

**Integrated and Sustainable Management of Transboundary Water Resources
in the Amazon River Basin Considering Climate Variability and Climate Change**

July 28, 2008

Part 1

PROJECT IDENTIFICATION

Subproject III.4

Communications, Outreach and Finance

**Integrated and Sustainable Management of Transboundary Water Resources
in the Amazon River Basin Considering Climate Variability and Climate Change**

Link to umbrella project:

The implementation of effective and feasible Strategic Actions for IWRM in the Amazon Basin requires accompanying activities to create the favorable societal environment of in the Basin through the development of strategies concerning education, stakeholder participation, communication, and financial sustainability of the SAP.

Geographical scope: Amazon River Basin

Executing Agency/entity:

The Project Coordination Unit (PCU) will, in close consultation with the National Project Units and the ACTO, (1) coordinate the execution of the subproject under the oversight of the Implementing Agency (IA) and Executing Agency (EA), and (2) will liaise directly with the project execution team to be selected herein.

Duration: 4 years

Focal area(s): International Waters

GEF grant: US\$ 400,000

Co-financing/Counterpart: US\$ 370,000 / US\$ 12,567,468

Total funding: US\$ 13.337,468

Associated financing: US\$ 12,567,468

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Project Summary

The roles of education and communication are essential to any strategic sustainable management of the Amazon Basin’s resources. Unlike natural hazards, the anthropic effects are controllable; education, informational programming, public participation, as well as the correct allocation and utilization of financial resources are key elements for such purposes. Subproject III.4 : Communications, Outreach and Finance is composed of three activities that address these aspects and seeks to create a receptive and sustainable environment for the implementation of the SAP.

Subproject I.1, which analyzes the needs and aspirations of Basin stakeholders will provide the necessary input and database to enable the development of a set of strategies for environmental education initiatives, stakeholder participation and allocation of financial resources to support the implementation of the SAP, to be undertaken by Subproject III.5

To this end, Subproject III.4 seeks to develop:

- (i) **an Education Strategy** that employs classroom and extension based educational techniques focused on three specific target audiences: The first is related to the production of appropriate school curricula, courses and syllabi for use at the primary, secondary and university education levels. The second relates to skills development programs for regional, national and local public staff professionals. A third relates to the development of training programs for local and marginalized communities, including training in alternative economic activities.
- (ii) **a Communications Strategy** and a **Multi-stakeholder Participation Plan (MSPP)** in order to achieve proper dissemination of information to increase community understanding and stakeholder “buy-in” to the project and exchange of information between stakeholders and to stimulate, orient and engage civil society and create conscience with respect to IWRM
- (iii) **a Financial Strategy**, in order to ensure financial funds for the implementation of the SAP, as well as provision of governmental and NGO support, oversight and investments.

Activity	Output	Outcome
Education Strategy For IWRM and related environmental issues	Education plans (including curriculum) for (i) primary, secondary and tertiary educational levels; (ii) continuing education, including government officials, civil servants, members of NGO organizations, and other registered professionals, (iii) implementation of test programs in the eight ACTO member countries. These outputs will inform the educational strategy to be formulated within the SAP	i) improved Basin education system, enhanced awareness of the Basin youth, trained human resources regarding geography, biodiversity, economy, population, global strategic importance, governance, and climate and IWRM related issues, (ii) prepared and informed Basin stakeholders and civil society regarding the development and implementation of sustainable IWRM policies and related environmental and economic activities in the Amazon Basin
Communications Strategy and Multi-stakeholder Participation Plan (MSPP)	Documented proposal for: a consistent Communications Strategy including a tested MSPP (consultation mechanisms, including modes of participation suited to the different levels and types of governance systems and stakeholders in the Basin), documented communication mechanisms, a permanently updated website and multimedia e-publications.	Improved participation and debate within informed Basin stakeholders and communities and the dialogue with international observers with respect to IWRM and related environmental issues in the Amazon Basin.

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	This strategy will be developed in coordination with the IIS (Subproject III.3), and adapted to the framework of the SAP	
Financial Strategy	A comprehensive budget for implementing the Strategic Action Program, including potential revenue sources, including governmental economic instruments as well as private resources and donor funding.	Enhanced understanding among the multiple stakeholders in the Basin, leading to the application of financial, natural, and human resources, necessary to achieve a successful implementation of the SAP leading to a common IWRM and improved sustainability of economic opportunities within the Amazon Basin.

Subproject III.4 EDUCATION, OUTREACH AND FINANCIAL STRATEGIES						
Activity	Sources of funding				M&E (%from GEF funding)	Total Cost (US\$)
	GEF funding (US\$)/%		Co-financing (US\$)/%			
1. Education Strategy	150,000	2%	8,214,070	98%	4,500	8,364,070
2. Communications Strategy and Multi-stakeholder Participation Plan	150,000	4%	3,342,932	96%	4,500	3,492,932
4. Financial Strategy	100,000	7%	1,380,466	93%	3,000	1,480,466
TOTAL	400,000	3%	12,937,468	97%	3%	13,337,468

Part 2

PROJECT DESIGN

**Integrated and Sustainable Management of Transboundary Water Resources
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Background and Context

The need for joint action among the Basin countries was identified more than 30 years ago. The signatories of the Amazon Cooperation Treaty (ACT) by Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela, in 1978, had the aim of fostering an integrated and sustainable development of the Amazon Basin. In 1998, through an amendment to the Treaty, the member states agreed to establish the Amazon Cooperation Treaty Organization (ACTO) with its Permanent Secretariat in Brasilia (Brazil), as a mechanism to enhance and strengthen the process of cooperation among the signatory countries. In 2003, the Permanent Secretariat became fully operational and proposed the Strategic Plan 2004-2012, which was agreed by the Foreign Ministers of the ACTO Member States in September 2004. A key element of this Plan was the desire to develop long-term planning methodologies and tools for the implementation of integrated programs. The request to the United Nations Environment Programme (UNEP) for Global Environment Facility (GEF) support in order to develop a Strategic Action Program (SAP) for the Basin was the result of this desire.

The population of the Amazon Basin is estimated at approximately 28 million inhabitants, mostly concentrated in relatively few urban areas and with most living in the Brazilian portion of the Basin. These centers are located primarily along the main river and its tributaries. Historically, settlement intensified during the early- to mid-1970s, as governments attempted to promote economic development in the region through construction of roads and provision of fiscal incentives for new settlers. Currently, there are two migratory movements, one from within the Basin, primarily composed of women and young people in search of better living conditions in the cities, and the other from outside of the Amazon Basin. These immigration pressures have created an exponential growth in urban populations. Consequently, within the Basin countries, stakeholder interests often can be contradictory and can generate social conflicts as well as lead to environment concerns.

In keeping with the desires of the Basin countries in seeking GEF support for the development of a Strategic Action Program for the Basin, this subproject seeks to address and moderate the environmental impacts of society on the landscape that is the Amazon Basin. Four activities are included within the subproject to this end; in particular development of (i) an educational strategy, (ii) a communications strategy, (iii) a stakeholder participation strategy, and (iv) a financial strategy. These outputs of these strategies will form inputs to the SAP.

Objectives

The overall objective of this subproject is to create the necessary programs and plans addressing the issues of education, information, public participation, and finance to support the implementation of the SAP.

The necessary information and data input for the activities of Subproject III.4 will be shaped, to an extent, by Subproject I.1

Environmental Benefits

There is direct environmental benefit to be achieved through greater environmental awareness and engagement of stakeholders, increased political commitment to environmental issues and environmental planning, increased environmental innovation from the private sector,

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provision of new sources of financing for environmental projects, and increased visibility of the local, national, regional, and global importance of the need for sustainability in the Amazon Basin. This subproject is designed to formulate strategies and plans for the engagement of youth, communities, industrial and agricultural stakeholders, decision-makers, and other civic and governmental organizations as foundational elements of a comprehensive Strategic Action Program addressing priority transboundary issues of concern relating to water resources and adaptation to global climate change.

Overall Outcome

The outcome of this subproject will be an enhanced engagement of the regional Basin stakeholders and population (as far as possible) in the implementation of the SAP designed to manage the water resources of the Amazon Basin, in the face of changing climatic conditions. Through the active involvement of the Basin stakeholders, with the framework of a practical and applicable SAP, sustainable change can be achieved, maximizing economic opportunities for communities throughout the Basin and region, while protecting and restoring the natural resource base that supports the economic activities of the Basin population.

Consistency with National/Regional Priorities and Plans

In recognition of the value and multiple roles of the Amazon Basin, the eight governments with jurisdiction in the Basin signed the Amazon Cooperation Treaty (ACT) and created the Amazon Cooperation Treaty Organization (ACTO) as its executive arm. The Basin countries assigned particular importance to the implementation of joint activities and exchanges of information that would promote harmonious development in the Amazon territories so as to ensure better environmental protection and the rational use of water resources (Articles V and XV of the ACT). In so doing, the signatory countries clearly intended that the Amazon Basin and its natural resources be considered as a single entity, even though management actions and activities would remain under the purview of the various Basin countries that comprise the territories .

To this end, and pursuant to its mandate from the Member States, the ACTO has taken the priority step of pursuing the formulation of appropriate and relevant responses to the environmental concerns in the Basin, based upon sound science, due consideration of the development potential of the Basin, and recognition of the principles of integrated and sustainable water resources management, inclusive of human uses of the natural resources in the Basin. The development and agreement of a Strategic Action Program to address priority transboundary concerns requires the participation of communities, governments, NGOs and industries, who will provide guidance and direction to all parties at various levels of society, promote good governance, and encourage sustainable utilization of the region's natural resources—the underlying principles of the World Lake Vision (www.ilec.or.jp).

Consistency with the GEF Strategies and Programs

The convergence of the importance of the water resources of the Amazon Basin as a high value global environmental and economic resource and as an area critical to human economic and social development in Latin America provides an ideal case study for the conduct of innovative demonstration projects for reducing contamination, reconciling competing uses amongst a wide range of stakeholders, and responding to climate-related variations in water flows and availability—strategic priorities identified under GEF-4. An essential element

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supporting this response is the knowledge of the specific causal factors, and the magnitudes of the concerns, facing the Basin. Targeted research activities provide the scientific and technical basis for developing strategies to be used in reconciling competing uses and formulating agreed strategic actions by the Basin governments to address priority concerns. This subproject aims to help the Basin countries and their citizens to develop the programs and policies needed to implement the SAP. Specifically, this subproject addresses the human element of the Basin through educational programming, stakeholder participation, communications, and provision of the necessary financial resources—strategic priorities identified under GEF-4. An essential element of this response will be reconciling competing uses and formulating agreed actions by the Basin governments and their communities, while catalyzing the necessary actions and funding to resolve shared transboundary concerns. The project, therefore, is wholly consistent with Strategic Objective 1, and contributes to the initiation of actions consistent with Strategic Objective 2, of the Strategic Programs for GEF-4.

Coordination and Linkages to the Umbrella Project

This subproject stems, in part, from the shared Basin vision to be developed under Component I, and is supported by the integrated information system, to be prepared pursuant to Component III. Together, these programs and practices, combined with the management measures to be determined and validated through targeted research, foundational activities for adaptation to climate change, pilot demonstration projects, and strategic measures of climate change adaptation (SPA measures), will inform the strategic framework to be set forth in the Strategic Action Program for the Amazon Basin. Through the shared Basin vision, the perspective of the stakeholders within the Basin can be identified and positioned relative to the current (and future) government policies and programs being implemented in the Basin. Where this shared vision requires, specific, targeted information and community participation programming will be developed and proposed for inclusion in the Strategic Action Program to move the human community into a more sustainable relationship with the natural resource base of the Basin. With respect to future economic activities in the Basin, the activities in this subproject will promote those activities that are currently sustainable, develop mechanisms to introduce new or modified activities that need to be moved to a more sustainable basis, and propose future develop that is consistent with the sensitivity of this transboundary Basin.

Activities, Outputs, Outcomes

Activity III.4.1 Education Strategy

This activity is oriented toward the development of an educational strategy for the Basin, including training programs, didactic material and curriculums with specific information about Basin concerns, like geography, biodiversity, economy, population, global strategic importance, governance, and climate and IWRM related issues. The curriculums will be adapted to primary and secondary schools and university level to encourage inclusion of the concepts of IWRM and sustainable utilization of natural resources of the Amazon Basin throughout the educational systems at local and regional level.

The strategy will target pre-school, elementary and high school teachers and students; and civil servants and governmental technicians that work with IWRM issues (contamination control; impact assessment and land use regulations, etc.).

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This activity has to consider different training concepts and formats according to the various target groups. So far, distance learning opportunities might be considered as an alternative to classroom-based continuing education. Specific courses will be designed for indigenous peoples and utilized by extension educators belonging to these communities in support of education efforts at the national and regional levels.

The activity also will develop continuing capacity-building programs for local and national civil servants and authorities dealing with the implementation regulations, international conventions, and related processes. Instructional programs and seminars for the staff of international organizations and foundations working in the Amazon also may be envisioned within this activity. The activity will focus best practices regarding IWRM issues and opportunities for environmental management in various fields and areas of practice. Where practicable and possible, these programs will be jointly developed with institutions offering licensure and professional certifications, such as those offered for professional engineers, and included in the offering of the respective institutes that sponsor such classes.

Activity III.4.1 starts with the constitution of the project task group (National Coordinators with one national expert in education) and will be developed in three steps: (i) discussion and elaboration of the different possible education strategies based on an extensive data mining process to evaluate existing similar programs in the different Basin regions; (ii) development of a set of specific programs and curriculum for the identified target groups and validation of the proposals in a workshop that will include project coordination, National Coordinators and selected group of representative Amazonian educators, and (iii) implementation of test courses and curricula in the Basin regions of each ACTO member country. The results of the practical test will define the final inputs for the SAP.

It is important to note that the final educational products need to be adapted not only to more general national education strategies, but also must be edited in Spanish, Portuguese, English and Dutch. The specific costs of translation and editing will be included in Element 2.

The outputs will include education plans (including curriculum) for (i) primary, secondary and tertiary educational levels; (ii) continuing education, including government officials, civil servants, members of nongovernmental organizations, and other registered professionals, (iii) Implementation of test programs in the eight ACTO member countries. These outputs will inform the educational strategy to be formulated within the SAP.

The outcome will be: (i) an improved Basin education system, enhanced awareness of the Basin youth and better trained human resources regarding geography, biodiversity, economy, population, global strategic importance, governance, and climate and IWRM related issues, (ii) prepared and informed Basin stakeholders and civil society regarding the development and implementation of sustainable IWRM policies and related environmental and economic activities in the Amazon Basin

Total Cost: US \$ 8.364,070 – GEF Grant: US \$ 150,000 – Co-financing: US \$ 8.214,070

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Activity III.4.1 Element 1

Elaboration of possible education strategies. This element is constituted of: (i) an extensive data mining process to identify and evaluate existing similar programs in the different Basin regions, (ii) field visits to Basin institutions and governments, (iii) discussion and elaboration of the possible education strategies at national level. These actions require: (i) desk top research to identify Basin target schools and institutions, identify similar curricula and educational gaps; duration: one month; (ii) visits to Basin schools, universities and institutions, local discussions and meetings with educators. Required infrastructure, travel costs for eight people (one in each country) during four months; (iii) development of national proposals, the duration of which will be two months. This task will be executed during eight national two-days seminars (one in each country), where the former results will be discussed and analyzed to design a set of consistent proposals of education strategies for the Amazon regions of each ACTO member country.

The output of this element will be a set of national proposals for education strategies, taking into account the heterogeneity of the target groups of the different Basin regions.

The outcome will be the improved knowledge and capacity of the project team to develop an integrated education strategy composed of specific training programs and plans, didactic material and curricula for the different target groups in the Amazon Basin.

Activity III.4.1 Element 2

Development of specific programs and curricula for the identified target groups and validation of the proposals in a workshop. This element will be developed during a five-day international workshop to analyze, compare and discuss the different national proposals, consolidate a set of final documents: specific training programs and plans, didactic material, curricula, and consented plan for the experimental tests to be executed in the next step (Element 3).

The workshop will be attended by at least two persons from each Basin country in addition with the umbrella project-PCU and a small group of experts in Basin education issues.

The results of the workshop will be translated into four languages: Spanish, Portuguese, English, and Dutch; edited (virtually and in hard copies) and distributed to the different countries and institutions.

The execution of Element 2 requires: organization, logistics, travel costs and fees for the workshop, edition and translation costs (including hire two consultants -for two month each - to revise the entire volume of documents), and mailing costs.

The expected duration of this element is approximately ten months, including the distribution of the didactic material to the Basin institutions that will participate in the test courses and training exercises.

The output of Element 2 will be a complete set of documented specific education plans, programs, curricula, and didactic material in the four principal Basin languages, edited, and distributed, based on the framework of an agreed education strategy for the Amazon Basin.

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The outcome will be: the enabled conditions for the realization of a basin-wide series of tests of the developed education strategy and its practical components.

Activity III.4.1 Element 3

Execution of test courses, curricula and training modules, shaped on the specific target groups in the Basin regions of each ACTO member country. The results of the practical test will define the final inputs for the SAP.

The execution of Element 3 will take 32 months until the end of the umbrella project, considering that the final two months are dedicated to analyzing the documented practical results of the tested education strategy. The execution of the local implementation of test programs will require: (i) the supervision and documentation of the implemented test activities (periodic field trips of the national task groups, travel costs and maintenance in each of the eight countries) and training of the local educators or teachers, (ii) material and human support for the schools and target groups without economic background (if necessary eventual hiring of teachers), (iii) execution of a final workshop (with the same composition and dimension of the validation workshop of Element 2) resuming the strategy, deduce replicable practices and eliminate errors, elaboration of the inputs for the SAP.

The output: a basin-wide tested education strategy and a set of feasible and approved strategic actions to be included in the SAP.

The outcomes: (i) an improved Basin education system, enhanced awareness of the Basin youth regarding geography, biodiversity, economy, population, global strategic importance, governance, and climate and IWRM related issues and (ii) prepared and informed Basin stakeholders and civil society and trained human resources regarding the development and implementation of sustainable IWRM policies and related environmental and economic activities in the Amazon Basin

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Activity III.4.1 - Education Strategy							
Budget Item	Total GEF Funding	Year 1	Year 2	Year 3	Year 4	Co-financing/ Counterpart	Total
Element 1 - Elaboration of possible education strategies	70,800	70,800	-	-	-	3,614,070	3,684,870
Education Specialist	42,000	42,000	-	-	-	-	42,000
Desktop Research	-	-	-	-	-	2,500,000	2,500,000
Visits to Amazonian education institutions	12,800	12,800	-	-	-	800,000	812,800
National education seminars	14,800	14,800	-	-	-	120,000	134,800
Communication	1,200	1,200	-	-	-	194,070	195,270
Element 2 - Development of specific programs and curricula for the identified target groups and validation of the proposals in a workshop	46,500	46,500	-	-	-	4,550,000	4,596,500
International workshop	28,200	28,200	-	-	-	50,000	78,200
Editing and translation	2,300	2,300	-	-	-	500,000	502,300
Supporting education consultants (2)	10,000	10,000	-	-	-	-	10,000
Dissemination material	6,000	6,000	-	-	-	4,000,000	4,006,000
Element 3 - Execution of test courses based on the specific curricula in the Amazonian regions of each ACTO member country	28,200	-	-	-	28,200	50,000	78,200
Final workshop	28,200	-	-	-	28,200	50,000	78,200
Sub-Total	145,500	117,300	-	-	28,200	8,214,070	8,359,570
M&E	4,500	1,125	1,125	1,125	1,125	-	4,500
Total	150,000	118,425	1,125	1,125	29,325	8,214,070	8,364,070

Activity III.4.2 Communications Strategy and Multi-stakeholder Participation Plan

This activity will develop and implement a Communications Strategy for raising awareness, about the project and the role of civil society, industry, nongovernmental organizations and governments in meeting the challenges of IWRM and related issues of the Amazon Basin. Such a strategy includes two important and related parts:

1. A general communication system, which will use (i) all traditional vehicles of mass media (radio, TV, print, Internet and websites) for conveying information, and (ii) non-traditional modes of communication suited to specific sectors of the Amazonian society, such as different cultural groups with diverse behaviours and varied perceptions of Amazonian realities.
2. A specific communication and participation plan which is related to different groups of IWRM related stakeholders more directly involved in the execution process of the SAP: the Multi-stakeholder Participation Plan (MSPP).

Consequently, the design of sound communication strategies requires knowledge of cultural norms and social practices to reach specific target audiences. Another important aspect of the communications process involves the exchange of information between people or groups of people. The Communications Strategy developed under this activity will be linked to the Integrated Information System (IIS) and inform a strategy to be included with the SAP that addresses both content and conveyance of the information required for the integrated and sustainable management of the water resources of the Amazon Basin.

The specific purpose of the Multi-stakeholder Participation Plan (MSPP) is to support and sustain the interests and active engagement of the major stakeholders in the Amazon Basin during the period of implementation of the SAP. This MSPP provides the vehicle whereby and through which key stakeholders can participate, contribute and potentially guide the elaboration of activities set forth the SAP, insofar as these activities address issues under the

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control or ambit of specific stakeholders. The MSPP will stimulate and orient the activities of various Amazon Basin communities and social groups, enhancing environmental awareness throughout the region with regard to the sustainable use of its water resources and the conservation of its ecosystems.

The MSPP is so far an important instrument to channel information which links the SAP implementation process to the directly or indirectly involved Basin communities. In this sense, the MSPP is part of the overall communication strategy.

Activity III.4.3 will be developed based on three elements: (i) project team constitution and implementation of a fully operational and equipped communication bureau, (ii) development of a database and Communications Strategy for the umbrella project and the MSPP, and (iii) realization of the Validation Workshop and implementation and maintenance of the communication process throughout the umbrella project.

This activity will be developed in coordination with the IIS (Subproject III.3), and adapted to the overall framework of the SAP.

The output will be a documented proposal for: a consistent Communications Strategy including a tested MSPP (a menu of consultation mechanisms with various modes of participation suited to the different levels and types of governance systems and stakeholders in the Basin), documented communication mechanisms, a permanently updated website and multimedia e-publications.

The outcome will be the improved participation and debate within Basin stakeholders and communities and the dialogue with international observers with respect to IWRM and related environmental issues in the Amazon Basin.

Total Cost: US \$3,492,932 – GEF Grant: US \$150,000 – Co-financing: US \$ 3,342,932

Activity III.4.2 Element 1

Project team constitution and implementation of a fully operational and equipped communication bureau hosted by the ACTO and linked to the National Node of the Integrated Information System: the project task group will be composed of one expert (coordinating the communication bureau) working together with the national nodes of the Integrated Information System (see subproject III.3) and the National Coordinators. The task group needs to provide the acquisition of the necessary equipments to implement the adequate working environment (02 computers with fast access to the web and software for writing edition, programs to work with images e electronic editing, printer, telephone/fax recorders, camera, newspaper signatures). The task group also needs to hire a clipping and mailing services and a specialized service to create a communication platform (website), which will be included under the umbrella project website and with links to the IIS, which also will be in charge of the implementation and maintenance of the communication system. Duration: 6 months

The output will be: the established project team, the implemented working infrastructure, a website linked to the IIS.

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The outcome will be: established and improved working conditions to develop and implement a sound Communications Strategy and an efficient MSPP for the umbrella project and the future implementation of the SAP.

Total Cost: US \$ 2,196,932 – GEF Grant: US \$ 84,000– Co-financing: US \$ 2,112,932

Activity III.4.2 Element 2

Development of a database, Communications Strategy for the umbrella project and a MSPP. The project group will: (i) organize a database about similar IWRM projects in all continents, including contacts with partners, organizations and the people involved, and all accessible national and international media and target groups for public relation and communication, (ii) organize a database about all stakeholders relevant to the implementation of the SAP, classified in areas of actuation and countries. This activity will receive an important input from Subproject I.1, specifically from the quantitative and qualitative research; (iii) produce an electronic bulletin or newsletter for actors of the umbrella project and for the media in general; (iii) produce photo and video registers about the development of the project, (iv) develop a proposal for a communication strategy and a specific MSPP to be presented and discussed on a validation workshop with all members and actors of the umbrella project under Element 3.

The development of the MSPP requires: (i) eight national meetings with the selected group of relevant local stakeholders, (ii) identification of the needs for an efficient communication with these stakeholders and the possibilities to involve them into the SAP implementation process. These meeting will define a sound proposal for the MSPP. Duration: 8 months.

The outputs will be (i) a database about worldwide IWRM projects, relevant stakeholders, organisations, media and opinion leaders, (ii) e-bulletins and news, photo and video registers, (iii) a proposal for a Communications Strategy and a MSPP.

The outputs are linked to Subproject III.3 and to the activities.

The outcome will be the improved capacity of the umbrella project members to communicate with the Basin and international stakeholders, partners and public.

Activity III.4.2 Element 3

Validation Workshop, implementation and maintenance of the Communications Strategy and the MSPP

The proposal for Communications Strategy and the MSPP will be presented and discussed on the Validation Workshop with all subproject coordinators of the umbrella project. The agreed Communications Strategy will be implemented and the correspondent required activities (including the permanent maintenance and updating of the website) will be developed during the following three years.

The implementation of the MSPP requires some specific activities: (i) creation of a specific interactive chapter of the project site, and (ii) production of specific information and discussion issues relevant to the actively participating stakeholders.

Element 3 will also support the implementation of education strategies and the stakeholder participation plan.

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The outputs will be the agreed and implemented Communications Strategy, and operational MSPP, access to the different national and international Medias and an effective communication with national, regional and international observers and or partners to support the future execution of the SAP.

The outcome will be the informed national, regional (Amazonian) and international public.

Activity III.4.2 - Communication Strategy and Multi-Stakeholder Participation Plan							
Budget Item	Total GEF Funding	Year 1	Year 2	Year 3	Year 4	Co-financing/ Counterpart	Total
Element 1 - Project team constitution and Implementation of a fully operational and equipped communication bureau	84,000	62,400	19,200	1,200	1,200	2,112,932	2,196,932
Community Outreach Specialist	54,000	36,000	18,000	-	-	-	54,000
Equipment (hard and software)	4,000	4,000	-	-	-	200,000	204,000
Clipping service	-	-	-	-	-	800,000	800,000
Communication	5,200	1,600	1,200	1,200	1,200	1,112,932	1,118,132
Website (design and implementation)	10,000	10,000	-	-	-	-	10,000
Consultants travel	10,800	10,800	-	-	-	-	-
Element 2 - Development of a database, Communication Strategy for the umbrella project and a MSPP	15,200	15,200	-	-	-	160,000	175,200
National Stakeholder Meetings	15,200	15,200	-	-	-	160,000	175,200
Element 3 - Validation workshop, Implementation and maintenance of the Communication Strategy and the MSPP	46,300	-	31,500	8,800	6,000	1,070,000	1,116,300
Final workshop	13,500	-	13,500	-	-	70,000	83,500
Editing and translation	10,000	-	10,000	-	-	-	-
Dissemination material	22,800	-	8,000	8,800	6,000	1,000,000	-
Sub-Total	145,500	77,600	50,700	10,000	7,200	3,342,932	3,488,432
M&E	4,500	1,125	1,125	1,125	1,125	-	4,500
Total	150,000	78,725	51,825	11,125	8,325	3,342,932	3,492,932

Activity III.4.3 Financial Strategy

The objective of this activity is to develop a sustainable Financial Strategy for the implementation the Strategic Action Program in the Amazon Basin. In this regard, consideration will be given to traditional funding sources—such as taxes, fees, loans, bonds, cooperatives, donations and grants, and to innovative funding sources—such as use of payments for ecological services (PES), micro-finance systems, business development services (BDS) and other market opportunities. These sources include governmental entities and private sector enterprises, and public-private partnerships. An evaluation of the application of a Private Sector Engagement Strategy (PSES) will examine and propose innovative partnerships between the government, civil society and the private sector in order to generate local, regional and environmental benefits in a cost-effective manner. It is anticipated that concepts such as eco-efficiency and cleaner production, designed to minimize the environmental impacts of production activities in the Amazon Basin, also will be evaluated. In this regard, it is expected that entities such as the Business Council for Sustainable Development (BCSD), actively being implemented in six of the participating countries—Suriname and Guyana lack such initiatives, will contribute to the definition of appropriate corporate actions. To assist in such dialogues, it is anticipated that the Financial Strategy will provide a coordination framework for the conduct meetings and seminars that

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will gather together the business leaders of the Basin and facilitate the exchange of good practices across jurisdictions. In so doing, these exchanges could promote business-to-business engagement and financial participation in the implementation of the SAP.

The element will be developed by one expert consultant hired for one year who will work under the orientation of the PCU. The activities are composed of: (i) a desktop research to identify all potential financial sources which could be interested, support and cooperate with the implementation of the SAP, (ii) official contacts, negotiations and agreements, (iii) presentation discussion and evaluation of the results in a workshop including all national coordinators and consultants and the PCU, development of a financial strategy and consistent budget for the SAP.

The scenarios developed under Subproject I.1 and the legal and institutional framework, developed under I.2 are especially important for this activity.

The execution of this element requires: (i) travelling costs for the consultant and National Coordinator to contact potential partners, (ii) organization and execution of a 2 days workshop. The activity will be executed during one year, including the workshop to be realized during the last month of the first year.

The output will be a comprehensive budget for implementing the Strategic Action Program, inclusive of potential revenue sources, including governmental economic instruments as well as private resources and donor funding.

The outcome will be an enhanced understanding among the multiple stakeholders in the Basin, leading to the application and investment of financial, natural, and human resources, necessary to achieve a successful implementation of the SAP leading to a common IWRM and improved sustainability of economic opportunities within the Amazon Basin.

Total Cost: US\$ 1,480,466 – GEF Grant: US\$ 100,000 – Co-financing/Counterpart: US\$ 1.120,466

Activity III.4.3 - Financial Strategy							
Budget Item	Total GEF Funding	Year 1	Year 2	Year 3	Year 4	Co-financing/ Counterpart	Total
Project Finance Specialists/Strategists	60,000	60,000	-	-	-	-	60,000
Desktop Research	-	-	-	-	-	450,000	450,000
Fund raising and negotiation activities	21,600	21,600	-	-	-	800,000	821,600
Financial Strategy Workshop	14,000	14,000	-	-	-	120,000	134,000
Communication	1,400	1,400	-	-	-	10,466	11,866
Sub-Total	97,000	97,000	-	-	-	1,380,466	1,477,466
M&E	3,000	750	750	750	750	-	3,000
Total	100,000	97,750	750	750	750	1,380,466	1,480,466

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Activity III.4.1

Project Objectives and Outcomes	Description of indicator	Baseline level	Mid-term target	End-of-project target
Objective III.4.1 A comprehensive plan for the implementation of an educational strategy—applicable to primary, secondary, tertiary, and continuing educational levels—is developed and included within the SAP	Proposals for curricula applicable to primary, secondary, tertiary, and continuing educational levels are prepared	Basin countries prepare, support, and deliver educational programming according to their respective needs and policies; no Basin-wide curricula exist	Educational needs assessment completed	Proposals for environmental education curricula are available and agreed by national education authorities or other entities as may be appropriate
Outcome 1: Curricula applicable to the educational needs of Basin institutions are available	Educational institutions agree curriculum recommendations and recommendations are included within the SAP	Curricula are determined by country needs	- -	Environmental education curriculum proposals are articulated and included within the SAP

Project Outputs	Description of indicator	Baseline level	Mid-term target	End-of-project target
Output 1: Education Strategy: Curricula appropriate to meeting the environmental education needs of the Amazon Basin at various levels are proposed	Proposals for curriculum development at various educational levels	- -	- -	Documented curricula included in SAP

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Activity III.4.2

Project Objectives and Outcomes	Description of indicator	Baseline level	Mid-term target	End-of-project target
Objective III.4.2 A comprehensive plan for multi-stakeholder participation is developed and included within the SAP	Proposals for mechanisms to facilitate stakeholder participation in Basin decision making are prepared	No Basin-wide mechanisms for stakeholder participation exist	Visioning process (Component I) begins to identify stakeholder concerns	Proposals for mechanisms to facilitate stakeholder participation in Basin governance are available
Outcome 1: Stakeholders participate effectively in Basin governance	Mechanisms to facilitate stakeholder participation in Basin decision making are included within the SAP	Stakeholder participation determined by country norms	--	Proposals for effective stakeholder participation are articulated and included within the SAP

Project Outputs	Description of indicator	Baseline level	Mid-term target	End-of-project target
Output 1: Stakeholder participation plan: mechanisms to enhance stakeholder participation in Basin decision making are articulated and included in SAP	Proposals for stakeholder involvement	--	--	Documented stakeholder participation proposals included in SAP

Project Objectives and Outcomes	Description of indicator	Baseline level	Mid-term target	End-of-project target
Objective III.4.2 A comprehensive communications plan for the Basin is developed and included within the SAP	Proposals for mechanisms to facilitate communication between and among Basin stakeholders are prepared	No Basin-wide communications strategy exists	Visioning process (Component I) begins to identify communications needs	Proposals to address Basin-wide communications needs are available
Outcome 1: Dialogue is established between Basin Stakeholders	Mechanisms to enhance communications between and among are included within the SAP	Communications needs determined by specific situations	--	Proposals for effective communications between and among stakeholders are articulated and included within the SAP

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Project Outputs	Description of indicator	Baseline level	Mid-term target	End-of-project target
Output 1: Communications plan articulated and included in SAP	Proposals for enhancing communications between and among Basin stakeholders are articulated and included within the SAP	--	--	Documented proposals for a Basin communications strategy included in SAP

Activity III.4.4

Project Objectives and Outcomes	Description of indicator	Baseline level	Mid-term target	End-of-project target
Objective III.4.3 A comprehensive financing plan for implementing the SAP is developed and included in the SAP	Proposals for funding the implementation of the principles of integrated water resources management in the Amazon Basin are prepared	No Basin-wide financial mechanisms exist	--	Proposals for funding the implementation of the SAP are available
Outcome 1: Adequate and appropriate levels of finance are available to support and sustain implementation of the SAP	Mechanisms to facilitate funding of the strategies recommended within the SAP are included in the SAP	--	--	Proposals for financing the implementation of the SAP are articulated and included within the SAP

Project Outputs	Description of indicator	Baseline level	Mid-term target	End-of-project target
Output 1: Financial plan: financial mechanisms to fund the implementation of the SAP are identified and documented in the SAP	Proposals for funding the interventions articulated in the SAP	--	--	Documented finance proposals included in SAP

Incremental Cost Analysis

Baseline

The eight participating countries are signatories to the Amazon Cooperation Treaty (ACT), a legal instrument signed in 1978 for the purpose of fostering integrated and sustainable

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development of the Amazon River Basin through bilateral or joint activities among the countries involved. Among the Treaty's objectives, particular importance is assigned to the exchange of information to promote harmonious development in the Amazon territories so as to ensure better environmental protection and the rational use of water resources (Articles V and XV of the ACT). In fulfillment of the mission granted it by the member states, the Amazon Cooperation Treaty Organization (ACTO) has been tasked with the historic mission of enhancing the political, economic and social integration of the Amazon River Basin. This is a vital necessity to mitigate and avoid the increasing process of exploitation of the Basin's resources, destruction of its biodiversity, and degradation of the quality of life of its fast growing population. Despite all the difficulties and obstacles to such a complex process as creating a multinational agency, the political will of the Basin countries in establishing a mechanism for the common management of the resources of this important region is a clear statement and most important first step toward identifying and implementing sustainable solutions to these urgent issues.

Increment

The need for coordinated action by governments at the Basin, national, and local levels is fundamental to the optimization of opportunities for integrated management of the land and water resources of the Basin, and for integrated management of the natural resources of the Amazon Basin. Fundamental to the implementation of coordinated strategies are aspects of education with respect to the shared resources, creation of stakeholder participation opportunities as a basis for encourage "local ownership" of the resource base, establishment of two-way communication between and among stakeholders, and the allocation a appropriate amounts and types of finance to achieve the desired outcomes. In transboundary systems, there traditionally has been a minimum of attention paid to the connectivity that exists between countries, with each country implementing management actions based upon their own laws, regulations, and needs. Through the application of the principles of integrated water resources management, there is recognition of this connectivity. Hence, there are opportunities to inform, engage, and cooperate with Basin stakeholders in achieving the desired outcome; namely, the sustainable utilization of the land and water resources of the Basin in the face of global climate change. Through such engagement and cooperation, stakeholders internalize many of the costs associated with maintaining their operations while not diminishing the values and opportunities offered by the natural environment; in other cases, costs can be assumed by civil society in the interest of the common good(e.g., through coordinate governmental programs and policies). The development of strategies—in the form of plans for education, participation, communication and finance—form essential elements necessary for the implementation of an SAP. Such plans must be carefully thought out and articulated as specific elements within the SAP; in order to accomplish this, needs assessments, evaluations, and analyses must be completed as part of the SAP formulation and specifically incorporated into the SAP.

Alternative

Under the alternative scenario, the necessary educational, informational, participation, communications, and financial plans are prepared based upon documented needs determined to exist within the Basin. These needs, to a certain extent, can be articulated through the Visioning process to be undertaken as Component I of this project. Through developing an understanding of the knowledge that stakeholders have of the Basin and its natural resources,

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gaps can be identified and addressed through the application of strategic interventions; knowledge of the nature and extent of these interventions, in turn, will contribute to an understanding of the financial needs associated with the implementation of the SAP. While these needs can be identified through the foregoing process, it is likely that new sources of funding and new financial facilities will be required in order to address the emerging educational, communications, and participation needs identified within the Basin. These financial resources and the means to acquire the additional and new funds required are articulated as a strategic necessity within the SAP.

Incremental Reasoning

Joint and/or coordinated actions by countries and other stakeholders are critical for the integrated management of water resources in multinational basins. These actions should be based upon a sound and agreed management strategy. In the case of the Amazon Basin, the Basin countries have tasked the ACTO with the development of appropriate measures to manage the land and water resources of the Amazon Basin in a coordinated and sustainable manner. While each country continues to administer their national laws, regulations, plans, programs and policies, their joint actions under the auspices of the ACT and other international agreements can facilitate the coordinated application of resources in such a way as to maximize the benefits of their individual actions within the context of the Basin.

Under the alternative scenario, in addition to serving as a Basin-wide coordination mechanism, the ACTO is strengthened and matured to the point where it has the capacity to encourage the conduct of specific interventions and programs necessary to maintain the natural resource base of the Basin while continuing to meet human demands on its resources. In order to effectively meet this challenge, the ACTO and its partners must develop specific plans and approaches for the conduct of informational programming, for promoting the dissemination of knowledge in both formal and informal settings, for enhancing communications between stakeholders in the Basin, for securing the informed participation of stakeholders in Basin decision-making, and for creating a sustainable basis for funding these and other strategic interventions, both structural and nonstructural, within its jurisdiction. In part, these plans and approaches will and should include development of partnerships with governments, nongovernmental entities, and corporations, including communities. In part, these plans and approaches must include the development of new approaches, partnerships, and sources of funding necessary to sustain the level of operations necessary to implement the agreed strategies.

This subproject supports these catalytic activities through developing the information and education plan, multi-stakeholder participation plan, communications plan, and finance plan necessary to implement the transboundary priority actions identified in the SAP. By developing these plans during the process of SAP formulation, the underlying activities assume strategic dimensions and are fully articulated prior to SAP implementation. Such actions are, therefore, to be viewed as enabling activities for the implementation of the SAP.

In some cases, these actions will result in limited national benefit, such as in the case of increased levels of knowledge amongst the Basin population. The value of these benefits to individual stakeholders generally exceeds the commitment of national funds, especially in the

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case of the Amazon Basin where such benefits include global benefits that extend well beyond the bounds of the Basin. Consequently, the application of GEF resources represents an appropriate application of incremental funding in the determination of strategies necessary to implement the principles of IWRM in this Basin of global importance. That said, the contributions to this project by the countries and others adequately reflects the national and local benefits to be gained as a result of improved and coordinated management of the Basin resources.

Budget

Co-financing

Sources of Co-financing	Type of Co-financing	Amount
Project Government Contribution	In kind	12,567,468
Bilateral Aid Agency(ies)		0
Multilateral Agency(ies)		0
Private Sector		0
NGO		0
Others	Grant	370,000
Total co-financing		12,937,468

Project management budget

The PCU will be responsible for the management of this subproject.

Consultants working for technical assistance components:

Component	Estimated person weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Local consultants	216	96,000	0	156,000
International consultants				
Total	216	96,000	0	156,000

Consultants to be hired for the project

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Position titles	\$/person week	Estimated person weeks	Total US\$	Tasks to be performed
For Technical Assistance				
Local				Revisar e fazer para finance specialists
Education Specialist	875	48	42,000	Compile and review available environmental curricula from within the Amazon Basin, with a view to identifying those existing educational materials that can be made more widely available, existing educational programs that can be replicated elsewhere in the Basin, and any gaps in the materials that need to be filled
Community Outreach Specialist	750	72	54,000	Compile and review available information and dissemination mechanisms for the provision of information to Basin communities, focusing on land and water resource management in particular and environment in general.
Project Finance Specialists/Strategists	625	96	60,000	
Sub-total		216	156,000	
Total	-	-	156,000	-

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Timetable

Subproject III.4 Communications Outreach and Finance/ Activities	YEAR 01				YEAR 02				YEAR 03				YEAR 04			
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Activity III.4.1 Environment Education within Local Communities, Government and Schools																
Publishing/dissemination of results																
Reports to the PCU																
Activity III.4.2 Multi-stakeholder Participation Plan																
Publishing/dissemination of results																
Reports to the PCU																
Activity III.4.2 Formulation of a Communications Strategy																
Publishing/dissemination of results																
Reports to the PCU																
Activity III.4.3 Financial Strategy Including Public Private Partnership																
Publishing/dissemination of results																
Reports to the PCU																

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Cost Effectiveness

By focusing on the development of plans that will serve to facilitate the implementation of the strategies set forth in the SAP, ACTO and the Basin countries will be prepared to implement the agreed strategies at the time of adoption of the SAP. In order to implement the SAP, stakeholders will have to develop various operational level plans and policies to gain acceptance of the SAP, provide the necessary funding to implement the SAP, and work with other stakeholders to maintain the interventions implemented as part of the SAP. The identification of specific measures, the adoption of such measures, and the application of financial resources to implement such measures is often time consuming, costly, and draining of human and institutional resources, at times to the point where important interventions are not implemented. By addressing these planning issues within the context of SAP formulation, stakeholders have the opportunity to plan, agree, and initiate interventions as appropriate to their decision making protocols and in a timely manner. Consequently, the resources applied in SAP formulation gain value through implementation in a timely manner, and are more likely to be pursued by the stakeholders. Timely implementation of strategic actions to address priority transboundary concerns can minimize societal, financial and ecological risks and losses.

Risk Analysis

Risk	Rating (L/M/H)	Risk Mitigation Measures
Stakeholders do not participate in or understand Basin level programs	Moderate	Involvement of Basin stakeholders; participation of ACTO and governments
Countries and/or stakeholders fail to allocate adequate resources	Moderate	Tools for financial sustainability to be defined within the SAP (Component III)
Stakeholders lack the means to share knowledge and information and fail to coordinate actions	Low	Involvement of Basin stakeholders; participation of ACTO and governments

Sustainability

Knowledge, an informed and well educated constituency, adequate levels of human and financial resources, ably supported by appropriate and well-equipped and focused institutions, and an well-functioning system to encourage and ensure communications between stakeholders have been shown to be essential elements of sustainable water resources management programs. Indeed, these elements form the basic building blocks of the *World Lake Vision*, amongst other such compendia of good practice in water resources management. The availability of knowledge, through *inter alia* the integrated informational system (Subproject III.3), and the active and responsible participation of all stakeholders in both the creation and dissemination of data and information, not only complement the plans and programs supported within this Component, but also contribute to ensuring sound decision-making and viable and sustainable outcomes. By integrating these connected activities within the SAP, the likelihood of achieving coordinated participation within the framework of the

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SAP is greatly enhanced, with the likely outcome that the designated Basin management agency (ACTO) will succeed in promoting integrated land and water resources management programs, plans, and decision-making practices, and their application throughout the Basin.

Replicability

The Amazon Basin represents a unique opportunity for the creation and implementation of a comprehensive water resources management framework within which communities, countries, and the world can achieve varying measures of benefit, while, at the same time, achieving such benefits in a manner that fully recognizes and appreciates the aspects of national sovereignty, community-level economic and social development, and regional cooperation inherent in this project. The global interest in the Amazon Basin further means that there is significant interest in the status of this Basin not only from decision-makers and stakeholders in the Basin but other interested parties outside of the Basin and around the world. Key elements in achieving sustainable development and the integrated management of surface and ground water resources are the availability of information, the communication of that information and information sharing between and among stakeholders, the dissemination of that information and resulting knowledge in both formal and informal educational settings, and the availability of appropriate human, institutional and financial resources. Planning now, prior to the formulation of a transboundary SAP, for the development of the necessary plans, policies, programs and associated funding and institutional mechanisms, allows stakeholders to develop response plans and acquire the necessary resources for SAP implementation. This is the lesson-learned from other, similar initiatives undertaken in large river systems around the world. The development of an appropriate framework for planning within the SAP formulation process represents a step forward in integrated river Basin management that can inspire others to develop similar approaches on a global basis.

Execution Arrangements

The Project Coordination Unit (PCU) will coordinate the creation, implementation and operationalization of an integrated information system under the oversight of the Executing Agency (EA) with technical support from the project staff. The PCU will be responsible for the day-to-day execution of the project activities, including project quality assurance and quality control (QA/QC). Subject to the recommendation of the PCU, the EA will be responsible for the contracting of appropriate personnel, and the disbursement and accounting of funds. With input from the PCU, the EA will compile and submit periodic financial reports and supporting documentation to UNEP, as the GEF Implementing Agency (IA).

Public Participation Mechanisms

This subproject is designed to develop plans for the implementation of the SAP within the Amazon Basin. The Multi-stakeholder Participation Plan, Education Strategy, and Communications Strategy are all essential elements that underpin the timely and effective implementation of the SAP. Developing these plans requires a significant degree of consultation and analysis, and interaction with stakeholders at various levels. Formulation of viable and feasible plans requires acceptance by stakeholders. Hence, public participation forms a central element to the activities identified within this subproject.

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Monitoring and Evaluation (M&E)

Day-to-day monitoring of project activities will be conducted by the PCU, who will be responsible for technical oversight, QA/QC, and reporting in accordance with the requirements as set forth in the umbrella project. IA staff, in coordination with the EA and PCU staff, will conduct semi-annual monitoring missions to ensure that project activities and reporting are executed in a timely and professional manner. These monitoring missions will be timed to coincide with Steering Committee meetings to allow for dynamic and adaptive management of the project. A mid-term evaluation will be conducted under the auspices of the IA, with the evaluation report utilizing the mid-term targets identified in the Logical Framework Analysis to ensure that the execution of the project is proceeding in accordance with the project design. The results of this evaluation will be communicated to the PCU at the Steering Committee meeting immediately following the evaluation mission. This evaluation will include recommendations for changes to the project, based upon the outputs and outcomes achieved through the period of the mid-term evaluation. Upon completion of the project activities, a final evaluation will be completed by the IA.

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PART 3

PROJECT ANNEXES

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The M&E Matrix

Subproject III.4 Communications, Outreach and Finance	Description of Indicator	Baseline Level	Mid-term Target	End-of-project Target
Education Strategy				
Objective III.4.1: A comprehensive plan for the implementation of an educational strategy, applicable to primary, secondary, tertiary, and continuing educational level, is developed and included within the SAP	<ul style="list-style-type: none"> (R) Proposals for curricula applicable to primary, secondary, tertiary, and continuing educational levels are prepared 	<ul style="list-style-type: none"> Basin countries prepare, support, and deliver educational programming according to their respective needs and policies No basin-wide curricula exist 	<ul style="list-style-type: none"> Educational needs assessment completed 	<ul style="list-style-type: none"> Proposals for environmental education curricula are available and agreed by national education authorities or other entities as may be appropriate
Outcome III.4.1: Formal and informal educational programs build awareness on sustainable environmental management and use of resources in the Amazon River Basin	<ul style="list-style-type: none"> (R) Educational institutions agree curriculum recommendations and are included within the SAP 	<ul style="list-style-type: none"> Curricula are determined by country needs 	<ul style="list-style-type: none"> Training manuals and training programs focused on water use and management and climate issues within the basin 	<ul style="list-style-type: none"> Environmental education curriculum proposals are articulated and included within the SAP
Output III.4.1: Education strategy and training programs focused on water use and management and climate issues within the basin	<ul style="list-style-type: none"> (S) Education strategies proposals 	<ul style="list-style-type: none"> Limited basin-wide knowledge or water resources and climate issues 	<ul style="list-style-type: none"> National proposals for education strategies 	<ul style="list-style-type: none"> Improved capacity to implement specific educational programs

<ul style="list-style-type: none"> (R) Specific programs and curricula for targeted groups 	<ul style="list-style-type: none"> Limited curricula knowledge for environment, water resources and climate issues Limited information on Basin geography, biodiversity, economy, population, water resources and climate issues 	<ul style="list-style-type: none"> Collaborative international workshop Education program and curricula prepared in four Basin languages 	<ul style="list-style-type: none"> Improved capacity to implement specific educational programs
<ul style="list-style-type: none"> (S) Water Resources Education Strategy 	<ul style="list-style-type: none"> No comprehensive water resources educational strategy available for the Amazon Basin 	<ul style="list-style-type: none"> Consultative Workshop Water Resources Education Strategy 	<ul style="list-style-type: none"> Improved education system for environment, water resources, and climate issues A set of feasible and agreed to strategic actions included in SAP

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Communications Strategy and Multi-stakeholder Participation Plan				
Objective III.4.2: The communication strategy provides a platform for multi-stakeholder participation and included within the SAP	<ul style="list-style-type: none"> (S) Proposals for mechanisms to facilitate stakeholder participation in Basin decision-making are prepared 	<ul style="list-style-type: none"> No basin-wide mechanisms for stakeholder participation exist 	<ul style="list-style-type: none"> Visioning process (Component I) begins to identify concerns of Amazonian society 	<ul style="list-style-type: none"> Proposals for mechanisms to facilitate stakeholder participation in Basin governance are available
Outcome III.4.2: Stakeholders engaged in implementation of SAP	<ul style="list-style-type: none"> (A) Mechanisms to facilitate stakeholder participation in Basin decision making are included within the SAP 	<ul style="list-style-type: none"> Stakeholder participation determined by country norms A range of stakeholders engaged in project 	<ul style="list-style-type: none"> Draft proposals for effective stakeholder participation plan 	<ul style="list-style-type: none"> Proposals for effective stakeholder participation are articulated and included within the SAP
Output III.4.2: Communication Strategy implemented through a Multi-stakeholder Participation Plan (MSPP) for the Amazon River Basin	<ul style="list-style-type: none"> (S) Task group organized to operationalize communication bureau within ACTO 	<ul style="list-style-type: none"> National Nodes IIS Inventory of engaged stakeholders Vision for the Amazon River Basin 	<ul style="list-style-type: none"> Fully operational communication bureau within ACTO Amazon Basin website operational 	<ul style="list-style-type: none"> Improved and accessible information with respect to IWRM and related environmental issues in the Amazon Basin
	<ul style="list-style-type: none"> (A) Mechanisms to enhance communications between and among are included within the SAP (S) Multi-stakeholder Participation Plan (MSPP) 	<ul style="list-style-type: none"> Communications needs determined by specific situations Available basin information, photos and news Vision for the Amazon River Basin 	<ul style="list-style-type: none"> 8 national meetings with stakeholders National meeting reports Identified priorities and criteria for communication strategy Multi-stakeholder Participation Plan (MSPP) 	<ul style="list-style-type: none"> Proposals for effective communications between and among stakeholders are articulated and included within the SAP
	<ul style="list-style-type: none"> (S) Communication Strategy and MSPP 	<ul style="list-style-type: none"> Identified priorities and criteria for communication strategy National meeting reports Vision for the Amazon River Basin 	<ul style="list-style-type: none"> Draft Communication Strategy and MSPP prepared with national engagement 	<ul style="list-style-type: none"> Validation Workshop for proposed Communication Strategy and MSSP

Financial Strategy				
Objective III.4.3: A comprehensive financing plan for implementing the SAP is developed and included in the SAP	<ul style="list-style-type: none"> (A) Proposals for funding the implementation of the principles of IWRM in the Amazon Basin 	<ul style="list-style-type: none"> No basin-wide financial mechanisms exist 	<ul style="list-style-type: none"> Inventory of potential sources to support SAP implementation 	<ul style="list-style-type: none"> Proposals for funding the implementation of the SAP are available
Outcome III.4.3: The financing sources and implementation mechanisms form part of the SAP	<ul style="list-style-type: none"> (A) Mechanisms to facilitate funding of the strategies recommended within the SAP are included in the SAP 	<ul style="list-style-type: none"> Available national, private, public and regional financing sources 	<ul style="list-style-type: none"> Multiple proposals for financing the implementation of the SAP are articulated and included within the SAP 	<ul style="list-style-type: none"> Understanding among Amazonian society of the importance of continued financing for SAP implementation
Output III.4.3: Comprehensive budget for implementing the SAP, including	<ul style="list-style-type: none"> (S) Comprehensive budget (M) Revenue 	<ul style="list-style-type: none"> No Basin-wide financial mechanisms exist 	<ul style="list-style-type: none"> 1 Financing Strategy Workshop 1 Comprehensive 	<ul style="list-style-type: none"> Comprehensive budget and identified revenue sources support

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potential revenue sources, such as governmental economic instruments, private resources, and donor funding	sources	<ul style="list-style-type: none"> ▪ Available national, private, public and regional financing sources 	<ul style="list-style-type: none"> ▪ budget Multiple revenue sources 	the financing for SAP implementation
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International Waters Results Template for Foundational/Capacity Building Projects

PROCESS OUTCOMES AND INDICATORS

Process INDICATORS	Process INDICATORS (report vs. baseline if possible)	
Project Element	Catalytic	Project
SAP contains plans and strategies to facilitate stakeholder participation in SAP implementation	New funding sources, partnerships, production and resource utilization methods, and educational programs implemented; communications between and among stakeholders enhanced with resulting synergies for Basin management	SAP includes education, communications, stakeholder participation and financing plans and strategies

STRESS REDUCTION OUTCOMES AND INDICATORS

Stress Reduction OUTCOMES	Stress Reduction INDICATORS (report vs. baseline if possible)	
Project Element	Catalytic	Project
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ENVIRONMENTAL/WATER RESOURCES STATUS OUTCOMES AND INDICATORS

Environmental/Water Resources (& Socioeconomic) Status OUTCOMES	Environmental/Water Resources (& Socioeconomic) Status INDICATORS	
Project	Catalytic	Project
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Logical Framework Matrix

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Subproject III.4 Communications, Outreach and Finance	Outcome Indicator	Means of Verification	Assumptions/Risks
<p>Through strategic communication and education, the Amazon River Basin constituency is aware and informed on the water and climate issues affecting the Basin, and is engaged in project implementation and SAP formulation</p>	<ul style="list-style-type: none"> ▪ Formal and informal educational programs build awareness on sustainable environmental management and use of resources in the Amazon River Basin ▪ Stakeholders engaged in implementation of SAP ▪ Basin stakeholders consistently informed and engaged in addressing and meeting the challenges in formulating the SAP ▪ The financing sources and implementation mechanisms form part of the SAP 	<ul style="list-style-type: none"> ▪ Formal and informal educational programs ▪ Multi-stakeholder Participation Plan (MPP) ▪ Communications Strategy ▪ Financial Strategy for SAP implementation 	<ul style="list-style-type: none"> ▪ All stakeholders are committed to the activity and will collaborate and participate actively ▪ Governments, enterprises, schools and local communities are committed to water resources and climate change information exchange ▪ Riparian governments are willing to financially commit to fund actions identified in the SAP
Activities & Outputs	Achievement Indicator	Means of Verification	Assumptions/Risks
<p>Activity III.4.1: Education Strategy</p> <p>Output III.4.1: Training manuals and training programs focused on water use and management and climate issues within the Basin</p>	<p>1) Elaborated, published and utilized manuals and training programs address water use and management and climate issues within the Basin</p> <p>2) Schools/companies/local communities/government institutions incorporated water resources and climate change issues into their educational material and outreach programs</p>	<ul style="list-style-type: none"> ▪ Published and utilized manuals and training programs ▪ Educational material and outreach programs incorporate water resources and climate change issues 	<ul style="list-style-type: none"> ▪ All stakeholders are committed to the activity and will collaborate and participate actively ▪ Governments and schools are committed to water resources and climate change information exchange
<p>Activity III.4.2: Communications Strategy and Multi-stakeholder Participation Plan (MPP)</p> <p>Output II.4.2: A Multi-stakeholder Participation Plan (MPP)</p>	<p>1) Different target groups (local communities, national entities, private sector, decision makers, and regional players) contributed to formulated MPP</p> <p>2) MPP implemented</p>	<ul style="list-style-type: none"> ▪ Participation records at the various multi-stakeholder participation events ▪ Reports of the various multi-stakeholder participation events ▪ The Multi-stakeholder Participation Plan available with the PCU, ACTO and available on the website. 	<ul style="list-style-type: none"> ▪ All stakeholders are committed to the activity and will collaborate and participate actively ▪ Governments, enterprises, and local communities are interested in water resources and climate change
<p>Output III.4.2: Communications strategy</p>	<p>1) Local, national media formats identified in each riparian country</p> <p>2) Communications Strategy implemented</p>	<ul style="list-style-type: none"> ▪ Multi-national media list ▪ The Communication Strategy available with the PCU, ACTO 	<ul style="list-style-type: none"> ▪ All stakeholders are committed to the activity and will collaborate and participate actively ▪ Local, national media is willing to relay information on water

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			resources and climate change information exchange
<p>Activity III.4.3: Financial Strategy</p> <p>Output III.4.3: Comprehensive budget for implementing the SAP, including potential revenue sources, such as governmental economic instruments, private resources, and donor funding</p>			<ul style="list-style-type: none"> ▪ Riparian governments are open to discuss and agree on the necessary economic instruments and public-private partnerships ▪ There is sufficient level of private sector and donor buy-in to support recommendations in the SAP ▪ Riparian governments are willing to financially commit to fund actions identified in the SAP

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Terms of Reference

Background of the Project:

There is direct environmental benefit to be achieved through greater environmental awareness and engagement of stakeholders, increased political commitment to environmental issues and environmental planning, increased environmental innovation from the private sector, provision of new sources of financing for environmental projects, and increased visibility of the [local, national, regional, and global importance] of the need for sustainability in the Amazon Basin. This subproject is designed to formulate strategies and plans for the engagement of youth, communities, industrial and agricultural stakeholders, decision-makers, and other civic and governmental organizations as foundational elements of a comprehensive Strategic Action Program addressing priority transboundary issues of concern relating to water resources and adaptation to global climate change.

Rationale:

The role of humans in the Amazon Basin is crucial and central to any strategy to manage the Basin's resources in a sustainable manner. Unlike natural hazards and the environment-at-large, the actions of humans are completely controllable by humans. In the first instance, humans have choices over when, when and to what extent they modify their environment. It has been noted that humans are one of the few organisms that "soil their own nests" with liquid and solid wastes. In the second instance, humans have choices that can have either a positive or negative influence on their environment. In this, education, informational programming, public participation, and the allocation and utilization of financial resources—including the valuation of natural resources—are key elements. This subproject includes activities that address these aspects of human management of the environment, and seeks to promote good stewardship and sustainable utilization of the Amazon Basin.

While it is necessary to scientifically evaluate the impact of human activity on the Basin and to understand the natural resource base through a holistic methodology like the Transboundary Diagnostic Analysis (Component II, TDA), it is also necessary to understand the needs and aspirations of Amazonian society through a formal multi-stakeholder participation process such as the visioning process (Component I). These two diagnostic tools, then, underlie the formulation of strategic responses to priority issues of transboundary concern. However, in order to give effect to the priority actions developed within the Strategic Action Program for the Amazon Basin (SAP), it is necessary to define and propose measures to modify human behaviours in the Basin. These measures include environmental education initiatives, opportunities for stakeholder participation in decision-making and public informational programming, and allocation of financial resources in such a way as to support the implementation of agreed strategic actions to address the priority concerns.

To this end, the project seeks to develop a number of strategies for inclusion within the SAP. The Education Strategy employs classroom and extension based educational techniques to convey knowledge of sustainable alternatives to three specific, target audiences. The first is related to the production of appropriate school curricula, courses and syllabi for use at the primary, secondary and university education levels. The second relates to skills development

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programs for regional, national and local public staff professionals. A third relates to the development of training programs for local and marginalized communities, including training in alternative economic activities.

In order to achieve proper dissemination of information to increase community understanding and stakeholder “buy-in” to the project, while targeting specific changes in community habits and behaviors, the Communications Strategy will ensure that both internal and external communication tools are developed and that exchanges between stakeholders will occur. In this regard, circulation of information in the Basin relies on direct communication through public places (marketplaces, neighborhoods) or institutions (schools, churches, healthcare facilities) as well as the media, principally radio. Development of social communication methods that are sensitive to the distinct ways of living, values and culture of diverse communities is essential to achieving this goal.

The project will also develop a Multi-stakeholder Participation Strategy in order to stimulate, orient and empower a Basin environmental consciousness with respect to the integrated management of the water resources. Experience repeatedly has shown the need to include and engage civil society on an institutional basis if resources are to be successfully managed in a sustainable manner.

Finally, in order to ensure that these strategies, as well as the priority interventions identified to address transboundary water resources management and climate change adaptation, can be appropriately implemented in a timely manner, a Financial Strategy will be required, including mechanisms to aid and facilitate public involvement and participation—such as through a revolving fund to offset investments in appropriate lifestyle changes, private sector involvement—through strategies such as eco-labeling and development of sustainable alternatives to traditional methods, as well as provision of governmental and nongovernmental support, oversight and investments. To this end, this subproject will identify and explore alternatives appropriate and applicable to the Amazon Basin.

Objective:

The overall objective of this subproject is to create the programs and plans necessary to support implementation of the SAP, specifically addressing the societal issues of education, information, public participation, and finance. The directions of these approaches will be shaped, to an extent, by common problems, needs and aspirations of the Basin stakeholders as identified through the scenario development and visioning process that forms Component I of this project. Specifically, the shared Amazon Basin Vision will form the Framework within which the associated strategies for the SAP are developed. These include a financial and private sector engagement strategy, a multi-stakeholder engagement strategy, an education strategy and a communication strategy.

Activities:

For the purposes of the conduct of pilot demonstration activities in integrated water resources management, the PCU will identify appropriate research institutions for the conduct of project activities, and recommend the appropriate institutions and/or individuals to the EA, who will be responsible for the contracting of appropriate personnel, and the disbursement and

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accounting of funds. It is anticipated that specific contractors/consultants will be identified through a consultative process involving a Request for Proposals (RFP) for the specific services within each activity, and based upon the recommendation of the PCU and NPCUs.

[1] **Education Specialist:** The education specialist or specialist institution, in cooperation with the community extension specialist or specialist institution will compile and review available environmental curricula from within the Amazon Basin, with a view to identifying those existing educational materials that can be made more widely available, existing educational programs that can be replicated elsewhere in the Basin, and any gaps in the materials that need to be filled. The education specialist or specialist institution will review the current mechanisms for the delivery of educational programs within the Basin with a view to identifying program needs for inclusion within the SAP. The education specialist or specialist institution will develop an educational plan for the Basin, inclusive of all formal educational levels—kindergarten through university—for elaboration within the SAP. To the extent practicable, the education specialist or specialist institution will compile and/or create appropriate curricula in consultation with the educational authorities in the Basin countries, and encourage the inclusion of environmental education in the Basin. The specialist or specialist institution will contribute this knowledge, in the form of an **education plan** with relevant syllabi, to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

[2] **Community Extension Specialist:** The extension specialist or specialist institution, in cooperation with the education specialist or specialist institution will compile and review available environmental information from within the Amazon Basin, with a view to identifying those existing informational materials that can be made more widely available, existing community-based or continuing education programs that can be replicated elsewhere in the Basin, and any gaps in the informational materials that need to be filled. The extension specialist or specialist institution will review the current mechanisms for the delivery of continuing education and informational programs within the Basin with a view to identifying program needs for inclusion within the SAP. The extension specialist or specialist institution will develop an informational programming plan for the Basin to meet informal educational needs—sectoral informational needs, continuing education needs for professionals (such as engineers and educator), and general community awareness building needs—for elaboration within the SAP. The extension specialist or specialist institution will develop the community based information program in close cooperation with the outreach coordinator working in the area of multistakeholder participation, and with the communications specialist working in the area of information dissemination. To the extent necessary and practicable, the extension specialist or specialist institution will compile and/or create appropriate continuing education curricula in consultation with the educational authorities and professional institutions in the Basin countries. The specialist or specialist institution will contribute this knowledge, in the form of a **community involvement plan**, to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

[3] **Editor/Communications Specialist:** The communications specialist or specialist institution will prepare and distribute media releases and other informational materials to

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appropriate media outlets throughout the project area and to other stakeholders and interested parties as may be appropriate. The communications specialist or specialist institution shall have primary responsibility for ensuring “visibility” of the project within the Basin, and assist the project team to prepare and disseminate materials necessary to analyze, evaluate, and propose (in the form of a communications plan for inclusion in the SAP) means of meeting the educational and informational needs of the Basin population—especially women, youth and previously disadvantaged groups. The communications specialist or specialist institution will contribute this knowledge to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

[4] **Community Outreach Specialist:** The outreach specialist or specialist institution will compile and review available information and dissemination mechanisms for the provision of information to Basin communities, focusing on land and water resource management in particular and environment in general. The outreach specialist or specialist institution will cooperate with the education and community extension specialists or specialist institutions to formulate measures and strategies for meeting the informational needs of stakeholders and community groups, and facilitate multistakeholder participation in the project. The outreach specialist or specialist institution will take the lead in developing strategies and plans for enhancing community involvement and participation in Basin land and water resource management and management decisions. Where such strategies and plans include governance issues, it is anticipated that the specialist or specialist institution will work closely with the governance specialist or specialist institution, the PCU and NPCUs in formulating and developing such strategies and plans; where such strategies and plans involve the community at large, it is anticipated that the specialist or specialist institution will work closely with the appropriate nongovernmental organizations (NGOs), the identification of which will form part of the outreach specialist’s work. The outreach specialist or specialist institution will contribute this knowledge, in the form of a multi-stakeholder participation plan, to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

[5] **Ecologist:** The ecologist or specialist institution will cooperate with the other project team members as may be appropriate to ensure the technical and scientific quality of the informational materials and educational curricula. The ecologist or specialist institution will propose and document appropriate practices for the protection of the riverine ecosystem(s) of the Amazon Basin with a view to maintaining the structure and function of the underlying organisms within the hydrological system, with due consideration to the potential hydrological effects of climate change. The ecologist or specialist institution will contribute to the compilation, analysis, and synthesis of the outputs of the targeted research projects, climate change adaptation foundational activity, pilot demonstration projects, and climate change adaptation projects and provide this information to the project team for inclusion in other work products. The ecologist or specialist institution also will contribute this knowledge to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

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[6] Environmental Economist/Financial Specialist: The economist or specialist institution will provide assistance to the project team(s) with respect to an evaluation of the financial and economic impacts and needs of the specific educational and informational programming interventions being proposed. The economist or specialist institution will have specific responsibility for determining and documenting the economic viability, feasibility and costs of the interventions, and providing an economic assessment of the feasibility of the interventions for use in the SAP. The economist or specialist institution will have primary responsibility for compiling facts, figures, and other information on the economic impacts and financial costs of the proposed interventions, and identify ways and means of meeting these obligations through the use of internal financing mechanisms, innovative financial instruments, donor funding, and other means as may be available and appropriate. The specialist or specialist institution will contribute this knowledge, in the form of a **financing plan**, to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

[8] Governance Specialist: The governance specialist or specialist institution will provide assistance to the project team(s), and work closely with the extension and outreach specialists or specialist institutions, to identify, document, and (re-)create linkages between the project site communities and the local governance structures, and to define and develop new or modified governance structures, if and as necessary, to better incorporate water resources management concerns into the local, national and regional governance systems. To this end, the governance specialist or specialist institution will prepare specific proposals for legislative consideration, as necessary. The specialist or specialist institution will contribute to the compilation, analysis, and synthesis of the outputs of the targeted research projects, climate change adaptation foundational activity, pilot demonstration projects, and climate change adaptation projects and provide this information to the project team for inclusion in other work products. The specialist or specialist institution will contribute this knowledge to the preparation and publication of the major project outputs—the Transboundary Diagnostic Analysis (TDA) and Strategic Action Programme (SAP).

Outputs/Products:

- Environmental education curriculum for scholars graduated for primary, secondary and tertiary educational levels.
- Continuing environmental education curriculum for government officials, civil servants, officers and directors of nongovernmental organizations, and other registered professionals.
- Menu of consultation mechanisms, inclusive of various modes of participation suited to the different levels and types of governance system in place within the Basin, as a basis for stakeholder participation in the integrated management of the water resources of the Amazon Basin, to be elaborated in the SAP.
- Communications Strategy including documented communication mechanisms and electronic clearing house—this strategy will be developed in consultation with the informational system being prepared under Subproject III.3 and elaborated within the framework of the SAP.

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- Comprehensive budget for implementing the Strategic Action Program, inclusive of potential revenue sources, including governmental economic instruments as well as private resources and donor funding.
- Documented, quantitative evaluations of the specific concerns at the selected locations within the Amazon Basin, to be utilized as the basis for the development of response strategies to be included within the framework of the SAP.

Duration and Site:

The project management, monitoring and evaluation functions are expected to occur over a two-year period. The project will be executed from the ACTO offices in Brasilia (Brazil).

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Maps

Fig.1 The hydrographic Amazon River Basin (Revenga, 1998)

