

Wings Over Wetlands Project (WOW)
The UNEP/GEF African Eurasian Flyways Project

Communication Strategy
Guidelines for the WOW Project Team and Partners

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1. Executive Summary

This communication strategy provides guidance for all project partners on how “communication” instruments may best be used to help achieve the WOW partnership’s goal and objectives. This document will be reviewed intermittently and may undergo periodic revision. However, to ensure the document is used until the end of the project, this communication strategy is valid until 31 December 2010 or until further notice.

The WOW project’s ambitious goals and objectives are not matched by the professional capacity and financial resources available for communications. Ideally, we would expand the project communications capacity with additional staff and funding. This is unlikely to be feasible in the near future, so it is essential to achieve as much as we can by effectively focusing the limited resources available.

With this in mind, the strategy outlines some concrete proposals and guidelines. It is tailored to the actual scope, projected time-frame and available resources of the WOW project.

An initial **Background** section provides an overview of the *project’s goals, communication objectives, and general principles*, as a framework for the rest of the document. The main communication *challenges* and the wide range of *target audiences* are also briefly defined, with additional details provided in the annexes.

Section 3 provides essential **Guidelines** on how to develop communications materials, i.e. on how to communicate the project *key messages* both internally and externally (*communication protocols*). A **house-style guide** is also provided in the annexes, reflecting the layout of recently published WOW materials.

Section 4 provides an overview of **Essential Communication Tools** to be developed by the project. These are divided between those that may be developed and managed “in-house” by the wider project team, and other tools and materials that would require additional expertise and/or financial resources.

A broad range of communications tasks is envisaged. To fulfill these, a revised allocation of **Tasks** within the WOW project team is suggested in Section 5. This focuses on the critical role of a central communication coordinator and of communication staff in each WOW partner organisation. This set-up aims at maximizing inputs and contributions by the entire WOW team (including demonstration projects and regional centres).

Finally, a tentative overview of prioritized **fund-raising priorities** is outlined in the final section.

2. Background

2.1 Guiding Principles

WOW Partnership Goal

The WOW partnership aims to improve the conservation status of African-Eurasian migratory waterbirds and the wetlands on which they depend, through enhanced national efforts and international co-operation for waterbird conservation by Governments and others. An important element is to broaden the membership of relevant multilateral agreements and build capacity for their implementation .

Main Communication Objectives

Three broad communication objectives support this goal:

- 1. The flyway concept.** Promote the flyway-scale conservation approach across the AEWA region, and also as a model to be replicated elsewhere in the world.
- 2. International co-operation.** Promote the implementation of relevant Multilateral Environmental Agreements (MEAs), most notably AEWA and the Ramsar Convention on Wetlands.
- 3. Tools and lessons learned.** Disseminate and promote the use of the outputs of the WOW project, including the Critical Sites Network Tool, Training and Awareness Raising modules, ‘best practices’ emerging from the demonstration projects;, and lessons learned through the implementation of the WOW partnership approach.

An essential underlying concept is that the WOW project should not be presented as an entity in itself, but rather as a *‘partnership’ of organisations working together towards a common goal.*

Guiding principles

In this context, the following three guiding principles underpin this communications strategy:

- 1. Partnership is paramount.** WOW communication efforts should always reflect the partnership nature of the WOW project, as a combined and collaborative effort among like-minded organisations. Nevertheless, while promoting WOW as a joint effort, due credit should always be given to the activities of each of the WOW partners, as and when appropriate;
- 2. WOW is not an institution.** WOW is not and should not be branded as a new ‘entity’ or organization. It may rather be presented as a model for similar initiatives in other flyways;
- 3. Communication is by and through the partners.** Communication materials will generally be developed jointly, but WOW partners will present the projects’ outcomes via their own communication networks. WOW partners will use opportunities to present WOW on behalf of the partnership whenever appropriate and possible.

2.2 Challenges

WOW faces a communications challenge because (as identified during project preparation) a wide range of stakeholders and most importantly decision-makers:

1. Have a limited understanding of the term ‘flyway conservation’, and particularly what actions are necessary and at what levels, to improve flyway-scale conservation;

2. Generally view issues at a national or site level, not seeing the larger-scale interdependencies and that each country - and more specifically each site - is a link in the flyway chain
3. Lack adequate information on which sites along the flyway are critical for migratory waterbird conservation;
4. Are insufficiently aware of the values of migratory waterbirds and the consequences of losing these values, and therefore assign low priority to waterbird conservation compared to immediate economic development;
5. Are insufficiently aware of the threats to waterbirds and wetlands;
6. Are insufficiently aware of how to find and share information on waterbird and flyway conservation, and of relevant training opportunities.

2.3 Target Audience

A review of target audiences, proposed communication activities and communication tools is provided in Annex 3. The following table illustrates the main target audiences for the WOW project, and (broadly) which components of the project are best placed to address them.

Summary of target audiences and communication roles

	WOW team MEAs	WOW team NGOs	WOW team UN UNEP-GEF, UNOPS, UNEP-WCMC	WOW Sub-Regional hubs	Demo projects
communication roles ►					
target audiences ▼	Ramsar, AEWA	Wetlands, BirdLife Partnership			
Highest priority					
Delegates/focal points at international meetings	✓	✓	✓		
Governments: local and provincial		✓			✓
Governments: National departments		✓		✓	✓
Local communities		✓			✓
Media: global	✓	✓			
Media: national and local				✓	✓
Media: regional				✓	✓
National MEA focal points	✓		✓		
Other international organisations and MEAs	✓	✓	✓		
Other regional and sub-regional organizations				✓	
Project donors	✓	✓	✓	✓	✓
Site managers and conservation practitioners				✓	✓
Lower Priority					
Companies/businesses impacting wetlands and waterbirds	✓	✓	✓	✓	
Environmental consultancies	✓	✓	✓	✓	
Other international NGOs	✓	✓			
Other national and local NGOs				✓	✓
Other regional NGOs				✓	✓
Other scientists and experts (at workshops, events, seminars)	✓	✓	✓	✓	✓
Species Working Groups or specialist groups	✓	✓			
Waterbird monitoring co-ordinators		✓			
Other flyways (institutions and agreements)	✓	✓	✓		

3. Guidelines

3.1 Key Messages

WOW project communication materials should focus on some key messages, which can be adapted to the interests and needs of specific target groups (see also Annex 3), and to each communication tool, event or opportunity. Key messages include:

- Migratory waterbirds are a key component of wetland ecosystems and have many important values – yet they are under increasing threat
- Flyway conservation is about more than just birds, it benefits wetland ecosystem service provision and therefore people
- Migratory waterbirds depend on a network of critical sites, all of which need conservation. Destroying an individual site may greatly disrupt this network
- Concerted international collaboration is needed to conserve migratory waterbirds and their habitats. National conservation planning and actions should be undertaken within a framework of internationally agreed and coordinated priorities
- Multilateral Environmental Agreements (MEAs), specifically Ramsar, CMS and AEWA, provide the legal framework for this international co-operation. All countries should accede to these agreements and implement them nationally
- The WOW project provides valuable information and materials, decision-support tools and best-practice demonstration examples to help the implementation of the flyway approach. These include
 - The innovative Critical Site Network tool
 - A range of communication mechanisms (e.g. website, contacts database, email discussion group, publications, etc.)
 - Lessons learned from each of the demonstration projects
 - Training and Awareness Raising Programmes (training kits, workshops, exchange programmes).
- The WOW project is an example of institutions combining forces at the flyway level for the benefit of migratory waterbirds
- The flyway approach, as conceptualized within AEWA and turned into practice through WOW, may provide a useful model that can be adapted for other regions
- More resources are needed to take forward and build on the real successes of the WOW project

3.2 Communication Protocols

Development of major products or outreach activities must be planned so that all partners have a chance to give input at an early stage. The final form of all substantial communication products should be agreed upon by all the WOW partners.

In order to achieve these products and actions, it is necessary to develop collective views, as well as collectively discuss, plan and evaluate joint communication activities, and create the key materials that can be used by every partner implementing the WOW communication strategy. The WOW Communications staff need to lead on this, involving all the partners in the process.

Key areas to be agreed include:

- An **External Communication Protocol** to guide the development of external communication material (Section 3.2.1)
- An **Internal Communication Protocol** to provide guidance to the entire WOW team on when and how to involve WOW partners when communicating WOW-related issues externally (Section 3.2.2)
- A neutral **house style** that can be applied to all communications materials produced by the project, i.e. always aiming at presenting the WOW partnership correctly (Annex 4)
- An internal **WOW Frequently Asked Questions (FAQ)** document outlining the views of the project, its activities and what it aims to achieve. A FAQ is also a very important information source for making outreach materials. This product needs input from the entire WOW technical team.

3.2.1 External Communication Protocol

The following guidelines should be followed by all WOW Partner organizations when communicating WOW-related issues to any type of external audience at the international, regional, national or local levels.

All WOW Partners are encouraged to communicate WOW-related issues and achievements under their own name. However it is important always to mention that WOW represents a collaborative effort with several partners. For all activities funded by the WOW project, using information gathered by the project and / or conducted in the name of the project, the following rules apply:

1. The project short name is “*Wings Over Wetlands (WOW)*”. When used for the first time, the full title should be referred to or footnoted: “*The Wings Over Wetlands (WOW) UNEP-GEF African-Eurasian Flyways Project*”. Thereafter the abbreviation “WOW” can be used. The abbreviation should always be in CAPITALS.
2. The website for global audiences is www.wingsoverwetlands.org, which also provides web space for pages from each focal sub-region and demonstration project.
3. All communication material should clearly indicate that the name of the project, “*Wings Over Wetlands (WOW)*”, refers to the collaborative effort of all WOW partner organizations (see below), jointly adopting an innovative flyway-scale conservation approach, and promoting new conservation tools such as the Critical Site Network Tool, specific training programmes, the website, etc. At the least, the short WOW title should always be linked to the website www.wingsoverwetlands.org (which provides information and links to all partners).
4. WOW is the project title to be mentioned at all times when presenting project results and project initiatives. When space allows, the following extended standard definition of the WOW partnership should be used:

“Wings over Wetlands (WOW) is a joint effort between UNEP/GEF (The Global Environment Facility), Wetlands International, BirdLife International, the African-Eurasian Waterbirds Agreement (AEWA), The German Federal Agency for Nature Conservation (BfN), the Ramsar Convention on Wetlands, the United Nations Office for Project Services (UNOPS), the United Nations Environment Programme’s World Conservation Monitoring Centre (UNEP-WCMC) and a range of donors and local partners along the African-Eurasian Flyways.”

5. The partnership nature of WOW should also be clearly explained during oral presentations. All the main WOW partners and donors (see (4)) should be mentioned or shown in all visual presentations using standard material provided by the project CO and PCU.
6. Names and/or logos of all main partners and donors should be clearly visible on all printed, web and audio-visual materials. The **standard partners' logos banner** and **WOW project logos** are available from the WOW Communications Officer and within the WOW intranet. In all materials developed at the regional and national level, the partner's logos banner and WOW logo should always be used in combination with the logos of regional or national WOW implementing partners.
7. When using the logos is not technically feasible (for instance in the case of releases by email), the main WOW partners and donor reflected in the banner are to be named individually, with a link to the WOW website (www.wingsoverwetlands.org) and - if possible and appropriate - links to their respective websites.
8. A wide range of communication activities concerning migratory waterbird conservation at a global or regional level are part of the normal ongoing work of most WOW partners. In the context of WOW, these interventions may therefore either be:
 - Coordinated and implemented independently by one or more WOW partners. In this case such interventions should be shared with the other WOW partners via the WOW Communication Officer, or
 - Implemented jointly by the WOW partnership, for instance at key events. In this case, these activities are to be coordinated by the WOW Communication Officer in collaboration with the PCU.
9. All views presented by all partners with regards to WOW-related issues and activities should be developed in line with this strategy document, and in particular with this external communications protocol.
10. Joint flyway-level press releases are coordinated by the WOW Communication Officer. Views presented in the press release should be in line with this strategic document and any subsequent guidelines and information sheets to be circulated by the WOW CO.
11. The communications staff of all WOW partners and donors should be informed in advance of the publication of all main project communication materials, so as to be able to provide inputs and feedback. A time frame for feedback by WOW partners will always be provided by the CO, and this will vary from a minimum of two days to a maximum of three weeks, in relation to the urgency, size, complexity and importance of each specific item (see internal communications protocol below).
12. Views presented with regard to WOW in global/international press releases by WOW partners should always be in line with the principles and external communication protocol set out in this document and in the FAQ document. It is the responsibility of the partners issuing the press release to inform the other main WOW partners and donors of such a release.
13. Press releases issued by the sub-regions are taken care of by the WOW sub-regional offices. Views presented should be in line with the views of this document and the FAQ document.
14. All partners should inform and alert the WOW Communication Officer on press and advocacy activities related to WOW activities and related migratory waterbird and wetland conservation issues in order to feed (update) the WOW website and the email alert tool and to help stimulate joint efforts.

15. Copy of all relevant press coverage should be sent to the WOW Communication Officer, who will collate this and share this with the team and with the PCU who can provide it to the donors
16. The working language of the WOW project is English and communications resources should normally be developed in English. Target audiences in different parts of the region speak several other UN languages, however, including Arabic, French, Russian and Spanish, among many other widely-spoken languages such as Portuguese and Swahili. Depending on the target audience and the product, translation into other relevant languages may be highly desirable if resources permit. Project partners (or the PCU) commissioning translations are responsible for their accuracy: translated products will not normally go through the same process of consultation and approval as the version in English on which they are based.

WOW contacts and subscriptions to project communication instruments

All communication activities offer the opportunity to expand our networks and invite people to make use of the project's communication mechanisms. Therefore outreach materials should always invite target audience/readers to join in, and always include the project's contact information. With every set of outreach material it is therefore crucial to:

- Include updated project contact information (including name and address of the CO and, if applicable, project leader) and the URL of the WOW website: www.wingsoverwetlands.org
- Provide information on how to subscribe to the WOW email alert tool, WOW newsletter, contacts database, email discussion groups etc.
- Once available, provide information on how to access the pilot version of the Critical Site Network tool.

Web-based and e-mail communications should provide users with the option to subscribe to the WOW network online. Print materials should highlight the availability of this online registration service.

The WOW Contacts Network

A network of contacts will be developed by the WOW project, building on contributions from all partners, and during project implementation across the region. The contacts database will be available through the WOW website intranet, and data it contains will be available for and owned collectively by all WOW partners.

3.2.1.1 Promotional efforts at International Events

Several important workshops, seminars, meetings and other events will provide opportunities for WOW to reach out to the identified target audiences. The presentation of WOW may be important at these venues, and the presence of staff and outreach material should be coordinated by the WOW Communication Officer.

A list of the key events is not included here, but should be prepared and regularly updated by the WOW Communications Officer and reviewed by the Steering Committee. Usually the agenda becomes available around half a year before an event, which is when the WOW communication team should discuss the list of potential events and collectively identify priority events and target objectives related to the agenda items.

In addition to those events where WOW will be presented directly by the project core team, a wide range of other WOW related events, seminars, workshops, meetings and conventions will be attended by the WOW implementing team and individual WOW partners. If applicable, they should also be encouraged to include WOW in their presentations at these events and to use the opportunity to also disseminate WOW materials at these events and by handing them out to their respective networks.

3.2.1.2 Relations with the Press

It is recommended that WOW builds upon the existing network of specialized press (waterbird magazines and newsletters) and general press that WOW partners currently have contacts with. WOW related news stories/opportunities should be identified and distributed to the press through these networks in co-ordination with the main WOW partners.

WOW Spokespersons: A central focal point for press relations will be the project Communications Officer. In coordination with the PCU, the CO will refer press enquiries to representatives of WOW partners, regional offices and demonstration project teams. Vice versa, the CO will also act in close consultation with the communications officers of all WOW partners to foster the dissemination of news and achievements of the WOW project.

The project website and FAQ (developed centrally) will provide the necessary guidance and background documentation for press releases (see also the External Communication Protocol).

3.2.1.3 Using WOW partners' existing outreach instruments

All WOW implementing partners have their own very well established institutional outreach instruments and communication networks. These should be used for disseminating WOW news, and may include:

- Newsletters, bulletins, e-news;
- Websites
- Press contacts and communication teams
- Dissemination by regional and country teams, partners' representatives, through personal contacts at meetings, seminars, conventions or site visits.

3.2.2 Internal Communication Protocol

This section defines the WOW team internal procedure for developing and approving communications materials, providing feedback to the CO and PCU and participating in periodical WOW communications team meetings.

For all major WOW outreach and communication instruments, endorsement is required from all WOW partners and main donors before publication and/or distribution. The CO, under the guidance of the PCU, has responsibility to (a) identify important communications materials that require broader WOW partners' approval, and (b) solicit, compile and act on input and feedback from WOW partners:

Deadlines for feedback:

1. Deadlines for feedback by WOW partners during the development of WOW communications material will be clearly specified by the CO.
2. All WOW partners are committed to meet such deadlines. Failure to do so will imply endorsement and automatically relieve the CO and PCU from responsibility for any incorrect statements. This implies that communications officers of WOW partners should always nominate an alternate (fall back) person when not available.
3. In principle, draft joint press releases circulated by the WOW CO should receive feedback from partners within two days maximum. If there is more urgency, this should be explained and clearly communicated by the CO, who should also follow-up with phone calls if possible, to solicit feedback in less than two days only in special cases.

4. Other draft outreach materials such as newsletters, fact sheets, brochures, etc. should receive feedback within one to two weeks (depending on the size/complexity of the material)

Communication Team meetings

Every six months the WOW CO will organise a Skype meeting involving the communication officers of all implementing partners (WI, BirdLife, AEWA and Ramsar) and the PCU. At these meetings, the PCU will also represent regional offices and the demonstration projects (some of whom may be invited to participate as appropriate), and relay information to them as needed.

The typical agenda of such a meeting will include (among other items):

- Evaluation of communication efforts and achievements in the past six months
- Evaluation of inputs received from sub-regional offices and demo projects
- Identifying priority WOW communication activities for the next six-month period
- Review of the objectives, organizational and logistical issues of major communication events to be attended by one or more WOW partners to showcase WOW

The WOW Communication Officer will coordinate these meetings and will prepare and circulate short minutes outlining all agreed issues and next steps.

Evaluating the impact of communication efforts

A simple system for the evaluation of the impact of WOW communication efforts will be put in place and coordinated by the WOW Communications Officer. The communications officers of all WOW partners will be requested to fill-in a simple quarterly reporting form, and send it to the WOW CO.

This simple system is designed to facilitate information sharing within the WOW team, evaluate the impact of WOW communication activities, and identify gaps and needs so as to be able to report to the donors. This simple methodology will also contribute to the periodic assessment of the effectiveness of this communication strategy.

4. Communication Tools

A set of essential WOW outreach materials and tools should be developed centrally and provided to all partners and offices. These should be used by all WOW implementing partners as well as by WOW sub-regional offices and demonstration projects. Some of these may be developed in-house by the WOW project team, while others will require external support and/or additional funding.

4.1 In-house suite of communication materials & tools

This section outlines those communication materials, tools and instruments that may be developed and managed “in-house” by the wider WOW team, with some additional effort but within existing capacity and resources.

4.1.1 WOW Website

A high quality website is essential to showcase a major project such as the WOW. The site www.wingsoverwetlands.org reflects the partnership nature of WOW and the project's collaborative efforts, as well as providing links to all partner organizations involved. The website is hosted by Wetlands International and uses a neutral design appropriate to the broader WOW partnership.

The website targets all the priority target groups and will be the central communication instrument of the project to:

- Showcase and make available project activities, information, contacts and documents
- Provide the latest news on WOW progress and activities
- Collate major 'flyways' news focusing on the flyway-scale conservation issues that represent the main focus of the project
- Provide information on and (at a later stage) central access to the Critical Site Network Tool, contact database, email discussion group(s), newsletters and email news alert tool

Annex 2 provides additional details on website structure and content, as well as an outline of other on-line tools that the project may provide within the website (e.g. news-alert tool, WOW film/trailer, internet buzz).

4.1.2 WOW PowerPoint presentation

This aims at presenting a summary of essential information on migratory waterbird conservation, the flyway approach, and the objectives and activities of the WOW partnership. This PP may be adapted locally, and translated into different languages, as long as the layout and essential content remains the same and it complies with the external Communication Protocol. A general PowerPoint presentation is available upon request from the Project Coordination Unit or can be downloaded directly from the documents section of the project website.

Purpose: to consistently present the WOW project through all partners and regional/country offices.

Target audience: WOW team, conservation practitioners, participants to WOW regional or country meetings, workshops, seminars, relevant international fora.

4.1.3 WOW Fact sheet / Brochure

A simple and elegant A4 folded fact sheet or brochure on the WOW project, migratory waterbirds conservation & the flyway approach, ideally available in the different sub-regional languages. A general project brochure is available upon request from the Project Coordination Unit or can be downloaded directly from the documents section of the project website.

4.1.4 WOW Poster(s)

A simple and elegant A1 or A2 size poster on the WOW project, migratory waterbirds conservation & the flyway approach, available in the different sub-regional languages. A set of WOW posters are available upon request from the Project Coordination Unit or can be downloaded directly from the documents section of the project website.

4.1.5 WOW Postcard or Sticker

This communication tool should be small, simple and creative (easy to hand out, eye-catching). It may contain a key slogan underlying WOW objectives and pointing audiences to the WOW Website. WOW stickers are available upon request from the Project Coordination Unit.

Purpose (for 4.1.3 to 4.1.5): communication instruments to raise awareness on the scope and objectives of the WOW project, and encourage visits to the website. For wider distribution at workshops, meetings, conventions.

Target audiences: all, wider public.

4.1.6 WOW Annual publication: “The Project in Brief”

This small and elegant publication (A4, colour, 32-38 pages max.) should provide a brief overview of the project scope and achievements on an annual basis. It should be designed to showcase and promote the project and it may be targeted to WOW partners, donors, decision makers, conservation experts, and potential new project partners. All existing WOW newsletters are available upon request from the Project Coordination Unit or can be downloaded directly from the documents section of the project website.

4.1.7 WOW Exhibition Stand(s)

An attractive exhibition stand should be developed for the project, for presenting WOW at key international meetings. The stand will be used by the project team and/or partners with ad-hoc arrangements for each meeting. Several smaller displays should also be produced to allow WOW partners to promote the project effectively when attending meetings independently. This will add to the visibility of the project among a range of audiences. A 4 x 3 meter exhibition display has been produced to allow WOW to be visible at international meetings. A series of smaller 80 cm x 200 cm displays have also been produced and have been made available to major WOW partners.

4.1.8 Tools to facilitate internal team communication

The following main instruments are recommended to facilitate the exchange of information internally within the WOW team. Provision of information in multiple languages is desirable whenever possible.

WOW e-news alert

This should be targeted to the broad project team and the wider range of people involved in the project. It should contain a brief summary of the latest WOW news featured on the project website. In addition to internal circulation by the PCU and CO, WOW partners may also circulate this short e-news alert through their respective networks. It should also provide a concise snapshot of work being conducted on each project component.

WOW Intranet

A set of WOW illustrative and promotional materials should be made available on the Intranet of the WOW website. Each registered WOW team member will have access to all materials and may print them from their own location as and when needed. These materials may include all illustrative materials outlined above in this document and produced by the project, and a set of high-resolution pictures for use in press releases. The Intranet will also host other documents and resources, including reports and minutes from key meetings of Steering Committees and Training Boards.

4.1.9 Specific Promotional efforts for the “Critical Site Network Tool”

The critical site network tool being developed through the WOW project represents a key output of the project that deserves specific promotional efforts, as set out in the project document. These should include:

Including the CSN tool in all outreach materials.

The CSN tool should be presented in all the project’s own outreach materials, as soon as available (website, newsletter). The partners should do the same with their own media (magazines, website, newsletters, and internet buzz).

Leaflet on the CSN tool

A specific leaflet should be developed to explain and promote the use of the CSN. This leaflet should be disseminated by all partners. A CSN leaflet is available upon request from the Project Coordination Unit or can be downloaded directly from the documents section of the project website.

CD-ROMs with early versions of the Critical Site Network tool

Once pilot versions of the CSN tool are accessible via the Internet, CD-ROMs should be produced and shared among all partners who in turn can disseminate these further at meetings, events, conventions, personal meetings, trainings, to partners, NGOs, practitioners etc. who have limited access to the internet. Number of copies will depend on available budget and volume. This instrument can be used only when the Critical Site criteria have been applied (2009).

Training and presentation of the CSN Tool at AEWA, Ramsar and CMS meetings (side events):

The central and/or the regional technical WOW team members should attend key events and present the CSN tool, holding demonstrations of the tool once the prototype is available. A powerpoint presentation for this purpose needs to be developed.

4.2 Other communication materials

This section outlines the top priority communication materials that would be desirable and that however will require additional capacity and funding for their implementation (i.e. such resources are not currently available within the project team and budget).

4.2.1 WOW ‘Lessons Learned’ Publication

The WOW project document envisages that the best practices and lessons learned throughout the implementation of the WOW project would be collated and edited in the form of a final “lessons learned” publication. This publication, when realized, would become an important communication tool in itself, and should therefore be adequately disseminated and publicized.

A public relations campaign for the promotion of the publication could entail an announcement by means of a flyer to be handed out in advance at meetings/seminars/trainings, and by including this in the news alert, newsletter and website. The announcement of the publication could be made on digital forums, through mailing lists (for instance Biodiversity-L, Water-L) and by stimulating press coverage (general press and specialised magazines) on the achievements of the WOW project. The content of the lessons learned publication would moreover generate material for other articles, press releases, website content, etc.

4.2.2 Short ‘Flyway’ movie

If a suitable partner can be found (National Geographic, Discovery Channel, or another) a film/documentary may be a great way to get media coverage and obtain audio-visual material (footage) for the website, for presentations or as gifts. It should be agreed upon beforehand with the production company that WOW can use this for these purposes.

Opportunities should also be explored for producing a movie with a compilation of existing footage available from WOW partners. A short general trailer on the WOW project has been developed and can be viewed on the WOW website and downloaded as a movie file for presentation purposes directly from the documents section of the WOW website.

5. Allocation of Communication Tasks

The assessment of actual staffing and resources available within the project for communication activities clearly highlights the imbalance between proposed objectives and expected outcomes (as set out in the project document), and the resources actually available. It is also clear that even with all partners' best efforts, staffing and funding shortages in the communications sector are not likely to be addressed in the remaining time-frame of the project.

A revised allocation of communications tasks across the main elements of the WOW team (Annex 1) is thus suggested. The aim is to suggest the best use of the project's limited resources, in order to achieve the main WOW communication objectives, reaching the widest range of target audiences, and developing as many communication materials and instruments as realistically feasible in the time-frame of the project and with available resources.

It will be particularly important to engage and use the existing communication capacity and media networks of the WOW partners, not just at 'headquarters' but nationally and sub-regionally (for instance through national BirdLife Partners). The role of communications interns in the sub-regional centres, if funded, will be to help establish and maintain these linkages, and to prepare and circulate materials, rather than to approach the media themselves.

6. Fund-raising priorities

Several important funding and staffing gaps were identified during the preparation of this strategy. A tentative and *prioritized* list of funding gaps is provided below. This is intended only as broad initial guidance for ongoing fund-raising efforts performed by the WOW partnership. The table below should be improved, updated and refined by dedicated fund-raising teams, and tailored to funding opportunities.

Item	Tentative Cost (€)
Highest priority	
Additional professional communications capacity (full-time equivalent, with benefits/overheads) (per year)	63,000
Four communications interns (based with WOW partners and/or regional centres) – per year	60,000
Design and Printing costs (all communication materials outlined in this strategy – including translation in various languages- plus other promotional materials)	40,000
High priority	
Additional Web features (software licenses, support costs etc.) – per year - Online community and network building tool (forum, online discussion) - Online subscription system for e-alerts and news highlights - internet buzz!?	10,000
Professional Web maintenance – per year	5,000
Desirable if resources can be found	
WOW "Lessons Learned" publication (consultant + lay-out and printing)	60,000
Flyway short trailer (3-5 min.)	4,000
Exhibitions displays and stands for all WOW partners	20,000
"Flyway" movie (20-30 min)	100,000
TOTAL	362,000

7. Geographic priorities

The AEWA region covers some 118 range states. Intensive communication efforts across all of these is obviously impossible with the limited resources available. With present capacity, an ad-hoc and opportunistic approach is inevitable. Most communication efforts are likely to be at regional or sub-regional level, with national-level activity dependent on the presence and engagement of project partners with their own communication capacity. It may be possible to target some communication effort at specific countries or sub-regions should particular opportunities crop up, for instance an international meeting hosted by that country or an indication of interest in joining AEWA.

Should successful fundraising make more capacity available, it will be important to carry out a more systematic and criteria-driven prioritization of which countries to focus on. This should be undertaken initially by the PCU and discussed and refined by the Steering Committee.

Annexes

ANNEX 1. REVISED TOR FOR PROJECT TEAM (COMMUNICATIONS)

ANNEX 2. SUGGESTED CONTENT OF OUTREACH MATERIALS

ANNEX 3. ANALYSIS OF TARGET AUDIENCES

ANNEX 4. HOUSE STYLE GUIDE

ANNEX 5. AVAILABLE COMMUNICATION MATERIALS

Annex 1. Revised TOR for project team (communications)

A 1.1 Project Coordination Unit

Tasks	Details
<p>Coordinate the work of the project Communication Officer (see 6.2) and overall WOW communications</p> <p>Oversee the implementation of the project communication strategy</p>	<p>Oversee the implementation of this communication strategy</p> <p>Supervise the work of the Communications Officer, whom in turn liaises directly with WOW partners on all communication-related issues. Sub-regional offices and demonstration projects and other partners will contribute to the work of the CO through their respective communication teams.</p> <p>Stimulate broader WOW team and partners to fulfill commitments to the CO with regards to sending updates, news, results, pictures, reaching out to stakeholders etc. (possibly on the basis of the indications emerging from the periodic evaluation forms)</p> <p>Forward news items, updates, results, pictures to the WOW Communication Officer (particularly from regional offices and demonstration projects)</p>
<p>Develop an essential set of communications material (in collaboration with the CO)</p>	<p>These include:</p> <ul style="list-style-type: none"> - PP presentations - annual project briefs - project brochure - poster(s) - exhibition banners and stand(s) - input for the project website
<p>Lead the development of the projects' final publication lessons learned book</p>	<p>Consultation with WOW Communication Officer about his/her contribution to the publication with regards to communication aspects (design, content esp. with regard to introduction, summary & conclusions)</p>

A 1.2 WOW Communication Officer (CO)

Tasks	Details
<p>Coordinate all project communication tasks under the direct supervision of the PCU</p>	<p>The CO will be the day-to-day coordinator of all project communication efforts on the basis of this communication strategy and under the supervision of the PCU. (The CO should continue to allocate 50% of his time to WOW tasks, as per commitment of the UNEP/AEWA to in-kind co-financing for the WOW project)</p>
<p>Establish and Maintain the project website</p>	<p>The CO will work closely with the PCU and with WI communications team to ensure the maintenance and regular update of the WOW website. This will entail maintaining direct contacts with the entire WOW project team to encourage contributions and update the website on a regular basis.</p> <p>Website management will also entail the set-up and operation of news-alerts, internet forum and discussion groups, intranet, e-newsletter, internet buzz (with news on e.g. wow movie, CSN tool, training packages, "Lessons Learned" publication and other key project outputs), etc. as outlined above in this document.</p> <p>Once the site is on air, this task is expected to absorb approximately 80% of the CO's time available for WOW.</p>
<p>Contribute to the development of selected project communication materials & inputs</p>	<p>The CO will be the principal contributor to all communications materials to be developed by the project, and will work very closely with the PCU at all stages including: planning, content development, lay-out design and dissemination.</p>

	<p>Some selected and less time-consuming communication materials will be produced by the CO under PCU's supervision and in collaboration with the wider WOW communications team. These may include:</p> <ul style="list-style-type: none"> • Q&A on the WOW project • List of relevant meetings-events that the WOW team may attend • Other inputs for semi-annual consolidated progress report with respect to the communications component of the project, as requested by the PCU
WOW Press releases	At the request of the PCU (that operates as the "implementing arm" of the WOW project Steering Committee), the CO will also draft and circulate joint WOW press releases among project partners to obtain comments and feedback
Provide outcomes of WOW to the partners for coverage in their own media (like website and newsletters / magazines and possibly press outreach);	The CO will provide comments and inputs to all wow-related press-releases developed by WOW partners (who must ensure that the CO is provided with the opportunity to do so by forwarding a draft in advance)
Coordination of regular communication team skype-meetings	<p>These regular meetings will involve CO, PCU and Communications Officers from each wow partners.</p> <p>The actual frequency of meetings (at least semi-annual) is to be defined by the CO in coordination with the PCU</p>
Attend conventions, seminars, workshops to present the WOW project as and when required	As agreed during regular communications team meetings
Approach NGOs about distribution of WOW press releases, newsletters and stories to their mailing lists	When organisations / individuals subscribe to contact database or newsletter, follow up about opportunities for them to forward newsletters with subscribe/unsubscribe option to their networks
Compile press and general web coverage overviews	Collate WOW related press and general website coverage and send these to the PCU twice annually, for inclusion in WOW project consolidated reports.
Complete regular internal evaluation forms	Send to PCU, see Appendix 1

A 1.3 Communications staff of partners: Birdlife, Wetlands International, AEWA, Ramsar

Tasks	Details:
Technical advice to the CO and PCU	<p>The CO's of all WOW partners will provide inputs, technical advice and guidance to the WOW CO, PCU and wider WOW team during the planning, development and dissemination of all project communications materials.</p> <p>Inputs and feedback from all communications officers of the WOW partners will be solicited on a regular basis by the WOW CO and or the PCU, on all project related communication activities and materials.</p>
Develop and maintain WOW information on own website (based on, and linked to the WOW website)	WOW partners should endeavour to showcase WOW project's progress, key WOW outputs and resources, news/information and links to latest press releases, newsletters, email discussion group, email news alert tool, Contact Database, and to the Critical Site Network tool, once available.
Showcase WOW achievements and progress	Maintain a receptive attitude to help showcase WOW progress and achievements by including stories and news items provided by the WOW-Communications Officer in own media (e.g. partners' websites, newsletters, magazines etc.)
Provide WOW Communications Officer with contacts of trade magazines on waterbirds	To be used for circulation of joint press releases and special feature articles showcasing WOW objectives and achievements
Provide flyway news from each partner to the WOW Communications Officer, for posting in the "flyways news" in the WOW-website.	The "flyways news" section of the WOW website should provide a forum for waterbird and wetland conservation news relevant to the African-Eurasian Flyway, and links to the relevant activities of all WOW partners in the region.
Alert central WOW Communication Officer on migratory waterbird conservation policy interventions and/or communication	Fast action is required, so that stories can be picked up by global and other regional organisations

opportunities that can be shared with third parties through the website and / or email alert tool	Language: English
Complete quarterly internal evaluation form	To be coordinated by the WOW CO and circulated to all the Communications team. To be completely quarterly and sent to the CO, see Appendix 1
Participate in WOW communication team skype-meetings	Meetings to be coordinated by WOW CO
Contribute to promoting objectives and showcasing WOW outputs and achievements	Communication staff at all WOW partners will contribute to this effort through their presence (foreseen as part of their normal work for each partners organization) at major international conventions, seminars, workshops.

A 1.4 Wider WOW team (non-communications staff) and WOW partners

Tasks	Details:
Support WOW advocacy activities at key events.	Several members of the WOW technical team and WOW partners will attend a wide range of events at the national, regional and international level. At these venues they should contribute to the project whenever possible and appropriate, by promote the objectives of the WOW partnership and showcasing WOW achievements and outputs, on behalf of the WOW partnership.
Provide guidance and inputs on the content for all WOW communications products, focusing on their special field of expertise and issues (i.e. technical, organizational, managerial, strategic, policy/legal, national/site specific issues, etc.)	The broader WOW team may be called in by the CO and PCU to provide feedback and inputs during the development of all WOW communications material (i.e. website, press releases, fact sheets, articles for trade magazines, etc.)
Submit WOW related news stories to the CO for featuring on the WOW website and/or further distribution to the WOW partnership	

A .1.5 WOW Sub-Regional Centres (Kenya, Jordan, Senegal, Russia/Kazakhstan)

Tasks	Details:
Promote the objectives, achievements and key products of WOW at the regional level	<p>This may be achieved directly through presentations and distribution of communications material as part of the implementation of WOW activities/workshops in each region, as well as through regional partner's other activities in the region.</p> <p>Regional Teams may make best use of all available WOW communications materials and tools (that may also be re-printed locally if possible), as provided by the CO and PCU.</p> <p>Region-specific materials may also be developed and translated into regional language(s) by the regional centres' teams, following the general guidelines set out in this document, and in close consultation with the WOW CO.</p> <p>Main WOW target audiences in each region should be identified and targeted, such as i.e. species working groups, EIA organisations, conservation scientists/experts, National Parks authorities, protected areas managers, regional network of conservation NGOs, etc. etc.</p>
Liaise with WOW Communication Officer to signal opportunities/needs for appropriate communication interventions or news items in support of regional or site-level issues or relevant flyway-level migratory waterbirds conservation topics.	<p>Regional Centres should liaise with the WOW CO to coordinate communications efforts with the broader WOW team.</p> <p>When required, the CO and PCU will liaise with the WOW Steering Committee to define the scope and appropriateness of interventions in support of regional efforts, on a case by case basis. In most cases it is envisaged that WOW partners' interventions may be most effective when performed as individual organizations, each responding according to their own specific mandate and</p>

	strategic approach. In some cases, to be identified by the WOW Steering Committee, a joint WOW team intervention may also be appropriate.
Contribute to updating of the wow-website and all other WOW communication products	Regional Centres should provide to the CO: regular updates on regional teams' work and achievements, contacts, pictures, news items, documentation, key documents for posting in the WOW website and intranet, etc.
Complete quarterly WOW evaluation form	Send quarterly to CO/PCU, see Appendix 1

A 1.6 WOW Demonstration Projects

Tasks	Details:
Promote the objectives, achievements and key products of WOW at the national and site level	<p>This may be achieved directly through presentations and distribution of communications material as part of the implementation of WOW activities/workshops at each project site, as well as through national partner's other activities at the national level.</p> <p>Demo projects teams may make best use of all available WOW communications materials and tools (that may also be re-printed locally if possible), as provided by the CO and PCU.</p> <p>Region-specific materials may also be developed and translated into national language(s) by the demo projects' teams, following the general guidelines set out in this document, and in close consultation with the WOW CO.</p> <p>Main WOW target audiences at local and national level should be identified and targeted, such i.e. conservation scientists/experts, National Parks authorities, protected areas managers, regional network of conservation NGOs, local communities, etc.</p>
Liaise with WOW Communication Officer to signal opportunities/needs for appropriate communication interventions or news items in support of site-level issues or relevant flyway-level migratory waterbirds conservation topics.	<p>Demo project teams should liaise with the WOW CO to coordinate communications efforts with the broader WOW team.</p> <p>When required, the CO and PCU will liaise with the WOW Steering Committee to define the scope and appropriateness of interventions in support of demonstration sites or additional implementing partners, on a case by case basis. In most cases it is envisaged that WOW partners' interventions may be most effective when performed as individual organizations, each responding according to their own specific mandate and strategic approach. In some cases, to be identified by the WOW Steering Committee, a joint WOW team intervention may also be appropriate.</p>
Contribute to updating of the WOW website and all other WOW communication products	Regional Centres should provide to the CO: regular updates on regional teams' work and achievements, contacts, pictures, news items, documentation, key documents for posting in the WOW intranet, etc. etc.
Complete quarterly WOW evaluation form	Send quarterly to CO/PCU, see Appendix 1

Annex 2. Suggested Content of Outreach Materials

WOW website

Content requirements:

- Key information about migratory waterbird conservation & flyway approach, the African-Eurasian flyway and existing flyway initiatives
- Views on flyway approach and call to action
- Key information & latest news from demonstration projects
- Key information & latest news from focal sub-regions (in main sub-regional languages)
- Latest news from implementing partners BirdLife International and Wetlands International (latest relevant news items, press releases, campaigns)
- Latest news from other WOW partners
- If available: stories from the field, stories about values of migratory waterbird conservation, examples of best practices (this requires enough communication capacity)
- Information for press: press contacts, section with downloadable documents
- Newsletters, factsheets, Powerpoint presentations to be downloaded
- Links to press coverage migratory waterbird conservation in general or about WOW
- Links to all WOW partners and links from their pages to the WOW website
- Event announcements
- Access to intranet
- Access to demo-version Critical Site Network tool
- Access to contact database within the intranet area (csv file)
- Option to subscribe for email discussion group
- Option to subscribe for quarterly newsletter
- Option to subscribe for news alert tool (includes subscription for quarterly newsletter)
- Section about partnership and donorship possibilities + contact persons
- General contact details

WOW News Alert Tool and Discussion Forum

It is proposed to create a RSS-News Alert tool (i.e. along the model of the BirdLife International News Alert) containing flyway-scale relevant news from WOW, WOW partners, news that focal-sub regions or from any other source that shares relevant news with the WOW Communication Officer.

This tool may play a critical role in catalyzing dialogue and information-sharing on flyway-level conservation issues, circulating news rapidly and generating interest in the WOW website. Besides fulfilling the catalyst role, this is also expected to generate traffic to WOW products, activities and communication instruments. The news alert can feature news found on the WOW website and on the websites of the partners.

The electronic news alert tool should be managed by the WOW Communication Officer who will circulate newsworthy stories / alerts to all subscribers (including at least all the WOW implementing parties).

A Discussion Forum may also be set-up linked to the WOW and partner websites, focusing on migratory waterbird and wetland issues related to the AEWA. This will act as a conduit for both AEWA and project-related developments and as a forum for exchange of ideas, opinions and information between subscribers/members. It may be linked to the WOW News Alert Tool, and it should be facilitated by selected technical staff of WOW partners, to help encourage wide participation.

Subscription to the News Alert tool and the discussion forum will be encouraged throughout the project and in communication about the WOW tools in the WOW presentations, fact sheet(s), and newsletters, on the WOW website and on partner websites.

Target audiences: for the forum as many conservation practitioners as possible should be encouraged to join, the news alert tool would mainly focus on conservation NGO's, experts and WOW partners.

Internet Buzz

Starting an online dialogue can be an effective and cheap way of creating awareness around the scope and objectives of WOW. This tool also provides a way to publicize and track reactions to the new products that WOW will be offering to the waterbirds and wetlands conservation community (e.g. the Critical Site Network tool, new training programmes, etc.).

How can WOW make use of online buzz:

- Identify a potential “internet buzz” (story, video clip, online game, photo) which could help draw attention to WOW
- Identify forums relevant to WOW (biodiversity forums, waterbird forums) to help spread the “buzz story”
- Post WOW information / announcements / web animation with clicks/links to go to website, e.g. with WOW movie, lessons learned book etc.

Requirements to internet news:

- offer “newness” and keep on doing that, worth talking about, let people know what’s new and improved
- get people involved, engage them (link to email discussion group, let them use pilot CSN tool versions) → involvement leads to action leads to buzz

Key events

Presence at events will focus on:

- Explaining that action is needed now at regional and global scale to conserve migratory waterbirds. Demonstrating to decision makers, conservation organisations and other practitioners in the field of migratory waterbird conservation that a large number of key partners have decided to join forces to promote the flyway approach (explaining why and how);
- Presenting WOW as a model approach for flyway conservation and explaining what kind of capacity is needed to successfully implement flyway work
- Promoting the different initiatives under WOW, how do they support the objectives and resolutions of AEWA, Ramsar (and CMS, maybe also the EU Birds Directive) and how to make use of them.

Performance before and on events:

- Announce your presence (website, mailing lists, Biodiversity-L, Water-L, at other meetings)
- Presentations at side events of other related MEA meetings (ex. CBD)
- Own side event (with couple of partners)
- Booth with promotion materials
- Flyering (to announce side events and distribution of WOW postcard/factsheets)
- Attend NGO meetings
- Speak to target audiences
- Depending on news value: press event and press releases

Follow up:

It is important to keep track of visitors of the side events and of contacts at conventions in order to follow up with emails to thank them and to provide them with links to presentations, to the WOW tools (e.g. first pilot versions of the Critical Site Network tool) and offer them to subscribe to the WOW newsletter, email news alert tool, email discussion group, invite for personal meetings or future events etcetera.

Annex 3. Analysis of Target Audiences

Stakeholder	Desired Outcome	Key-messages	Instruments
<p>International organisations and MEA's</p> <p>Governments</p> <ul style="list-style-type: none"> • AEWA, CMS and Ramsar Contracting Parties (specific departments within governmental administrations) • Non AEWA and Ramsar country governments in the AEWA region. <p><u>Their sources of information are:</u> Ramsar and AEWA, media (written, audiovisual, internet), experts (species working groups, ornithologists, advisory bodies, bird foundations, NGO's), seminars/workshops/field visits</p>	<ul style="list-style-type: none"> • International organisations (UN: UNEP, UNDP, UN-FAO etc) see the value of working in flyway context • National priorities and actions on the conservation of migratory waterbirds planned taking into account the flyway context • Increased collaboration and communication between governments along the African-Eurasian flyway • Countries becoming contracting parties to AEWA and Ramsar and other MEAs • Countries engaging pro-actively with AEWA and supporting its implementation at international level • Countries implementing the resolutions of these MEAs • Use of the project's knowledge and improved access to information on migratory waterbird conservation. 	<ul style="list-style-type: none"> • Action is needed to conserve migratory waterbirds; each country along this flyway is responsible for the protection of migratory waterbirds throughout their annual lifecycle • Acting locally but in framework of internationally agreed and coordinated priorities enhances efficiency and return on investment • Flyway conservation is about more than just birds, it benefits wetland ecosystem service provision and therefore people • The WOW approach is a model approach for flyway conservation • The WOW partnership is providing the following tools (e.g. CSN , Training modules, Lessons learned, website/publications, etc.) to help the implementation of the flyway approach. • Joining AEWA, CMS and Ramsar will improve the national and international conservation policies. • Developments/progress of WOW project • Success of project approach, results and lessons learned 	<ul style="list-style-type: none"> • WOW Regional offices connect with the governmental administrations (including focal points of conventions) • Side events, stands and supporting outreach materials at key conventions and international meetings • Invite key governmental staff to demonstrations of WOW products (CSN tool, Training Module etc) • All these meetings are supported by outreach products. • Media outreach • WOW website (WOW CO) • Email discussion group (WOW CO) • Communication instruments of all implementing partners • Network at international levels in the frameworks of UN and other organisations.
<p>Governments, NGO's and corporations in other flyways</p> <p>Focal points / influential people</p>	<ul style="list-style-type: none"> • Initiate projects similar to WOW • Take up lessons from WOW and develop initiatives like in the 	<ul style="list-style-type: none"> • Developments/progress of WOW project • The WOW approach is a model approach for flyway conservation and this is what it entails. Success of project 	<ul style="list-style-type: none"> • Side events at key conventions (especially specific flyway events) • Communication instruments of all implementing

<p><u>Their sources of information are:</u> experts, NGO's, conventions, media, seminars, networks, mailing lists, personal contacts</p>	<p>AEWA region</p>	<p>approach, results and lessons learned.</p> <ul style="list-style-type: none"> Action is needed to conserve migratory waterbirds; prioritize migratory waterbird conservation on a flyway level in policies The WOW partnership is providing the following tools to help the implementation of the flyway approach. Joining AEWA, CMS , Ramsar and other MEAs will improve national and international conservation policies. 	<p>partners</p> <ul style="list-style-type: none"> WOW newsletter (WOW CO) WOW website (WOW CO) Through media outreach of WI and BirdLife and joint press releases Personal contacts (all)
Stakeholder	Desired Outcome	Key-messages	Instruments
<p>Experts and conservation organisations:</p> <ul style="list-style-type: none"> international, regional and local environmental NGOs International, regional and local development NGO's waterbird conservation groups (regional) species specialist working groups ornithologists advisory bodies <p><u>Their sources of information are:</u> events, seminars, networks of NGO's, bird foundations, media, mailing lists, policymakers, project areas</p>	<ul style="list-style-type: none"> Improved knowledge and access to information exchange on policy and field level on how to carry out migratory waterbird conservation in a way that benefits the whole flyway. For this: use of the outputs of the WOW-project: training opportunities, Critical Site Network (CSN), best practices. Experts use the tools developed by the WOW project (CSN tool, T&A programme modules, lessons learnt from demo projects, contact database, translated MEA texts) 	<ul style="list-style-type: none"> The WOW partnership is providing the following tools to help the implementation of the flyway approach. The flyway context should be considered also in national decision making (e.g. protected area system planning, EIAs); Only international collaboration, including participation in AEWA, CMS and Ramsar provide an effective framework for effective protection of migratory waterbird populations. Options to link up to the work of the individual WOW-partners. 	<ul style="list-style-type: none"> Tools like the Critical Site Network (CSN) tool. Side events, booths and supporting outreach materials at key conventions Communication instruments of all implementing partners (newsletters, websites) Networking of regional offices and staff at demonstration projects Birdwatching/conservation magazines / newsletters with news items (WOW CO) Connect to existing expert mailing lists and digital forums (WOW CO and regional offices) Mailings to waterbird monitoring coordinators (WI <IWC> and BLI <IBA>) Through media outreach of WI and BirdLife and joint press releases Website (WOW CO) WOW newsletter (WOW CO) WOW news email alert tool (WOW CO) Email discussion group (WOW CO) Contact database (WOW CO)
<p>Organisations and companies involved in Environmental Impact Assessments</p> <ul style="list-style-type: none"> major companies involved in activities that affect wetlands consultancy companies developing EIAs Authorities dealing with EIAs <p><u>Their sources of information are:</u></p>	<ul style="list-style-type: none"> Flyway approach criteria included in criteria of EIA organisations 	<ul style="list-style-type: none"> The WOW partnership is providing useful knowledge and information sharing tools for EIAs Developments in wetland areas might affect species along a flyway. 	<ul style="list-style-type: none"> Side events at key conventions (especially specific flyway events) Communication instruments of all implementing partners WOW newsletter (WOW CO) WOW website (WOW CO) Internet Buzz, e-discussion group. Media outreach: selection of trade magazines / newsletters + general press Personal contacts (all)

events, seminars, experts/NGO's, internet, conventions, media, direct communication			
Other sectors with stakes in wetlands and wetlands ecosystem services e.g. poultry sector in relation to Avian Influenza, development sector in relation to sustainable development, aid organisation in relation to poverty alleviation and sustainable livelihoods	<ul style="list-style-type: none"> • These audiences are not specifically targeted within this communication strategy; they are secondary target audiences, though we need to take into account that our communication activities and materials will also reach them 		
Stakeholder	Desired Outcome	Key-messages	Instruments
Press Global, regional and global press <ul style="list-style-type: none"> • Specialist press <p><u>Their sources of information are:</u> internet, conventions, press releases</p>	<ul style="list-style-type: none"> • Coverage of WOW subjects (see key-messages for press in this table). • Coverage accelerates dialogue on WOW subjects. 	Coverage of the following WOW subjects: <ul style="list-style-type: none"> • Action is needed now at regional and global scale to conserve migratory waterbirds; each country along this flyway is responsible for the protection of migratory waterbirds throughout their annual lifecycle • MEAs like AEWA, CMS and Ramsar are crucial for the national and international conservation policies. • There should be improved international collaboration on a flyway scale for the conservation of migratory waterbirds • The WOW approach is a model approach for flyway conservation and this is what it entails. • The WOW partnership is providing useful knowledge and information tools to help the implementation of the flyway approach. 	When press will be targeted, this will be done either by the partners to their press contacts, or jointly as a consortium of partners (WOW CO coordinates) for example when the Critical Site Network tool will be launched (or pilot version). <ul style="list-style-type: none"> • Through media outreach of WI and BirdLife and joint press releases • Use existing events such as World Wetlands Day and World Migratory Birds Day for outreach on WOW • Side events at key conventions • Communication instruments of all implementing partners (website, newsletters) • Press connections of regional offices and staff at demonstration projects • Invite press to demonstration projects • Target trade magazines / news letters with news items (WOW CO) • WOW website contains all the news (WOW, from partners and from others when signaled) (WOW CO)
Project donors <ul style="list-style-type: none"> • All current donors: GEF, Local Governments, MEA Organisations, Bilateral, NGOs, Others, Project partners (Wetlands) 	<ul style="list-style-type: none"> • Insurance of funding for current WOW project • Funding for follow-up of WOW project and for future projects similar to WOW project in other regions 	<ul style="list-style-type: none"> • Confirmation of importance of their involvement and spending in WOW project, • Developments/progress of WOW project, success of project-approach, results and lessons learned 	<ul style="list-style-type: none"> • PCU Reports • WOW newsletter • WOW website • Personal contacts • Invite to side events • Invite to demonstration projects

<p>International, BirdLife International, Demonstration project NGOs, AEWA, Ramsar Convention, UNEP, CMS, Netherlands Government, European Community, Swiss Government, Demo project governments.</p> <p><u>Their sources of information are:</u> direct communication (reports), media, conventions</p>	<ul style="list-style-type: none"> • Illustration of accountability 		<ul style="list-style-type: none"> • Through media outreach of WI and BirdLife and joint press releases
<p>Potential donors</p> <ul style="list-style-type: none"> • Governments • Foundations • Private sector • UN System <p><u>Their sources of information are:</u> media, key-conventions, personal meetings with project ambassadors</p>	<ul style="list-style-type: none"> • Funding for follow-up of WOW project and for future projects similar to WOW project • Influence donors to take a flyway approach into account in other projects • Illustration of good projects 	<ul style="list-style-type: none"> • Importance / need of funding future projects similar to WOW project • The WOW approach is a model approach for flyway conservation and this is what it entails. • Need of future funding for extension of WOW project • Developments/progress of WOW project • Success of flyway / project approach, results and lessons learned • Information about flyway approach and WOW: <ul style="list-style-type: none"> ○ A large number of migratory waterbird conservation organisations have joined forces to promote the flyway approach and to equip practitioners in the field with the tools to improve knowledge and information exchange ○ Demonstration of the WOW tools, programmes and mechanisms and how these help implement the flyway approach and how to use them ○ Demonstration of flyway approach and existing agreements that advocate this approach (AEWA and Ramsar) ○ Demonstration of best practice management through project results when available 	<ul style="list-style-type: none"> • Connect at key-conventions • Invite to side events • Follow up: invite to discuss funding opportunities • WOW website (WOW CO) • Through media outreach of WI and BirdLife and joint press releases • Stimulate to subscribe to newsletter (all)
<p>Local communities</p>	<ul style="list-style-type: none"> • Shift behavior to needs for improved wetland management • create ownership, create appreciation of values of wetlands, provide alternates for unsustainable practices etc. 	<ul style="list-style-type: none"> • At 11 WOW demonstration sites, i.e. this is not a central target audience, but at demonstration sites local communities will be involved. This however is not included in the scope of this communication strategy. 	<ul style="list-style-type: none"> • n/a

Annex 4. House Style Guide

Separate file available upon request from the Project Coordination Unit or directly from the WOW website. It defines the basic “house style” for communication materials produced in the context of the WOW project (i.e. design guidelines, color palette, fonts and use of logo etc.)

Annex 5. Available Communication Materials

The following table provides a list of communication materials available as of June 2008.

Item	File type	Available from	Notes
WOW Website (English)	N/A	www.wingsoverwetlands.org	Launched in April 2008, developed and maintained by the WOW CO and PCU and hosted by Wetlands International. This tool will be the primary source of project information.
WOW PowerPoint presentation (English)	.ppt	Available from either the PCU or from the documents section of the WOW website.	Aims at presenting a summary of essential information on migratory waterbird conservation, the flyway approach, and the objectives and activities of the WOW partnership. The PP has already been used by various project partners and may also be adapted locally, and translated into different languages.
WOW Brochure (English)	.pdf	Available from either the PCU or from the documents section of the WOW website.	Already distributed to some WOW Regional Centres and at key events such as the CBD CoP.
WOW Posters (English)	.pdf	Available from either the PCU or from the documents section of the WOW website.	Already distributed to all Regional Centres on CD for local use at meetings.
WOW Sticker (English)	.pdf	Available from either the PCU or from the documents section of the WOW website.	To encourage visits to the project website and already made available to some WOW partners for distribution at key events.
WOW Publication (English and French)	.pdf	Available from either the PCU or from the documents section of the WOW website.	Packages distributed to all demonstration project and Regional Centre teams for local use and dissemination. Design files made available to some Regional Centres for local adaptation / translation.
WOW Exhibition Stands (English)	.pdf	Available upon request from the Project Coordination Unit	Can be used to showcase the project at major international events. Smaller displays measuring 80 cm x 200 cm were produced by the PCU and made available to AEW, Wetlands International, BirdLife International and BfN.