

# Institutional communication: Environmental Foundation of Jamaica's experience

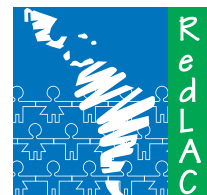
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**Fund:**

EFJ

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Latin American and Caribbean  
Network of Environmental Funds



## Case Studies

# Institutional communication: Environmental Foundation of Jamaica's experience

### Introduction

The Environmental Foundation of Jamaica was established in 1993 through a Debt-for-Nature swap between the US and Jamaican Governments. The Environmental Foundation of Jamaica (EFJ) provides funding to Non-Governmental and Community based Organisations, Academic Institutions throughout the length and breadth of the island in the areas of Child Development and Environmental Management in a ratio of 40:60 respectively. By the end of 2012, the Foundation would have managed over US\$20million dollars and over 1,200 grant awards. The maximum amount awarded in a single project is US\$100,000.

Payments associated with the 1993 Debt Swap arrangement end in September 2012 and the EFJ has been investigating alternative opportunities to continue its grant-making work, both for itself and in support of its members, through other sources of funding such as sub-grant awards, regional and local network support, particularly in capacity building, climate change adaptation and conservation (biodiversity, protected areas, etc.). Funding opportunities require a number of things, many of which in the case of the EFJ required a communication focus, including increased public events, improved public image, and a portfolio of multimedia products that represented the EFJ and its capabilities.

In addition to improved local publicity and awareness of the EFJ through increased visibility of staff and grants, this process was catalysed in 2010 with support from the students and faculty of the University of the West Indies' Institute of Media and Communication (CARIMAC) who designed and assisted in implementing a communication strategy.

The increased knowledge about the EFJ has had a variety of results:

- Increased invitations to both social and technical meetings
- Increased media and other public interest in our work and grantees
- Discussion on the value of the EFJ and the need for its continuation and support to another US-Jamaica Debt Swap as well as a consolidation with an existing one

The consolidation did begin after the start of the communication campaign but will only strengthen it as the campaign focuses on the EFJ's excellent track record in a variety of management strategies from fund management, grant management, sub-granting and even National Hosting Institution for the GEF Small Grants Programme. The communication strategy for the consolidation has been discussed but has not been clarified to this point.

The EFJ communication strategy targets a range of audiences:

- local 'decision-makers', who it always helps to keep informed of our work but also to make sure that the EFJ stays in the forefront of what they are seeing
- potential donors, who need to be impressed enough with our work to trust us with funds to spend in Jamaica
- applicants, who need to understand what EFJ does and if we can assist them
- Jamaican public

In addition, the EFJ has a NGO membership base, currently with 22 members who help to select a majority of seats, including the Chairman on the EFJ Board of Directors. The strategy was designed to showcase their projects as well as those of other strong EFJ grantees throughout Jamaica.

## Specific Outputs

- Improved Website ([www.efj.org.jm](http://www.efj.org.jm) – undergoing its second transformation)
- Fact Sheets
- FB page ([facebook.com/EnFnJa](https://facebook.com/EnFnJa)) (476 friends)



- Videos – You Tube Channel: EFJtv (439 video views)
  - Grantee “testimonials” <http://www.youtube.com/playlist?list=PLF19055D3FBDAD542&feature=plcp>
  - Public Service Announcements (PSAs) <http://www.youtube.com/playlist?list=PL023142A4D765C-2C7&feature=plcp>
- Improved Media Exposure for EFJ Work AND mentioning EFJ
  - [http://m.jamaicaobserver.com/mobile/career/Trashables-to-Useables\\_\\_11568543](http://m.jamaicaobserver.com/mobile/career/Trashables-to-Useables__11568543)



- [http://www.jamaicaobserver.com/environment/Sandals--nine-others-on-environment-honour-roll\\_11302954](http://www.jamaicaobserver.com/environment/Sandals--nine-others-on-environment-honour-roll_11302954)
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- <http://jamaica-gleaner.com/gleaner/20120616/lead/lead5.html>
- <http://jamaica-gleaner.com/gleaner/20120415/news/news4.html>
- <http://jamaica-gleaner.com/gleaner/20120317/western/western3.html>
- Speaking engagements – at project launches and awards, graduations, handover of equipment etc. and closing, etc. – showcased either in the media or on FaceBook

The Communication Strategy was developed and designed to showcase the work of EFJ grantees, and in return, the EFJ. Funding was given to CARIMAC through 2 grants with EAI resources. CARIMAC, as an academic institution was able not only to access the funds from the EFJ Grant process, but also to further student development in the process – a very useful “side effect”. Communication students in videography, communication, script-writing etc. benefitted from the EFJ projects. The budget for this work with CARIMAC, which includes a new website with GPS capabilities and a documentary on the EFJ is ~US\$135,000 over 3.5 years.

The two grants were conceived as a group/collective grant that would benefit a group of EFJ grantees in a more cost-effective manner through the volume discount as well as co-funding and counterpart contribution, such as the use of students. In addition the outputs were balanced in their usefulness in communication strategies for both the Foundation and the grantees.

Much innovation was also put in place to maximize the impact of the EFJ communication strategy – with no additional costs to the EFJ. For example, the Foundation has for the last 7 years hosted a humble showcase of its work

through a public lecture geared mainly at sharing with the public one of the many research or other projects underway with EFJ support in Jamaica. For the last 3 years, these have been much more PR-type events with ensured media spots (free and paid), newspaper spreads, etc. The event itself attracted a record 400 members of the public to hear about Jamaica's endangered reptiles and other species and also see live animals. It received much free media spots.

In addition, free sharing of grantee events with media contacts and also over facebook has also increased exposure of EFJ work. Grantees also have some facebook pages mentioning the EFJ.

## Team work

The communication strategy was not coordinated by any one person. It was a change in culture throughout the Foundation staff to ensuring due recognition to the EFJ for grantee successes (as opposed to complaining after when it was not done) – if we could not make an event, we sent a message, reviewing agendas for grantee project events to ensure EFJ was included, ensuring our logo on project products or signs, etc. Press relations and events consultants were only hired for major events (EFJ annual earth day expo, EFJ Public Lecture).

The initial aim of the project/venture was to raise the profile of the EFJ, locally and regionally. Indicators and goals focused on completing the products and having them ready – not on their impact. There were no indicators set in this regard, however, we can record the following:

- Invitation to sit on 3 national level environmental committee
- On average 2 national level invitations per week, compared to 2 per month previously
- On average, 2 references from partners to the EFJ for interviews or co-funding opportunities
- 469 Facebook likes
- 439 video views on Youtube

It was suggested that the raised profile and portfolio of materials should precede the fundraising campaign. So that our reputation would, in theory, precede us.

We actually hope to gain from the workshop for the process of monitoring and recording impact. This was an amateur effort on the part of the EFJ secretariat – a solution to not hiring a PR staff member or consultant, but we are still learning.

**SUPPORT THE ENVIRONMENTAL FOUNDATION OF JAMAICA (EFJ)**

Declared extinct in 1986, THE JAMAICAN IGUANA (*Cyclura carolinensis*) was rediscovered in 1990 and remains on the Critically Endangered Species List. A captive breeding program based at Jamaica's Hope Zoo includes ex situ populations in several US zoos and has resulted in the successful release of 128 iguanas back into the wild.

THE EFJ IS FUNDED ENTIRELY BY DONATIONS. YOUR GIFT WILL ALLOW THE CONTINUATION OF OUR PROGRAMS TO SUPPORT THE THREATENED GIGANTIC AND HUNDREDS MORE.

How financial contribution can help to continue the EFJ's invaluable work in supporting sustainable development of the island's natural and human resources. We receive donations: (1) to the general fund; (2) for specific causes; (3) to our endowment fund; and/or (4) for fund management.

**EFJ'S ENDOWMENT FUND**  
Make a gift that will help to ensure the work of the EFJ in perpetuity. In this fund the principal amount is held and invested, and only the interest generated may be used. Additional to the endowment may be through bequests or by living donors.

**SUPPORT A FOCUS AREA**  
Identify the specific cause or project that you wish to support and the EFJ will manage your donation and report on its impact.

**SUPPORT TO EFJ OPERATIONS**  
If you are committed to the causes but not to a specific project, the General Fund makes it easy to support the continued efforts of the EFJ in grant funding.

**INDIVIDUAL FUND MANAGEMENT**  
The EFJ is equipped to manage funding of your specific environmental sustainability or child development projects in Jamaica. We can ensure local compliance while helping you to help your favourite cause or meet your targets in the area of social responsibility.

**MEASURING IMPACT**  
The EFJ uses a **Universal Indicators Framework (UIFI)** to effectively evaluate project impact and document lessons learned. This system measures 24 indicators common across both thematic areas – natural resource management and child development. Similarly to other broadly applied impact indicators facilitates local and international comparability. Systems review is done under the criteria of relevance, effectiveness, efficiency, results and sustainability.

**RECENT GRANTS by Number, Theme & Value\*** (continuity of Jamaica dollar)

YEAR	NUMBER OF GRANT PROPOSALS			GRANTS AWARDED BY THEME			TOTAL VALUE
	Received	Approved	Number	Number	Value	Value	
2008/09	349	36	24	2233.6	9	1276	\$131.5m
2009/10	200	43	17	379.0	26	556.4	\$136.3m
2010/11	503	141	53	1250.9	88	1233.8	\$282.5m

\* In 2008/09 there were 27 discretionary funds \$205,000 grants at a total value of \$1.2 million

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