



Global foundations for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of the  
**Global Nutrient Cycle**



# GPNM Communications Strategy

Prepared by the GPNM Secretariat

## Component A: Doc: A1-5

Partners:



March 2017

## About the GEF-Global Nutrient Cycle Project

**Project objective:** to provide the foundations (including partnerships, information, tools and policy mechanisms) for governments and other stakeholders to initiate comprehensive, effective and sustained programmes addressing nutrient over-enrichment and oxygen depletion from land based pollution of coastal waters in Large Marine Ecosystems.

### **Core project outcomes and outputs:**

- the development and application of quantitative modeling approaches: to estimate and map present day contributions of different watershed based nutrient sources to coastal nutrient loading and their effects; to indicate when nutrient over-enrichment problem areas are likely to occur; and to estimate the magnitude of expected effects of further nutrient loading on coastal systems under a range of scenarios
- the systematic analysis of available scientific, technological and policy options for managing nutrient over-enrichment impacts in the coastal zone from key nutrient source sectors such as agriculture, wastewater and aquaculture, and their bringing together an overall Policy Tool Box
- the application of the modeling analysis to assess the likely impact and overall cost effectiveness of the various policy options etc brought together in the Tool Box, so that resource managers have a means to determine which investments and decisions they can better make in addressing root causes of coastal over-enrichment through nutrient reduction strategies
- the application of this approach in the Manila Bay watershed with a view to helping deliver the key tangible outcome of the project – the development of stakeholder owned, cost-effective and policy relevant nutrient reduction strategies (containing relevant stress reduction and environmental quality indicators), which can be mainstreamed into broader planning
- a fully established global partnership on nutrient management to provide a necessary stimulus and framework for the effective development, replication, up-scaling and sharing of these key outcomes.

### **Project partners:**

- Chilika Development Authority
- Energy Centre of the Netherlands
- Global Environment Technology Foundation
- Government of India - Lake Chilika Development Authority
- Government of the Netherlands
- Government of the Philippines
- Government of the United States
- Intergovernmental Oceanographic Commission of UNESCO
- International Nitrogen Initiative
- Laguna Lake Development Authority
- Partnerships in Environmental Management for the Seas of East Asia
- Scientific Committee on Problems of the Environment
- University of Maryland
- University of the Philippines
- University of Utrecht
- Washington State University
- World Resources Institute

**Implementing Agency:** United Nations Environment Programme

**Executing Agency:** UNEP- Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (GPA)



## Communication Strategy

Update: March 2017



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## 1. INTRODUCTION

### 1.1. Background

The accelerated use of nitrogen and phosphorous is at the center of a complex web of development benefits and environmental problems. They are key to crop production and half of the world's food output is dependent on fertilizer use. But excess nutrients from fertilizers, fossil fuel burning, and wastewater from humans, livestock, aquaculture and industry lead to air, water, soil and marine pollution, with loss of biodiversity and fish, destruction of ozone and additional global warming potential. The problems will intensify as the demand for food and bio-fuels increase, and growing urban populations produce more wastewater without nutrient removal treatment. This will be at an increasing economic cost to countries with the undermining of ecosystems and the services and jobs they provide.

The Global Partnership on Nutrient Management (GPNM) addresses the global challenges faced by the mismanagement of nutrients and nutrient over-enrichment. It is a global partnership of governments, scientists, policy makers, private sector, NGOs and international organizations. It responds to the 'nutrient challenge' – how to reduce the amount of excess nutrients in the global environment consistent with global development. The GPNM reflects a need for strategic, global advocacy to trigger governments and stakeholders in moving towards more efficient and effective nitrogen and phosphorous use and lower losses associated with human activities. It provides a platform for governments, UN agencies, scientists and the private sector to forge a common agenda, mainstreaming best practices and integrated assessments, so that policy and investment responses/options are effectively 'nutrient proofed'.

The GPNM also provides a space where countries and other stakeholders can forge more co-operative work across the variety of international and regional fora and agencies dealing with nutrients, including the importance of impact assessment work.

### 1.2. Contribution to meeting the Sustainable Development Goals (SDGs)

Good nutrient management contributes to meeting many of the Sustainable Development Goal (SDG) targets, recognizing however the interlinkages between other goals and targets.

**Table 1** SDG Goals and targets relevant to nutrient management

	<p><b>SDG GOAL 2: END HUNGER, ACHIEVE FOOD SECURITY AND IMPROVED NUTRITION AND PROMOTE SUSTAINABLE AGRICULTURE</b></p>
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**Target 2.4:** *By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.*

- ◆ Achieving this target will need to incorporate the concept of nutrient use efficiency (NUE) where application of nitrogen and phosphorous fertilizers are based on plant requirements, and that there is adequate nutrient replenishment to mitigate soil degradation.



**SDG GOAL 6: ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL**

**Target 6.3:** *By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.*

- This target is linked to minimizing excessive nutrient (reactive nitrogen and phosphorous) leakage to the environment that can result in adverse environmental conditions and pollution.

**Target 6.a:** *By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, re-cycling and reuse technologies.*

- Nutrient recycling will feature prominently particularly in the area of wastewater reuse and capture of nutrients for recycling into agricultural production in particular. This is closely linked to building circular economies and enhancing cleaner production efforts.



**GOAL 12: ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS**

**Target 12.2:** *By 2030, achieve the sustainable management and efficient use of natural resources.*

- Achieving this target will include the aspect of nutrient management particularly related to use efficiency. Management of phosphorous reserves and micro-nutrients is of particular interest.

**Target 12.4:** *By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.*

- Achieving this target is related to abatement of excess nutrient leakage to the environment and pollution of fresh and coastal waters, and the atmosphere, particularly in the form of volatilized nitrogen compounds.

**Target 12.5:** *By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.*

- Improved nutrient use efficiency and recycling of waste streams, particularly wastewater to harvest nutrients for re-use will be relevant in achieving this target.



**GOAL 13: TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS**

**Target 13.2:** *Integrate climate change measures into national policies, strategies and planning.*

- Nutrient management has direct relevance to this target particularly in the context of airborne emissions from volatilized nitrogen compounds (with greenhouse gas potential) released from agricultural cropping and livestock production systems in particular. An emerging issue is increasing persistence and occurrence prolific harmful algal blooms, enhanced by changing ocean and surface water body dynamics (temperature, chemistry and circulation) driven by climate change influences.



**GOAL 14: CONSERVE AND SUSTAINABLY USE THE OCEANS, SEAS AND MARINE RESOURCES FOR SUSTAINABLE DEVELOPMENT**

**Target 14.1** *By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.*

- This target is directly related to addressing nutrient loading into the marine environment from land-based sources that include agricultural runoff (crop and livestock production), discharge of untreated domestic and industrial wastewater.



**GOAL 15: PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COM-BAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS**

**Target 15.3** *By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.*

- Addressing nutrient use efficiency will contribute to reducing land degradation particularly in circumstances where nutrient removal through crop/biomass harvest exceeds replenishment. Under these conditions the soils become fatigued and less productive, eventually leading to erosion as the capacity to sustain vegetative cover is diminished.

## 2. OBJECTIVES AND APPROACHES

### 2.1. Strategic Objectives

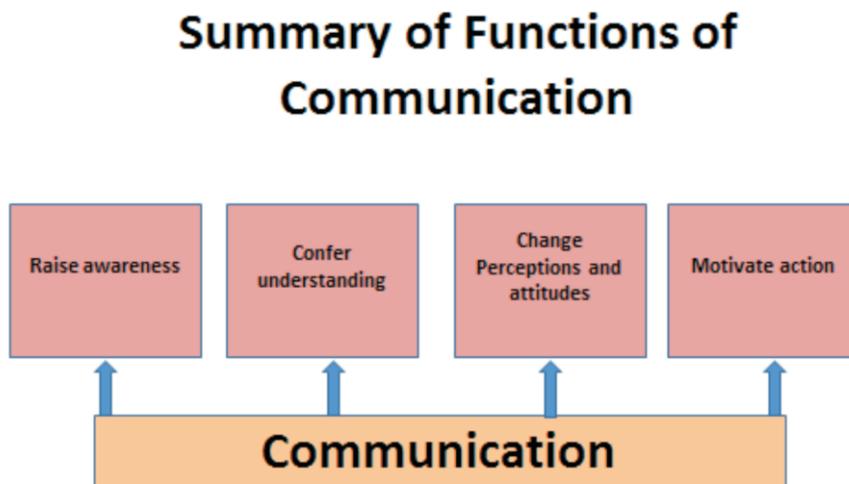
- To position the GPNM as an effective convening platform that can mobilize relevant players on the issue of nutrient reduction and management;
- To enhance international cooperation and coordination on the issue of sustainable use of nutrients;
- To generate knowledge on impacts, prevention, reduction and management options, and provide guidance and tools to decision makers and other stakeholder groups, in order to enable them to take appropriate action.

### 2.2. Communication Objectives

- Develop and maintain a common vision, identity and message among stakeholders for the initiative
- Build the broadest possible awareness about issues in relation to the inefficient use of nutrients and the need for a coordinated global crosscutting response;
- Enhance the visibility of the initiative to build stronger global and regional engagement processes and encourage action;
- Communicate and mainstream best practices tools; promote integrated approaches;
- Improve understanding of the benefits resulting from multi stakeholder partnerships involving NGOs, public organisations and private actors;
- Facilitate cooperation, coordination, information sharing and synergy among the different players to reduce the negative impact of overuse or mismanagement of nutrients on the environment and the society.

### 2.3. Communication approaches

The functions of communication are illustrated in Figure 1. Functions of communication in the human behavior change chain (Source: Source: Rodgers, 1980) below.



**Figure 1.** Functions of communication in the human behavior change chain (Source: Source: Rodgers, 1980)

## 3. TARGET AUDIENCES

### 3.1. Defining target audiences

The target audiences are the intended audiences for the key messages. In the context of GPNM, the target audience refers to the group that is being influenced and would benefit from the message. Outreach and communication material should always be targeted at someone. If communication material is targeted at ‘general public’, it is likely that it is too general in nature to be effective in messaging. They can be clustered into primary, secondary and external audiences.

The target audiences can be divided into primary and secondary audiences.

#### Primary audience

These are specific people targeted for a specific message. This is the main group the partnership is aiming to influence. The primary audience depends on the message that is being communicated.

#### Secondary audience

These groups/individuals are less relevant to the communication efforts, but they may influence the primary target audience. They will also benefit from the messages.

**Table 2** Target audiences of the GPNM

<b>INTERNAL</b> members of the GPNM	<p><b>Partners/members of the GPNM</b> (governments, scientists, policy makers, private sector, NGOs and international organizations)</p> <ul style="list-style-type: none"> <li>• GPNM partners should be informed of on-going activities (newsletter)</li> <li>• GPNM partners wish to be informed of the development of new reports and be given</li> </ul>
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<p><b>EXTERNAL</b></p> <p>Organisations that will be targeted to join the GPNM</p>	<p>an opportunity to be actively involved in consultations and review</p>
	<p><b>Private sector:</b> As partners – to provide technical expertise on the issues and to encourage adoption of good practices and measures in their businesses. Private companies active in the field of communication could be targeted to help to raise awareness and advocacy. <i>Note: ‘Private sector’ may also include e.g. state owned enterprises, such as in the fertilizer industry.</i></p>
	<p><b>NGOs and Foundations:</b> As partners – to advocate and help conveying messages to the general public especially to youth.</p>
	<p><b>Academia:</b> As partners – to help with innovative approaches on prevention, reduction and management of nutrient and capacity building</p>
	<p><b>UN – system and related preparatory processes and fora:</b> As partners – To coordinate action and communication activities, to leverage interest from government officials on the issue.</p>
	<p><b>The GEF IW Community:</b> The GEF Secretariat, GEF IW Projects, participating countries: To share experiences, knowledge generated and information with other GEF IW projects</p>
	<p><b>Media:</b> To inform the above audiences and to influence their opinions and attitudes.</p>
<p><b>Farmers:</b> As partners – to adopt best practices. In both developed and developing countries, they are both stewards of the environment but also may be actors in mismanagement if not given the right information, tools, products and technologies. Policy makers: to create a social framework or environment with appropriate initiatives or laws to enable better prevention, reduction and management of nutrient.</p>	

### 3.2. Gender considerations

Women’s empowerment is a pre-condition to achieve the goals for development and the environment. Women play a critical role in most of the SDGs and many of the targets specifically recognize women’s equality and empowerment as both the objective and as part of the solution.

In the context of nutrient management, there are cultural and gender dimensions that are not fully understood, particularly in developing countries. As a general rule, what is good for the environment and for the planet must be good for gender equality and empowerment of women and girls at all levels. The impacts of poor nutrient management on ecosystem health and dependent populations have gender-based implications. The gender-related impacts are not always obvious as malnourishment and poor health affect both men and women. Care-giver roles in majority of societies are ascribed to women and their livelihood opportunity are compromised due to impacts of poor nutrient management, e.g. compromised nutrition and disease associated with eutrophication and harmful algal blooms and contamination of drinking water by nitrates. Also, it should be noted that in many societies many of the farmers, especially smallholder farmers, are women.<sup>1</sup>

The GPNM aims to ensure that environmental decision-making considers the needs of men and women, as well as minority communities. As there is little research and knowledge on the specific roles of women and men as agent of

<sup>1</sup> For detailed gender analysis, refer to Project Document PoW Project No: 525.1 Addressing the Nutrient Challenge through an Effective Global Partnership on Nutrient Management (GPNM)

change in environment/nutrient management and use and the gender-based implications are poorly understood, the GPML members are encouraged to:

- ◆ pay special attention to gender considerations when designing and implementing national level activities, and carrying out studies and research activities. This is of particular importance for further recommendations, best practices and policy considerations.
- ◆ collect gender disaggregated data on e.g. participation in training and capacity building activities; tracking of benefits amongst stakeholders
- ◆ Share and promote experiences on best practices that consider gender sensitivities
- ◆ Engage with NGOs that have strong experience in incorporating gender considerations, where appropriate

## 4. KEY MESSAGES

Targeted messages address specific issues related to nutrients management. The means of communication will depend on the target audience for each message. The messages are at two main levels:

**Level 1 Messages:** Focus on perceptions – such as personal responsibility, nutrients use efficiency, impacts of under/over use of nitrogen and phosphorus, awareness of effects to the farmers, community, benefits from adherence of nutrient use efficiency and other values.

**Level 2 Messages:** Focus on the legislative regulation in different regions; awareness of nutrient use efficiency; benefits to regions.

Things to note while developing the messages include:

- ◆ Barriers i.e. Language, education background.
- ◆ Problems to be encountered.
- ◆ Expected solutions.
- ◆ Sustainable practice.

The key messages, target audiences and means of communicating the messages are shown in

Table 3 below. Key facts and figures related to these key messages have been attached as an annex (

ANNEX 4) to this document. They can support or illustrate any communication materials that will be produced to create awareness around the key messages.

**Table 3** Key messages of GPNM and their target audiences. The key messages are to be finalized jointly with the communications task team and PCU and the messages are to be formulated according to the target audience. Attention to be paid on not focusing too much on the negative, but having balanced messages, addressing cases of too much vs. too little. Focus should be on options to address the nutrient challenge.

Key Message	Target Audience(s)	Communication channel(s)	Contribution to SDG target(s)
<p>Plant/crop Nutrients are a vital input to a productive, sustainable and successful agriculture by increasing yields on existing arable land.</p>	<p><b>Primary Audience:</b> Farmers; Decision Makers</p> <p><b>Secondary Audience:</b> Media, NGOs,</p>	Website, toolkit	2.4; 6.3;
<p>Nutrient stewardship is an essential practice to make sure that agricultural practices are both productive and respectful of the environment by teaching farmers how to make the most of their inputs.</p>	<p><b>Primary Audience:</b> Farmers; Decision Makers</p> <p><b>Secondary Audience:</b> Media, NGOs, Private Sector,</p>	Toolkit	2.4; 6.3; 6.a; 12.2; 12.4; 13.2; 14.1; 15.3;
<p>The unsustainable use of nutrients has negative impacts on biodiversity, marine ecosystems, air quality, food security and the economy.</p>	<p><b>Primary Audience:</b> Decision Makers</p> <p><b>Secondary Audience:</b> All audiences</p>	Website and toolkit, publications, factsheets, Experience notes	2.4; 6.3; 6.a; 12.2; 12.4; 12.5; 13.2; 14.1; 15.3;
<p>There are best practices we can use to help reduce the negative impacts: use cover crops to create a buffer and reduce runoffs, encourage crop rotation, no-till practices, precision farming, balanced fertilization, integrated soil fertility management and good fertilization practices building on the principles of the 4Rs (xxx),</p>	<p><b>Primary Audience:</b> Decision Makers; Farmers</p> <p><b>Audience:</b> Fertilizer industry, NGOs, Media, GEF-IW Community</p>	Website and toolkit, publications, factsheets, Experience notes	2.4; 6.3; 6.a; 12.2; 12.4; 12.5; 13.2; 15.3;

Key Message	Target Audience(s)	Communication channel(s)	Contribution to SDG target(s)
<ul style="list-style-type: none"> <li>The GPNM brings together the strengths of all sectors in order to promote the sustainable use of nutrients by involving actors throughout the industrial and agricultural chains;</li> </ul>	<p><b>Primary &amp; Secondary Audience:</b></p> <p>All external audiences</p>	Website	2.4; 6.3; 6.a; 14.1; 15.3;
<ul style="list-style-type: none"> <li>The GPNM aims to promote effective nutrient management, minimising negative impacts on the environment and human health, while maximising their contribution to global sustainable development and poverty reduction by raising crop yields and farmers' revenues.</li> </ul>	<p><b>Primary &amp; Secondary Audience:</b></p> <p>All external audiences</p>	Website	2.4; 6.3; 6.a;
<ul style="list-style-type: none"> <li>The GPNM is a voluntary multi-stakeholder coordination mechanism in which partners from all sector have agreed to join strengths in order to better manage the use of nutrients.</li> </ul>	<p><b>Primary &amp; Secondary Audience:</b></p> <p>All external audiences</p>	Website	2.4; 6.3;
<p><b>INTERNAL COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>Periodic updates; on-going activities; possibilities for partners to contribute</li> </ul>	Members of the GPNM	Newsletter; Website; Toolkit; LinkedIn; Experience Notes;	n/a
<p><b>INTERNAL COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>The impacts of poor nutrient management on ecosystem health and dependent populations have gender-based implications, but gender dimensions are not fully understood. Partners are encouraged to pay special attention to gender considerations when designing and implementing national level activities and conducting studies/research. The participation in capacity building activities and tracking of benefits amongst stakeholders should be disaggregated by gender.</li> </ul>	Members of the GPNM	Newsletter; Toolkit;	2.4; 6.3;

## 5. COMMUNICATION MIX

### 5.1. Communication channels

- a. **Human communication:** This is face to face communication. This may be used among same ethnic groups who share same language.
- b. **Community based communication:** This is meant to reach out to local stakeholders within specific area, village or neighbourhood. It is influenced by their common interests and characteristics. Communication can be through a local radio station, target groups, traditional leaders or government representatives.
- c. **Public channels.** This involves reaching a large audience within the shortest time possible. It can be through Television, Newspaper, conferences, website, newsletter, toolbox

### 5.2. Communication to reach and update internal audience

Existing member and partners of the GPNM will be updated on upcoming events and activities via online outreach tools such as a [newsletter](#) and via the 'www.nutrientchallenge.org' or 'www.unep.org/gpa' sites. The GPNM newsletter has been published from Sep 2015 and carries synopsis of key achievements of the project. This newsletter is dispatched to just under 170 email recipients (note - some of those are on multiple mail lists) every quarter.

Webinars and Google hangout can be arranged – 2 times a year for partners to provide updates and seek feedback, as well as 3 times a year focusing on thematic areas. The Secretariat will coordinate these webinars with assistance and input from selected partners. Partners will be informed of the planned media pushes well in advance so they can coordinate their media strategy and help to amplify the messages through their networks and reach a larger audience

### 5.3. Communication to reach external audience

Online Platform ([www.nutrientchallenge.org](http://www.nutrientchallenge.org)): The nutrient challenge is the main communications platform for the GPNM. Here partners and interested global stakeholders can connect, share information, communicate, and collaborate to pursue solutions towards improving practices related to nutrients management. It will be updated with information on best practices, case studies, promotional materials developed by the secretariat and by partners, information on key events related to nutrients management, and thematic discussions with partners.

UNEP/GPA website: As the Secretariat for the GPNM, the GPA will allocate a specific section of the GPA site to the GPNM. In that section, it will be possible to download/fill in membership forms. The priority will be given to GPNM information targeting policy makers specifically. Any other communication materials produced by partners might be published as long as it is in line with the institutional values and guidelines of UNEP/GPA. The preferred site for these types of materials will however be the [www.nutrientchallenge.org](http://www.nutrientchallenge.org).

The mid-term review of the GEF GNC project recommended making a decision on how content is replicated between the nutrientchallenge.org platform and the unep.org/gpa website, as updating both sites could lead to inconsistencies and confusion. The nutrientchallenge.org site is the main communications platform for the GPNM, but as UN Environment and GPA are implementing and executing the GNC project, core documents and publications should be available via the GPA site as well. Link(s) to [www.nutrientchallenge.org](http://www.nutrientchallenge.org) website will be established.

Social Media: Social Media plans will be developed based on the communication strategy. The Secretariat will use the UNEP social media platforms to broadcast its messages throughout the year with the cooperation of UNEP's Division of Communication and Public Information. Special pushes on UNEP social media platforms will be provided for the launch of publications or for specific events (listed below). Partners are encouraged to use the same social media plans on their respective social media platforms in order to coordinate communication actions.

LinkedIn page: The purpose and focus of LinkedIn is to build business networks of people that the members have professional relationship with. The user profiles are basically résumés of the members' education and professional experience. A member can invite anyone to be a 'connection' whether or not they are a LinkedIn member.

Other UNEP websites: GPNM communication materials will be published on relevant UNEP websites. These websites include but are not limited to: UNEP Homepage, UNEP Newscenter, Ecosystem Management, Chemicals and Waste, Environmental Governance, Resource Efficiency, Green Economy, Post-2015 Agenda, World Environment Day, Eat.Think.Save etc.

Partners and Stakeholders Websites: Partners and users of the “www.nutrientchallenge.org” will be encouraged to link to the “www.nutrientchallenge.org” in order to drive traffic to the site and maximise Google referencing.

Experience Notes: GEF IW projects are encouraged to share practical experiences and deliver summaries of their work in the form of ‘Experience Notes’. The experiences include successful practices, approaches, strategies, lessons and methodologies. The completed notes are around 3-7 pages long and will be available via GEF IW:LEARN and its website, as well as at selected GEF IW events.

The pilot demonstrations of the GNC project already have some experiences (local communications, engagement, visualisation of complex ecosystem information, policy maker engagement, etc.) and it is to be expected that the outputs of both Component 2 and 3 (either individually or integrated) will also generate valuable results that should be shared in form of Experience notes.

#### 5.4. Private Sector Engagement

The private sector is becoming increasingly aware of the global environmental challenges and private enterprises and industries are no longer merely viewed as the ones sacrificing the environment to the pursuit of profits. With the right economic conditions, the pursuit of profits can encourage companies to search for cleaner production processes and technologies. An increasing number of private enterprises actually make their profits helping other enterprises improve their environmental performance. Also, the private sector, ranging from small enterprises to large multinational companies, is envisioned to play a very important role in achieving the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

In the context of wise nutrient management, the private sector can offer innovative solutions in tackling the nutrient challenge. UN Environment and the GPNM can play an important role in giving visibility to those enterprises that are working to formulate cleaner products. The next Intergovernmental Review (IGR) of the GPA would be a good platform for private sector partners to present their innovative solutions. For example, manufacturers of cleaning agents, detergents and soaps and personal care products can formulate phosphate-free products.

The GPNM should make use of the UN Environment’s Corporate Services in its private sector engagement efforts. Handling the private sector engagement through UN Environment will give the initiative more visibility and perhaps credibility, as UN Environment is a better known actor in the field. UN Environment has a consolidated approach to reaching out to private enterprises and it aims to do so in line with the UN core values, as well as other relevant regulations and accountability requirements. Also, other partnership under the GPA already collaborate with private sector enterprises, such as the Global Partnership on Marine Litter on the issue of microbeads and plastics in cosmetics other personal healthcare products. Therefore, a consolidated approach is important to avoid overlapping and mixed messaging.

Potential private sector enterprises for the GPNM to work with (to be updated regularly)

- Procter & Gamble
- Unilever

## 6. PRODUCTS

### 6.1. Community of Practice

One of the outputs of the GEF-GNC project is “*web based platform targeting GEF project as part of IW:LEARN; Community of Practice on nutrient management targeting GEF projects*”. The project was initially active within the GEF IW:LEARN project by facilitating a Community of Practice (CoP) on nutrient loss mitigations and the project has throughout its lifetime participated actively in the GEF IW Conferences. The CoP became more and more quiet over time and today IW:LEARN no longer hosts the Community of Practice. In the absence of IW:LEARN hosted online services, the CoP in the context of GEF GNC project has had to be redefined and redesigned over the project lifetime — A community of practice (CoP) is a group of people who share knowledge and experiences to learn from one another regarding aspect of their work. Often times it is a voluntary, informal gathering and sharing of expertise. Therefore, they should not be confused with different type of task teams or working groups that are tied to a specific assignment.

In the context of GPNM and GEF GNC project, the website [www.nutrientchallenge.org](http://www.nutrientchallenge.org) acts as the Community of Practice, as it is a platform where knowledge, experiences and best practices can be shared, particularly via the ToolBox developed under the GNC project. Also, a Massive Open Online Course (MOOC) on nutrients and waste water is under development and will be accessible through the platform aiming to disseminate knowledge to the global audience and to build capacity to strengthen local implementation.<sup>2</sup>

The IW:LEARN project has recently started its 4th phase. New means of reaching out to the GEF IW community and support portfolio learning will be explored with the IW:LEARN project, such as their mailing lists.

### 6.2. Media Work

- ◆ Create promotional materials and organize press conferences (press releases, factsheets, distribution of reports to media etc.) when GPNM publishes new reports
- ◆ Op-ed Pieces: Editorials and journal pieces in key publications can be prepared to highlight GPNM related issues.
- ◆ Organise media workshops to help build the capacity of selected journalists to cover the topic and to raise awareness on GPNM related issues. These journalists will play a multiplying role in conveying the messages and can be instrumental in asserting the relevance and political credibility of GPNM’s work.
- ◆ Partnering with news outlets or news agencies (e.g. IPS, Xinhua) can encourage in-depth focus on issues and success stories on best practices. Targeting environment focused outlets is encouraged.
- ◆ Speaking Notes: Based on key messages, speaking notes will be made available for partners to use when promoting the GPNM.
- ◆ Create press kits for journalists on thematic issues in various UN languages.

### 6.3. Audiovisual and Information Material

- ◆ A Thematic radio piece on nutrients management can be developed and distributed through UNEP and UN channels.
- ◆ A “tool kit” with FAQs, guidelines/script for focus-groups, power point presentations, and infographics to share on social media can also be prepared.
- ◆ Posters, videos and public service announcements can be developed and distributed on the website. These can be used by partners.
- ◆ A video highlighting the nutrient challenge

### 6.4. Publications

*Potential publications that could highlight the issue of nutrient management*

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<sup>2</sup> See also section 5.3 Online Platform and UNEP/GPA website

- ◆ Our Planet: Each issue of UNEP's flagship magazine "Our Planet", can be highlighting the issue of unsustainable use of nutrients.
- ◆ Tunza: special issue of Tunza about the problem of nutrients management, to reach UNEP's youth network.
- ◆ Case Studies and Success Stories can be compiled, packaged and made available online.

*Partners are encouraged to add publications that could potentially highlight the issue of nutrient management*

## 7. EVENTS AND CONFERENCES

The GPNM can capitalize on these events to send out relevant messages to a broader audience.

Date	Event	location/venue	GPNM Participation
<b>2015</b>			
12-17 April	7th World Water Forum	Daegu & Gyeongbuk, Korea	
5 June	World Environment Day		
8 June	World Oceans Day		
23-27 June	1st Session of the UN Environment Assembly (UNEA-1)	Nairobi, Kenya	
17 November	20th Anniversary of the GPA	Washington D.C., USA	
5 December	World Soil Day		
	UNEP Committee of Permanent Representatives Meetings	Nairobi, Kenya	
<b>2016</b>			
9-13 May	8th GEF Biennial International Waters Conference (IWC-8)	Sri Lanka	
23-27 May	2nd Session of the UN Environment Assembly (UNEA-2)	Nairobi, Kenya	
5 June	World Environment Day		
8 June	World Oceans Day		
16-20 August	5 <sup>th</sup> Sustainable Phosphorus Summit (SPS 2016)	Kunming, China	
27-28 October	The First Nordic Phosphorus Conference	Malmö, Sweden	
7-11 November	16th World Lake Conference (WLC16)	Bali, Indonesia	
5 December	World Soil Day		
4-8 December	7 <sup>th</sup> International Nitrogen Initiative Conference	Melbourne, Australia	
	UNEP Committee of Permanent Representatives Meetings	Nairobi, Kenya	
<b>2017</b>			
4-6 December	3rd Session of the UN Environment	Nairobi, Kenya	

Date	Event	location/venue	GPNM Participation
	Assembly (UNEA-3)		
October	4th Inter-Governmental Review (IGR) of the Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities (GPA)	Bali, Indonesia	
October	Global Conference on Land-Ocean Connections (GLOC)		
	UNEP Committee of Permanent Representatives Meetings	Nairobi, Kenya	

*Partners are encouraged to add events that they might attend and that were not listed above.*

## 8. TASK TEAMS AND OTHER PROJECT ENTITIES

Different project entities, such as the Project Steering Committee, Project Coordination Unit (PCU) and various technical task teams play an important part in communicating the key messages of the partnership to relevant audiences and increasing the effectiveness of advocacy-related communication. These are:

- (1) **GPNM Project Steering Committee (PSC)** – *Reviews the communication strategy and its periodic updates; oversees the implementation of communication activities*
- (2) **Policy Task Team** – *Outreach work*
- (3) **Partnership Task Team** – *Advocacy work*
- (4) **Nutrient Use Efficiency Task Team** – *Advocacy work*
- (5) **Toolkit Task Team** – *Supports the PCU in developing the toolkit and its functionalities; advocacy for the uptake*
- (6) **Communications Task Team** – *Reviews the communication strategy and its periodic updates; provides inputs on communication related activities; act as focal points for media*
- (7) **Phosphorus Task Team** – *Advocacy work*

The membership of the technical task teams is annexed (

ANNEX 7). Although the members of the thematic task teams are selected in their individual capacity, based on their area of expertise, they still represent their organization. Members can be replaced by other representatives of the same organization at any time.

## 9. EVALUATION

An analysis of results indicators will be done after the first year. Potential results indicators include:

- ◆ Number of new partners
- ◆ Number of eminent endorsers – political/industry leaders, media/entertainment personalities/other celebrities
- ◆ Media coverage of related events and releases
- ◆ Pick-up of key messages
- ◆ Web Statistics
- ◆ Social media performance – number of followers, tweets/retweets, FB impressions, participation in tactical social media campaigns, YouTube views of viral video, etc.
- ◆ Number of partners mobilized for communication and promotion support
- ◆ Resources raised
- ◆ Frequency and scope of PSA broadcast

## 10. BRANDING AND VISUAL IDENTITY

A common visual identity gives the GPNM a recognizable and coherent image and the GPNM logo is the most visible element of the initiative's identity. GPNM Visual Identity and Branding Guidelines were created to ensure that the logo is used consistently in all material produced in the framework of the GPNM (

**ANNEX 5).** The guideline also describes the approval process for any material where the GPNM logo is used.

Similarly, Visual Identity and Branding Guidelines document has been created for the GEF GNC project is annexed to ensure that (1) the GEF Project logo is used correctly in all material produced in the framework of the project and (2) the GEF, UN Environment and other partners are correctly acknowledged (



## **GPNM VISUAL IDENTITY AND BRANDING GUIDELINES**

Nairobi, February 2017



## 1. Introduction

The Global Partnership on Nutrient Management (GPNM) is a global partnership of governments, scientists, policy makers, private sector, NGOs and international organizations. It responds to the ‘nutrient challenge’ – how to reduce the amount of excess nutrients in the global environment consistent with global development. As the GPNM is a large network of partners, a common visual identity gives the GPNM a recognizable and coherent image.

The GPNM logo is the most visible element of the initiative’s identity and it must be used consistently. GPNM logo should be used in all materials produced in the framework of the GPNM, such as the online platform, publications and communications materials. This guideline document helps the GPNM partners to understand how to use the GPNM logo and establishes the basic principles to be applied to the range of communication products developed.

## 2. GPNM logo

The partnership logo graphical elements represent not only the different sectoral sources that contribute to the nutrient cycle but also the benefits to be accrued from these same sectors in the context of sustainable use of nutrients within the global environment. The juxtapositioning of the sectoral elements of the logo convey the close interrelationships between them. The logo is available in full color (Figure 3) and in color while and black as shown in Figure 4.





### 3. Uses of GPNM logo

#### 3.1. General logo guidelines

- Whenever the GPNM logo is used in any communication material, partners should inform and seek approval from the GPNM Secretariat (see section 3.3)
- Do not use the GPNM logo in a way that is deceptive, harmful, obscene, or otherwise objectionable to GPNM
- The GPNM logo should not be skewed vertically or horizontally to proportions other than the original proportions
- The logo should not be altered in any way, e.g. by combining other logos
- Whenever possible, the logo should be printed in its original colors (Figure 1). If printing in full color is not feasible, the logo should be printed in one color – in color white or black, as shown in Figure 2.
- It is important that there is sufficient empty space around the logo to prevent it from being overshadowed by other information or illustrations
- Partners should also ensure that any other relevant partners are acknowledged when needed. Please note that all partners also have their own guidelines for using their logo. Any material with UN Environment logo should be submitted to the Secretariat for review and clearance (see section 3.4).

#### 3.2. Additional logo guidelines for non-partners

- Non-partners should seek permission and approval from the GPNM Secretariat for using the logo in any communication material

- Logo should be used in a way that it does not suggest association or partnership with GPNM, or approval, sponsorship, or endorsement by GPNM.
- The GPNM logo should not be the most distinctive or prominent feature on your web page, printed material, or other content.

### 3.3. Approval process for GPNM logo use \*\*

1. Alert the GPNM Secretariat of the need to use the Logo. If possible, provide any manuscripts as early as possible – 1 month before
2. GPNM secretariat reviews the request and seeks management approval – 2 weeks
3. GPNM secretariat approval.
4. Partners should provide the GPNM Secretariat with a copy of the publication with the logo

*\*\* Please note that the approval process is contingent on further clearance from the GPNM Steering Committee.*

### 3.4. Use of UN Environment's logo

Use of the UN Environment logo by third parties outside the UN system of organizations is governed by the rules of the United Nations and framed or limited by the terms and conditions of the relevant legal instrument establishing the relationship with a given third party.

In general, any UN Environment logo use by third parties requires the prior written consent of UN Environment. Any material with UN Environment logo must be submitted to the UN Environment's Secretariat for review and clearance. When needed, UN Environment staff will seek legal counsel from Corporate Services Division and seek branding and design support from Communication Division ahead of authorizing such use.

ANNEX 6). Any publication or journal article produced using GEF resources should accord proper acknowledgement to GEF, UN Environment and the GPA.



Figure 2 GPNM logo in full color and GEF GNC project logo with short title. Please refer to the Visual Identity and Branding Guidelines (annexed)

#### **ANNEX 4: Facts and figures related to the key messages**

- Human activities produce around 120 m tonnes of reactive nitrogen each year, much of which (nearly two thirds) ends up polluting air, water, soil marine and coastal areas, and adding harmful gases to the atmosphere;
- Some 20 m tonnes of phosphorous are mined every year and nearly half enters the world's oceans - 8 times the natural rate of input;
- Between 1960 and 1990 global use of synthetic nitrogen fertilizer increased more than sevenfold, while phosphorus use more than tripled;
- One half of the world's population is now thought to depend on nitrogen and phosphorous fertilizers for the production of their food – much of the fertilizers is not used by the crops;
- Worldwide, the number of coastal areas impacted by eutrophication caused by excess nutrients stands at over 500;
- Dead zones in the world's oceans have increased from 10 cases in 1960 to 405 documented cases in 2008 (169 identified hypoxic areas, 233 areas of concern and 13 systems in recovery);
- Many of the world's freshwater lakes, streams, and reservoirs suffer from eutrophication – millions of people depend on wells for their water where nitrate levels are well above recommended levels;
- More than 90% of the world's fisheries depend in one way or another on estuarine and near-shore habitats;
- Nitrous oxide is a powerful greenhouse gas –estimated to be responsible on current levels for about 11% of the net anthropogenic global warming potential from such gases.
- Some studies are highlighting the link between excess nutrient in coastal water and a form of widespread cancer affecting sea turtles.

**ANNEX 5: GPNM Visual Identity and Branding Guidelines**



**GPNM VISUAL IDENTITY AND BRANDING GUIDELINES**

Nairobi, February 2017



## 4. Introduction

The Global Partnership on Nutrient Management (GPNM) is a global partnership of governments, scientists, policy makers, private sector, NGOs and international organizations. It responds to the ‘nutrient challenge’ – how to reduce the amount of excess nutrients in the global environment consistent with global development. As the GPNM is a large network of partners, a common visual identity gives the GPNM a recognizable and coherent image.

The GPNM logo is the most visible element of the initiative’s identity and it must be used consistently. GPNM logo should be used in all materials produced in the framework of the GPNM, such as the online platform, publications and communications materials. This guideline document helps the GPNM partners to understand how to use the GPNM logo and establishes the basic principles to be applied to the range of communication products developed.

## 5. GPNM logo

The partnership logo graphical elements represent not only the different sectoral sources that contribute to the nutrient cycle but also the benefits to be accrued from these same sectors in the context of sustainable use of nutrients within the global environment. The juxtapositioning of the sectoral elements of the logo convey the close interrelationships between them. The logo is available in full color (Figure 3) and in color while and black as shown in Figure 4.



Figure 5. GPNM logo in its original colors



Figure 6. GPNM logo in white and black

## 6. Uses of GPNM logo

### 6.1. General logo guidelines

- Whenever the GPNM logo is used in any communication material, partners should inform and seek approval from the GPNM Secretariat (see section 3.3)
- Do not use the GPNM logo in a way that is deceptive, harmful, obscene, or otherwise objectionable to GPNM
- The GPNM logo should not be skewed vertically or horizontally to proportions other than the original proportions
- The logo should not be altered in any way, e.g. by combining other logos
- Whenever possible, the logo should be printed in its original colors (Figure 1). If printing in full color is not feasible, the logo should be printed in one color – in color white or black, as shown in Figure 2.
- It is important that there is sufficient empty space around the logo to prevent it from being overshadowed by other information or illustrations
- Partners should also ensure that any other relevant partners are acknowledged when needed. Please note that all partners also have their own guidelines for using their logo. Any material with UN Environment logo should be submitted to the Secretariat for review and clearance (see section 3.4).

### 6.2. Additional logo guidelines for non-partners

- Non-partners should seek permission and approval from the GPNM Secretariat for using the logo in any communication material

- Logo should be used in a way that it does not suggest association or partnership with GPNM, or approval, sponsorship, or endorsement by GPNM.
- The GPNM logo should not be the most distinctive or prominent feature on your web page, printed material, or other content.

### 6.3. Approval process for GPNM logo use \*\*

5. Alert the GPNM Secretariat of the need to use the Logo. If possible, provide any manuscripts as early as possible – 1 month before
6. GPNM secretariat reviews the request and seeks management approval – 2 weeks
7. GPNM secretariat approval.
8. Partners should provide the GPNM Secretariat with a copy of the publication with the logo

*\*\* Please note that the approval process is contingent on further clearance from the GPNM Steering Committee.*

### 6.4. Use of UN Environment's logo

Use of the UN Environment logo by third parties outside the UN system of organizations is governed by the rules of the United Nations and framed or limited by the terms and conditions of the relevant legal instrument establishing the relationship with a given third party.

In general, any UN Environment logo use by third parties requires the prior written consent of UN Environment. Any material with UN Environment logo must be submitted to the UN Environment's Secretariat for review and clearance. When needed, UN Environment staff will seek legal counsel from Corporate Services Division and seek branding and design support from Communication Division ahead of authorizing such use.

## ANNEX 6: GEF-GNC Project Visual Identity and Branding Guidelines



Global foundations for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of the **Global Nutrient Cycle**

# GEF-GNC VISUAL IDENTITY AND BRANDING GUIDELINES

Nairobi, February 2017

## 1. Introduction



addressing nutrient over-enrichment and oxygen depletion from land based pollution of coastal waters in Large Marine Ecosystems”.

This document aims to (1) help the partners to use the project logo correctly in all material produced in the framework of the project and (2) ensure that GEF, UN Environment and other partners are correctly acknowledged in all project products.

## 2. GNC logo

The logo should not be skewed vertically or horizontally to proportions other than the original proportions. Whenever possible, the logo should be printed in its original colors (Figure 1 and 2).

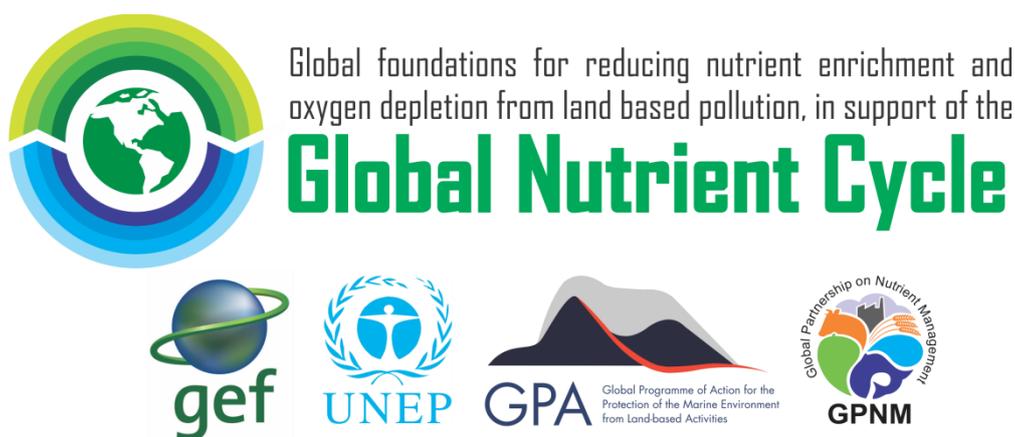


Figure 7 GEF-GNC logo with full title (Update: UN Environment logo to be replaced with the new one)

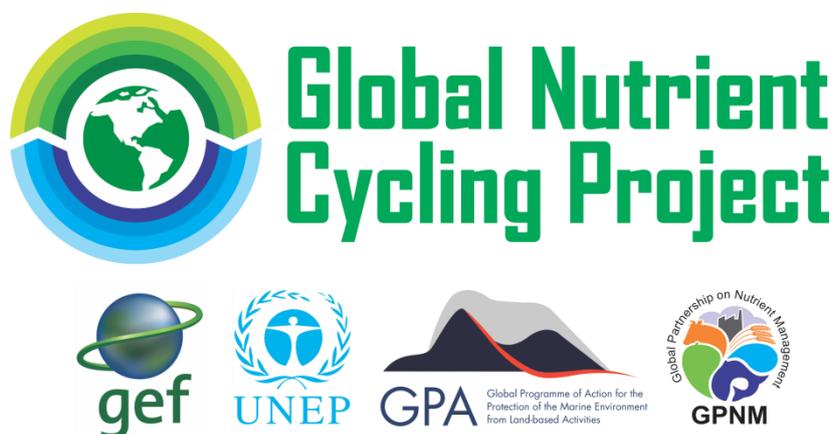


Figure 8 GEF-GNC logo with short title (Update: UN Environment logo to be replaced with the new one)

## 3. Logo Usage and Acknowledgements

The project logo and logos of (1) the Global Environment Facility (GEF), (2) UN Environment, (3) the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA) and the Global Partnership on Nutrient Management (GPNM) should be consistently used in the cover and title

pages of all material produced in the framework of the project. For any published material with the logo of the project and/or the UN Environment, manuscripts should be submitted for review and prior written consent of the Secretariat is required.

Please note that all partners have also their own guidelines for logo usage. **Any UN Environment logo use by third party requires the prior written consent of UN Environment.**

To accord proper acknowledgement to the GEF for providing funding to the project, any publications produced must give appropriate credit to GEF as per the GEF Communication and Visibility Policy, including the Brand Guidelines and Graphic Standards.

- GEF Brand Guidelines & Graphic Standards: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo)

Any citation on project publications of projects funded by the GEF resources shall also accord proper acknowledgement to GEF, UN Environment and the GPA. In cases where partners develop their technical reports that are not considered to be project products, a standard text for these products should be added:

*“This publication has been developed with the support the UNEP GEF Project entitled: “Global foundations for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of Global Nutrient Cycle” or the GEF-Global Nutrient Cycle (GNC) project”*

#### 4. Partnership banner

All partners should be acknowledged in project level products and material, such as the website, project publications, reports etc.



Figure 9 GEF GNC Project partnership banner

## ANNEX 7

## Global Partnership on Nutrient Management

### Steering Committee and Technical Task Team membership

#### March 2015

GPNM Steering Committee		
Chairman		
Name	Organization	E-mail
Ramesh <b>RAMACHANDRAN</b>	National Centre for Sustainable Coastal Management, MoEF, Govt of India	rramesh_au@yahoo.com
Name	Organization	E-mail
Ajit <b>PATTNAIK</b>	Chilika Development Authority India	ajit@chilika.com
Debra <b>TURNER</b>	Food and Agriculture Organization	Debra.Turner@fao.org
Michael <b>BOWERS</b>	National Institute of Food and Agriculture, USDA	GCROSBY@nifa.usda.gov
Bert <b>DIPHOORN (Replace) *</b>	UN-HABITAT	Bert.Diphorn@unhabitat.org
Patrick <b>HEFFER</b>	International Fertilizer Industry Association	pheffer@fertilizer.org
Andrew <b>HUDSON</b>	UNDP	andrew.hudson@undp.org
Sasha <b>Koo-OSHIMA</b>	Office of Water, Environmental Protection Agency (EPA)	Koo-Oshima.Sasha@epa.gov
Yuelai <b>LU</b>	UK-China Sustainable Agricultural Innovation Network	y.lu@uea.ac.uk
Arnoud <b>PASSENIER</b>	Value Chains Sustainable Innovations, Ministry of Environment, Netherlands	arnoud.passenier@minienm.nl
<b>N. RAGHURAM</b>	GGs Indraprastha University	raghuram98@hotmail.com
Terry <b>ROBERTS</b>	International Plant Nutrition Institute	TRoberts@ipni.net
J. Scott <b>Angle</b>	International Fertilizer Development Center	n/a
Roland <b>SCHOLZ</b>	Global Traps/University of Zürich	roland.scholz@igb-extern.fraunhofer.de; roland.scholz@env.ethz.ch
Mark <b>SUTTON</b>	Centre for Ecology and Hydrology, Edinburgh, UK	ms@ceh.ac.uk
Fusuo <b>ZHANG</b>	China Agricultural University, Beijing	zhangfs@cau.edu.cn

\*To be replaced soon

Policy Task Team		
Name	Organization	E-mail
Debra <b>TURNER</b>	Food and Agriculture Organization	Caterina.Batello@fao.org
Chuck <b>CHAITOVITZ</b>	Global Environment & Technology Foundation	chuck@getf.org

<b>Policy Task Team</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Benjamin <b>GRAUB</b> *	Food and Agriculture Organization	benjamin.graub@fao.org
Andrew <b>HUDSON</b>	UNDP	andrew.hudson@undp.org
Sasha <b>Koo-OSHIMA</b>	Office of Water, Environmental Protection Agency (EPA)	Koo-Oshima.Sasha@epa.gov
Roland <b>SCHOLZ</b>	Global Traps/University of Zürich	roland.scholz@igb-extern.fraunhofer.de; roland.scholz@env.ethz.ch
Sara <b>WALKER</b>	World Resources Institute	MSelman@wri.org
Jonathan <b>WINSTEN</b> *	Winrock International	jwinsten@winrock.org

<b>Partnership task team</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Albert <b>BLEEKER</b>	Energy research Centre	a.bleeker@ecm.nl
Ramesh <b>RAMACHANDRAN</b>	National Centre for Sustainable Coastal Management, MoEF, Govt of India	rramesh_au@yahoo.com
Patrick <b>HEFFER</b>	International Fertilizer Industry Association	pheffer@fertilizer.org
Clement <b>LEWSEY</b>	National Oceanic and Atmospheric Administration	Clement.Lewsey@noaa.gov
Yuelai <b>LU</b>	UK-China Sustainable Agricultural Innovation Network	y.lu@uea.ac.uk
Angela <b>OLEGARIO</b> *	International Fertilizer Industry Association	aolegario@fertilizer.org
<b>N. RAGHURAM</b>	GGs Indraprastha University	raghuram98@hotmail.com
Terry <b>ROBERTS</b>	International Plant Nutrition Institute	TRoberts@ipni.net
Roland <b>SCHOLZ</b>	Global Traps/University of Zürich	roland.scholz@igb-extern.fraunhofer.de; roland.scholz@env.ethz.ch
Mark <b>SUTTON</b>	Centre for Ecology and Hydrology, Edinburgh, UK	ms@ceh.ac.uk
Chris <b>THORNTON</b> *	European Sustainable Phosphorus Platform	info@phosphorusplatform.eu

<b>Nutrient Use Efficiency Task Team</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Albert <b>BLEEKER</b>	Energy research Centre	a.bleeker@ecm.nl
Eric A. <b>DAVIDSON</b> *	Wood Hole Research Center	edavidson@whrc.org
Raymond <b>KNIGHTON</b> *	National Institute of Food and Agriculture, USDA	Rknighton@nifa.usda.gov
Shamie <b>ZINGORE</b>	International Plant Nutrition Institute	SZingore@ipni.net
<b>N. RAGHURAM</b>	GGs Indraprastha University	raghuram98@hotmail.com
Terry <b>ROBERTS</b>	International Plant Nutrition Institute	TRoberts@ipni.net
J. Scott <b>Angle</b>	International Fertilizer Development Center	n/a
Mark <b>SUTTON</b>	Centre for Ecology and Hydrology, Edinburgh, UK	ms@ceh.ac.uk

<b>Toolkit Task Team</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Chuck <b>CHAITOVITZ</b>	Global Environment & Technology Foundation	chuck@getf.org
Heath <b>KELSEY *</b>	University of Maryland Center for Environmental Science	hkelsey@umces.edu
Sasha <b>Koo-OSHIMA</b>	Office of Water, Environmental Protection Agency (EPA)	Koo-Oshima.Sasha@epa.gov
Yuelai <b>LU</b>	UK-China Sustainable Agricultural Innovation Network	y.lu@uea.ac.uk
<b>N. RAGHURAM</b>	GGs Indraprastha University	raghuram98@hotmail.com
Ramesh <b>RAMACHANDRAN</b>	National Centre for Sustainable Coastal Management, MoEF, Govt of India	rramesh_au@yahoo.com
J. Scott <b>Angle</b>	International Fertilizer Development Center	n/a
Sara <b>WALKER</b>	World Resources Institute	MSelman@wri.org
Tom <b>SIMS *</b>	University of Delaware	jtsims@udel.edu

<b>Communications Task Team (membership drive currently underway)</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Emmanuel <b>ATENGA *</b>	African Forum for Agricultural Advisory Services	emmanuelatenga@yahoo.fr
Albert <b>BLEEKER</b>	Energy research Centre	a.bleeker@ecm.nl
<b>N. RAGHURAM</b>	GGs Indraprastha University	raghuram98@hotmail.com
Yuelai <b>LU</b>	UK-China Sustainable Agricultural Innovation Network	y.lu@uea.ac.uk

<b>Phosphorus Task Team</b>		
<b>Name</b>	<b>Organization</b>	<b>E-mail</b>
Ramesh <b>RAMACHANDRAN</b>	National Centre for Sustainable Coastal Management, MoEF, Govt of India	rramesh_au@yahoo.com
Arnoud <b>PASSENIER</b>	Value Chains Sustainable Innovations, Ministry of Environment, Netherlands	arnoud.passenier@minienm.nl
Patrick <b>HEFFER</b>	International Fertilizer Industry Association	pheffer@fertilizer.org
Terry <b>ROBERTS</b>	International Plant Nutrition Institute	TRoberts@ipni.net
Roland <b>SCHOLZ</b>	Global Traps/University of Zürich	roland.scholz@igb-extern.fraunhofer.de; roland.scholz@env.ethz.ch
Tom <b>SIMS *</b>	University of Delaware	jtsims@udel.edu
Sasha <b>Koo-OSHIMA</b>	Office of Water, Environmental Protection Agency (EPA)	Koo-Oshima.Sasha@epa.gov
Prem <b>BINDRABAN</b>	Virtual Fertilizer Research Center	pbindraban@vfrc.org
Fusuo <b>ZHANG</b>	China Agricultural University, Beijing	zhangfs@cau.edu.cn
William <b>BROWNLIE</b>	NERC Centre for Ecology & Hydrology	wilown@ceh.ac.uk

**Note:** marked (\*) need to be followed up

## Terms of Reference

### Global Partnership on Nutrient Management (GPNM)

### Communications Task Team

**Background:** The accelerated use of nitrogen, phosphorous and other macro-nutrients is at the center of a complex web of development benefits and environmental problems. This is key to crop production and half of the world's food output is dependent on fertilizer use. Excess nutrients from fertilizers, fossil fuel burning, and wastewater from humans, livestock, aquaculture and industry however lead to air, water, soil and marine pollution, with loss of biodiversity and fish, destruction of ozone and additional global warming potential. The problems will intensify as the demand for food and bio-fuels increase, and growing urban populations produce more wastewater without nutrient removal treatment. This will be at an increasing economic cost to countries with the undermining of ecosystems and the services and jobs they provide.

The Global Partnership on Nutrient Management (GPNM) has been launched to address the global challenges faced by the mismanagement of nutrients and nutrient over-enrichment. It is a global partnership of governments, scientists, policy makers, private sector, NGOs and international organizations. It responds to the 'nutrient challenge' – how to reduce the amount of excess nutrients in the global environment consistent with global development. The GPNM reflects a need for strategic, global advocacy to trigger governments and stakeholders in moving towards more efficient and effective nitrogen and phosphorous use and lower losses associated with human activities. It provides a platform for governments, UN agencies, scientists and the private sector to forge a common agenda, mainstreaming best practices and integrated assessments, so that policy and investment responses/options are effectively 'nutrient proofed'.

The GPNM also provides a space where countries and other stakeholders can forge more co-operative work across the variety of international and regional fora and agencies dealing with nutrients, including the importance of impact assessment work.

The work of the GPNM is advanced by a Steering Committee, a sub-set of the Partnership members and is supported by the GPA Unit of the Freshwater and Marine Ecosystems Branch of the Division of Environmental Policy Implementation at UNEP, which serves as the Secretariat to the Steering Committee and GPNM.

**Need for a GPNM Communications Task Team:** At the 3<sup>rd</sup> meeting of the GPNM Steering Committee that was convened in Washington DC in December of 2014, there were extensive discussions around the effectiveness of translating the work of the GPNM, its members and the GPA itself, to realize positive actions by farmers and other users of products, by product manufacturers and distributors, by the private sector, and by policy makers in government, in addressing the nutrient challenge. It was generally agreed that while much work is being done, outputs of this work often do not reach the intended targets in order to make a significant enough impact. It was agreed that this calls for a more focused approach to communications and outreach, based on an effective communications strategy. A Draft Strategy has been developed and it was further recommended by

the GPNM Steering Committee that a Communications Task Team be assembled that would provide oversight to the execution of the Communications Strategy.

**Core functions of the Task team:** The following are the main roles proposed for the GPNM's Communications Task Team:

- Review and further develop the Communications Strategy in support of the work of the GPNM;
- Oversee the general execution of the Communications Strategy;
- Contribute to the development of targeted outreach resources by the GPA and the Partnership members, including special projects (notably the GEF-funded project and other initiatives);
- Conduct periodic evaluation on the effectiveness of implementation of the Communications Strategy based on a set of defined indicators;
- Report on the work of the Task Team and achievements for meetings of the GPNM Steering Committee (and as otherwise required) and gain feedback toward enhancement of its work;
- Provide support to the GPA in fostering cross-sectoral dialogues and linkages through the identification and engagement of new partners;
- Foster integration of communications products on nutrient management with other focal areas of the GPA, specifically marine litter and wastewater;
- Articulate guiding principles for communications and information content and dissemination between the GPNM and UNEP;
- Identify and collaborate with focal points with responsibility for communications/outreach amongst GPNM partners (and associates) to assist in disseminating information and products within their own networks and provide feedback to the Task Team on further outreach opportunities;
- Develop a pipeline of activities based on the work of the Partnership
- Review website content and advise on structure

**Composition of the Task Team:** The Communications Task Team will seek to include relevant and interested experts or communications professionals from GPNM partner organisations or governments. The initial representation as at January 2015 includes the following persons:

- **Albert BLEEKER**, Senior Researcher Environmental Assessment, INI & Energy Research Centre of the Netherlands. **Task Team Chair**
- **Christopher COX**, GPA Secretariat, UNEP
- **Geraldine DEBLON**, GPA Secretariat, UNEP
- **N. RAGHURAM**, Associate Professor, School of Biotechnology/ Secretary Indian Nitrogen Group, GGS Indraprastha University
- **Morgane DANIELOU**, International Fertilizer Association
- **Yuelai LU**, UK-China Sustainable Agricultural Innovation Network
- NOAA
- **FAO**

- **UNESCO**
- **UNCCD**
- **Global Forum on Rural Advisory Services**
- **New Partnership for Africa's Development (NEPAD) Agency**
- **IFAD**

The chairmanship of the Task Team will be decided on a voluntary basis, and is expected that rotation amongst other interested members will take place within a two-year period.