

FROM AWARENESS TO
ACTION:
Sustainable Solutions
for a Better Environment

GreenCOM Project: 1993-2006





INTERVENTIONS

Comprehensive Programs

- Egypt: Egyptian Environmental Policy Program (1999–2004)
- Egypt: Public Awareness on Water Scarcity (1995–1998)
- El Salvador: Prioritizing the Environment (1994–1999)
- Gambia: Engagement Through Environmental Awards (1994–1995)
- Indonesia: Building Citizen Advocacy (2002–2004)
- Panama: Sustainable Watershed Management (1998–2006)
- Tanzania: Communication, Communities, Conservation (2001–2006)
- Philippines: Communication for Coastal Management (1995–1997)
- Mali: Environmental Education Expansion (1998–1999)

Intermittent or Short-Term

Technical Assistance Projects

- Ecuador: Research for the Environment (1995–1996)
- Guatemala: Communication for the Maya Biosphere (2002)
- Haiti & Morocco: Sustainable Cities Initiative (1996–1998)
- Haiti: Building Peace Corps Capability (1999)
- India: Communicating Climate Change (1999–2000)
- Jordan: Water Conservation Education (1994–1995)
- Malawi: National Strategy for EE&C (1996)
- Middle East Water Conservation (1996–2000)
- Nicaragua: Communication for Protected Areas (1996–1999)
- South Africa: Active Learning About Climate Change (2002–2003)
- Nepal: Shaping Environmental Policy with Video (1996–1998)
- Niger: Facilitating Land Reform (1995)
- Peru: Enhancing Environmental Communication (2001)
- Russia & Jordan: Strategic Assistance to GLOBE (1997–1998)
- Morocco and Kenya AP³ demonstration projects (2005–2006)

ASSESSMENTS

- Africa: Environmental Education Assessment I (1994)
- Africa: Environmental Education Assessment II (1999)
- Bolivia: Achieving USAID Environmental Objectives (2001)
- Colombia (1996)
- Guinea: Environmental Education Assessment (1994)
- Honduras (1995)
- Lebanon: Participatory Environmental Assessment (1997–1998)
- Madagascar: Environmental Education Assessment (1994)
- Mexico: Building Environmental NGO Capacity (1994)
- Namibia: Environmental Education Assessment (1994)
- Paraguay (1995)
- Tanzania: Environmental Education Assessment II (1999)
- Uganda: Environmental Education Assessment I (1994)
- Uganda: Increasing Wildlife Club Effectiveness (1999)
- Zambia: Education on Hazardous Product Safety (1999)
- Zambia: Environmental Education Assessment (1999)

GreenCOM

1993 – 2006

From Awareness to Action
Sustainable Solutions for a Better Environment





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Panama Canal Authority AUTORIDAD DEL CANAL DE PANAMA • National Environmental Authority AUTORIDAD NACIONAL DEL AMBIENTE • Panamanian Tourism Institute INSTITUTO PANAMEÑO DE TURISMO • Ministry of Agricultural Development MINISTERIO DE DESARROLLO AGROPECUARIO • Agricultural Development Bank BANCO DE DESARROLLO AGROPECUARIO • Interinstitutional Commission of the Panama Canal Watershed COMISION • INTERINSTITUCIONAL DE LA CUENCA HIDROGRAFICA • Egyptian Environmental Affairs Agency • Environmental Quality International - Egypt • Cairo Cartoon • El Zanaty & Associates • Intermarkets Advertising • National Parks of Egypt • Red Sea Rangers • Ministry of State for Environmental Affairs - Egypt • Tourism Development Authority - Egypt • Red Sea Governorate • Ministry of State for Environmental Affairs (Egypt) • Egyptian Energy Service Business Association • Red Sea Sustainable Tourism Initiative • India Market Research Bureau • Chemonics • North American Association for Environmental Education • Global Vision, Inc. • Corporacion OIKOS • The Kingsbury Group • Porter Novelli • PRC Environmental Management Group • Ministry of Natural Resources and Environment – (Gambia) • Gambia’s National Environmental Agency • Ministry of Agriculture – Gambia • The Gambia Teachers College • Ministry of Education – El Salvador • Park & Forest Services –El Salvador • Executive Secretariat of the Environment (SEMA) –El Salvador • National Directorate for Renewable Resources –El Salvador • The National Patrimony Directorate of CONCULTURA – El Salvador • Salvadoran Tourist Institute • AMAR • SalvaNATURA • National Center for Agriculture, Livestock, and Forestry Technology – El Salvador • Ministry of Environment and Natural Resources – El Salvador • PRONATURA • CONIECO • Royal Society for the Conservation of Nature • Ministry of Public Works & Water Resources (MPWWR) – Egypt • MPWWR Water Communication Unit • Charles Darwin Foundation Research Station • Galapagos National Park • PACT • Himalaya Films Pvt. Ltd. • NEW ERA • Ministry of Environment and Natural Resources –

We Acknowledge our GreenCOM Partners

Nicaragua • Ro’YA • Pt. Asia Market Intelligence Indonesia (Synovate) • Pt. Insan Hitawasana Sejahtera • TNA • Pt. Fortune Indonesia • Global Learning to Benefit the Environment • Department of Environmental Affairs & Tourism-South Africa • South African Department of Environmental Affairs and Tourism • National Environmental Education Program – South Africa • Department of Education – South Africa • Department of Environment – Tanzania • The National Management Environmental Council – Tanzania • Tanzania National Parks • Africa Wildlife Foundation • Sokaine University of Agriculture • Tuskegee University • University of Rhode Island’s Coastal Resources Center • Department of Forestry – Uganda • Institute for Teacher Education – Uganda • Ministry of Education – Uganda • National Environmental Management Authority – Uganda • Zambia Chongololo Clubs • Environmental Council of Zambia • Malihai Clubs • Wildlife Conservation Society Clubs • Roots and Shoots • Wildlife & Environmental Conservation Society of Zambia • Namibian Environmental Network • Zouagha Neighborhood Association • Municipal Council of Zouagha • HMR Environmental Engineering Consultants – Oman • Ministry of Water – Oman • Al-Quds University • High Commission for Water and Forests • Ministry of Agriculture Rural Development • International Center for Research in Agroforestry • Maya Biosphere Project advisory committee • CONAP – Guatemala • Maya Biosphere Ambassadors • Guatemalan Congressional Environmental Commission • Peace Corps/Guatemala • Water Management and Sanitation Authority – Haiti • Centres pour le Developpement et la Sante – Haiti • CADEPA – Haiti • Ministry of Environment and Forestry – India • Centre for Environment Education – India • Ministry of Forestry – Indonesia • National Development Planning Agency – Indonesia • Ministry of Environment – Indonesia •

Multilateral Working Group on Water Resources – Middle East Water Conservation • Ministry of Forests and Soil Conservation – Nepal • The Department of National Parks and Wildlife Conservation – Nepal • Center for Excellence in Coastal Resources Management at Silliman University • Perm State Teacher Training University – Russia • Perm Environmental Protection Committee – Russia





Women from the Targanine Cooperative in Tiout collect argan nut from a forest in southern Morocco



WHEN AWARENESS IS NOT ENOUGH

By 1993, it had become clear to the United States Agency for International Development (USAID) that increasing awareness among the general population was not sufficient in itself to resolve environmental and natural resource problems in many developing countries. As a result, USAID decided to replicate its successes in the health sector, where communication and social marketing had

been used to effectively generate positive change in people's behavior, by applying those disciplines to environmental challenges in Africa, Asia, and Latin America and the Caribbean. This represented a new approach to environmental and natural resource management that put people at the center of all interventions. The vision that emerged became a global initiative called GreenCOM.



In the past, many environmental programs offered technological, economic, policy, and legal solutions, with communication and education playing modest, secondary roles. Now, communication and social marketing would take a leading role to help people change environmentally unsustainable behaviors and maintain that change over time.

Instead of telling people what to do or not do, or penalizing them, GreenCOM would provide positive incentives, build coalitions, and forge consensus for change at all levels of society.

Instead of placing environmental needs over human needs, GreenCOM would address them both. And projects wouldn't end with increased awareness. They would start there.

Through a contract awarded by USAID in 1993, the Academy for

Educational Development (AED) would draw on more than thirty years of experience in applied social science and education research to promote voluntary behavior change by helping people see tangible, meaningful benefits to protecting the environment and their natural resources.

Environmental Sustainability is About People

From the start, GreenCOM's ethos reflected a belief that sustaining the environment is really about people. People must actually participate fully in the planning process for new environmental initiatives and then be supported them in their pursuits of solutions. By working together, USAID and AED—and government agencies, nongovernmental organizations, and hundreds of other entities—took GreenCOM's approach



to more than thirty countries on three continents.

For thirteen years, GreenCOM engaged individuals and organizations in innovative ways. It successfully brought women, young people, and other often-marginalized groups into the process of finding solutions, helping them find a voice to share their concerns.

GreenCOM's impact will extend beyond the lives and communities that the project touched. GreenCOM wasn't just about the environment and people; it was also about learning how to design and implement environmental projects with sustainable and far-reaching, large-scale results.

GreenCOM helped many development practitioners to see that a healthy and productive environment can coexist with economic development. It showed them that they can

work system-wide from the start and enlist the active participation of hundreds of people across diverse sectors—from educators, engineers, and advertising experts, to school-children, farmers, and homemakers.

Ultimately, GreenCOM helped to harness and then unleash the power that lies within communities and countries to address problems on their own. It gave them a framework for mapping the context of problems, building coalitions for action, and intervening at many levels simultaneously. These principles were illustrated in diverse settings around the world. We've chosen five countries—Tanzania, El Salvador, Egypt, Indonesia, and Panama—that we believe convey what GreenCOM accomplished and what it offers to everyone working to build a better world.

People must participate fully in the planning process for new environmental initiatives and then be supported by them in their pursuit of solutions.



TANZANIA

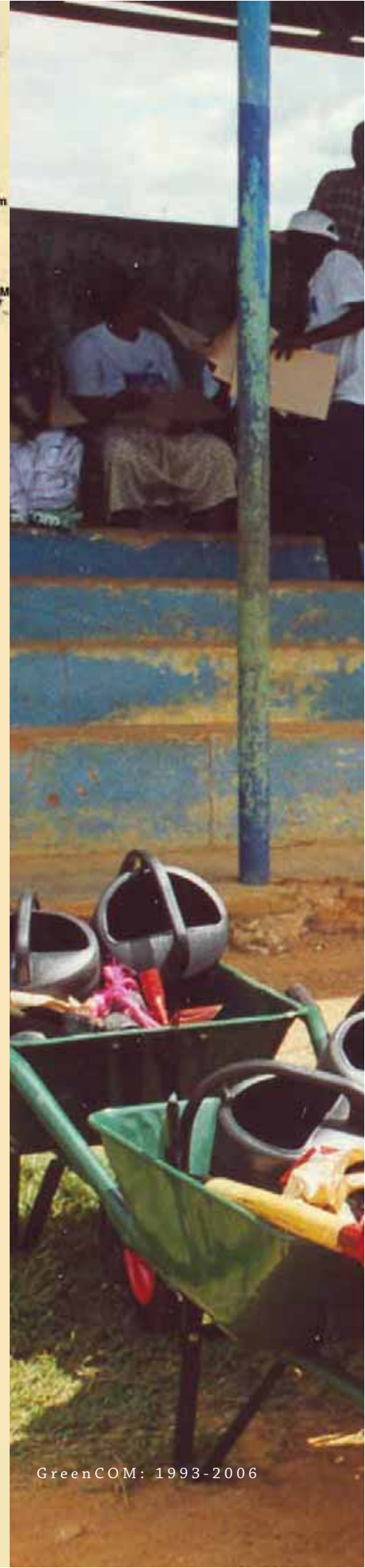
1998-2005

IN A COUNTRY where 85% of the citizens rely on natural resources for their livelihoods and 87% of the poor live in rural areas, there is a profound recognition that people must manage their resources in profitable and sustainable ways. Tanzanians must also protect their parks, game reserves, and fragile coral reefs to maintain the tourism sector—a significant source of national income.

In 1998, USAID/Tanzania invited GreenCOM to develop a strategy that would help coastal communities share their needs and concerns about local resource management with national policymakers. At the heart of the matter were issues such as coastal erosion, decreasing fish catches, and the general degradation of natural resources.

With that in mind, GreenCOM initiated a dialogue with community leaders, boat makers, youth, housewives, teachers, and people who earned a living from fishing. These stakeholders taught GreenCOM and its partners about the challenges, problems, and opportunities they believed coastal communities faced.

Their perspective was documented in a video called “*Voices from the Coast*” that was distributed to members of the Tanzanian parliament and to technical committees charged with creating an integrated coastal management strategy for the country. In this way, the community perspective reached people in positions of power.





Ceremony in which local recipients of the Community Environmental Awards Scheme receive prizes

Why Awards Matter

After *Voices from the Coast* was produced, USAID asked GreenCOM to continue its work in Tanzania by employing a social mobilization tool that it had used with success several years earlier in The Gambia. That tool was known as the Community Environmental Awards Scheme (CEAS).

Awards schemes are a simple concept that often can produce startling impact because they take a positive approach to tackling difficult environmental problems. Unlike other methods that attempt to halt harmful environmental practices by imposing fines or penalties, the CEAS approach is to reward positive treatment of the environment. The initial objective of the Tanzanian CEAS was to energize people in coastal communities to get involved in sustainably managing their local resources and reward them for their efforts, both with modest prizes and recognition among peers. Participants would design projects that improved environmental conditions and their own livelihoods.



	2001-02	2002-03	2003-04	2004-05
Number of districts	13	20	20	20
Number of people who participated	273,875	285,399	490,159	412,865
Number of projects initiated/promoted	854	1,706	2,542	1,956
Estimated number of people that attended the prize giving events	72,100	56,160	46,775	85,490

Some of the original projects entered in CEAS included seaweed farming as an income-generating alternative to harmful practices such as dynamite fishing. The response was immediate and community leaders jumped at the chance to introduce an alternative livelihood option. In one community, for instance, local officials were so impressed with people’s new activities that they established a period of amnesty during which dynamite fishermen could turn in their explosives without prosecution. More than 300 fishermen complied.

As the popularity of CEAS increased, the program began to spread to other parts of Tanzania. In

1998, 13 coastal communities participated in the awards scheme. By 2005, 20 communities on the coast and in the country’s interior had active environmental awards programs. The number of individual participants also increased. In the 2001—2002 awards cycle, for example, 273,875 individuals were actively involved in CEAS projects. By the 2004-2005 cycle, that number had increased to 412,865.

Through CEAS, Tanzanians from all walks of life began to reshape their environments and their livelihoods. Whether they were schoolchildren instituting schoolyard clean-up programs, or farmers building ponds for fish farming, CEAS was mobilizing

GreenCOM TIMELINE

1993

AED is awarded contract to implement GreenCOM, USAID’s largest-ever investment in using communications to address the environment.

GreenCOM

communities for much-needed change.

In addition to these benefits for participants, community leaders who managed the awards schemes also reported a marked increase in their own skills in organization, communication, and monitoring and evaluating environmental programs. In some cases, these improved professional skills led to job promotion.

Numbers and official reports only tell part of the story, however. The people who have taken part in CEAS are eloquent storytellers as well. One particularly interesting tale, (*see box*) comes from Mr. Hassan Kassonta.

Hassan Kassonta comes from the village of Usega, which is located in the district of Sikonge. He owns more than 70 acres of land. Despite his large land holdings, he was poor before Sikonge officials introduced the community environmental awards scheme. The awards program changed his life. What follows are excerpts from his story, as told to Nelly Masisi, a student at the University of Dar es Salaam who served as an intern with the GreenCOM project.

FROM THE FIELD

The Environment Has Improved My Life

“Two years ago I attended [the Community Environmental Awards Scheme] CEAS ceremony that was held in Sikonge for the first time. After the event, I wanted to learn more about it. When I got back, I decided to put what I learned to practice. I started different activities including mixed crop cultivation in a new portion of my farm. Then I planted many trees around my farm as a windbreak and also for protection of soil moisture and natural fresh air from the trees. The first trees I planted were Mlonge. Mlonge has the following uses:

First, its branches are used as animal fodder and [its] leaves as vegetables for humans. Second, the branches are used to purify water and for fire wood. Seeds are used for making cooking oil and for cleaning water...I have a nursery of trees including Mlonge trees. I sell some to contribute to my daily income but also I give free [trees] to some individuals and schools.

I also do beekeeping, which was my usual activity but in order to increase my income, I started making modern beehives.

I also decided to engage in fish farming. I learned from the prize giving ceremonies that some people received prizes because they did fish farming. I was very anxious to know how fish could be grown in ponds... Now I have ten ponds. I now have a lucrative business; I sell my fish at TShs. 2,000 per kilo [approximately \$1.75/kilogram].

I spend most of my time teaching and sensitizing others on such environmentally friendly practices especially when I distribute seeds, tree seedlings, and fish to my fellow villagers. Due to my teachings, many people are now able to work on their own after getting enough knowledge from me. I am now a very socially accepted man because of my willingness to cooperate and guide others.

I now frequently get invitations to attend workshops and seminars. I am now planning to buy a car and have very high expectations in the future.”

—Hassan Kassonta

1994

Still in its first year, GreenCOM conducts environmental education and communication assessments in five African countries to help shape national environmental action plans and policy development on environmental education and natural resource issues.

The Environmental Awards Scheme is first introduced in The Gambia to increase environmental awareness, promote and encourage public participation, promote environment-friendly technologies, demonstrate government recognition of individual and community efforts, and reward individuals and groups for taking positive action. It becomes an annual event with prize ceremonies held each year on World Environment Day.



EL SALVADOR

1994 – 1999

EL SALVADOR'S BRUTAL civil war from 1980 to 1992 left the country ravaged, its educational institutions ruined, and its people severely impoverished. Environmental problems including deforestation, biodiversity loss, and water pollution also plagued post-war El Salvador. In rural areas, many women and girls had to walk great distances to obtain water for their households, and much of the water they used was polluted.

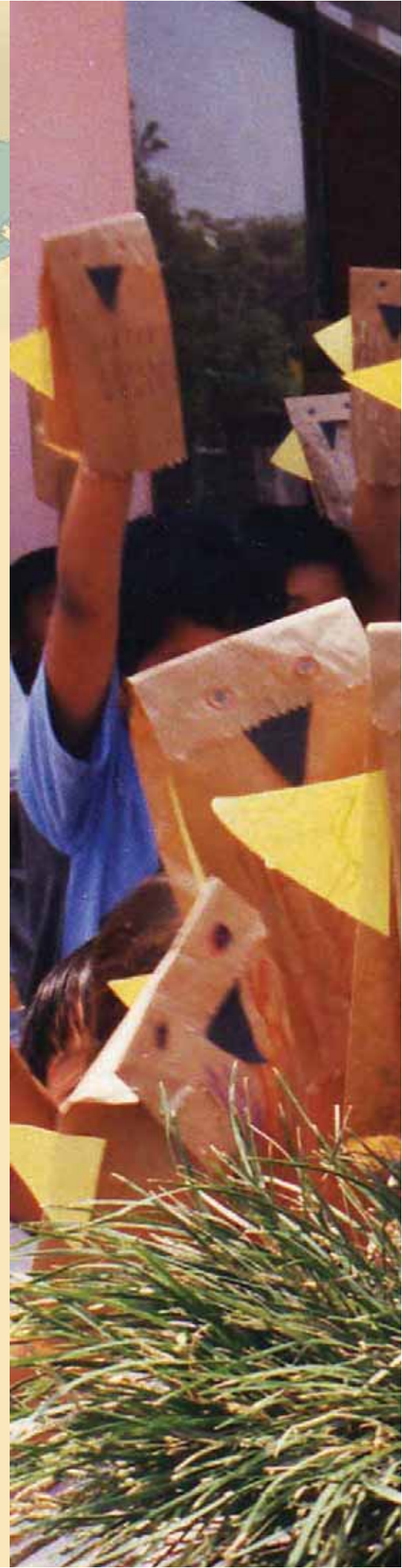
In 1994, USAID invited GreenCOM to participate in a comprehensive environmental protection project with the goal of stopping and reversing environmental degradation. In 1997, the objective was expanded to ensure that rural communities had access to potable water and to mobilize those communities around water conservation. This program proved so effective

that it became the model for other projects in the region, including later GreenCOM project's in Nicaragua and Panama.

Rebuilding Through Education

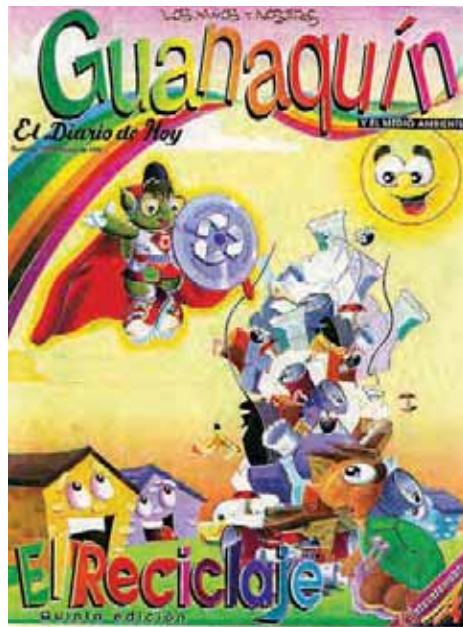
After the civil war, El Salvador's school system lacked even basic instructional materials—and had none related to the environment.

With GreenCOM support, the Ministry of Education created an environmental education unit that published Science, Health, and the Environment, a curriculum for preschool to ninth grade students. They also coordinated 90 training events that reached 5,177 teachers. During the workshops, teachers were exposed to—and helped improve—four environmental education teaching guides containing activities





Salvadoran children take part in an environmental festival



designed to promote teacher, student, and parent participation in environmentally friendly projects. In addition, GreenCOM and the ministry worked with NGOs to develop a six-book children's series called *Retóñitos*, for use in schools. The second edition of the series was published free of charge by a private business.

To complement these formal education initiatives, GreenCOM signed a contract with *El Diario de*

Hoy, El Salvador's preeminent newspaper, in which the newspaper agreed to devote one issue per month of its children's supplement, *Guañaquín*, to some aspect of the environment. Teachers used the supplements to enhance their lessons, and a survey later revealed that many children carried out the suggested activities and experiments on their own just for fun.

Mobilizing a Nation

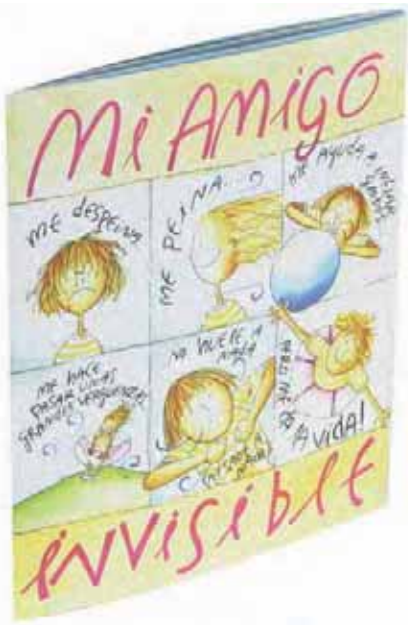
From the onset of this six-year project, GreenCOM made a concerted effort to involve local environmental NGOs in its work and to strengthen their technical and administrative capacities. During the first year, GreenCOM designed a training plan for NGO technical staff to improve the planning, implementation, and evaluation of environmental educa-

GreenCOM TIMELINE

Beginning in 1994, GreenCOM assisted *El Diario de Hoy*, one of El Salvador's leading national newspapers, to incorporate environmental themes into its Sunday supplement (*Guañaquín*) that targeted children. *Guañaquín* promoted an annual national contest about the environment with prizes donated by the newspaper. During the first year, 2,500 entries were submitted; by 1997, the contest attracted more than 101,00 entries. An evaluation of the supplement found that 85% of teachers interviewed and a similar percentage of students used it as a reference source for their homework, planning science, health, and environment classes or conducting the experiments presented in its pages.

1995

GreenCOM initiates a three-year program to develop a participatory communication program with Egypt's Ministry of Public Works and Water Resources to educate different segments of the public about water conservation and pollution prevention. Six television spots on the country's water scarcity problem were seen at least once by 87 percent of the total population (25.8 million).



tion projects. In total, more than 2,700 technicians, educators, and communicators participated in the 56 NGO workshops conducted by GreenCOM. In addition, GreenCOM actively involved NGOs in the development and production of environmental education training materials that were later disseminated to organizations across the country.

GreenCOM also supported the role of NGOs in addressing local and

national environmental issues by actively involving organizations in policy development and building stronger NGO networks. During the first National Encounter for Environmental Education, more than 1,500 representatives of environmental organizations, government agencies, schools, and the media worked together to draft a national environmental strategy.

Growing environmental knowledge among Salvadorans and an increased public concern for the environment, partially brought about through increased media coverage fostered by GreenCOM, prompted the Government of El Salvador to create the Ministry of Environment and Natural Resources (MARN) in 1997.

Changing Focus: Clean Water

With a new environmental ministry ready to act in 1997, USAID invited GreenCOM to stay in El Salvador for a two-year program to improve rural access to clean water.

GreenCOM conducted multiple communication and awareness campaigns reaching audiences of more than 1.5 million people. In one

FROM THE FIELD

“GreenCOM’s contribution in El Salvador was timely and catalytic, and became a ‘seed’ that yielded long term effects. It helped not only in the passing of the Environmental Law and in generating the appropriate public opinion within key leaders of the Salvadoran society towards an ‘infant’ Ministry of Environment, but advanced in building local capacities on environmental education within government, NGOs, and key media. No wonder why Salvadoran journalists have excelled in international environmental journalism awards! No wonder why the 2024 Private Sector-led National Strategy includes the aim of making El Salvador the cleanest country in Central America!”

–Miguel E. Araujo Padilla
Former (1st) Minister of Environment
El Salvador

GreenCOM publishes *Starting with Behavior*, one of its earliest works on behavior change related to environmental issues. The book grew out of the project’s experience with a sustainable land use program around Ecuador’s Cotacachi-Cayapas Ecological Reserve.



With GreenCOM’s help, Filipino community leaders starred in ten episodes of *Agrisiyete*, a popular television show that focused on agricultural technology transfer. These special episodes dealt with coastal resource management, and the community leaders who participated became outspoken advocates for coastal conservation.

“...by the close of the project...86% of Salvadorans considered environmental issues a priority for the nation’s future.”

campaign on water issues, GreenCOM aired 3,500 radio spots per month on seven national and five regional stations, and distributed 7,000 posters, 300,000 pamphlets, and 18,000 comic books. These messages made the environment a key factor in the 1998 election and, by the close of the project in 1999, 86% of Salvadorans considered environmental issues a priority for the nation’s future.

GreenCOM’s strategy consisted of a top-down, bottom-up approach that twinned a regional media campaign with community capacity building. Drawing on an approach that had

been successful when addressing other development challenges, the media campaign used a familiar object with human characteristics to catch people’s attention. In El Salvador, the chosen object was a *cantaro*, the water jug that rural Salvadoran women used to collect water. With arms, legs, moustache, and guitar, it became *Cantarito*, a friendly spokesperson for clean water. GreenCOM reached at least 285,350 people from 57,067 homes through its multifaceted media campaign, with *Cantarito* educating the general public about preserving water quality and quantity.

Survey results demonstrated

that environmental consciousness among the general public increased from 15% in 1993 to 70% in 1999.

GreenCOM was about sustainability, and sustainability required building local capacity. El Salvador’s recent past left many of the country’s institutions without the skills needed for effectiveness. GreenCOM trained 434 community leaders from 13 municipalities on techniques to improve decision making, management, and community organizations. This training empowered communities to enact 12 environmental municipal ordinances and zone two sites as official municipal garbage dumps.

Interviews with key stakeholders ten years after GreenCOM left the country revealed that the project is over but the legacy continues...

1. In 1998, GreenCOM led a participatory process with more than 1,500 stakeholders to develop guidelines to promote and practice environmental education nationally. The Ministry of Environment and Natural Resources and the Ministry of Education are currently using those guidelines for designing the National Environmental Education Policy.
2. GreenCOM produced a set of four environmental learning supplements for use at the primary and middle school levels. Recently teachers and advisors of the Ministry of Education have solicited the Ministry of Environment and Natural Resources to produce additional learning supplements for kindergarten and high school levels.
3. The *Grupo Compacto* technicians and park guards trained by GreenCOM, have served as a model that was replicated elsewhere including Nicaragua and Egypt. They continue to provide interpretation services in El Salvador's five principal protected areas and are continuing to train new park guards.
4. The Ministry of Environment and Natural Resources continues to use and reproduce a series of educational materials produced by GreenCOM. Twenty thousand additional copies of those materials have been reproduced in 2005.
5. Coverage of environmental issues continues to be high among Salvadoran newspapers and media. GreenCOM first published a series of editorials in *El Diario de Hoy*; today *La Prensa Gráfica*, the country's largest newspaper, is also addressing environmental subjects in its editorial section, keeping the public informed of pressing environmental issues.
6. The annual National Environmental Awards for journalists, created by GreenCOM, continue to recognize the efforts of journalists who promote the environment through the media. To date, Coca Cola and a leading national beer and bottled water company continue to underwrite and financially support the program.
7. Several universities, such as the Universidad Centro Americana Jose Simeon Cañas (UCA), continue offering environmental courses originally developed with GreenCOM support and advice.
8. Most of the community-level organizations (local water committees) that GreenCOM helped establish in Usulután Province in the last year of the contract continue to function well. These organizations played a fundamental role during the reconstruction effort after the last earthquake, and were the organizational bases for subsequent USAID-funded water and sanitation projects.
9. The environmental education unit, created and trained by GreenCOM in the Ministry of Environment and Natural Resources, continues to grow and play a fundamental role in executing the Ministry's work.



EGYPT

1999 – 2004

TODAY, EGYPT'S POPULATION stands at more than 77 million and continues to grow. Most of this population lives on 5% of the country's land area. Such a heavy concentration of people in small areas, coupled with a growing tourism sector, strains the country's natural resources and environment.

The Red Sea, home to 1,000 species of fish and some of the world's most exquisite coral reefs, is a natural wonder and major tourism destination. According to the American Chamber of Commerce in Egypt, the country experienced a tourism growth rate of 10% in 2002 (the most recent year for which data are available), a rate 3% higher than the world average. Tourism receipts reached a value of US\$4.3 billion.*

From 1999 to 2004, GreenCOM collaborated with the Egyptian

Environmental Affairs Agency, the Tourism Development Authority, and the Red Sea Governorate to promote environmentally sustainable tourism along the coast.

Protecting this priceless resource required changing the behavior of many people. And behavior change required education, system-wide intervention, and a connection in people's minds between livelihoods, the condition of the coast, and its reefs. Enter the Red Sea Rangers, an important leverage point to change.

*American Chamber of Commerce in Egypt, The Tourism Sector in Egypt (Cairo: Business Studies & Analysis Center, American Chamber of Commerce in Egypt, 2002). Available at <http://www.amcham.org.eg/BSAC/StudiesSeries/Report40.asp>.





Red Sea Rangers on a training exercise

What Is a Red Sea Ranger?

The Egyptian Environmental Affairs Agency created the Red Sea Rangers to patrol the coast and enforce regulations for marine resource protection. The primary qualification to be a ranger was expertise in biology and marine ecology. However, most rangers did not know how to use their scientific knowledge to educate local fishermen, dive boat operators, hotel managers, or tourists about protecting the environment. Rangers had tremendous outreach potential because their duties continually put them in contact with many key groups whose behavior needed to be improved if the resource base was to escape further damage.

GreenCOM trained 39 rangers in communication techniques so they could function as educators and public speakers in addition to their patrol duties. They gained the capacity to interact with, and, more importantly, influence the behavior of diverse groups of people. GreenCOM also helped rangers design a comprehensive communication strategy that reflected the interests of people living



and working in, or visiting, the Red Sea region.

In addition to strengthening the rangers' communication capabilities, GreenCOM helped them work more effectively with local environmental organizations, hotel managers, and boat operators to pursue common goals of promoting tourism while protecting coastal resources. Boat operators and hotel managers quickly realized they had a common interest: increasing tourism to augment their profits. When these groups understood that environmentally friendly practices, such as proper disposal of waste, could raise the appeal—and thus the value—of the area, they quickly responded by altering their behavior.



Red Sea Results

Through its work with numerous groups in the Red Sea tourism system, GreenCOM achieved a range of results.

- The Tourism Development Authority, the Egyptian Environmental Affairs Agency, and officials from the Red Sea Governorate were brought together to declare the Wadi El Gemal area a natural protectorate—a goal that was achieved in 2003.
- Hotel managers were taught how to reduce water and electricity usage without lowering the quality of services. GreenCOM helped more than 20 hotels to cut their

GreenCOM TIMELINE

1996

GreenCOM begins assisting the Government of Malawi in developing a participatory national communication and education strategy, an important step in implementing the country's national environmental action plan.

GreenCOM provides technical assistance to enhance community understanding of new forest policies, legislation, and the role of local communities in implementation, and stimulate social discourse on opportunities created by the new policies in Nepal. The program developed "community video letters" to foster "bottom-up" communications between rural forest communities and regional and national policymakers.

energy, water, and waste disposal costs. Seven hotels sliced their annual costs by \$200,000 each.

- Approximately 500 boat operators were taught how to reduce destructive mooring, docking, and anchoring techniques, as well as first aid procedures.
- Environmental education classes were established in local schools. GreenCOM and Egyptian educators created a learning supplement about the Red Sea, and teachers were trained to identify innovative ways to capture the attention of students. The Red Sea Governorate now requires all public schools to devote one class session per week to environmental education.

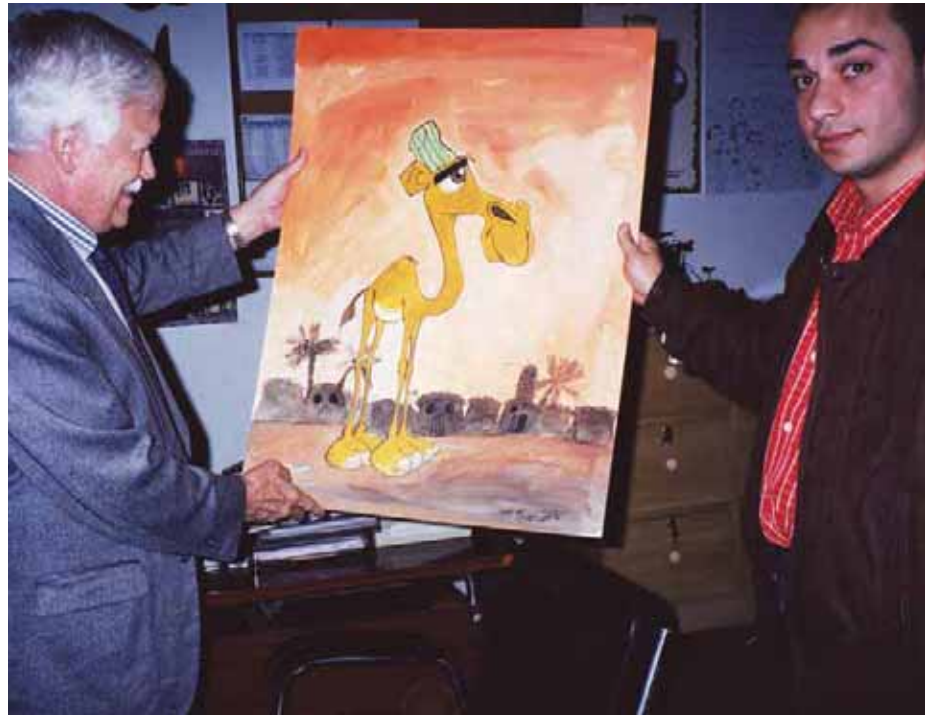
Timing is Everything

GreenCOM's impact on Egypt was not limited to the Red Sea. Through an innovative partnership with Cairo Cartoon, critical environmental messages were spread throughout the entire country.



GreenCOM and the Environmental Health Project jointly collaborate on communication interventions related to urban environmental issues in Port-au-Prince, Haiti as part of USAID's Sustainable Cities Initiative. Results of GreenCOM's formative research supported the development of a community-based management system for the Water Management and Sanitation Authority.

GreenCOM formative research in Jordan demonstrates that students from eco-clubs that used a water conservation curriculum had more positive scores on knowledge, attitudes, and beliefs than students from non-participating clubs. Participating students who were exposed to the new curriculum had more positives on an aggregate scale of social behaviors than their peers that were not exposed to the curriculum.



During the month of Ramadan, it is estimated that as many as 40 million children and adults view a popular cartoon series called *Bakkar*. The star of the show, *Bakkar*, is a little Bedouin boy. GreenCOM collaborated with the show's producers to include episodes focused on environmental

issues of importance to Egyptians. Two episodes spotlighted the work of the Red Sea Rangers to protect wildlife.

The first environmental-themed episode was broadcast in 2002 and focused on the Gebel Elba natural protectorate in the Red Sea region. Results of surveys conducted with

children before the episodes were aired found that none of them knew about Gebel Elba and only 2% knew about the Red Sea Rangers. After the episodes were broadcast, however, 45% of respondents said they were aware of Gebel Elba and 42% understood the role of the Red Sea Rangers.

GreenCOM TIMELINE

1997

GreenCOM embarks on a two-year effort to strengthen environmental education in primary schools and to use other, less formal communication tools to carry environmental messages beyond the schoolyard and into community and family life.



GreenCOM provides strategic technical assistance to the Global Learning and Observation to Benefit the Environment (GLOBE) program in Russia and Jordan.



A second survey was conducted in conjunction with the 2003 environmental episodes of *Bakkar*. Again, results indicated a substantial positive effect on children's levels of environmental awareness. For example, before the episodes were broadcast,



only 7% of respondents knew what a protectorate was. After watching the episodes, 73% were aware and could define it as a place where endangered animals and plants were protected.

FROM THE FIELD

"The words 'GreenCOM' and 'environmental education' have virtually become synonymous in many circles in Egypt. GreenCOM had a profound impact on the effectiveness of the nature conservation sector beginning with communication training for our rangers and the campaign to change their public image, to a whole range of quality materials...the Red Sea activity guidebook for teachers, the children's books featuring dolphins and *Bakkar*, the flip-chart for divers, the interpretive signage for Wadi Gamel National Park, as well as by encouraging local environmental award programs to supporting our participation in international conferences. But most importantly, the GreenCOM strategy of empowering the Rangers to build networks with key stakeholders...various government agencies, mayors, the governor's office, community organizations, schools, hotels, boat and dive shop operators as well as the media...ensured sustainability."

—Dr. Mustafa Fouda, Director
Nature Conservation Sector
Egyptian Environmental Affairs Agency

1998

With the Environmental Health Project, GreenCOM conducts formative research in Fez, Morocco that was used to develop a program for improved waste collection and disposal and increase community participation in the management of solid wastes. Evaluators determine that neighborhood associations successfully mobilize residents to clear out the illegal waste dumps and prevent further clandestine dumping.

GreenCOM helps establish local action networks to strengthen rural water and sewage organizations, municipal authorities, and citizen groups in El Salvador, encouraging their collaboration in improving water access and quality. A regional communication campaign featuring *Cántarito*, a fictional character named after the water jug used throughout rural areas, reaches more than 280,000 people in 57,000 homes.



INDONESIA

2002 – 2004

IN CONTRAST TO El Salvador, where a preliminary survey revealed that half of the respondents wanted to participate in efforts to improve their local environment, Indonesians in 2002 initially appeared apathetic about their country's grievous deforestation problems. But appearances are deceiving. Probing questions soon unearthed that this apparent apathy masked feelings of powerlessness about altering the situation.

Decades of corruption and weak law enforcement contributed to the destruction of millions of hectares of forests. Illegal logging and fires set to clear the land are the primary culprits, and the devastation has had profound ramifications for this country of more than 240 million people. In the late 1990s, illegal logging cost the government an estimated \$3.7 billion per year.

In 2002, USAID/Indonesia asked GreenCOM to create a broad-based communication program that would spur people to take action to combat the devastating environmental and economic costs of illegal logging and bring the issue to the forefront of public debate during the 2004 national elections.

GreenCOM's research found that 98% of Indonesians surveyed had never taken action against illegal logging. They perceived deforestation as an isolated problem, not connected to other issues such as health care, floods, or the economy. More important, this research uncovered people's overwhelming sense of powerlessness. Many people understood and abhorred the pervasiveness of illegal logging, but believed that their individual attempts at activism were futile





Indonesian technicians receive instruction on how to address illegal logging practices with rural communities.



when pitted against major companies, government mismanagement, and overall corruption.

Armed with this knowledge, GreenCOM created a series of public service announcements that showed relationships between illegal logging and government corruption that prevented money from flowing to important public services such as healthcare and education. Indonesians were encouraged to speak up and voice their outrage. At the end of the campaign, 90% of registered voters surveyed identified illegal logging as a critical issue in their choice of a presidential candidate and 62% believed

FROM THE FIELD

“GreenCOM Indonesia... [was]... one of the most effective campaigns in which we have been involved. The response to the Illegal Logging Campaign had been very positive with the new Minister of Forestry and the President himself mentioning it as a priority problem.”

—Mr. Daradjat Natanagara
Vice President, Strategic Planning
and Corporate Development
PT Fortune Indonesia, Tbk.

GreenCOM TIMELINE

1999

GreenCOM assists Wildlife Clubs of Uganda to develop a five-year strategic environmental education plan.



GreenCOM and a Zambian radio station co-produce Chongololo Club of the Air, a radio show created to help children avoid hazardous chemical products in their homes. The show featured a detective character named Mr. Chongololo, who also appeared in a children's newsletter distributed in schools.



At the end of the campaign, 90% of registered voters surveyed identified illegal logging as a critical issue in their choice of a presidential candidate and 62% believed that illegal logging had a direct negative impact on their lives...

that illegal logging had a direct negative impact on their lives, as compared with 48% at the campaign's start.

Building Capacity to Get the Message Out

Various nongovernmental, regional, and community-based organizations and government agencies such as the Ministry of Environment, the National Development Planning Agency, and the Ministry of Forestry contributed significantly to the development of the media campaign. In each of its projects, GreenCOM took every possible step to ensure that country policymakers and nongovern-

mental organizations gained the skills to replicate the initiatives elsewhere. In Indonesia, GreenCOM recognized that—as is often the case—future sustainability required capacity building among these organizations.

From 2002 through 2004, GreenCOM initiated activities intended to bolster local and regional capacity and energize the national media campaign. For example, a small grants program enabled eight nongovernmental organizations to create and distribute multi-media materials about sustainable forest management to local communities, local policymakers, and the media. In 2004, 1,829 representatives from

these organizations participated in workshops focused on collaborative action for social change and grant management.

GreenCOM also trained more than 145 journalists about the negative effects of illegal logging and introduced them to effective environmental reporting techniques. Staff from local NGOs took the journalists to visit places impacted by illegal logging. Seventy-five percent of journalists and NGOs who participated in GreenCOM workshops reported that they had applied their new skills in the workplace.

Water for Arid Regions, a GreenCOM video narrated by young people, is broadcast throughout the Middle East on United Nations World Water Day. The video was produced in Arabic, English, and Hebrew to help educate youth on the need to conserve the Middle East's scarce water resources. In 2001, GreenCOM enlisted young artists to produce a calendar on the same theme called *WaterCare*.

GreenCOM collaborated with Nicaragua's postal service and the Ministry of Environment and Natural Resources (MARENA) to develop eight new stamps, each of which commemorated a different national protected area. Some of the profits helped to fund the environmental education activities of the *Fundación Cocibolca*, a Nicaraguan environmental NGO.





PANAMA

1998 – 2006

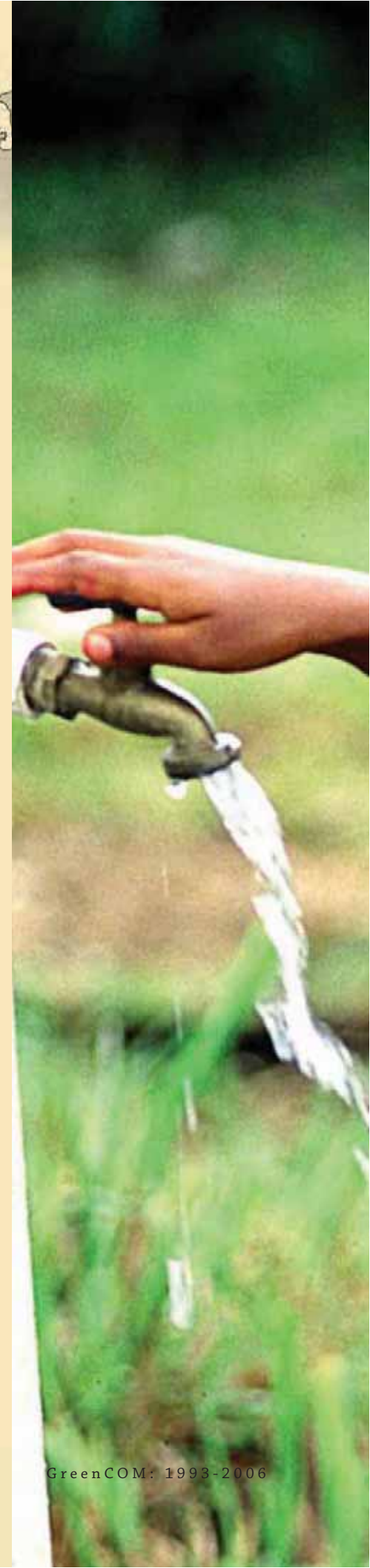
IN 1999, AS Panama assumed control and responsibility for managing the Panama Canal from the United States, GreenCOM was asked to design and implement a program to promote sustainable watershed management practices within the Panama Canal Watershed (PCW). At the time, only 17% of PCW inhabitants recognized the important role the watershed had in providing potable water and electricity. It was no surprise that people did not realize that clearing forests and poor erosion control adversely impacted the ecological integrity and productive capacity of the watershed, the operation and maintenance of the Canal, and ultimately, their own quality of life.

The key challenges that accompanied Panama's stewardship of the

PCW resided in the Government of Panama's ability to successfully engage all sectors (public, private, and civil) to appreciate and play a role in managing the watershed's natural resources. Concurrently, it was paramount that an enabling policy environment be created to foster the introduction and expansion of sustainable practices for agriculture, livestock, clean production, tourism, resource extraction, and community development.

Education and Communication are Only the Beginning

In the first phase of assistance (1998-2000), GreenCOM primarily used education and communication interventions to reach and engage the general population. One such effort





Panamanian children enjoying clean drinking water

was an extracurricular program called “Guardians of the Panama Canal Watershed” that attracted more than 700 middle-school students from 26 schools throughout the watershed. Club leaders and teachers were taught how to use hands-on activities to teach about the PCW’s variety of natural resources. In 2002, the program acquired the direct support from the Ministry of Education, The Environmental Authority (ANAM), and the Panama Canal Authority (ACP), ensuring the sustainability of these new programs.

Ecotourism development was another means to increase interest and support for the wise and sustainable use of the PCW. GreenCOM partnered with ANAM and the tourism (IPAT) authority to promote ecotourism as an alternative source of income generation for both the park administration and adjacent communities. To understand the best opportunities for ecotourism, GreenCOM conducted a study of the perceptions of both tour operators and tourists, probing their views on how to make

Panama a more attractive international ecotourism destination, and used the results to create a plan for developing a clustered circuit of new and existing attractions along the canal.

For the first time in its history, the Government of Panama, with the assistance of GreenCOM, issued a public decree that challenges private investors to develop new attractions and tourist services (such as canopy walks, trail restoration, and tour guide services) as public-private partnerships. The first focal area for this effort is Soberania National Park, which runs runs along most of the Canal, and is within a half an hour drive of Panama City. Promotional materials, including a unique partnership with the National Geographic Society to produce an Adventure Map and Travel Guide for Panama, are also under development to help increase international demand for the cluster of tourist destinations that will form an attractive and compelling circuit for new visitors to Panama.

Capacity Building and Creating an Enabling Environment

Rhetoric about improved natural resource management may come from policymakers, but true change—lasting, altered behavior—lies in the hands of people who manage or use natural resources as part of their daily routine. For that reason, decentralized management of natural resources is vital.

With the transfer of the canal operation and management, the ACP was given the mandate to manage the entire Panama Canal Watershed in recognition of the increasing threat that urban and other development activities posed for water quality and quantity. Additionally, pressure to build a new, wider canal to handle the larger Panamax container ships also created the need for dramatically increased water flow in the coming years.

The ACP was forced to think and operate beyond its traditional engineering-focused set of activities, and work for the first time with rural communities and other government

GreenCOM TIMELINE

GreenCOM and the Centre for Environment Education in Ahmedabad, India, facilitated workshops for journalists to help them report on greenhouse gas emissions and market opportunities for carbon reduction. Reporters from *The Times of India*, *The Hindu*, *Business India*, and other newspapers took part.



2000

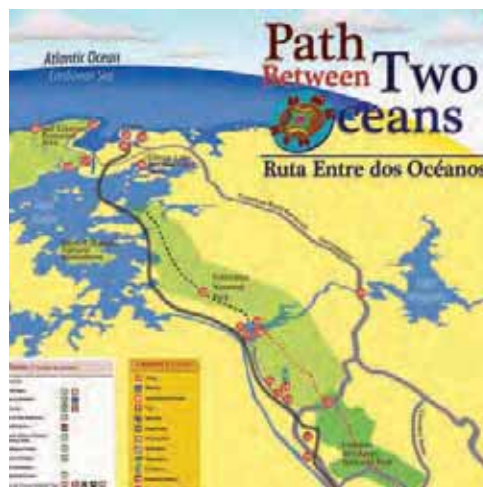
GreenCOM II is launched

institutions that play key roles in watershed management. GreenCOM assisted the ACP in developing a community participation model and in learning how to work through local NGOs to employ watershed management best practices.

The project also provided funding and institutional strengthening assistance to NGOs to carry out a wide range of activities, including community water and sanitation interventions. An important measure of success was the ACP decision in 2006 to allocate significant new financial resources to continue and expand NGO partner activities which promote better watershed practices.

The results of this program have been considerable. First, the ACP began to work for the first time with nongovernmental organizations to promote best management practices, and subsequently replicate GreenCOM's piloted Watershed Management Model elsewhere throughout the PCW.

Second, a major policy reform that GreenCOM promoted—sustainable



2002

The South African Department of Environmental Affairs and GreenCOM teamed up to produce *Learning About Climate Change*, an activity book for sixth graders. The book was designed to get school children thinking and acting to reduce pollution.



GreenCOM incorporated environmental messages about the importance of the Red Sea ecosystem and the Red Sea Rangers into episodes of *Bakkar*, a television cartoon series broadcast each year in Egypt during Ramadan about the adventures of a Nubian boy. More than 40 million adult and child viewers watched each episode. Survey results conducted before and after the episodes noted a marked impact on 7- to 12- year-old viewers, raising awareness levels about GreenCOM's messages by more than 40 percent.



FROM THE FIELD

“Thanks to AED’s technical assistance, we at the BDA (Agricultural Development Bank) have been able to clearly envision a new and vital role for the bank which promotes best practices which are not only good for the watershed and natural resources, but also are good for our producers because they generate more income. Now we are better bankers because it helps us to fulfill our mission as a development bank in a more effective way. It is a ‘win-win’ for the livestock sector.”

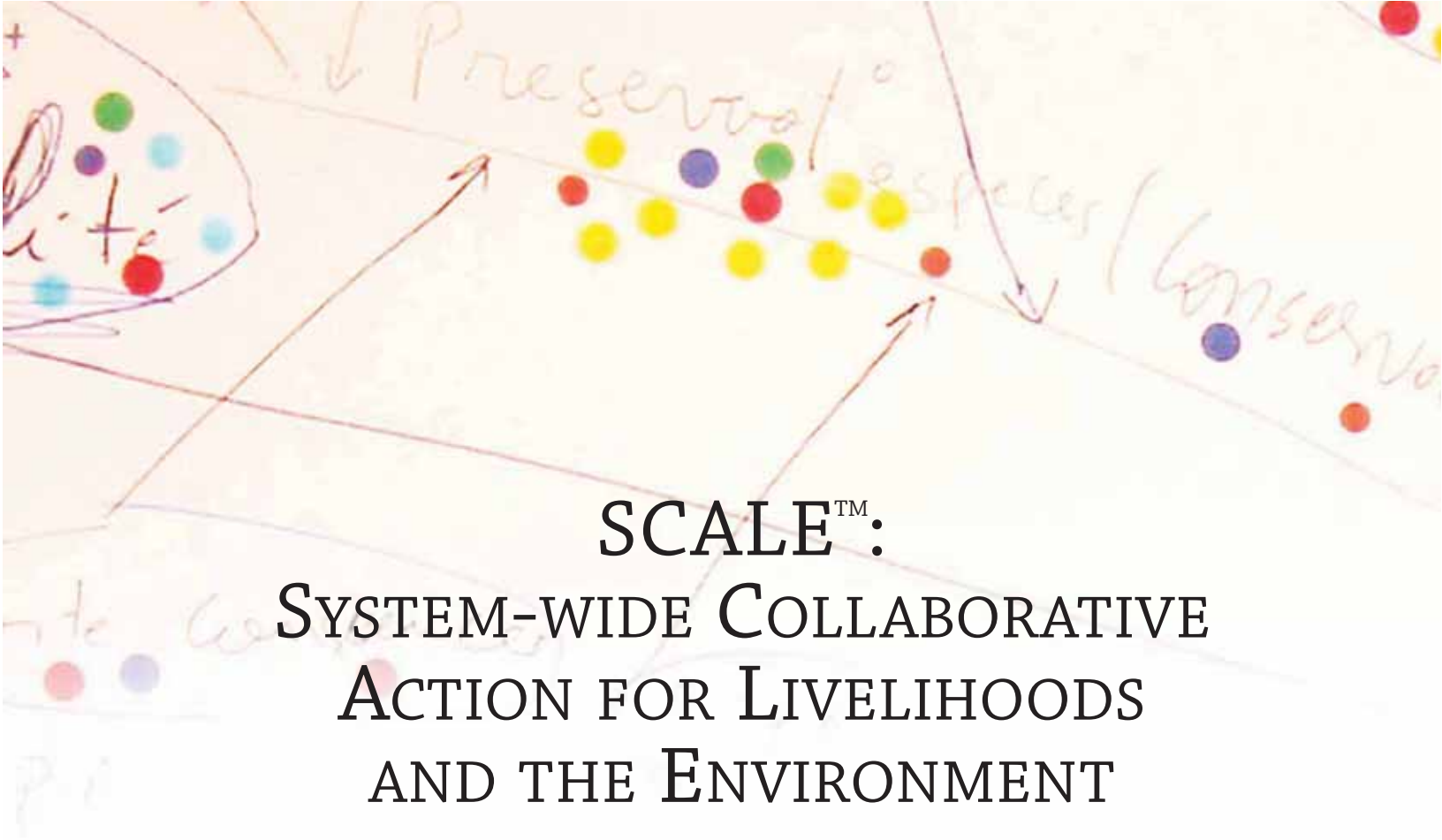
—Cecilo Ricord
Asst. General Manager,
BDA (Agricultural Development Bank)

GreenCOM also has trained local stakeholders to address these challenges for generations to come.

livestock production—was adopted by the Ministry of Agricultural Development (MIDA) to promote improved uses of vulnerable, high-slope lands. One notable success has been that the Agricultural Development Bank (BDA) has changed its policy to require compliance with key sustainable livestock practices as a pre-condition for new loans, using the full force of their \$100 million loan portfolio to stimulate behavior change on a national scale. As a result, it earmarked \$2 million specifically to promote better livestock practices within the PCW. The BDA has integrated this initiative into its outreach program by actively promoting sustainable livestock practices in their publications and presentations, and integrating the content into routine trainings for

its portfolio managers and extension teams in the field to ensure that these are the new normative standards sector-wide.

GreenCOM has played a valuable facilitative and supportive role in strengthening the PCW’s inter-institutional coordinating body (CICH), as well as the development and implementation of an inter-institutional watershed monitoring system that measures the impact of watershed practices such as sustainable livestock and pineapple production in tangible terms such as improved soil quality and reduced pesticide levels. GreenCOM also has trained land-owners to work together through local watershed committees to identify priority challenges and organize themselves to address them through collaborative actions.



SCALE™: SYSTEM-WIDE COLLABORATIVE ACTION FOR LIVELIHOODS AND THE ENVIRONMENT

The examples you've just read about only touch on some of GreenCOM's contributions and lessons learned over the years. Yet several questions remain. How did GreenCOM unite different sectors of people who had never before worked together? How did it secure the participation of individuals as diverse as homemakers and policymakers? How did it help people improve their livelihoods, raise their incomes, and protect the

environment simultaneously? How did it increase the awareness and willingness of hundreds of thousands of people to become more active in local resource management decision making? How did all of this happen with small, in-country staffs, short project periods, and limited financial resources? How can the knowledge created through this project be parlayed into future success?



In short, it happened because GreenCOM's many participants learned that the best development programs take a system-wide approach that involves people as diverse as shopkeepers and environmental experts. They recognized that environmental, natural resource management, and agricultural challenges required **collaborative actions** to empower participants to become involved in addressing problems and play roles that no one else could play. They understood that improving **livelihoods** and protecting the **environment** not only could be, but must be,

considered concurrently. And, they recognized that instead of taking a project "to scale," it is actually more pragmatic to start "at scale."

The circular graphic on the right illustrates the SCALE™ approach, which is the culmination and synthesis of GreenCOM's 13 years of pioneering work around the world. SCALE™ reflects what is known today about maximizing return on investments in development by using strategic communications to drive the management of projects. This knowledge can be applied in the fields of agriculture, democracy and gover-

nance, health, education, economic growth, and the environment. In fact it should be applied in all of these fields simultaneously, as it represents the essence of a systems approach to international development.

SCALE™ Works System-Wide

SCALE™ starts by identifying the multi-sectoral issues related to a development objective and all of the key players and stakeholders related to it—stakeholders as diverse as village women, entrepreneurs, farmers, bankers, technicians, and government officials. It then invites

GreenCOM TIMELINE

2004

GreenCOM launches a national media campaign and capacity building initiative in Indonesia focused on curbing illegal logging in support of sustainable forest conservation and management.

More than 410,000 people actively participate in the Community Environmental Awards Scheme in Tanzania.

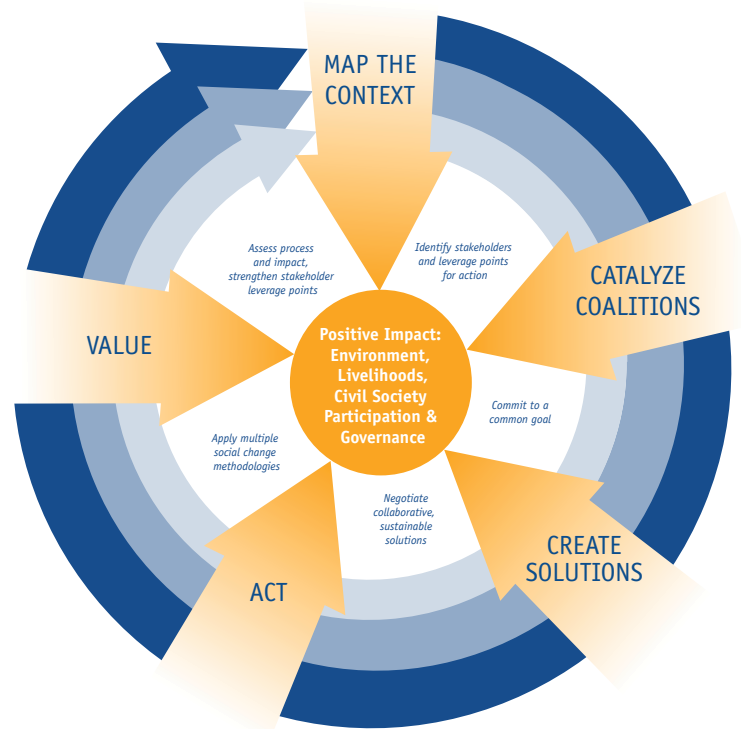




these stakeholders into a “Whole System-in-the-Room” (WSR)* participatory planning workshop where they identify common challenges and solutions. It doesn’t give them a plan of action; it asks them to create one. The outcome is always far more relevant and productive than any program created by outside “experts” or consultants.

*Adapted from the Future Search workshop, copyright 2004 by Future Search Network, A Program of Resources for Human Development, Inc; used by permission.

The SCALE™ Process



2005

GreenCOM applies SCALE™ to assist the efforts of the USAID-funded Integrated Agriculture and Agribusiness (IAA) project in Morocco to strengthen the Medicinal and Aromatic Plants (MAP) sector and expand organic production. More than 80 local, national, and international representatives of the MAP sector participate and set a common vision for sector growth and development.



FROM THE FIELD

“The ‘whole system-in-the-room’ approach that was tried out at the planning workshop in Fes was really fascinating, and successful. I observed what appeared to be concrete commitments to action and cooperation, which is something that I don’t usually see at the more typical ‘top-down’ and less-participatory workshops.”

–Josef Brinckmann
VP of Research and Development
Traditional Medicinals, Inc.
Fes, Morocco

MOROCCO. Consider a 2005 GreenCOM activity in Morocco. Project staff facilitated a workshop that focused on improving the country’s medicinal and aromatic plants (MAP) sector. To ensure that divergent points of view were heard, GreenCOM invited a broad spectrum of people, including farmers, distributors, international buyers, representatives of nongovernmental organizations, government ministries, development organizations, and the media. The workshop drew men and women of all ages, Moroccans and foreigners, and affluent and modest-earning people.

In just one workshop, multiple levels of society began working together. After three days, people had met, started to build trust, and realized that they had much in common. Once shared goals were identified, the groups’ interaction became dynamic. They began to shape a common vision and made public commitments to implement certain changes in the system to increase the value of medicinal and aromatic plants.

Most important, participants began to understand that they were

not working alone. For example, farmers knew that potential buyers of their products were in the room, which assured them the market potential for their product. Knowing that, they gained incentive to try new farming techniques and perform other potentially time-consuming activities.

Within months of the WSR workshop, collaborative actions were being supported across a broad spectrum of the MAP value chain. In the area of collaboration and communications, the Project team supported the establishment of linkages between key American and European industry leaders and buyers in the US and Moroccan suppliers. In addition, more than 80 articles in three languages were published in the Moroccan press, international publications, and even the UN journal, “Market News Service”. Major media networks broadcast more than ten radio news spots and six televised features on MAPs.

GreenCOM staff facilitated several actions that contributed to sustainable MAP wild crafting. In 2006, Project staff gathered 50 MAP value chain representatives to increase understanding about organic

GreenCOM TIMELINE

Panama’s Agricultural Development Bank (BDA), a key GreenCOM partner in promoting sustainable livestock practices, conditioned new loan approvals to include a provision that borrowers commit to implement a comprehensive list of sustainable livestock best practices, such as grazing rotation, erosion control barriers, limits on overgrazing, and other measures. This new policy is being implemented as a pilot within the BDA \$20M livestock loan portfolio, and is supported by its training, outreach, and monitoring activities with its borrowers.



Creating a Common Vision for the Maya Biosphere Reserve

In Guatemala, collaboration was the cornerstone of a GreenCOM communication strategy. Opinion leaders from the public, private, civil society, and nongovernmental sectors were trained to be Maya Biosphere Ambassadors or volunteers, who would form and strengthen coalitions and partnerships for the sustainable management of the Maya Biosphere Reserve among the organizations they represented.

The Ambassadors received a three-day training in presentation skills, including how to use an educational video, PowerPoint, and overhead materials, negotiate with others, and how to be interviewed by the mass media. For many of these opinion leaders, the training sessions were the first time they had sat around a table with people from other sectors and discussed the potential for a common future. At the end of the training, each Ambassador developed a work plan and made a written commitment to achieve specific goals. For example, representatives from the *campesino* (farmer) movement committed to share information about different areas of the Biosphere with their organizations, and to encourage them to negotiate for lands within the buffer zone rather than the reserve itself. The representative from a leading regional tour agency committed to promote tours outside of Tikal, thereby extending the amount of time and money tourists would spend in the region.

This bottom-up networking strategy was complemented by a mass communication campaign that used posters, billboards, an information kiosk at the airport, mass media, and journalist training.

The SCALE™ approach is based on the premise that once people create a plan together, they have a stake in its implementation.



2006

AED and the International Center for Research on Agroforestry (ICRAF), with funding from USAID, hosted a whole-system-in-the-room workshop attended by more than 120 stakeholders to improve productivity and livelihoods of small Kenyan dairy farmers through enriched feeds. Stakeholders committed to introduce fodder shrubs to 100,000 smallholder farmers, an agroforestry technology that is estimated to generate \$100 in increased revenues per cow.

GreenCOM/Panama engaged The National Geographic Society (NGS) to produce a series of its well known Adventure Map and Travel Guide publications to help position and brand Panama as a tourism destination for the Society's worldwide audience of 6 million experienced travelers. These publications will highlight Panama's growing cluster of tourist attractions for recreational, historical, archeological and ecological interests.

Although the SCALE™ approach accepts the inherent complexity of social systems, it may be captured in a simple equation:



As AED seeks to refine the SCALE™ approach through new and varied programs, the original premise of GreenCOM remains relevant: **improved livelihoods and environmental conservation can occur simultaneously.**

certification and encourage greater collaboration towards improving the MAP value chain. In another case, project mediation ended a private sector boycott of investment in wild collection in Morocco's northwest. This resulted in companies' active participation in the forestry concession process and the return of thousands of wild crafters to work, after two years of unemployment.

Application of SCALE™ has also led to the creation of a national federation of MAP stakeholders whose purpose is to promote a national sector policy. The federation was created by enthusiastic researchers who agreed to include representatives of all MAP stakeholder groups—SOMAPAM (Moroccan Society for Medicinal and Aromatic Plants)—a task that many claim has been a

desire of everyone working in the MAP sector for the past twenty years.

Through GreenCOM's encouragement of collaboration, targeted trainings in distillation methods, distiller construction, and sustainable wild crafting, numerous individuals from several stakeholder groups have benefitted economically. Project efforts attracted the interest of the International Union for the Conservation of Nature (IUCN) in creating international standards for wild crafting MAPs in the forests of northwest Morocco. Project staff represented women's argan oil cooperatives in the sale of their product to international buyers and many Moroccan farmers have been linked with external markets through project initiatives.

KENYA. In early 2006, GreenCOM launched a second SCALE™ activity in Kenya's Central Highlands. Project staff provided technical assistance to the International Center for Research in Agroforestry (ICRAF) to improve feeding systems for small-holder dairy farmers. A focus of the team's work with ICRAF was strengthening communication and collaboration among stakeholder groups. In March 2006, a WSR participatory planning workshop brought together 120 farmers, trainers, policymakers, NGOs, Government of Kenya extension agents, processors, distributors, feed companies, researchers, microfinance institutions, media, and donors.

Through a facilitated process, the workshop helped stakeholders to elaborate their ideas about how to best enrich feeding systems for small scale

dairy farmers. Using a series of self-managed exercises, stakeholders developed action plans for collaborative action that set forth short and long-term objectives. These plans specified goals for items such as credit accessibility, information dissemination, marketing, research and extension services, and scaled-up use of fodder shrubs, among other items.

Within one month of the WSR workshop, multiple stakeholder groups were making good on their voluntary commitments. For example, ICRAF promoted fodder shrubs at the April Farmer Prize Giving Day Celebration organized and hosted by Africa Harvest, and the Rockefeller Foundation; and FAULU Kenya (a microfinance institution), held their first meeting with dairy farmers to receive farmer opinions and input as they developed a dairy farmer-friendly credit product. In addition, ICRAF developed a list of more than 20 fodder shrub seed dealers located in central Kenya and disseminated it to all workshop participants and potential extension partners.

As of August 2006, the Kenya demonstration activity has assisted multiple stakeholder groups in training 9,248 farmers on fodder shrubs and distributed 2,000 newsletters and 1,000 fodder shrub flyers. The project also coordinated the gathering and distribution of fodder shrub seeds (*Calliandra*, *Sesbania*, *Tricandra* and Tree Lucerne) and fodder shrub

seedlings (*Calliandra* and *Tricandra*). Also, the project facilitated the creation of the Kenya Association of Tree Seeds and Nursery Operators (KATRESNO).

SCALE™ Fosters Collaborative Action

Taking the SCALE™ approach means that once people create a plan together, they have a stake in its implementation. It also gives them an opportunity to help the plan succeed by allowing them to voluntarily commit to take action in their specific sphere of influence. A teacher, for instance, may agree to spearhead the development of a new curriculum. A ranger may agree to teach dive boat operators how to protect the reefs on which their lives depend. Collaborative action doesn't mean that people are working on the same task. It means that they are attacking the same problem and working towards the same strategic goal.

Project staff act as coaches, mentors, facilitators, and trainers to support stakeholders' collaborative actions through social change methodologies applied simultaneously. These include: civil society participation and mobilization, advocacy, social marketing, organizational development, mass communication, education, and conflict resolution. In most programs, one methodology is not sufficient to create change by itself.

FROM THE FIELD

“The success of the SCALE™ methodology to propel the uptake of fodder trees by smallholder dairy farmers has already been highly promising. We hadn't imagined that it was possible to aspire to reaching an additional 100,000 farmers in just one year — but this has now become possible by applying SCALE™'s strategic communications methodologies in an integrated, cross-sectoral way.

We also realize that SCALE™ could be an effective and innovative component of other efforts to generate impact. We see opportunities in applying SCALE™ to a number of other important agroforestry innovations and development efforts through regional and country-specific programs. Promising possibilities may exist in up-scaling fertilizer trees for soil fertility enhancement and food security, landcare approaches for better natural resource management in Eastern Africa, among others. We are currently looking at ways to incorporate the SCALE™ strategic processes to help us improve livelihoods on a larger scale - and connect with some of our other global efforts.”

—Dennis Garrity
Director General
World Agroforestry Centre (ICRAF)
Nairobi, Kenya

LEARNING FROM THE PAST, BUILDING A BETTER FUTURE

Distilling the essence of the GreenCOM experience into a few sentences from the many environmental, NRM, or agricultural issues, situations, and contexts it addressed, as well as the hundreds of locales in which it operated over the years, is a daunting task. Yet what has become evident is that through the transformational powers of strategic communication, individuals, communities, and entire societies can be engaged to find practical and sustainable solutions to a host of development challenges.

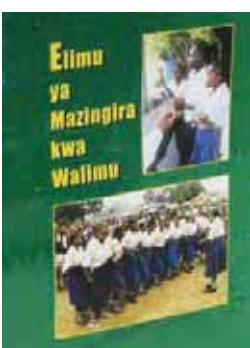
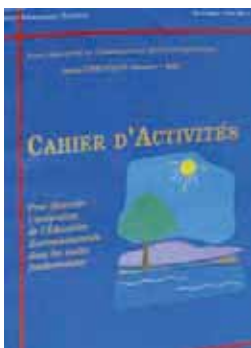
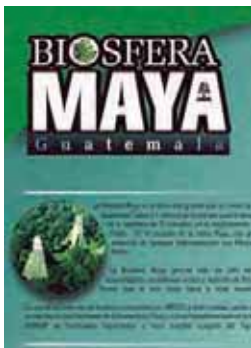
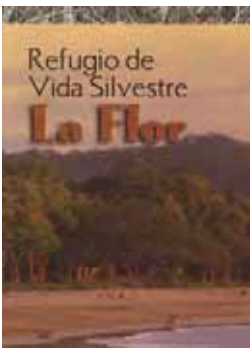
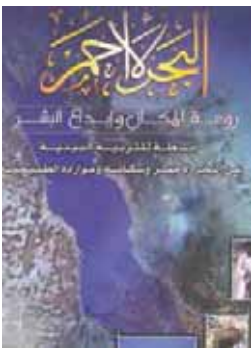
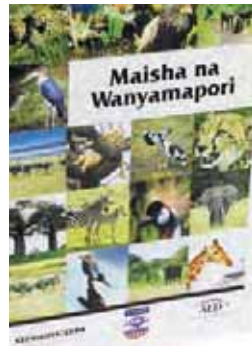
Over time, SCALE™ has become the embodiment of the GreenCOM mission. While originally focusing on altering or modifying discreet behaviors and practices of select populations through multi-channeled communication,

GreenCOM's various methodologies evolved into a singular, integrated, and holistic approach that combines the best behavior change communication tools with systems-based, participatory, and strategic planning tools. Brought together, they offer great promise as global threats and challenges to environmental quality and natural resource stewardship mount.

In adopting a systematic and comprehensive approach like SCALE™, individuals, communities, and societies can more readily move beyond simply being aware of the environment and circumstances that surround them, to becoming active agents of change for environmentally sustainable development, both locally and globally.



A Salvadoran girl carries a container of clean drinking water to her rural home



Select GreenCOM products and publications



Center for Environmental Strategies

The AED Center for Environmental Strategies (CES) is the operational unit that implemented GreenCOM. Established in 2001 as part of the AED Social Change Group, CES is committed to finding sustainable solutions to environmental protection, natural resource management, agricultural and energy problems through systemwide behavior change, communication, education, advocacy and social mobilization strategies. Such efforts are driven by a strong commitment to improve or maintain environmental quality as well as the quality of life for diverse communities and groups. CES provides overall program management, expert guidance, and implementation support for a range of development initiatives in the United States and worldwide.

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