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# Evaluation Report - Effective Communication for Biodiversity

*Commission on Education and Communication*

Pin Matra Fund Project 97 A-2.1

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**IUCN**  
The World Conservation Union

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## 1. Introduction

This is the evaluation report of the second phase of a capacity building project – “effective communication for biodiversity” undertaken by IUCN. This report has, as an integral part of it, a comprehensive report of the work achieved and the participants' evaluation arising from an international workshop “*Reflections and Next Steps in Effective Communication for Biodiversity*”.

The project has mentored communication activities in Slovenia, Poland, Hungary, Slovakia and the Czech Republic. These activities have been based on country designed communication plans and country determined internal communication capacity building. The intent of the project has been to expand the number of people with communication expertise in each country and to deepen the expertise of the core group from Phase 1 through carrying out communication activities of their design.

The Dutch *Programme International Nature Management* 1996-2000 expresses its interest “to work with and through IUCN” ...and “to make education a priority in the implementation of the Pan European Biological and Landscape Diversity Strategy” PEBLDS (5.5). As a measure of this intent, the Netherlands Ministry of Agriculture, Nature Management and Fisheries and the Ministry of Foreign Affairs funded this project under the Pin Matra 97 A-2.1.

The project supports the objectives of the Matra Fund and the PEBLDS work programme by assisting to build capacity in environmental communication particularly in conservation organisations. Environmental communication is a policy tool used to gain stakeholder participation in decision making on the environment and participation of the public in undertaking responsibility for environmental management.

while working on their chosen activities and to give support to the participants within their own working context. Also it gave them opportunity, skills and methods to disseminate their experiences from Debe to colleagues who did not take part in phase 1.

The project supported various national training activities designed to build a critical mass of people with knowledge of communication strategy and planning. These training workshops were intended to build more support for communication both with other conservation managers and with decision makers in the participants' organisations.

This was to be achieved by demonstrating the value of communication in the projects undertaken, by advocacy of the facilitators, through decision makers' participation in workshops and through exposure to publications on communication.

In addition to mentoring the core team to undertake communication training, the project also supported a group to work on a communication activity or product. This meant overseeing the communication planning, project planning, budget management and gaining authorisation for the activities – including effective communication to bosses. Input was made on the quality of the communication content, as far as possible. Some countries worked on materials such as brochures and their distribution, others on stakeholder management processes. The approach was to help the participants to plan as well as possible, but also to recognise that mistakes would be made. Mistakes of course provide valuable learning, and a reflective period after each activity was encouraged so as to learn from what went well and what needed to be improved. For example some learnt about not having too many in a stakeholder process and learned about being more clear about giving instructions to participants.

Towards the end of the project an international workshop was held in Slovakia to which 2-4 representatives of each country came to share what they had done and learnt, to evaluate what had been learnt and to plan what if anything should be the next steps in the project. There were 50 % new people in this group, pointing to an expanded basis of support in 4 of the 5 countries, particularly in Hungary.

#### **4. Objectives**

The project sought to achieve the following objectives:

1. Reinforce and build on the communication planning expertise of government and NGO staff developed in Phase 1 so that participants have actually implemented and evaluated a communication activity in each country;
2. Build critical mass of people involved in communication planning in each country to number around 20;
3. Train a trainer in communication planning in each country;
4. Translate and provide communication training manuals and checklists from the training course in Phase 1 in the principal language in each country;
5. Produce an advocacy tool for Directors on the role of communication for policy;
6. Engage Directors of environmental government departments in the communication projects so that they support the project and acknowledge its impact.

### *Expanding the critical mass with communication skills*

Training workshops were held with the participation of nature conservation professionals – ministry staff, government agency staff, park managers, district officers - in each country. Participants for these training programmes were selected by methods agreed in each country, sometimes including people from every region. Before some of the country training workshops questionnaires were sent to participants to assess their expectations and needs and to include these in the training design.

### *Applying communication skills to work with other groups*

In other cases the project team worked with different groups, applying their skills in communication or stakeholder management to work with mayors in Poland, environmental education university students, karst stakeholders and communities.

## Results Hungary

Result	Target group	Description	Participants Number/ disseminated	Project funds NLG	Other support or funds
<b>Objective Train a trainer in communication planning in each country</b>					
Three facilitators, including Assistant of Secretary convened, developed and coordinated Aggtelek workshop		Aggtelek workshop; 4 days; communication staff of 8 of the 9 Parks; 6 NGOs + Director of Aggtelek NP + 4 senior staff of Government.	21		Staff time
<b>Objective : Build critical mass of people involved in communication planning in each country to number around 20</b>					
Workshop on Communication for Nature Conservation in Aggtelek National Park	Communication experts of Parks, NGO, private sector and Nature Conservation Agency	Deepen theoretical knowledge and practical skills in communication, internally and externally, identify problems in communication and seek solutions Manual, copies of transparencies received	21 participants	4818	Staff time of participants and local travel, facilities
<b>Objective Translate and provide communication training manuals and checklists from the training course in Phase 1 in the principal language in each country</b>					
Publication Manual: Communication as a Tool for Nature Conservation in Hungarian language 16pp	Managers Pas, Min Env, zoo, regional centres of nature landscape conservation	To make duties for participants at the workshop easier, a manual was prepared, including programme, abstracts of lectures, intro to communication, internal communication, case studies on communication with stakeholders, suggestions for group work, solving internal and external communication problems.	40 to workshop participants		Time to develop materials and prepare
<b>Objective Produce an advocacy tool for Directors on the role of communication for policy</b>					

## Results Slovenia

Result	Target group	Description	Participants Number/ disseminated	Project funds NLG	Other support or funds
<b>Objective Train a trainer in communication planning in each country</b>					
Three of the phase 1 participants took the lead on training activities in Slovenia		One was mentored in holding roundtable for multi stakeholders on karst restoration; One was mentored in organizing a feasibility study on a Karst Conference Two mentored to hold workshops below			
<b>Objective : Build critical mass of people involved in communication planning in each country to number around 20</b>					
Questionnaire addressed to all nature conservationists		Preparation for training workshop			
Workshop 11-12 June 1999	Colleagues from Ministry and Nature Management Authority & nature conservation professionals	Training workshops to address lack of trained people in nature conservation communication; put communication higher on the agenda, gain feedback on what is happening in practice	30	2784	Staff time to organise meeting, participants time, facility
Workshop 21-22 October 1999	Nature Conservation Professionals from all regions in the country; and Top people in ministry reached;	Basics of communication planning and stakeholder process Partnership with university developed to bring in sociological knowledge, forest stakeholder process.	36 participants	4495	Staff time to organise meeting, participants time, facility and local travel
<b>Objective Translate and provide communication training manuals and checklists from the training course in Phase 1 in the principal language in each country</b>					
Translation Course-book, Government communication and public information. 28pp	Conservation managers, course participants	Describes the role of communication in policy and organisations; internal and external communication.	3972 translation for all below 1500 print (& below)		Time to manage the project

Remediation 17-09-1999		building for holistic approach to karst mining and restoration; identifying pilot approach			Facilities Travel participants
International Karst Conference, feasibility study	Decision makers in the Ministry	Provides government decision makers with the background, costs and benefits of holding an international conference on limestone landscapes and management in Slovenia			Fees for local consultants carrying out the feasibility study
<b>Objective Engage Directors of environmental government departments in the communication projects so that they support the project and acknowledge its impact.</b>					
Presentations on project to vice Minister, Directors facilitated; High level participation in workshops		Bosses accept ideas in principle, but keep distance in practice			



Publication Manual: Communication as a Tool for Nature Conservation in Slovak language 16pp	Managers Pas, Min Env, zoo, regional centres of nature landscape conservation	To make duties for participants at the workshop easier, a manual was prepared, including programme, abstracts of lectures, intro to communication, case studies with stakeholders, suggestions for group work, solve problems internal and external communication	40 to workshop participants	Time to develop materials and prepare
<b>Objective Produce an advocacy tool for Directors on the role of communication for policy</b>				
Slovak Publication- magazine inserts: Communication in Nature Conservation, issue 40 and 41 (4pp & 20pp)	Managers Pas, Min Env and regional offices, zoo, regional centres of nature landscape conservation, museums, libraries, universities, NGOs	To spread and stress information of the value of communication for nature/ biodiversity conservation among people working in nature conservation bodies and public. Gives basic information about communication, why it is important, what can influence people, planning, common mistakes in communication, examples of successful communication, communication and negotiation.	3,000 (insert in Protected Area magazine) by mail, to staff, universities, at visitor centres, through meetings	3,170
<b>Objective Reinforce and build on the communication planning expertise of government and NGO staff developed in Phase 1 so that participants have actually implemented and evaluated a communication activity in each country</b>				
Slovak publication "Who was that?" 50pp 4 colour brochure	Local communities, hunters, farmers, forest managers, government nature conservation organisations, NGOs	Document trails and signs of large carnivores and how they kill animals, help communities to estimate the damage, create a unified system of damage investigation, and improve stakeholder relations while protecting large carnivores	3,000 post, organisations for nature conservation, personally or through meetings	12,368
<b>Objective Engage Directors of environmental government departments in the communication projects so that they support the project and acknowledge its impact.</b>				

## Results Czech Republic

Result	Target group	Description	Participants Number/ disseminated	Project funds NLG	Other support or funds
<b>Objective Train a trainer in communication planning in each country</b>					
Three principal people worked with to develop training skills for the workshop					Staff time
<b>Objective : Build critical mass of people involved in communication planning in each country to number around 20</b>					
Country wide seminar held at Krivoklat Protected Landscape Area	District officers, NGOs	17 out of 21 districts, NGOs influencing decision makers, communication as tool of policy negotiation	25 Over subscribed with 37 applicants, 12 rejected	5353	Staff time of participants and local travel, facilities 30,000CZK from the government
Translation of DEBE materials and overheads used at Krivoklat.	Krivoklat participants and wider use in Ministry of Environment.			1858	Staff resources and materials for publications
Workshop December 1999				281	
<b>Objective Translate and provide communication training manuals and checklists from the training course in Phase 1 in the principal language in each country</b>					
Communication materials for the workshop				3,100	Time to develop materials and prepare
<b>Objective Produce an advocacy tool for Directors on the role of communication for policy</b>					

## Results Poland

Result	Target group	Description	Participants Number/ disseminated	Project funds NLG	Other support or funds
<b>Objective Train a trainer in communication planning in each country</b>					
The Debe team were supported to develop a training programme 1998	Staff in Bialowieza National Park	Development of ideas & skills necessary to assist with the extension of Bialowieza National Park using the DEBE group	20 - 25		Actual workshop funded by British Know How Fund
Workshop with Mayors from around the Park	Mayors	Designed to think with the mayors how to start projects in villages as part of a strategy for regional development Debe group developed skills in workshop management, practical sessions	20		Min Env. Bialowieza NP, REC Poland, Institute
<b>Objective : Build critical mass of people involved in communication planning in each country to number around 20</b>					
Training effective communication for nature conservation July 1999	Park staff from 11 national parks all over Poland, foresters, government	Facilitation by DEBE group and use of DEBE materials. Communication understanding & development of personal skills. Development of communication re projects. 2 Projects continued	20	4557	
Workshop Communication	Environmental Education students at Warsaw University				Facilities
<b>Objective Translate and provide communication training manuals and checklists from the training course in Phase 1 in the principal language in each country</b>					
Effective Communication for Nature Conservation	Staff of national parks	Training materials based on IUCN material plus own material			

<b>Objective Engage Directors of environmental government departments in the communication projects so that they support the project and acknowledge its impact.</b>				
Several meetings with Directors in the ministry of Environment re possibility of including communication in National Park training programmes	Ministers, Ministry Directors, National Park Directors and senior staff from Agricultural University	Discussions about the development of institutionalised programmes		Costs included as a by-product of other work/visits

## 8 Evaluation

### Evaluation by the facilitators of the project

Concept of the project & feasibility of the activities	
<i>What went well</i>	<i>Where should we improve next time</i>
<p>The workshops part of the project were very successful.</p> <p>The commitment &amp; team spirit from the DEBE facilitators was good</p> <p>Arrangements with IUCN consultants seemed to work well after a few initial difficulties.</p> <p>Translation and adaptation training materials from Phase 1</p> <p>Raising interest and support with bosses and colleagues</p> <p>Building further personal capacity with Phase 1 participants</p> <p>Introduction of modern communication concepts to a wider audience around Phase 1 participants</p> <p>Project management arrangements; staying within time and money budgets</p> <p>Possibility for regional exchange of practical experiences</p> <p>Flexibility to adjust in-country activities to specific country agenda's and issues</p>	<p>Some time compensation for people involved in NGOs</p> <p>Continuity between different stages of the project compare Bialowieza with Krivoklat.</p> <p>Projects defined in the workshops should have some means of financial support to assist delivery and learning</p> <p>Contact &amp; support from Senior people in Ministries is vital. (This is now forthcoming in both Czech Republic &amp; Poland but it involves as much work as the other elements of the project)</p> <p>Each year of the project should be seen as a part of the overall programme lasting 3-5 years depending on country - see continuity above.</p> <p>Steps now need to be taken to begin institutionalising communication training and use in all CEC countries.</p> <p>No gap between phases</p> <p>More exchange and interaction during the project between countries and facilitators (maybe through email newsletters)</p> <p>Work-load for counterparts in Government, NGO's and Institutes too heavy for the operational financial input</p>

Logistics and organisation of the project	
<i>What went well</i>	<i>Where should we improve next time</i>
<p>Relationships with the local facilitators and IUCN consultants seems to have developed, promoting an atmosphere of trust and professionalism.</p> <p>Responsibilities of consultants for individual countries seemed to work well.</p>	<p>There were some difficulties over the mixture of local funding and its conditions, and the IUCN funding. The result was a last minute rush to spend remaining funds on good projects.</p> <p>Improve communication between consultants on progress and difficulties over different country programmes.</p> <p>Review overall lessons among the 5 countries for use in future work and IUCN support from donors.</p> <p>Distance between country-activities and project-coordination/IUCN became too big; And led to unnecessary inefficiency in project-management.</p> <p>One more meeting between facilitators half-way the project, to discuss problems and show progress.</p>

### Evaluation by Participants

Learning was evaluated in the areas of knowledge, skills, and attitudes, as well as the impact of this learning on performance.

Participants were sent a questionnaire in advance of the workshop and the forms were collected at the workshop. The responses enabled both a qualitative and quantitative assessment.

Seven only of the 15 respondents were at the Debe training. We would expect then a range of responses in terms of lessons learned depending on how long the individual had been associated with the work. Despite that there is heavy weighting in the range of 5-6 on a 7 point scale, showing advances in knowledge, skills and attitudes to communication.

The results are reported on pages 26-33 and 127-135 of the "*Reflections and Next Steps in Effective Communication for Biodiversity*".

## 9. Conclusions and Recommendations

The quality of input from the facilitators was high. All are very experienced in the field of communication and their standing and professionalism enabled them to be credible ambassadors for communication with decision-makers. A high return was received on the investment in terms of products and learning.

Each country contributed the time of government and NGO to participate in the training activities, in the provision of facilities and even funds for the products.

Peter Bos of the Ministry of Agriculture, Nature Management and Fisheries also supported us in our advocacy for communication with decision makers.

To try to overcome the stop start nature of the project we recommend a 2-year project for the next phase, proving support to local facilitators. The provision of a budget to allow for materials production and operations is an important incentive and removes what can often be an obstacle to go forward quickly.

There is no doubt it is important to continue this project to build on what has begun. The participants involved in the international workshop suggested critical success factors for a next phase of work on developing communication competence in their countries. They were conscious of individual learning needs as well as organisational needs. In addition the international leverage is important to help raise this issue on the agenda of national governments. Especially in view of the National Biodiversity Action Plans that countries are going to try to implement, the skills the project is developing will prove even more important for success.

The participants also made recommendations on what could be developed in their countries in phase 3. These inputs will be used as a basis for dialogue with the countries to formulate the next project.

### **At an individual level**

- ⇒ Confidence, credibility and advice through help desk
- ⇒ Support to analyze, prioritize and plan
- ⇒ Increase in own facilitation and communication skills
- ⇒ Supportive attitude of bosses and colleagues
- ⇒ Increase in critical mass for interactive policy making
- ⇒ Leadership and core group from Debe participants

*This suggests that a follow up programme should include the following*

- ⇒ Training on communication (practical approach) and facilitation techniques and skills ( train the trainers further)
- ⇒ Continuation of help desk system for country initiatives
- ⇒ Broaden core group and broaden leadership

### **At the organisational level critical success factors**

- ⇒ Inter country exchange
- ⇒ Communication of results of work to influentials

It is recommended that the project go on to consolidate and strengthen the individual capacities of the expanded group, to strengthen relations with the governments in their work on biodiversity action plans and to further encourage government agencies to incorporate communication in their work.



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1211 Genève 2  
Téléphone 022 748 51 11  
Télécopieur 022 748 51 15

International Union for the Conservation of Nature  
Ms Véronique Lavorel  
Chief Financial Officer  
Rue Mauvermay 28  
1196 Gland

March 20, 2000  
384591A01/75643/BED

Dear Ms Lavorel,

We have reviewed the documentation supporting the Ministry of Agriculture, Nature Management and Fisheries of the Netherlands contribution to "Pan-European Biological and Landscape Diversity Strategy in Central and Eastern Europe", relation number 122309, obligation number 3009232, matra project 97 A-2.1, provided to us by the International Union for the Conservation of Nature (IUCN) and confirm the following:


1. Donor funds of NLG 265,000 and NLG 90,000 were credited to the IUCN's bank on December 31, 1998 and July 12, 1999 respectively.
2. The respective project ledger reports show the receipt of the funds, as well as the interest of CHF 1,047 (NLG 1,454.17).
3. The respective project ledger reports show the expenses relating to the project totalling CHF 278,805.15 (NLG 383,817.18)
4. Expenses are supported by appropriate accounting documents.
5. IUCN maintains separate accounting records for each project.

cc: Mr J.F. de Leeuw, Director General, Ministry of Agriculture, Nature Management and Fisheries, the Netherlands

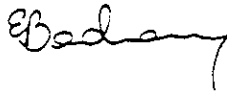
6. We issued on April 23, 1999 a clean opinion on the financial statements of IUCN for the year ended December 31, 1998.

Yours truly,

PricewaterhouseCoopers SA



David Mason



Edyta Bodziony



expenditure SPAN for PEBLDS phase II

311	Salary costs	140'400.00
320	Subsistence allowance	10440.41
331	International travel: In country training	18928.02
	International travel: Workshop facilitators	4484.52
	Local travel	2536.07
420	Operational costs for country expenditure	74'371.00
	Unforeseen time costs in managing the small grants	5'000.00
522	Operational costs SPAN	5'200.00
TOTAL		261'360.02

3. International travel			
			5.629,23
<b>Slovenia</b>			
ticket 28/2 (50%)		896,43	
ticket 10/6		871,56	
ticket 25/8		1.938,02	
ticket 20/10		1.923,22	
			3.113,11
<b>Slovak Republic</b>			
ticket 28/2 (50%)		896,43	
ticket 8/5		920,34	
ticket 3/10		1.296,34	
			2.537,70
<b>Czech</b>			
ticket 14/5	GBP 3,3	891,00	
ticket 5/9	GBP 3,3	960,30	
ticket 15/12	GBP 3,3	686,40	
			2.829,75
<b>Poland</b>			
ticket 8/5	GBP 3,3	733,59	
ticket 25/7	GBP 3,3	1.003,20	
ticket 25/1	GBP 3,3	1.092,96	
			4.817,23
<b>Hungary</b>			
ticket 15/2		1.068,06	
ticket 8/9		1.848,47	
ticket 31/10		1.900,70	
<b>Final workshop 28/11</b>			
ticket 28/11		1.931,84	
ticket 28/11		1.931,84	
ticket 28/11		621,84	
			4.485,52
<b>Total expenses</b>			<b>23.412,54</b>

## Overview expenses In-country activities

	amount	local valuta	amount in NLG
<b>Poland</b>			
		Zsioty	
Bialowieski NP workshop	8232		4557
REC management	6397		3408
White stork project	5990		3316
Waste management Wigierski NP	8938		5425
Subtotal in NLG	29557		16706
<b>Hungary</b>			
Aggtelek workshop	383510		4818
<i>Biodiversity presentation materials</i>			2450
<i>Booklet Biodiversity in Hungary</i>			5000
			12268
<b>Slovenia</b>			
		Sit	
translation manual	350080		3972
workshop June 99	245352		2784
workshop October 99	402080		4495
rest	30472		342
<i>Translation Communication in policy making</i>	154663		1700
<i>Copying &amp; printing paper</i>			1500
			14793
<b>Czech Republic</b>			
		CZK	
workshop	86698		5353
training materials	30100		1858
other expenses	12324		761
<i>to be invoiced</i>			7200 *
			15172
<b>Slovak</b>			
preparation & printing "Who was that"	247357		12368
Supplement in PA Journal	63390		3170
Donovaly workshop			
			15538

74477

\* Annex A.

## Overview of payments from SPAN Consultants to the in-country counterparts

	date	NLG	
<b>Poland</b>			
Bank transfer Bialowieza	21-jul	8000	
REC	14-1-00	8000	
			16000
<b>Hungary</b>			
cash through facilitator		4818	
bank-transfer	12-2-00	5000	
bank-transfer	25-2-00	2450	
			12268
<b>Slovenia</b>			
bank transfer	5-8-99	8000	
bank transfer	jan-00	3500	
bank transfer	febr	3200	
			14700
<b>Czech Republic</b>			
bank-transfer	28-jul	12000	
bank-transfer	27-1-00	3200	
			15200
<b>Slovak Republic</b>			
cash through facilitator	6-5-99	10750	
cash through facilitator	2-okt	5453	
			16203
<b>Total amount paid by SPAN to countries</b>			<b>74371</b>

This conference report has an evaluation section (attached) that is referred to in the main evaluation report. The donor who received the evaluation report also received the full conference report.

The program person said the two are linked and so I have enclosed the relevant conf. report excerpts.





Commission on  
Education and  
Communication

# Reflections and Next Steps in Effective Communication for Biodiversity

Slovakia - November 29-30, 1999

**Komunikace  
pro ochranu  
přírody**

Workshop  
Krivoklát, 6.-9. září 1999  
Pracovní materiál

**IUCN**  
The World Conservation Union

**Effektywna komunikacja  
w ochronie przyrody**

Materiały z warsztatów w Białowieży  
26-30 lipca 1999 r.

O co tu chodzi?!

**IUCN**  
The World Conservation Union

Petra Káčzensky, Thomas Huber,  
Djuro Huber, Alojzije Frković,  
Rosario Fico

**KTO  
TO  
BOL?**

Účastníci workshopu  
Beda ich pobytových znakov

Sestrem škod spôsobených  
vačými seľmami

**IUCN**  
The World Conservation Union

Commission on Education and Communication

**IUCN**  
The World Conservation Union

## IV - Evaluation of the Project

Participants were asked to evaluate their learning from the project by filling out a form that had been emailed in advance. (see Appendix 7.)

The form reviewed learning gains in knowledge, skills, and attitudes in relation to communication planning, management and undertaking a training activity. We also assessed knowledge about how to influence their boss and to evaluate their work. However, we were also interested to see if personal learning had influenced the organisation and their performance. So we requested information on the changes that had happened in the workplace as a result of involvement in the project, and how well they could apply what they had learned.

Participants were asked to rank their responses on a scale of 1-7, where 1 is nothing and 7 is a lot.

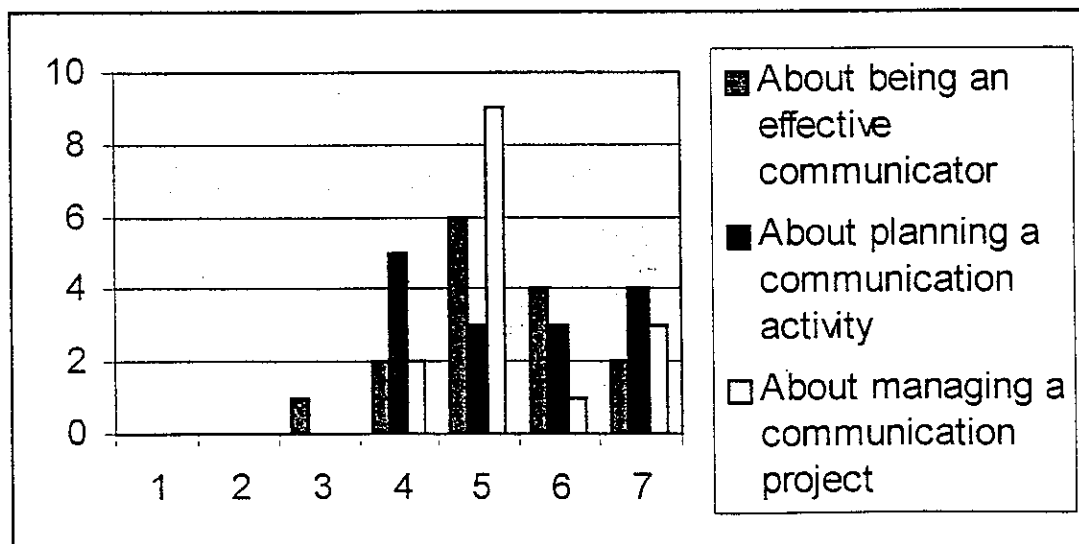
The participants at the workshop included 7 who had worked with the project from the time of the Debe training course in 1998, and 7 who had joined the project since 1999. Therefore there was a mix of levels of exposure to the activities, with the Hungarians having the most new comers, and being the latest to commence activities.

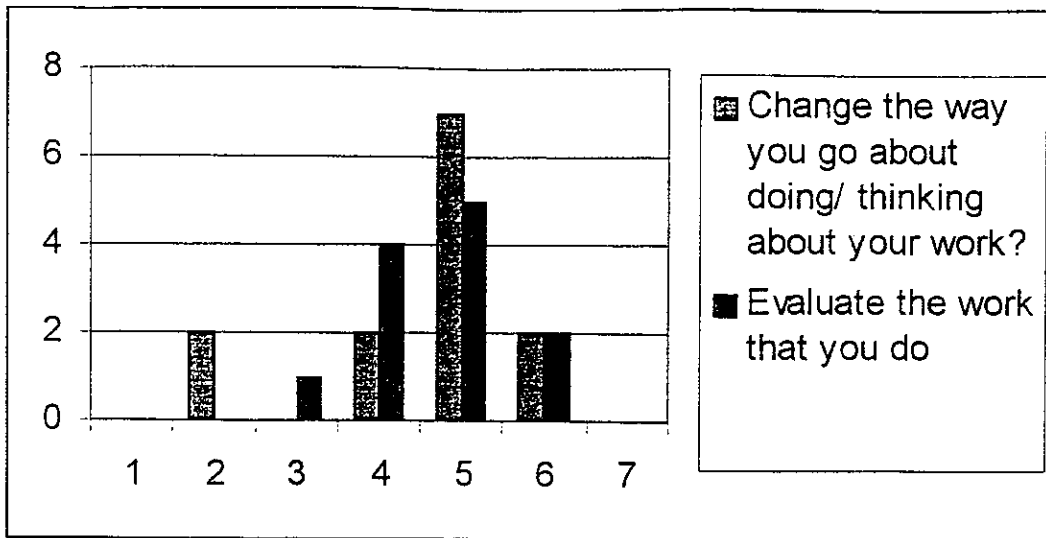
The accompanying charts show on the horizontal axis the ranking from 1-7 of the level of influence of the project and the vertical axis provides the number of responses.

### 1) Knowledge

Participants recorded scores from 4-7, with highest scores at 5 in terms of knowledge gained in being an effective communicator, about managing a communication project, how to evaluate their work and about how to influence the boss. Evidence of the power of learning by doing showed in the rating of 6 for knowledge of undertaking a training activity.

□ *What changes have there been in your Knowledge?*

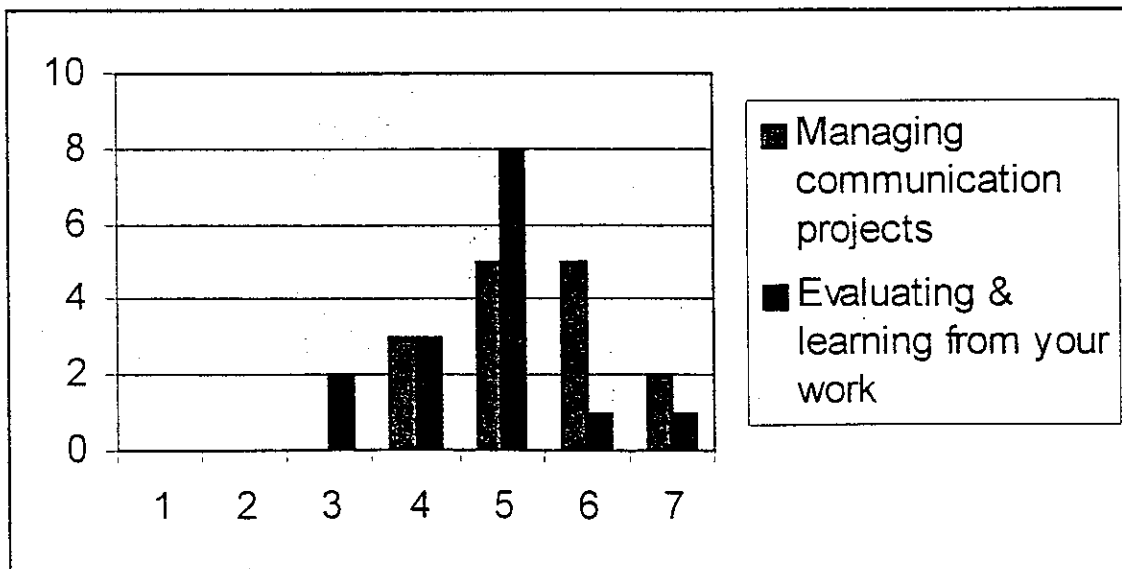
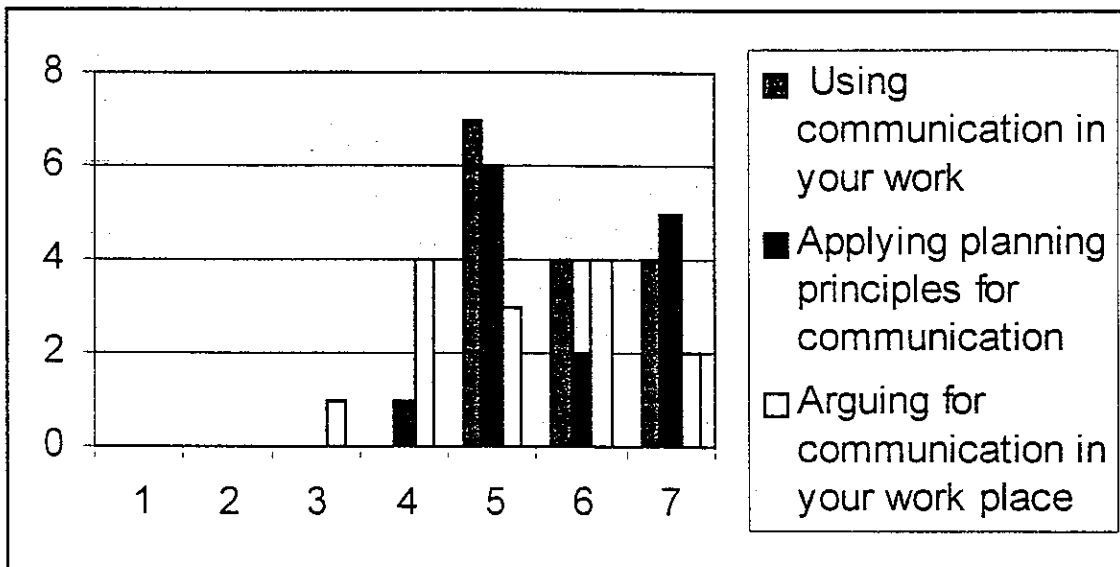




### 3) Attitudes

There was strong changes in attitudes to using communication in their work, applying planning principles for communication and managing communication. Attitudes to arguing for communication in the work place were more widely distributed, though the range was mostly 4-7. Changes in attitudes to evaluating and learning from their work lay in the region of 5.

*To what extent have your attitudes changed?*



### 5) Performance - concrete steps taken

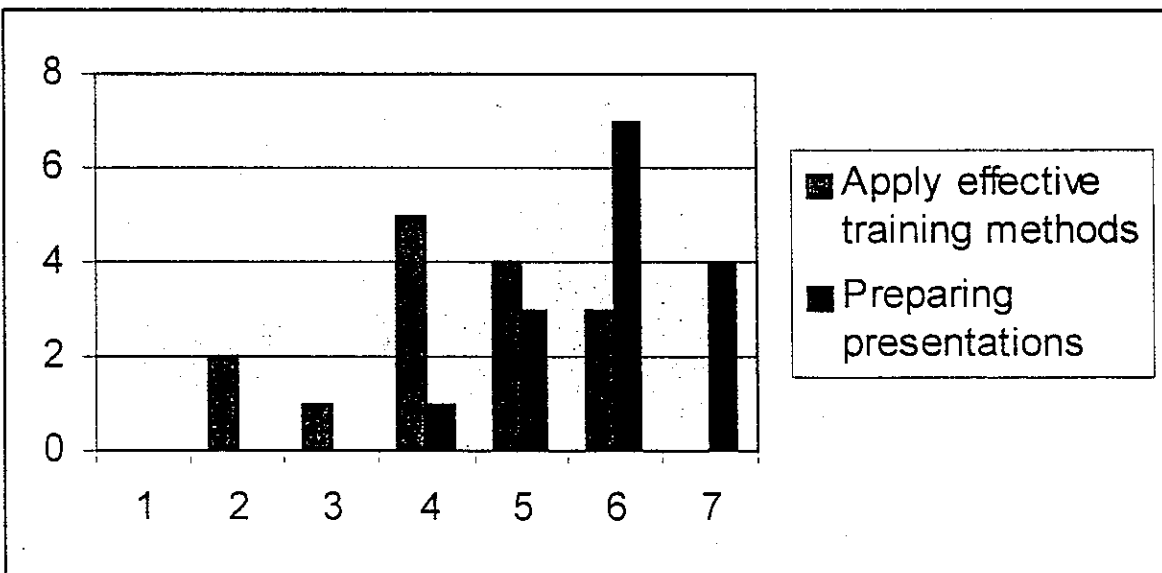
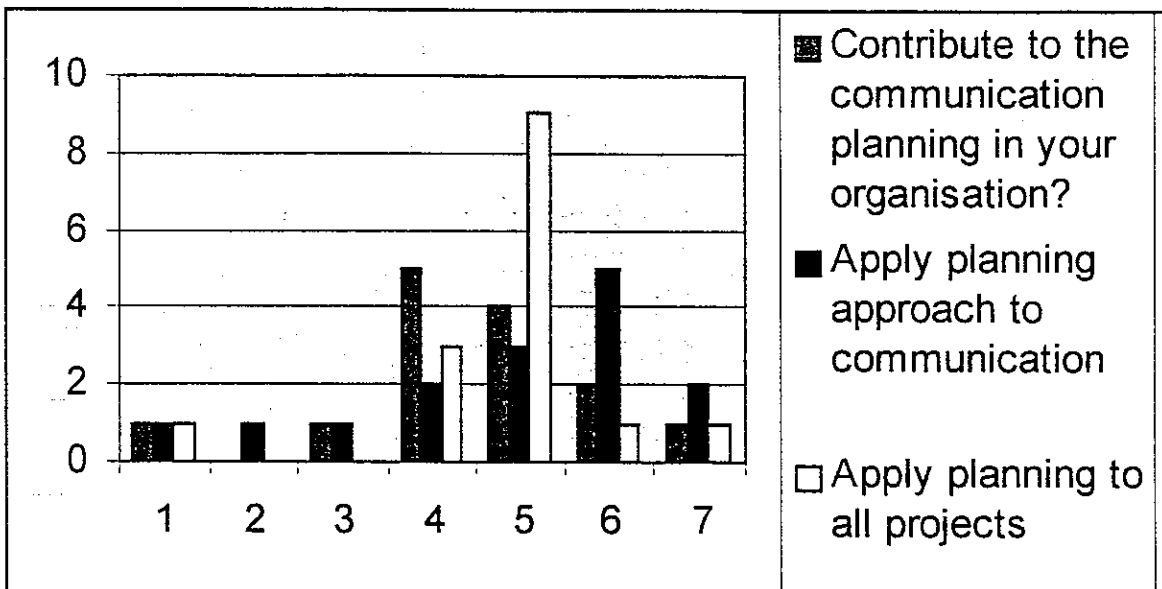
Most participants ranked at a level of 5 the application of planning to all projects, with a more variable range to applying a communication planning approach to communication, with most at level 6.

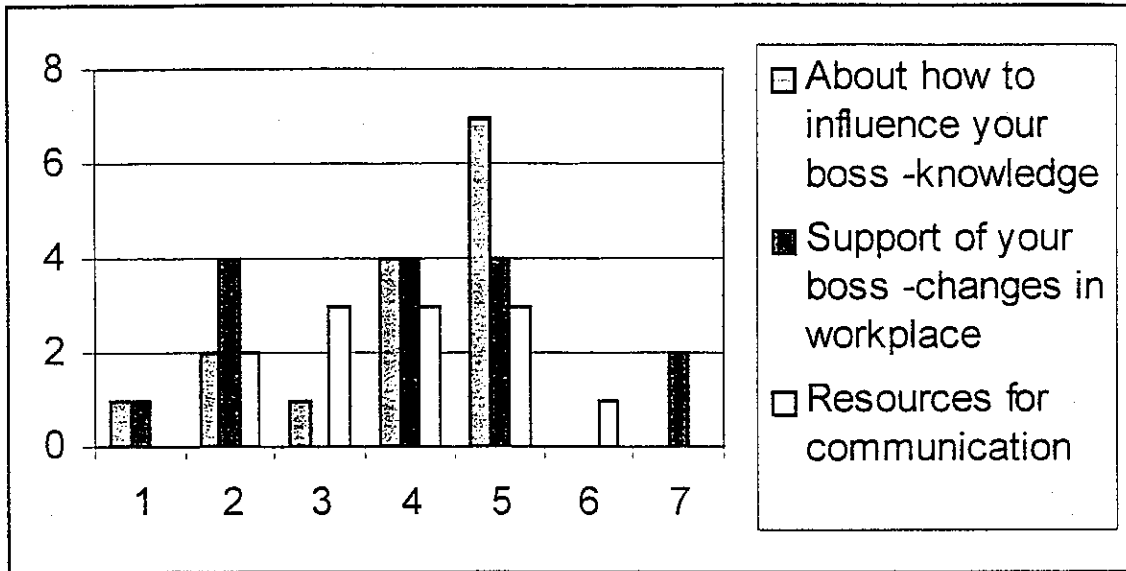
Most change in performance is registered at 6 -7 in applying learning to preparing presentations.

However contributing to communication planning in their organisations shows a marked range from nothing 1, to 7, a lot, with most at the level of 4 -5.

Participants report improved performance in working with stakeholders from 4-6, negotiating with others, at level 4 and evaluating the work at a range of 4-6.

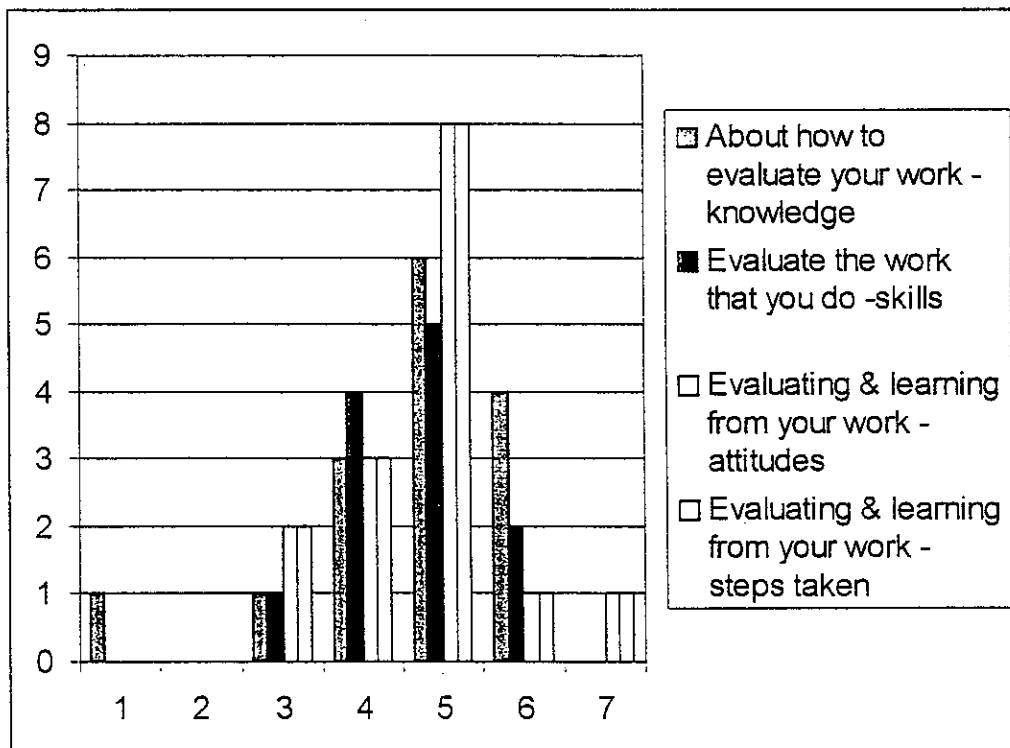
- As a result of what you have learnt, what concrete steps have you taken in your work? Or on how you perform your work?*





We also looked at the relationship between knowledge, skills, attitudes to and actual performance in evaluating and learning from the work. There is a high accord between attitude and performance, supported at a lower level by knowledge and skills at the level of 5 on the 7 point scale.

- *Relationship between knowledge, skills and attitudes to evaluating the work to actual performance*



## V - Planning the next steps

### What will be measures of success of the project next phase?

First the group shared elements of a good project.

Good project has	Objectives are
<ul style="list-style-type: none"> <li>- impact - results trigger more things</li> <li>- targets achieved</li> <li>- cost benefits</li> <li>- participant satisfaction</li> <li>- good planning</li> <li>- value for nature</li> <li>- sustainability of process/impact</li> <li>- bosses satisfied</li> <li>- Evaluation</li> </ul>	SMART <ul style="list-style-type: none"> <li>- Specific</li> <li>- Measurable</li> <li>- Achievable</li> <li>- Realistic</li> <li>- Timely</li> </ul>

Groups then discussed what factors would show success in the next project phase at the individual, organisational, institutional and international levels, and what were critical factors too have in place to avoid failure.

For example a measure of progress will be the extent of financial support in the country, recognition of the countries' expenditure in relation to financial support. Associated with this is winning over the boss. The difficulty is to get a debate to take place about communication. What can we do to get that debate to take place? When we can determine the things that are critical to success, then we will take on those issues.

It was noted that when communication becomes a priority, and the culture changes in organisation, then the time and money comes. There is never time for anything until it is a priority.

Individual level	Organisational level
<p><b>success factors</b></p> <ul style="list-style-type: none"> <li>• skills</li> <li>• train trainers</li> <li>• more opportunities to practice</li> <li>• confidence and credibility</li> <li>• enthusiasm about communication, motivation</li> <li>• good practice communication skills</li> <li>• information and advice from international and internal sources</li> <li>• problem analysis</li> <li>• practicing and planning communication</li> </ul> <p><b>critical / failure factors</b></p> <ul style="list-style-type: none"> <li>• active support from the boss</li> <li>• skills to analyse issues and to convince</li> </ul>	<p><b>Success factors</b></p> <ul style="list-style-type: none"> <li>• positive attitude of boss</li> <li>• convince colleagues,</li> <li>• at least one person recognises the value of communication</li> <li>• motivate other members of the organisation</li> <li>• financial or practical support from the organisation – eg to organise workshops</li> <li>• relation to NGOs</li> <li>• organisation benefits clear - from material and trained people</li> <li>• financial support</li> </ul> <p><b>critical / failure factors</b></p> <ul style="list-style-type: none"> <li>• convince boss - active and passive</li> </ul>

**success factors**

- energiser from sharing experience - useful to come to Bratislava to see what other groups did, good ideas from others - energiser for us,
- international training and follow up
- official letters
- consultant advice
- financial support crucial
- more contact with consultants
- useful to look at examples of the different programmes and learn from practical examples

understandable. Nature conservation is not focused on whether it could be part of the development

- Other organisations in the country had more experience in training in communication and to stress benefits of project to involve other organisations
- In central Europe the legislation may force more dialogue and participation, and need to build facility for that to happen with accession, there may be an opportunity to help that. Hungary nature protection master plan, small chapter on com ed. Accepted by country, nothing yet on stakeholders, that could be included in the next revision.

**Success factors**

- International pressure to confirm importance of communication
- Workshops – capacity building e.g. Slovenia: CBD
- Putting communication in existing channels – academic institutions, media, legislation.
- Cooperation with decision makers and others ( Ministry)
- Process of identifying common objectives
- Director UK cannot enter any field except national park, in Hungary can go everywhere except national parks..
- Important to develop relations to other sectors, within environment and other sectors..