey Moultrie, and Venetia Hargreaves-Allen; respectively. After breaking for lunch, the afternoon session continued with ICZM Practice Exercises, facilitated by Charlene Carey, which applied the Draft National ICZM Policy Framework and Training Sessions in order to allow groups to build capacity in the role of an ICZM Unit through identification and allocation of resources for a development scenario in New Providence.

2.3.2 Summary of Presentations by Facilitators

2.3.2.1 Draft National ICZM Policy Framework

The Presentation on the Draft National ICZM Policy Framework was given by Stacey Moultrie, Environmental Planner & Policy Analyst on the Consultant's team. Stacey began by providing a background of the Project, and how the technical capacity assessment informed the Workshop agenda. She then went on to explain what ICZM is, and what the benefits and issues are in the Bahamian context; including those related to legislation and institutional arrangements. Stacey completed her presentation by explaining what the Consultant's recommendations for the outline of the Draft National ICZM Policy Framework are. These include the issues, principles, goals and objectives, and temporal prioritization for strategies. Before closing, Stacey requested the Workshop participants to submit feedback on the Questionnaire after reviewing the handout that was prepared on the outline. This feedback was incorporated into the Final Draft National ICZM Policy Framework and Materials for Presentation to Cabinet.

2.3.2.2 Climate Change

The Presentation on Climate Change was given by Kelli Armstrong and Lisa Benjamin, who are responsible for DRM & CCA and Legal & Policy Review on the Consultant's team; respectively. Kelli began by explaining what climate change is, giving examples of impacts and defining climate change related terms. Kelli then went on to give examples of risk, and how risk reduction mechanisms can be used to help support global mitigation efforts and adaptation considerations for ICZM. Lisa completed the presentation by discussing loss and damage, the factors that affect it, and how to address it through recommendations made for ICZM.

2.3.2.3 GIS and Spatial Planning

The Presentation on the GIS was also given by Stacey Moultrie. Stacey began by explaining what GIS is, the components, users, and relationship to Global Positioning Satellites (GPS). She then went on to explain how data is stored, managed and manipulated with using various file types, hardware, software and procedures. Stacey completed her presentation by giving examples of GIS applications, including spatial planning and other decision support tools that can be used for ICZM in The Bahamas.

2.3.2.4 Ecosystem Service Valuations

The Presentation on the ES Valuations was given by Dr. Venetia Hargreaves-Allen, Natural Resource Economist on the Consultant's team. Venetia began by explaining how economic analysis can assist sustainable management of resources, and what the main types of economic analyses are. She then went on to explain ES, valuation methods, and results she found for various coastal habitats in The Bahamas. Venetia completed her presentation by explaining how habitat values and ES are generated, and how they can help to inform ICZM.

2.4 Evaluation

Each participant was asked to evaluate objectives and goals of the workshop using the evaluation form that was provided. The Objectives included those mentioned in Section 2.1, while goals included general workshop goals; such as a well-paced program, efficient facilitation, organized presentations, and appropriate group exercises. A sample of the Workshop Evaluation Form is provided in Appendix 5. An analysis of the 22 evaluation forms that were collected are provided below.

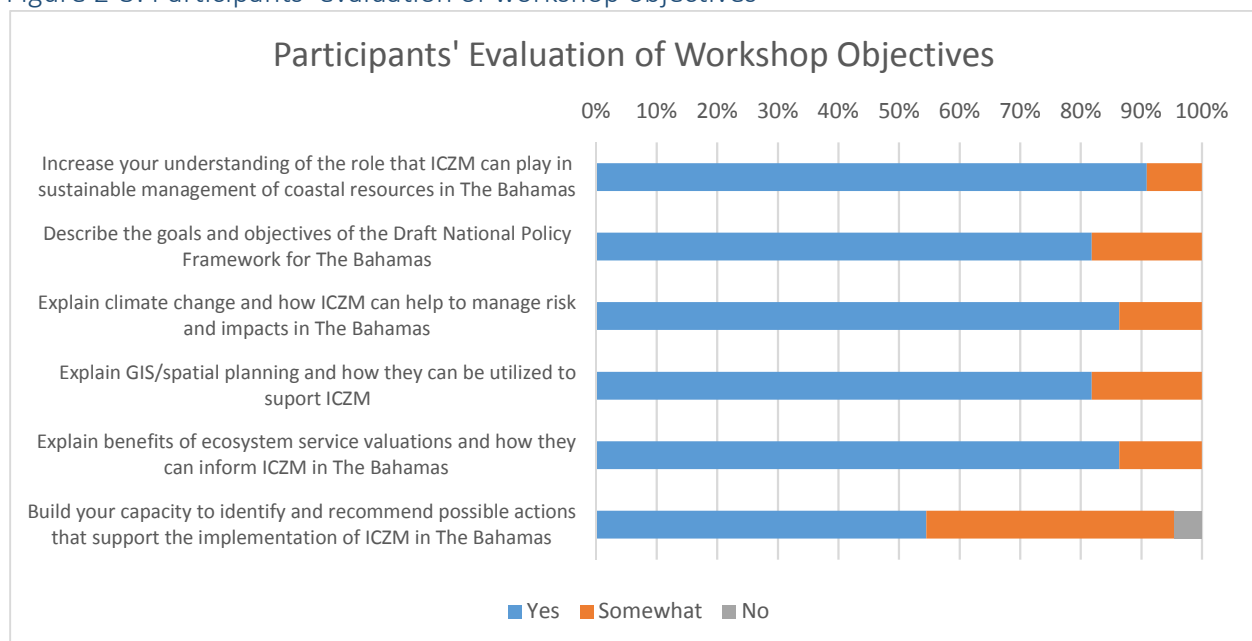
2.4.1 Analysis

2.4.1.1 Workshop Objectives

Figure 2-3 below shows participants' evaluation of workshop objectives. On average, when asked if the workshop met each of its objectives, 80% of participants marked 'yes', 19% of participants marked 'somewhat', and 1% of participants marked 'no'.

The highest approval, where 91% of participants marked 'yes', was for '[increasing] understanding of the role that ICZM can play in sustainable management of coastal resources in The Bahamas'. The lowest approval, where 55% of participants marked 'yes' (also the highest and only disapproval, where 5% of participants marked 'no') was for '[building] capacity to identify and recommend possible actions that support the implementation of ICZM in The Bahamas'. The evaluation of this particular objective could be a reflection of the decrease in participation after the lunch break, which resulted in some participants being absent for the exercises, and thus, completing the evaluation form prematurely. All other objectives had 82% approval or above.

Figure 2-3: Participants' evaluation of workshop objectives

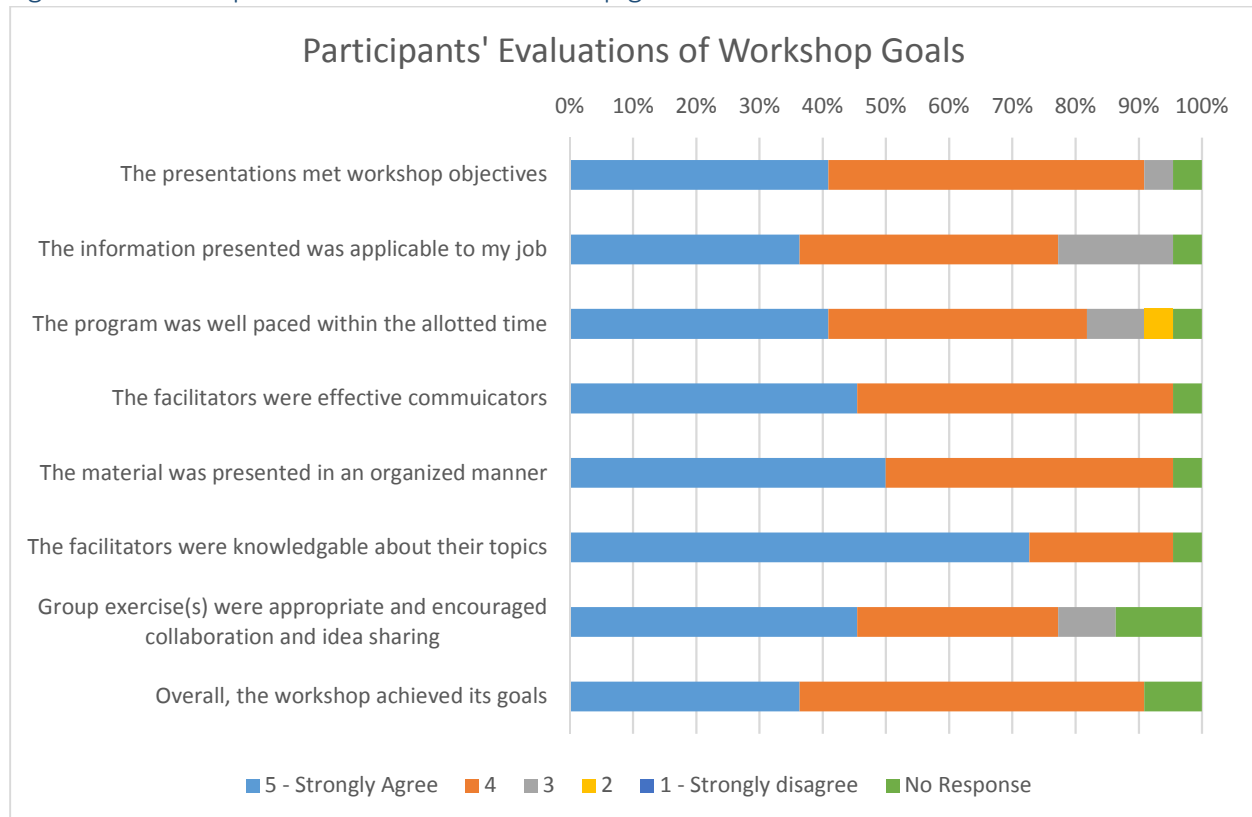


2.4.2.1 Workshop Goals

Figure 2-4 below shows participants' evaluation of workshop goals on a scale of 1 to 5; where 1 is 'strongly disagree', and 5 is 'strongly agree'. When asked if the workshop achieved its goals overall, 36% of participants marked '5', 55% of participants marked '4', and 9% of participants gave no response. No participants marked '2' and '1', or disagreed that the workshop did not achieve its goals overall.

The highest approvals, where 73% of participants marked '5' and 50% of participants marked '4', were for 'the facilitators were knowledgeable about their topics' and 'the facilitators were effective communicators'/'the presentations met workshop objectives'; respectively. The lowest approvals, where 36% of participants marked '5' and 23% of participants marked '4', were for 'the information presented was applicable to my job' and 'the facilitators were knowledgeable about their topics'. The highest and only disapproval, where 5% of participants marked '2', was for 'a well-paced program within the allotted time'. The evaluation of this particular goal could be a reflection the morning presentations running over time. Nonetheless, the lunch break was minimized to allow the ICZM Practice Exercises, and remainder of the agenda, to continue on schedule.

Figure 2-4: Participants' evaluation of workshop goals



2.4.2 Participants' Comments

Comments from participants are provided in the tables below, verbatim. Table 2-2 displays comments on areas which participants would like further information or training. Table 2-3 displays additional comments from participants on all aspects of the workshop.

Table 2-2: Areas which participants would like further information or training

Areas	Participants' Comments
ICZM	The tie in to disaster management and mitigation.
GIS/Spatial Planning	Need more training.
	Mapping for civilian use; locations of beaches, gas stations, to increase interest and buy-in. This was a good introduction.
ES Valuations	Presentation was presented very fast. I did not comprehend major parts.

Table 2-3: Additional comments from participants on all aspects of the workshop

I would like further information as it related to GIS. How it has been predicted that the southern part of NP is likely to be exposed to heavy flooding.
The group exercise was most appreciated because it brought people together to further discuss different problems and effects and solutions.
The presentations were informative and well presented. Many things were new and enjoyed. I would like to see that the information be put in place in The Bahamas.
Great job on a complex problem in a short period of time.
Group exercise was useful. Further training to get more in depth on topics e.g. GIS may be useful.
I like that the presentations ere straightforward and easy to understand.
I very much enjoyed the climate change, GIS and economic portions of the workshop, and would like to have an intro to GIS workshop sometime.
Advanced GIS for the development and implementation of ICZM.
Student involvement. BNGISC funding issues. Inter-agency cooperation required. An overarching body is required to coordinate legislation to enforcement.
The presentations were not too complex but simple enough to grasp.
I enjoyed both presentations by Stacey Moultrie, specifically how the information on the draft National ICZM Policy Framework was presented. The group exercises were also very beneficial as they provided a more intimate setting for us to learn from each other.
Valuation of ecosystem services was excellent.
The presentations were very well presented and informative.
The workshop was very informative and provided good insight on the impact of climate change on the environment. The topic of GIS/Spatial Planning and Ecosystem Service Valuations are helpful tools in managing the coastal environment. Additional topics for the future can involve showing case studies of different island nations with similar coastal environments and looking at the solutions made in these countries.

2.5 Discussion

According to participants' evaluations of the ICZM Capacity-Building Workshop, the facilitators were knowledgeable about their topics, and their presentations met the workshop objectives; particularly, as it relates to increasing understanding of the role that ICZM can play in sustainable management of coastal resources in The Bahamas. This is a key goal of the Project, that will support the successful implementation of ICZM in The Bahamas.

To continue this work, video recordings of the Workshop will be utilized by the GOBH to assist in the implementation of public consultations on the Final Draft National ICZM Policy Framework submitted by the Consultant; as well as to provide capacity-building in climate change, GIS/spatial planning, ES valuations, and ICZM practice to additional stakeholders.

While the unedited video recordings are currently available in the electronic packet of training materials, edited video recordings incorporating slides and handouts for presentations will be made available to the EA as a courtesy on Friday, October 14th 2016.

Since the ICZM Capacity-Building Workshop serves only as an introduction to some of the priority training needs identified in the Technical Capacity Assessment in this TC, the GOBH is strongly encouraged to continue providing such opportunities pre- and post-implementation of ICZM, as recommended in the Proposed Outline for a for a Capacity-Building Plan.

3.0 Final TOR for Multimedia Campaign

Overview

The Terms of Reference (TOR) are set out in the Contract. Specifically, the TOR references this deliverable as follows:

Scope of Work

1. *Design a detailed TOR for a cost effective and high impact multimedia campaign that will promote buy-in to the ICZM process and build awareness of environmental issues.*

Objectives

1. *Use lessons learned from the baseline (ICZM public awareness) survey to emphasize environmental issues that resonate with different stakeholders*
2. *Introduce idea of ecosystem services (ES) in order to emphasize connection between environment and public well-being.*
3. *Explain how the Draft National ICZM Policy Framework and the proposed investment plan work together to protect the natural resources that provide valuable ES.*

Structure of the TOR

This TOR for a Multimedia Campaign document examines the context in which the Government of the Bahamas (GOBH) will execute its ICZM communications, highlighting factors that should affect how and to whom communications should be directed. It also identifies the key stakeholders and the important messages tailored to each of those stakeholder groups. Finally, it details the communication actions, guided by the context, stakeholder groups and key messages, that the GOBH should take to achieve its campaign objectives.

The campaign goal and objectives are defined as follows:

- Goal: To promote buy-in to the ICZM process and build awareness of environmental issues.
- Objective 1: Introduce the idea of ecosystem services and the connection between the environment and public well-being.
- Objective 2: Explain how the Draft National ICZM Policy Framework and the proposed investment plan work together to protect the natural resources that provide valuable ES.

In order to evaluate the campaign context, both internal and external, this document employs a Political, Economic, Social and Technological (PEST) assessment and a Strengths, Opportunities, Aspirations and Results (SOAR) analysis. The assessments are supported by the research done by the ICZM Public Awareness Survey (the “Survey”). The factors identified in each of these exercises have been used to make the communications responsive to the realities of the local communications realities as it relates to the GOBH’s work.

These TOR also employ stakeholder mapping, which identifies both the level of communications priority at which each key stakeholder group should be engaged, the kind of information they are likely to be interested in, and the key messages that may be most persuasive to them. This mapping exercise also uses information gathered by the survey.

Finally, the communication strategies are identified, out of which flows the various communication actions the GOBH should take. Each communications action is tailored to reach certain stakeholder groups, keeping in mind their level of engagement. The key messages will be at the core of each of these communication actions as they are executed. These communication actions are also plotted across a timeline of twelve (12) months, and then explained in detail for clarity. A budget estimating the cost of each action has also been attached.

These TOR are divided into five (5) sections:

3.1 Analysing the Context

3.2 Mapping Stakeholders

3.3 Communications Strategies and Work-plan

3.4 Evaluating Success

3.5 Budget

3.1 Analysing the Context

3.1.1 Communications PEST Analysis (External)

To better understand the external challenges and opportunities the GOBH should consider when communicating its work, these TOR employs a Political, Economic, Social and Technological (PEST) analysis. The categories can be understood as follows:

- Political: What political considerations are important to the communications work of the GOBH on ICZM?
- Economic: What economic factors might conflict with or support the messaging of the GOBH on ICZM?
- Social: What socio-cultural characteristic must the GOBH messaging take into consideration with respect to ICZM?
- Technological: What new or existing technologies can the GOBH take advantage of to get their message across about ICZM?

Table 3-1: Communications PEST Analysis (External)

<p>Political:</p> <ul style="list-style-type: none"> • Institutional Support: Institutional support will be vital to ICZM success but also to signal value to the public. Suggestions have been made to place ICZM in the Office of the Prime Minister to give it the necessary consideration. • Institutional Capacity: Survey respondents believed lack of capacity to monitor coastal zone issues and enforce laws was the second most important challenge to ICZM work. • Government Spending: There are public concerns about how the GOBH is spending money. Investing in environmental issues while there is high unemployment and the perception of high crime may be criticized. Audiences must be made aware of the value of investing the ICZM. • Partisan Division: Currently, partisan divisions are heightened and ICZM risks being seen as a political project. A cross-section of political players must be included. • 2017 Election: Continuity of the ICZM's work might be threatened by the upcoming election. 	<p>Economic:</p> <ul style="list-style-type: none"> • Improved fishing prospects²: Lobster fishermen, for example, have claimed this season is the best in 20 years because of the RBDF's work to protect Bahamian waters from poachers. Fishing is the highest ranked ES according to the survey. • Unemployment:³ Unemployment is high in the Bahamas, especially youth unemployment. Framing ICZM as a possible way to generate employment is necessary. • Coastal Property Erosion and Ownership: The survey indicates that coastal property erosion ranks high as a challenge and owners are key players, however this may speak to specific economic class of Bahamians. Making this issue relevant to all audiences is important.
<p>Social:</p> <ul style="list-style-type: none"> • Influence of Politicians and High Ranking Government Officials: These are the highest ranking public opinion shapers and should be leveraged to create buy-in and awareness. • Influence of the Media: The media, especially radio and television show host, also influence public opinion. • Low Public Education on ES: The survey concluded that very little is known about the coordination, decision-making, planning and management of coastal resources in the Bahamas. • Valuing ES: According to how survey respondents ranked individual ES, the value of ES is primarily understood from a revenue-generating perspective, e.g. fishing, food, employment etc. • Age of Population⁴: Population is demographically younger than at any other time. Young people are more likely to support progressive changes. 	<p>Technological:</p> <ul style="list-style-type: none"> • Social Media Saturation⁵: Almost half of the entire population have Facebook accounts, with Youtube and Instagram as popular mediums as well. Survey respondents also ranked social media as an important source of information.

² "Lobster Fishermen Praise Defence Force Protection Against Poachers" *The Tribune* August 30th, 2016

<http://www.tribune242.com/news/2016/aug/30/lobster-fishermen-praise-defence-force-protection/>

³ According to Bahamas Labour Force Surveys, youth unemployment rates are high and have been increasing for over ten years (from 15% in 2001 to 30.8% in 2014 for 15-24 year olds). The country also faces high rates of long-term unemployment, where 50% of youth remain unemployed for more than a year. In New Providence specifically, 10,605 youth between 15-29 years old, are either unemployed or discouraged, and out of these, 13% are discouraged.

⁴ According to the Department of Statistic Demographic Survey, over 113,000 young people will be eligible to vote in the 2017 General Elections.

⁵ Approximately 53% of the general population in the Bahamas are active on Facebook and 51% of Bahamians use YouTube. Twenty-three percent of Bahamians also use Instagram.

3.1.2. Communications SOAR Analysis (Internal)

As a means of evaluating the internal communications of the GOBH, this report uses a Strengths, Opportunities, Aspirations and Results (SOAR) strategic planning assessment. This is different than the more commonly used Strengths, Weaknesses, Opportunities and Threats (SWOT) framework, in that it focuses on an organisation's strengths and its vision for the future. The SOAR analysis is more action oriented and implementation driven. The categories can be understood as follows:

- Strengths: What can the GOBH build its communications activities on?
- Opportunities: How can the GOBH reframe challenges as communications opportunities?
- Aspirations: How does the GOBH envision its optimum communications?
- Results: How can the GOBH measure its communications success?

Table 3-2: Communications SOAR Analysis (Internal)

<p>Strengths:</p> <ul style="list-style-type: none"> • Recognition of the Importance of Communications: The IDB/GOBH has recognized the importance of communications early on. • Representation on TAC: ICZM has engaged environmental NGOs early on in the process through the TAC. • Partnerships for Technical Support: Technical assistance is available from the IDB, Caribbean Coastal Services, Sev Consulting Group and others. 	<p>Opportunities:</p> <ul style="list-style-type: none"> • ICZM Branding: The GOBH can engage in a full branding exercise, which can be transitioned to a permanent government institution when established. • Building Communications Capacity⁶: Long-term communications capacity can be built through further strategic planning, policy and procedures, staffing and resource allocation. • Youth Engagement and Early Education: This opportunity was consistently highlighted by survey respondents through their comments. Greater focus on youth engagement through school activities or curriculum can be a focus. Partnerships with Telecommunication Companies: This opportunity was highlighted by survey respondents as a way to reach all islands. • Targeting Opinion-Shapers: The GOBH can work to educate opinion-shapers on why ICZM is needed, how it will be implemented and what benefits can be expected. Training them as spokespersons for ICZM will help to influence the general public. • Engaging Across the Political Divide: The survey recommended that specific measures be taken to ensure that the ICZM process is seen as non-political.
<p>Aspirations:</p> <ul style="list-style-type: none"> • Strategic: Communications directed by evidence-based rationalisation with clear objectives. • Responsive: Communications that reflects the needs of various stakeholder groups, ensuring that there are multiple mechanisms for stakeholders to engage with the GOBH. • Inclusive: Communications that values and engages multiple audiences. • Integrated: Communications that uses a number of different media, in a number of ways, to disseminate the key messages. • Persuasive: Messaging that focuses on creating buy-in and building coalitions to strengthen support in both emotional and rational ways. 	<p>Results:</p> <ul style="list-style-type: none"> • Public Awareness and Support: Increased and sustained public support for ICZM activities, policy recommendations and public financing investment. • Political Will: Increased and sustained, non-partisan support for ICZM activities, policy recommendations and public financing support. • Coalitions with Community Partners: Strong coalitions with community partners who understand the new policy, have a sense of ownership and act as surrogates and champions for ICZM activities and policy recommendations.

⁶ Recommendation 7 of the ICZM Public Awareness Survey the adequate funding and staffing of ICZM outreach efforts.

3.2: Mapping Audiences and Influencers

3.2.1. Influential Players and Public Opinion-Shapers

Identifying who you need to communicate with is as important as deciding what you want to communicate. Stakeholder-mapping is used to identify and prioritize key stakeholders. Stakeholders have been identified and prioritized based on the ICZM Public Awareness Survey, and organized using the Communications Consortium Media Center's "Practice Maturity Scale":

- **Actively Engage:** Communication with these stakeholders should be planned, institutionalized, evaluated and optimized. It should be inclusive, continuous and consultative, with a focus on building relationships through a range of approaches and activities.
- **Communication (High-level):** Communication should be planned, institutionalized and these stakeholders should be consistently and personally communicated with, especially concerning changes, progress or challenges. The focus of this kind of communication is allowing for information to flow both in and out.
- **Communication (Low-level):** Communication with these stakeholders should be planned and evaluated. It should be regular and received through a number of diverse public mediums. The primary focus of this communication is to inform and persuade.

Passive: This level of communication is ad hoc, and no specific focus is given to these stakeholders.

Table 3-3: Mapping Influential Players and Public Opinion-Shapers

	Actively Engage	High-Level Communication	Low-Level Communication	Passive
Influential Players	<ul style="list-style-type: none"> • Fishers • Hoteliers and Tourism Professionals • Coastal Property Owners • Waste Managers • Shippers 	<ul style="list-style-type: none"> • Recreational boaters • Construction industry professionals • Engineers • Real estate professionals • Energy providers 	<ul style="list-style-type: none"> • Tourists • Vendors • Farmers • Restaurant owners • General Public 	
Public Opinion-Shapers	<ul style="list-style-type: none"> • Elected officials and Gov't spokespersons • Radio and Television show hosts • Local Gov't/Admin • Environmental Orgs • Educators • Opposition Party Representatives 		<ul style="list-style-type: none"> • Religious leaders • Local celebrities • International celebrities 	

3.2.2. Stakeholder Groups and Key Messages

Ensuring that the key messages are coordinated through each of the proposed communications actions is especially important. The messages related to each stakeholder groups and the questions that may be of specific importance to them are below.

Table 3-4: Key Messages for Influential Players

Point	Message	Support	Solution
Our marine and coastal ecosystems, and our well being are connected.	<ul style="list-style-type: none"> Our marine and coastal ecosystems are closely linked to our way of life and national identity. Coastal ecosystems generate goods and services- “ecosystem services”- like food and employment, through fishing and tourism, as well as protection from storms. The benefits we receive from our natural world are diverse and complex. 	<ul style="list-style-type: none"> The Ecosystem Services framework helps to categorize and community the way we benefit from our environment. 	<ul style="list-style-type: none"> Each of us has a part to play in protecting our marine and coastal ecosystems.
The marine and coastal ecosystems of the Bahamas are at risk.	<ul style="list-style-type: none"> The marine and coastal ecosystems of the Bahamas are threatened by hurricanes and storm surges, beach erosion and rising sea levels. 	<ul style="list-style-type: none"> Over the last 30 years, the largest 10 hurricanes and storms caused more than \$2.6 billion in damage. Permanent erosion often caused by humans, is increasing the rate of beach erosion. A 3ft rise in sea levels could mean the displacement of 110,000 Bahamians⁷. 	<ul style="list-style-type: none"> We need to better plan, coordinate and manage efforts to protect our marine and coastal ecosystems.
ICZM can reduce that risk and benefit us all.	<ul style="list-style-type: none"> The ICZM Policy Framework can help us to better plan, coordinate and manage efforts to protect our marine and coastal ecosystems, which will reduce risk and increase the value of ecosystem services. 	<ul style="list-style-type: none"> The ICZM Policy Framework uses research to identify goals and strategies to better protect our marine and coastal ecosystems. 	<ul style="list-style-type: none"> Implementation of the ICZM framework requires investment. The IDB and the GOBH will partner to provide public investment financing.

⁷ Executive Summary: Risk-Resilient Planning, Development and Infrastructure

Table 3-5: Issue Specific Messages for Influential Players

Issue	Point	Message	Support	Solution
<i>Does the GOBH value ICZM?</i>	ICZM will have the highest priority in the GOBH.	<ul style="list-style-type: none"> In order to ensure that ICZM is taken seriously, it will sit within the Office of the Prime Minister. This ensures that it has both the attention and the support of the highest office in the land. 		
<i>How can we better monitor ES and enforce ICZM laws and policies?</i>	Investing in ICZM will build capacity.	<ul style="list-style-type: none"> Through public financing investment we can build capacity and improve our ability to monitor ES and enforce ICZM law and policies. A key feature of the National ICZM Policy Framework are strategies for institutional strengthening and capacity building. 	<ul style="list-style-type: none"> The proposed ICZM program will gather and manage information to support ICZM, pilot coastal interventions, strengthen institutions and build capacity. 	
<i>Why are we spending money on the environment, instead of on fighting crime or solving unemployment?</i>	Investing in ICZM will reap returns for the Bahamian people.	<ul style="list-style-type: none"> Coastal ecosystems generate goods and services- “ecosystem services”- like food and employment, through fishing and tourism, as well as protection from storms. A primary driver of crime in the Bahamas is youth unemployment. By investing in better management of our marine and coastal ecosystems we can protect the jobs ES currently provides and create more of them. 	<ul style="list-style-type: none"> Protecting marine vegetation provides fisheries support which benefits commercial and recreational fishers, households, manufacturers and exporters, restaurant owners and other vendors. Our marine and coastal ecosystems provide scenic views and wildlife species in density and diversity that benefit tourists and our tourism industry industry. 	
<i>Why should I care about coastal property erosion? Isn't that a problem only wealthy people should be concerned about?</i>	Coastal erosion affects us all.	<ul style="list-style-type: none"> Coastal erosion doesn't only affect property owners, but also business owners, tourism developments where many Bahamians work, and recreational beach users. Our coasts also protect us from hurricane and storm surges, as well as rising sea levels. 	<ul style="list-style-type: none"> Over the last 30 years, the largest 10 hurricanes and storms caused more that \$2.6 billion in damage. Permanent erosion often caused by humans, is increasing the rate of beach erosion. A 3ft rise in sea levels could me the displacement of 110,000 Bahamians⁸. 	

⁸ Executive Summary: Risk-Resilient Planning, Development and Infrastructure

Table 3-6: Key Messages for Public Opinion-Shapers

Point	Message	Support	Action
We need to better understand the environmental risks we face.	<ul style="list-style-type: none"> Coastal ecosystems generate goods and services- “ecosystem services”- like food and employment, through fishing and tourism, as well as protection from storms. These ES are at risk and Bahamians are not as aware as they should be about these. 	<ul style="list-style-type: none"> Over the last 30 years, the largest 10 hurricanes and storms caused more that \$2.6 billion in damage. Permanent erosion often caused by humans, is increasing the rate of beach erosion. A 3ft rise in sea levels could me the displacement of 110,000 Bahamians. 	<ul style="list-style-type: none"> Those with a voice must use it to make Bahamians more aware of the environmental risks we face and the benefits of “ecosystem services.”
Public Opinion-shapers can influence how Bahamians think about the issue of the environment.	<ul style="list-style-type: none"> You are the most influential voices in our country and you have the power to increase awareness and inspire action. 	<ul style="list-style-type: none"> The ICZM Public Awareness survey showed that elected officials, high-ranking government officials, radio and television talk show hosts, local government administrators and environmental organizations all have considerable influence. 	<ul style="list-style-type: none"> It is important that you are trained to talk about these issues, to become “coastal ambassadors” for the audiences you influence.

Table 3-7: Issue Specific Messages for Public Opinion-Shapers

Issue	Point	Message	Support	Solution
<i>How will the National ICZM Policy Framework be implemented⁹?</i>	ICZM will have the highest priority in the GOBH.	<ul style="list-style-type: none"> In order to ensure that ICZM is taken seriously, it will sit within the Office of the Prime Minister. This ensures that it has both the attention and the support of the highest office in the land. 		

⁹ Recommendation 5.2 of the ICZM Public Awareness Survey identifies implementation as an important consideration for public opinion-shapers.

3.3: Communications Strategies and Work Plan

3.3.1

As the key messages illustrate Objective 1 and 2 are inextricably connected and are a part of the same narrative. These messages should carry through each communication action and where communication actions target multiple audiences specific messages should also be used to target influential players.

Given that a targeted public consultation strategy has been proposed in the Third Interim Report, the strategies below assume the existence of the communication capacity that will be built to accommodate the public consultation strategy (Facebook page, website, etc.).

Table 3-8: Communications Strategies and Work Plan

				Month											
Communications Objectives	Communication Strategy	Influential Players and Public Opinion-Shapers	Communication Actions	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
1. Introduce the idea of ecosystem services and the connection between the environment and public well-being. 2. Explain the Draft National ICZM Policy Framework and the proposed investment work together to protect the natural resources that provide valuable ES.	1. Leverage public opinion-shapers.	<ul style="list-style-type: none"> Radio Show Hosts Television Show Hosts Newspaper Journalists 	1. Host a media briefing.												
		<ul style="list-style-type: none"> Elected Officials High-ranking Government Officials 	2. Present to the cabinet.												
		<ul style="list-style-type: none"> Elected officials and Gov't spokespersons Radio and Television show hosts Local Gov't/Admin Environmental Orgs Opposition Party Representatives 	3. Design and host a "coastal ambassadors" communications training.												
		<ul style="list-style-type: none"> Elected Officials Opposition Party Representatives 	4. ICZM Platform Workshops for Political Parties												

[illegible]

			campaign ¹⁰ .												
			4. Launch a focused media tour to be accompanied by pre-recorded television and radio PSAs												
			5. Newspaper infographic jacket Ads. .												

¹⁰ More than 110,000 Bahamian subscribed to mobile data by the end of 2012, according to The Tribune (<http://www.tribune242.com/news/2013/may/02/mobile-data-subscribers-increase-over-six-fold/>). There is reason to believe that this number has increased significantly over time, also suggesting that large numbers of Bahamians have mobile phones.

3.3.2. Communication Actions: Rationale and How They Can Work

3.3.2.1. Leverage Public Opinion-Shapers

Media Briefing

Rationale:

Because of the importance of the media in shaping the opinions of the public, it is important to engage them in a personal and persuasive way. Media briefings allow journalists to be educated about a specific issues and ask questions “off the record.” These briefings are also useful for building relationships, establishing points of contact and arranging “on the record” interviews for potential stories.

How it can work:

- Journalists from news media houses, as well as radio and television talk show host will be invited to a half-day briefing on ES and the National ICZM Policy Framework.
- The session will be hosted by the GOBH, at a GOBH office to reduce costs, and conducted by ICZM experts and members of the TAC who will present to invitees.
- Invitees will be allowed to ask questions of GOBH representatives, experts and members of the TAC.
- Invitees will be surveyed before and after the briefing to assess changes in awareness and buy-in.
- Contact information of invitees who attend will be collected to maintain contact.

Cabinet Presentation

Rationale:

Elected officials are primary opinion-shapers and it is important that understand what ES are and that they see the value of ICZM. They should be able to speak about the benefits of ES and why ICZM investment is vital to our way of life.

How it can work:

- Senior officials in the agency responsible for ICZM will secure an invitation to address the Cabinet through the GOBH
- Presentation will be crafted following the prescribed messaging for public opinion-shapers, including the focus on implementation.
- Cabinet members will also receive a packet with a summary of the ICZM policy and draft talking points.
- Cabinet members will take an end of presentation survey to assess the effectiveness of the presentation.

“Coastal Ambassadors” Training

Rationale:

Spokespersons are an important asset in communicating about an issue, persuading the public and improving awareness. Good spokespersons are informed about the issues, have a grasp of the messaging and are trained to deal with media interaction. Building a “Coastal Ambassadors” training will ensure that the ICZM process has a cross-section of informed, coordinated and media trained spokespersons who can influence their various communities and can be called upon when by the GOBH if needed.

How it can work:

- The GOBH, ICZM experts and the TAC will work to build a 1-day training seminar for ambassadors that can be conducted virtually or in person.
- The ambassadors training will be promoted to the public opinion-shapers through social media (using similar methods as the public consultation process), environmental organizations and through contacts made at the media briefing.
- Ambassadors will be trained and tested for knowledge of ICZM facts, key messages and media tactics.
- Participants will be certified as official “Coastal Ambassadors” and their information will be collected to maintain contact.

ICZM Political Platform Workshops

Rationale:

As we near the elections, and to ensure that the ICZM process is not seen through a partisan lense, ICZM experts and TAC members can host political platform workshops for political parties. These workshops will ensure that political platforms use accurate ICZM data, have a clear understanding of the issues, recognize the importance of investment in ICZM and are using the same language in the proposals for environmental policies (e.g. “ecosystem services”). These platform workshops can also act as contingencies to ensure the continuation of the ICZM process across administrations.

How it can work:

- ICZM experts and TAC members will design a workshop that will inform party members of ICZM research, identify important goals and objectives and help to facilitate policy discussion. A policy outcome document, unique to each party’s workshop, will be produced based on the policy discussions and conclusions.
- Political party members will be invited, by direct contact, to take advantage of the workshops.

3.3.2.2. Consistent Engagement of Influential Players and Public Opinion-Shapers

ICZM E-newsletter

Rationale:

After the public consultation concerning the National ICZM Policy Framework, it will be important to continuously engage with the influential players that have been identified. Similarly, communication with highly-rated public opinion-shapers should be institutionalized, evaluated, optimized, inclusive, continuous and consultative. One cost effective way of doing this through an e-newsletter. This instrument will allow the GOBH to keep these stakeholders regularly informed and to survey them or elicit information with them to help optimize communication efforts or to sustain the consultative process. MailChimp ‘Growing Business Package’ will allow for the e-newsletter for the ICZM team to automate the newsletter, integrate it with existing databases, target messages, track engagement and collaborate with team member, all while using data-driven tools to improve effectiveness.

How it can work:

- Influential players and key public opinion-shapers will be able to subscribe to the ICZM newsletter on the lead agencies website and invited through email, using the contact information collected.
- The e-newsletter will be published twice a month informing of new ICZM research, progress on the implementation of National ICZM Framework, ICZM events (media or otherwise) and eliciting feedback on any relevant issues.

3.3.2.3. Engage Young People Through Educational Institutions

Curriculum Design in Partnership with the Ministry of Education

Rationale:

School-age students represent a part of the general population that is a captive audience, 5 days of the week for 8 hours a day. These young people can influence their peers through friendship circles, family members, churches and communities (especially through volunteer organizations). They also represent an audience that will ensure sustained support for ICZM into the future.

How it can work:

- Educational curriculum and tools will be designed by ICZM lead agency, experts, TAC members and the Ministry of Education for primary, middle and high school students.
- A week-long ICZM themed curriculum will be used as a part of standard science subject curriculums.
- Activity based one-day curriculums will be used to highlight international “environmental days” related to ICZM, for example:
 - World Water Day- March 22nd
 - Earth Day- April 22nd

- World Oceans Day- June 8th
- Students can engage in designing their own media products through photo, video or graphic design competitions which can then be used to promote ICZM on social media and through the website.
- Both the competitions and activity based one-day curriculums will be a source of earned media.

3.3.2.4 Multimedia Public Education Campaign

ICZM Branding Exercise

Rationale:

The ICZM lead agency should have a publicly identifiable brand, to use across various media, ensuring that the stakeholders can recognize its communications and

How it can work:

- A full-day branding session will be conducted with the relevant GOBH internal stakeholders.
- Information from the session will be used to produce key branding elements, including a logo, brand aesthetics and design principles.
- Branding options will be presented to GOBH and ICZM lead agency management and staff for review and approval.
- A branding guide will be produced based on feedback from GOBH/Success Agency leadership and staff.

Social Media Awareness Campaign

Rationale:

As the survey has indicated, respondents rely on social media as a source of information. In particular, Facebook has a relatively frequent usage among Bahamians and Facebook users are relying more and more on video content¹¹. Bahamians subscribe to Instagram- picture and video sharing- and YouTube- video sharing- at relatively high rates¹². Instagram's new stories feature is also provides a new way to engage in storytelling, for marketing or education purposes, in cost effective ways.

How it can work:

- Social media Awareness campaign will use ICZM platforms from the public consultation process.
- Using video and picture or graphic content, accompanied by text, facts related to the everyday importance of ES and the risks our ES face can be regularly share across platforms to build awareness.

¹¹ Facebook users share video content at a higher rate, on average, than any other content according to content management firm, Buzzsumo. <http://buzzsumo.com/blog/facebook-share-data-every-publisher-needs-know/>

¹² Youtube and Instagram have the second and third highest usage respectively among Bahamians, after Facebook.

- Video content on the importance of ICZM investment and the ICZM public financing investment and implementation will be professionally produced. These posts will be sponsored to ensure the widest possible dissemination. Using features to target content to specific audiences will be utilized as well.
- Live Facebook video will be used for Q&A sessions and interviews with “Coast Ambassadors” and other public opinion-shapers.
- “A Day in the Life of Our Shore” narrative videos will be produced using the Instagram story features. Focus on the work of fishers, waste managers and organizations involved in shoreline protection will be important as well.
- Schedules for sharing content will depend on social media analytics provided by the existing platforms.
- Social media platforms will drive traffic to the website where there will be greater resources, ways to engage in more consistent and targeting contact- like the e-newsletter.

ICZM-Facts Text Message Campaign

Rationale:

Large numbers of Bahamians subscribe to mobile data and even more have mobile phones. With a second mobile company only recently about come on stream, segmentation among mobile companies is not an influential factor. By partnering with mobile companies to send text messages with facts about ES and ICZM Bahamian can be reached in a personal way on a large scale. Furthermore, by including links to ICZM platforms (e.g. ICZM website or Facebook page), these text messages can drive traffic to resources where audiences can learn more.

How it can work:

- The GOBH will partner with BTC (and possibly NewCo) to develop a series of short text messages with ES/ICZM facts that relate to the everyday importance of ES and how ICZM can make a difference for Bahamians. The can be organized as just a text or as a competition where mobile users can be quizzed and win prizes based on the responses to questions.
- These text messages can be sent once a week to mobile subscribers.
- These text messages will also be used to drive traffic to the Facebook page or website using embedded links.

Television News Short Segment

Rationale:

Television news rank high among survey respondent as a source of information and ZNS is available to households across the Bahamas. The GOBH can leverage its relationship with ZNS to its advantage in terms of cost.

How it can work:

- The GOBH will work with ZNS News producers to plan a once a week short segment that is designed as a short interview or a scripted public service announcement (PSA).
- The GOBH can use this segment to highlight the importance of ES, create awareness of the risks threatening ES, and promote buy-in for ICZM.
- These segments will also drive traffic to the various social media platforms and the website where more resources can be found.

Radio and Television Segments and Spots**Rationale:**

Radio and television, as well as radio and television talk show hosts were ranked as important sources of information and as key public opinion-shapers.

How it can work:

- Radio talk shows and outlets with the widest reach will be identified for consideration.
- A schedule of appearance including “Coastal Ambassadors” and ICZM outreach staff will be organized and approved
- Appropriate talking points and fact-sheets will be produced for participants.

Infographic Front Page Jacket Ads**Rationale:**

Infographic are a visual way of representing data, information and knowledge in simple, quick and clear ways. They data visualization of this kind can enhance understanding and is easier way of presenting information than with long sections of text. Infographics also make it easy for communicators to illustrate how information forms a particular narrative. Jacket ads fold over the front and back of the newspaper, covering a section of the front page. By using jacket ads, newspaper readers see the advertisement first, even before they open paper.

How it can work:

- Graphic designers will create a series of infographics, in keeping with the brand aesthetics and design experience of the ICZM brand.
- These infographics will visualize the key messages, illustrating what ES are, the risks that they face and how ICZM can mitigate those risks.
- The infographic will appear as a jacket ad on Monday and Thursday, which are the most popular editions of the printed news.

3.4 Evaluating Success

Gathering feedback from stakeholders is an essential part of evaluating the success of communications activities. It allows an organization to assess communication efforts, optimize them where necessary and replicate them when successful. In order to measure the effectiveness of this communications campaign the GOBH should employ *continuous surveying* using the ICZM Public Awareness survey as a baseline. This survey has already been used to inform this communications campaign and the GOBH will be able to measure progress by conducting it again to ensure that awareness and buy-in are improving.

Some communications actions listed have built in assessments that can be used to evaluate effectiveness and inform changes where necessary. Moreover, where social media is used, the analytics provided by platforms will measure engagement with content.

3.5 Budget

Table 3-9: ICZM Multimedia Campaign Budget

ICZM Multimedia Campaign Budget					
Activity	Unit	No. Unit	Unit Cost	Total	Description
Host a media briefing.	Briefing	1	\$600.00	\$600.00	20 people x \$30/person, Continental Breakfast and Lunch
Cabinet Presentation	Presentation	1	\$0.00	\$0.00	In-House
Design and host "Coastal Ambassadors" Training	In-person/Virtual Training	3	\$600.00	\$1,800.00	Promotion + 15 participants/training @ \$40/person, Continental Breakfast, Lunch, 2 Coffee Breaks
Develop and implement an internal communications and change management strategy;	Strategy	1	\$10,000.00	\$10,000.00	Consultant
ICZM Platform Workshops for Political Parties	Workshops	5	\$400.00	\$2,000.00	2 Facilitators per workshop @ \$200/day
ICZM E-Newsletters	Month	12	\$35.00	\$420.00	MailChimp "Growing Your Business Package"
Design curriculum in partnership with Ministry of Education	Curriculum Plans	10	\$500.00	\$5,000.00	Planning resources
ICZM Branding Exercise	Hours	24	\$160.00	\$3,840.00	Brand Consultant
	Brand Design	1	\$1,500.00	\$1,500.00	
ES Social Media Awareness Campaign	Video PSAs	12	\$3,000.00	\$36,000.00	1 video/month
	Designed Graphic Ads	48	\$125.00	\$6,000.00	1 original graphic ad/ week
	Promotion	12	\$400.00	\$4,800.00	Promotion Cost/month
	Social Media Management Tools	24	\$300.00	\$7,200.00	Continuation from the ICZM Public Consultation Campaign
ICZM-Facts Text Message Campaign	Text Messages	12	\$0.00	\$0.00	1/week for 3 months- sponsorship

Launch a focused media tour to be accompanied by pre-recorded television and radio PSAs	News Segment	12	\$500.00	\$6,000.00	ZNS News
	Radio Segment	8	\$200.00	\$1,600.00	2/week
	Television Segment	1	\$402.50	\$402.50	Bahamas@Sunrise
	Radio PSA Campaign	1	\$6,800.00	\$6,800.00	170 spots: ZNS, Guardian Talk Radio, Hot 91.7
	Television/Social Media PSA Campaign	1	\$17,720.00	\$17,720.00	Production + 60 30sec spots during the news
Infographic Front Page Jacket Ads	Newspaper Infographic	4	\$1,125.00	\$4,500.00	2 color half page/quarter page ads Tribune, Guardian each.
Total				<u>\$115,582.50</u>	

APPENDICES

Appendix 1: Final Draft ICZM Policy Framework

Appendix 2: Materials for Presentation to Cabinet

Appendix 3: Contents of electronic packet of Final Capacity Building Materials

Draft National ICZM Policy Framework

Stacey Moultrie

- Handout
- Questionnaire
- Presentation
- Unedited Video Recordings

Training Sessions

- Climate Change
Kelli Armstrong & Lisa Benjamin
 - Notes
 - Presentation
 - Unedited Video Recordings
- GIS/Spatial Planning
Stacey Moultrie
 - Notes
 - Presentation
 - Unedited Video Recordings
- ES Valuations
Dr. Venetia Hargreaves-Allen
 - Notes
 - Presentation
 - Unedited Video Recordings

ICZM Practice Exercises

Charlene Carey

- Exercises
 - Role of an ICZM Unit (Development Scenario)
 - Unedited Video Recordings
 - Resource Allocation
 - Unedited Video Recordings
- Figures for Exercises

Materials for Presentation to Cabinet

- Briefing
- Presentation
- Presentation Notes

Appendix 4: ICZM Capacity-Building Workshop Agenda Attendance Sheet

Integrated Coastal Zone Management (ICZM) Capacity-Building Workshop Attendance Sheet

No.	Name	Agency/Organisation	E-mail Address	Phone Number
1	Indira Brown	Ministry of Marine Resources	protection@sear@gmail.com	393-1777
2	Josine Daye	Ministry of Foreign Affairs	residence@browne.gov.bs	356-5956
3	Janet Newton	UNEP Caribbean	janetnewton@unep.org	448-3630
4	Edna Johnson	Bahamas Society of Engineers	edna@bahamas-engineers.org	462-7798
5	Antonia Miller	Ministry of the Environment, Housing, and Urban Planning	antonia.miller@bahamas.gov.bs	393-9454
6	Elizabeth Mackey	UNEP - CHTRM	emackey@unep.org	323-5714
7	Wendy Davis	UNEP - CHTRM	wendy.davis@unep.org	466-0134
8	Erin Burnius	UNEP CHTRM	erinburnius95@gmail.com	446 9946
9	JoAnn Johnson	DEHS	joannjohnson@bahamas.gov.bs	302-5195
10	Gracie Outten-Monroe	MOFA/NEUA	graciemonroe@bahamas.gov.bs	336-2381
11	Gabriele Hudson	BNGIS	gabriele.hudson@bahamas.gov.bs	326-8536
12	Iselle Day	BNT	iselle.day@bahamas.gov.bs	393-1317
13	Shelley Cant-Weeks	"	scant@bahamas.gov.bs	"
14	Melby Delaney	AMUL	melbydelaney@gmail.com	326-2566
15	Keith Phillips	REST Commission	keith.phillips@bahamas.gov.bs	397-9560
16	Scott Wetherly	MOED	scottwetherly@bahamas.gov.bs	707-5562
17	Antonia Taylor	MOED	antoniataylor@bahamas.gov.bs	320 9539
18	Leanne Steele	MOE	leannesteele@bahamas.gov.bs	302-1511
19	Sandra Phillips-Burnius	C.O.B.	sandra.phillips@bahamas.gov.bs	302-9488
20	Sam Campbell	MOE	samcampbell@bahamas.gov.bs	392-3734
21	April Lewis	V.M.E	april.lewis@gmail.com	676-0877
22	Leann Burke	Young Marine Explorers	leannburke@bahamas.gov.bs	468-5100
23	Yavana Sweeting	Young Marine Explorers	yavanasweeting@bahamas.gov.bs	432-5985
24	Ruth Burnius	Young Marine Explorers	ruthburnius@bahamas.gov.bs	393-5336
25	Nikita Shield-Rolla	Young Marine Explorers	nikita@bahamas.gov.bs	448-5391
26	Paul Roberts	Young Marine Explorers	paul@bahamas.gov.bs	457-0643
27	Jerome Elliott	BEB/BRC	jerome.elliott@bahamas.gov.bs	302-1164
28	Wendy Mackey	UNEP	wendy.mackey@unep.org	302-5714
29	Tanya Miller	CSB	tanya.miller@bahamas.gov.bs	434-8981
30	Michael McKay	SUNC-NRU	michael.mckay@bahamas.gov.bs	424-8224
31	Abrian Charles	RBBF	abriancharles@bahamas.gov.bs	376-1166
32	Natasha Williams	Port Development (Abaco)	natasha.williams@bahamas.gov.bs	357-6501
33	Michael L. Mayne	DEPT. of PHS. Planning	mike.l.mayne@bahamas.gov.bs	302-6985

Integrated Coastal Zone Management (ICZM) Capacity-Building Workshop
Attendance Sheet

No.	Name	Agency/Organisation	E-mail Address	Phone Number
34	Kimberley Stuart	OPP	Kstuart@opp.gov.jm	
35	Ramell Pindley	VME	Ramell@vme.gov.jm	
36	Cervantes V. Kelly-Cent	BREEF	cervantes@breef.gov.jm	
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Appendix 5: ICZM Capacity-Building Workshop Evaluation Form

The Integrated Coastal Zone Management (ICZM) Capacity-Building Workshop sought to provide an overview of the Draft National ICZM Policy Framework, as well as introductions to Climate Change, GIS/Spatial Planning and Ecosystem Service Valuations to support the successful implementation of ICZM in The Bahamas. The target audiences for the Training Workshops include executive level and senior policy makers, as well as technical and policy staff in government and non-government organizations (NGOs), who have coastal management responsibilities and/or a potential role in ICZM.

1) Did the workshop achieve the following objectives?

Objectives	Yes	Somewhat	No	Where applicable, identify any specific areas for which you would like further information
Increase your understanding of the role that ICZM can play in sustainable management and development of coastal resources in The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Describe the goals and objectives of the Draft National ICZM Policy Framework for The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Explain climate change and how ICZM can help to manage risk and impacts in The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Explain GIS/spatial planning and how they can be utilized to support ICZM in The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Explain benefits of ecosystem service valuations and how they can inform ICZM in The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Build your capacity to identify and recommend possible actions that support the implementation of ICZM in The Bahamas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

2) Please rate the following:

	Strongly agree			Strongly disagree	
1. The presentations met workshop objectives	5	4	3	2	1
2. The information presented was applicable to my job	5	4	3	2	1
3. The program was well paced within the allotted time	5	4	3	2	1
4. The facilitators were effective communicators	5	4	3	2	1
5. The material was presented in an organized manner	5	4	3	2	1
6. The facilitators were knowledgeable about their topics	5	4	3	2	1
7. Group exercise(s) were appropriate and encouraged collaboration and idea sharing	5	4	3	2	1
8. Overall, the workshop achieved its goals	5	4	3	2	1

3) Further Comments: e.g. What did you most appreciate/enjoy/think was best about the workshop?
 Suggestions for topics that you would want additional information on or further training opportunities for?

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THANK YOU FOR YOUR FEEDBACK!