

WOW- Working for Opihi Water SFF Project

Communication Plan

Ministry for Primary Industries
Manatū Ahu Matua



Sustainable
Farming Fund

NZ
LANDCARE
TRUST



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1. Situation Analysis

The Opihi catchment covers 384,000 ha of South Canterbury and over 2600 farms. The Opihi is a hill-fed braided river with significant tributaries and the 700 Ha lake created by the Opuha Dam for electricity and irrigation and environmental flows. Ground water is hydraulically connected to the rivers. The Opihi lagoon is a wetland of national significance providing important habitat for the spawning and rearing of juvenile fish. The Opihi River system provides important mahinga kai.

The Opihi catchment forms part of the Orari-Opihi-Pareora ZOne (OOP) under the umbrella of the Canterbury Water Management initiative. The Opihi catchment has been identified by the Environment Canterbury Regional Council (Ecan) as a 'hot spot' due to its poor ground and surface water quality. In part of the lower catchment water quality standards are not being achieved. Under irrigation this region can produce very high crop yields resulting in stock wintering on a paddock for a long time increasing the levels of nitrogen leaching. In times of heavy rainfall, large amounts of soil and nutrients runoff the hills into the rivers and streams increasing the phosphate (P) levels and sediment.

There is a need for farmers to adopt improved farming practices and in some cases change farming systems driven by the Land & Water Regional Plan (LWRP) and sub regional regulations. From 2017 over 12,000 dryland and irrigated farmers in Canterbury will need to have an audited farm environment plan (FEP). At present there is a lack of capability and resourcing to implement this. Intensification in more sensitive areas requires a FEP before July 2017. This project will deliver an extension programme that assists farmers to achieve their FEP requirements.

This is the most water short catchment in Canterbury with an annual rainfall of 600mm and no alpine rivers. There is an opportunity to pipe new water into the catchment to both improve water quality in the rivers and extend irrigation. However extensions in the irrigated area will only be possible if land management practices (nutrient management and winter management) are improved and community concerns are addressed. Improving water quality and reliability also provides opportunities for food processing and other industrial uses. There are also opportunities to make the existing water go further by increasing on farm efficiency. Workshops and a communication strategy will be developed to support the community to understand the water quality and quantity problems and to develop realistic farming systems changes to resolve these problems.

There is also an opportunity to evaluate the effectiveness of the project's extension programme. Within the project we will be trialling the ADOPT tool – a recently developed Australian tool designed to prioritise farmer practices that are most likely to have high uptake and make a real difference. With the significant changes required to meet improved water quality standards, there is an opportunity to use the ADOPT tool to improve the uptake and adoption of good management practices with the catchment groups.

In 2013 the NZ Landcare Trust, following discussions with the OOP Zone Committee, and with the support of the Zone Committee applied to the Sustainable Farming Fund for a 3 year project, commencing 1 July 2014. The project is approved and the Zone Committee is ipso facto the project steering committee. In addition to cash funding from the SFF, NZ Landcare Trust, Rabobank and Deer Industry New Zealand have provided cash support. Significant 'in kind' support is provided by Beef+Lamb New Zealand, DairyNZ, Irrigation New Zealand, Opuha Water Limited, Environment Canterbury, Fonterra, Foundation for Arable Research, Rabobank and Ravensdown.

The aims of the project are

- To provide a coordinated approach to develop widespread understanding of water quality issues and realistic land management solutions to improve the quality of the surface and ground water in the Opihi catchment. To enhance community initiatives to develop solutions for water use efficiency allowing an increase in the area of irrigation and productivity without increasing the environmental footprint. To develop community understanding of options for use of new water to improve water quality and reliability, increase the area under irrigation and other uses, that will increase employment in the region.
- To address water quality issues by taking dairy, sheep, beef, cropping and deer farmers through a process of problem awareness and acceptance; environmental risk identification at both a catchment and individual property level; individual property planning and finally implementing good practice for nutrient and winter management. The objective is to increase profitability and productivity while reducing the environmental impacts on catchment farms.

The OOP Zone Committee is encouraging the formation of catchment groups across the Zone as the vehicle to obtain community input to future planning requirements as well as ensure community ownership and understanding of what is required to meet Land and Water Plan targets; a set of 5 year outcomes and actions for catchment groups has been developed.

Following a pre project meeting in April 2014 additional meetings with the steering committee and farmer leaders and facilitators from the evolving catchment groups were held in July and August, to finalise outcomes and actions for the catchment groups. These operational outcomes are in appendix 1. The SFF project can contribute to the majority of these outcomes. In addition meetings of catchment groups have been initiated and developed.

Milestone 1 of the project includes provision to develop and assist with group formation as well as agree a process to coordinate and share information across the catchment groups in the OOP Zone.

2. Target audiences

Identify the primary audience and the secondary targets through community and industry consultation and via the steering group contacts but will include:

- Farming community (all land use types) and related service organisations
- Irrigation - based organisations
- Landcare or equivalent groups that have a focus on the interface between land practices and water quality and an interest in sustainable land and water management
- Recreationists including fishing/white baiting and gatherers of mahinga kai
- Stakeholders such as Councils, Department of Conservation, Fish and Game Central South Island, Forest and Bird South Canterbury, Federated Farmers South Canterbury, Rural Women
- Shareholders/levy payers and contacts of agri-business organisations involved
- Science and knowledge providers



3. Communications Objectives

The objectives are to:

1. Raise awareness of opportunities to work together in a farmer friendly atmosphere to increase planning, understanding and adopt best practice on farm that will have long term environmental and economic benefits.
2. Attract optimal numbers of farmers at workshops, field days and science seminars.
3. Promote the benefits of farmers and other organisations working together to achieve common goals of good farm planning, adoption of best practice and improved environmental outcomes
4. Raise awareness in the wider community of best practices that farmers are implementing and their benefits and the efforts that farmers are going to, to improve their local environment.
5. Promote the message 'Farmers Do Care'.
6. Promote innovative ways that farmers have adopted to solve issues in implementing best practice on farm.
7. Promote how science and technology can be utilised on farm to improve farm practices, the farming business and environmental outcomes.
8. Link with industry awards programmes and become a key part of associated publicity programmes, public field days and media reporting.
9. Liaise on development and implementation of catchment limits and implications for farmers and catchment groups.
10. Raise awareness and involvement in resolving environmental issues. Involve the community in practically focused action to improve environmental quality.
11. Support and strengthen collaboration between environmental groups, business/farmers, industry, Iwi and local authorities on finding community solutions to environmental challenges.
12. Provide improved farmer and community-based advice, and public information about environmental legislation.

Stakeholders, landowners and community members will feel empowered with the knowledge and skills and confidence in new practices that align with what it means to be a good farmer and steward of the catchment environment.

Communications need to be trustworthy, messages suit the intended audience and issues and people with the appropriate expertise and community respect engaged.

Communications should be clear and simple and as realistic as possible.

4. Communications Strategies

It is suggested basing communication messages on the “Four E’s” approach:

1. Encourage - Give the right signals, offer benefits/praise. Highlight what has been done well.

Acknowledge both sides of any discussion, and get people talking. Reference local progress. Engender local pride. Empower stakeholders with knowledge, skills and confidence in the process. Maintain positive behaviour with reinforcement; Provide rewards or even competitions incorporating business sponsorship in the community – open up to fresh ideas.

2. Enable - Make it easy. Change is more likely if the actions are specific, simple and clear, and the first step to change should be easy. Make sure the technology and the accompanying instruction is understandable and easy to follow, and monitoring is straight forward. The more beneficial or rewarding an experience is, the more likely it is to be repeated.

Emphasise short-term gains as well as long-term benefits. Offer practical help and support to those locked into behaviour patterns. Provide options for farmers to choose that suit their land, their circumstances, and their personal capacity.

3. Engage - Get people involved. Get land-users talking, use farmer discussion groups and related channels. Make sure farm spouses and families are involved. Get Iwi talking and involved. Challenge farmers to adopt three small changes in the timeframe if they indicate they are not initially in a position to take a significant step.

4. Exemplify - Utilise community and farming leaders to set by example, to discuss their approaches (warts and all to make it real), for stories and media/web case studies. Use images and photos in publicity as well as words. Chose a likable and authoritative messenger that people relate to. Make full use of the early adopters and fast followers as case studies. Always have references to local examples.

Appendix 2 contains a range of channels and media links that can be selected as appropriate. Appendix 3 contains a range of communication options.

5. Project Structure and Facilitation of Catchment Groups

A separate Terms of Reference defines the role of the New Zealand Landcare Trust and the Project Steering Group. The OOP Zone Committee supports the creation of catchment groups (led where possible by facilitators provided by community businesses and organisations) to implement the Zone Implementation Plan and the SFF project is to provide a framework for coordination and sharing of information across the groups.

Roles

Project Management and Coordination

New Zealand Landcare Trust and Project Steering Group

Project Facilitation

Catchment Facilitators

- Convene, facilitate and record meeting outcomes
- Design meeting agendas that lead to operational outcomes
- Arrange guest speakers
- Work with ECAN to agree agendas and advertise meetings
- Provide Catchment Group news for distribution through appropriate channels

ECAN

- Advertise meetings
- Provide meeting resources
- Provide advice and technical support as required
- Provide news for distribution through appropriate channels
- Produce maps of Catchment Group boundaries

New Zealand Landcare Trust

- Maintain project page and calendar of events on www.landcare.org.nz
- Maintain master contacts database
- Produce newsletters and other appropriate material
- Provide mentoring on facilitation and appropriate material
- Develop with facilitators capacity and capability within each catchment group
- Convene quarterly meetings of facilitators to share information and best practice and align with reporting to Steering Group/OOP ZC
- Develop work programme for SFF project aligned with catchment group operational outcomes in Appendix 1

6. Milestone Timetables

Milestone Due Date	Milestone Description	Activities Undertaken	Deliverables/Evidence of Completion
31/12/2014	Project governance and collaborative approach	Confirm collaborative governance structure. Establish terms of reference for Project's steering group. Establish a coordinated approach across farmer groups. Develop Project Communication Plan Prepare a Project newsletter. Establish Project stakeholder database	Project steering group meeting held. Terms of Reference for project governance completed. Meetings to establish coordinated catchment groups completed and recorded. Project Communication Plan and website prepared. First newsletter sent. Project stakeholder database established.
31/03/2015	Identify good management practices	Literature and research review of GMPs. Field days held to discuss practical GMPs tailored to the group's needs. Establish a tool kit of GMPs. ADOPT tool trialled and assessed against MGM. Set up a monitoring and evaluation process of project. This is a stop/go milestone to assess real value of ADOPT moving forward	GMPs toolkit completed. 2 farmer field days completed and notes prepared on new or additional farmer-identified GMPs compiled. ADOPT tool trialled and short report prepared on its utility within the project. Assessment as to merits of project continuance if innovations and/or ADOPT show no new significant pathways
30/06/2015	Building Capability in the community	Deliver a masterclass on community-led catchment management. Coordinate and support the delivery of Farm Environment Plan (FEP) workshops	Catchment management masterclass completed and reported. 3 fact sheet case studies distributed to project stakeholder network. Minutes of steering group meetings recorded. Project website updated.
30/09/2015	Winter Management	Set up on-farm demonstration sites in 2 locations across the catchment of GMPs for winter feed crops. Undertake 2 demonstration site field days to showcase GMPs for winter crop management to reduce nitrogen leaching. Prepare a fact sheet resource on GMPs	Demonstration sites prepared and 2 field days undertaken. Winter crop management GMP factsheet distributed to stakeholder network. Second Project newsletter distributed.
30/04/2016	GMP Extension and Adoption	Deliver extension programme on GMPs using workshops, field days and factsheets. GMPs will focus on sediment management, nutrient management and water use efficiency. Review the use of the ADOPT tool to support GMP uptake and adoption.	5 GMP field days or workshops held and notes on each event posted on project website. 3 GMP factsheets... Report prepared on efficacy of ADOPT tool.
30/06/2016	Community Solutions for New Water	Host 2 workshops focused on developing solutions to use water more efficiently and options for the use of new water	2 Workshops on community solutions for water efficiency and new water use completed. Notes on the project website. Minutes of steering group meetings recorded. Project website updated
31/12/2016	GMP Extension and Adoption Continued	Host 2 workshops focused on developing solutions to use water more efficiently and options for the use of new water	5 GMP field days or workshops held, one in each catchment. Coordinate with and support the delivery of educational workshops run by B+L and Opuha Water for farmers to develop their FEPs.
30/03/2017	National showcase of GMPs	Deliver a national workshop on learnings and key messages from GMP and FEP adoption	National showcase of GMPs delivered. A report on the national workshop will be prepared and uploaded on to the project website.
30/06/2017	Sharing the knowledge	Prepare end of project report detailing the learnings and outcomes of the project, include an in-depth review the use of the ADOPT tool to support GMP and fit against plan requirements, uptake and adoption. A summary factsheet based on the report prepared and distributed nationally through project partner networks.	End of project report prepared. Summary factsheet on key project outcomes prepared and distributed. Media articles on project successes and findings prepared and distributed through media networks. Project website updated.

Appendix 1. Operational outcomes for catchment groups in the OOP zone: local people taking local ownership

In five years we want vibrant catchment groups to have achieved the following:

Desired 5 yr outcome	What will be required	Actions desired	What could that look like within a group?	SFF Contribution
There is wide ownership of the community's catchment health	Community has identified <ol style="list-style-type: none"> values of the catchment (eg cultural, environmental, social, recreational, economic)¹ their expectations for the health of the catchment e.g. do they want water to be drinkable or swimmable 	<ul style="list-style-type: none"> Community understand the values in the catchment and future aspirations for its health and use 	<ul style="list-style-type: none"> There is buy-in from the community to what the group is working to achieve and agreed vision, objectives and terms of reference. There is understanding of what makes for a healthy waterway 	
Reduction in nutrient loss from rural and urban activities into water bodies, and habitat and waterway health improving	The land managers are actively managing their activities to minimise nutrient and sediment loss, and contribute to improving waterway health	<ul style="list-style-type: none"> Land managers understand the nutrient issues within their catchment Land managers know how they can reduce nutrient loss associated with their activities Land managers understand where they can get the biggest gains from their actions to improve waterway health Land managers are taking action to reduce nutrient loss 	<ul style="list-style-type: none"> Information sharing on the 'state of the catchment' is shared with the group/community and discussed (land use, water quality, waterway health and change over time etc) Information relating to actions to reduce loss and improve waterway health are shared and demonstrated. Pros and cons of options discussed (i.e. farmer to farmer, rural advisor, scenario runs with fert reps and through presentations, fieldtrips, demonstrations etc). Land managers have taken action <ol style="list-style-type: none"> Know their current nutrient loss Have looked at options for reducing nutrient loss (scenario modelling etc) and contributing to improving waterway health Have chosen options and implemented them to reduce loss and contribute to waterway health, and can demonstrate implementation through Farm Environment Plan Review of implementation of FEP and evaluation of impact on catchment Revise work programme with agreed next steps. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
	Urban communities are actively managing their activities to reduce negative to contribute to improving urban waterway health	<ul style="list-style-type: none"> Urban community reviewing and where necessary making improvements 	<ul style="list-style-type: none"> Urban community understands pressures on and uses of urban waterways and identified actions needed to address and enhance them Action plan developed 	

¹ Need to take into account the impact on the wider catchment

	Identifying the opportunity for catchment level initiatives and action to improve water quality and waterway health	<ul style="list-style-type: none"> - Land managers and wider community understand nutrient issues and opportunities to work at catchment level for solutions. 	<ul style="list-style-type: none"> - Information sharing within the group and wider community as necessary. - Options identified for integrated initiatives, including within-town infrastructure (eg storm water management, septic tanks) - Develop project plan for undertaking an initiatives if exists. 	✓
	Monitoring of activities over time show activity to reduce loss and improve waterway health	<ul style="list-style-type: none"> - There are actions to change land practices over time 	<ul style="list-style-type: none"> - The role of FEP as tool to demonstrate actions taken to manage effects of land use activities of nutrient loss are explored and understood - FEP are trailed in the catchment with opportunity for discussion and understanding - FEP are developed by all land managers within the catchment group 	✓ ✓ ✓
	Monitoring of waterway health (including water quality) show trend towards improvement	<ul style="list-style-type: none"> - A monitoring programme is developed to evaluate success of catchment groups 	<ul style="list-style-type: none"> - Understand current monitoring and who does it and why - Understand and discuss type of monitoring desired, who could support it and its purpose 1. Quantitative and qualitative 2. Broader then water quality 3. Costs and frequency 	✓ ✓
Increase in the level of biodiversity protection and enhanced within the catchment and on individual properties	Land managers and community understand the opportunities for biodiversity protection and enhancement	<ul style="list-style-type: none"> - There are actions to protect priority biodiversity areas - There are activities to restore and enhance biodiversity areas at individual property level and at catchment level 	<ul style="list-style-type: none"> - Understand current biodiversity priorities and opportunities both at individual property and catchment level - Develop programme that identified and then undertakes activities to protect high priority areas - Develop programme that identifies and then undertakes activities to restore/enhance biodiversity - Incorporate biodiversity into FEP in comprehensive manner – set catchment objectives around biodiversity for FEP 	✓
Economic potential in the catchment is being realised	Community and land managers understand options for realising economic opportunities within the environmental constraints		<ul style="list-style-type: none"> - Discussions of FEPs include consideration of economic implications for options to manage within environment limits 	✓

ie by end of first year, group will have

- Defined what their vision is
- Identified causes of any risk to waterway quality and ecosystem health
- Begun to identify the economic potential of the catchment
- Clarified what needs to be done
- Begun to work on solutions.

Appendix 2.

Media contacts & Communication Channels

Project partners will agree key messages and themes and share these through agreed communication channels to support the communications objectives and strategies: mailbox drops, events, flyers and brochures, newsletters, website articles, interactive presentations, electronic newsletters, established networks, newspaper advertisements, media briefings and releases, rural & farming pages in newspapers, project partner publications, radio, TV and social media etc.

Timetable

Media Releases will be distributed to newspaper and radio 2 weeks before the event.

Media releases will be circulated to magazines 3 times a year to provide an update on the project. Journalists will be invited to cover field days, workshops and seminars.

Articles will be posted on websites within 2 weeks following the events.



Name	Reporter	Phone / Email	Publication	Coverage	Ownership
Otago Daily Times	Sally Rae	03 434 8635 sally.rae@odt.co.nz	Daily		
The Press					
Courier Country	Sally Brooker	03 434 8635 sally.brooker@alliedpress.co.nz	Fortnightly Wednesday	17,000 free rural box holders Mid, South Canty & Otago	
ECAN					
The Radio Network		03 433 1090 garywatling@radionetwork.co.nz		Includes Classic Hits 98.4 fm Newstalk ZB 95.1 fm or 90.6 fm	
Business South	Nick Gormack	03 983 5559 nickg@waterfordpress.co.nz	Monthly 2nd week of month	Free Box holders mostly CHCH	Waterford Press
National Farming Review	Felicity Wolfe	04 494 9181 fwolfe@fedfarm.org.nz	Monthly 1st Week of month		Federated Farmers NZ INC APN NZ
Rabobank	David Johnston	NZ Marketing Manager david.johnston@rabobank.com			
Opuha Water Ltd	Julia Crossman	Environmental Manager julia@opuha.co.nz			
DairyNZ	Monica McQueen	Marketing Manager (sustainability) monica.mcqueen@dairynz.co.nz			
FAR/Fonterra/Ravensdown/DINZ To come					
Rural News	Andrew Swallow	editor@ruralnews.co.nz andrews@ruralnews.co.nz		80,879 free farmers	Rural News Group
Straight Furrow	Rob Tipa	03 478 0360 / 022 132 9367 straightfurrow@ruralpress.com			NZ Rural Press Ltd
The NZ Farmers Weekly	Annette Scott	03 308 4001 / 021 908 400 annette.scott@nzx.com	Weekly Monday	80,364 free farmers	NZX Agri Global HQ

Irrigation NZ News	Janine Holland	0274 604 940 jholland@irrigationnz.co.nz	
Timaru Herald/ Central South Island Farmer	Grant Shimmin	Grant.shimmin@timaruherald.co.nz	Weekly
Countrywide Magazine	Terry Brosnahan	Terry.brosnahan@nzx.com	Monthly
The Farming Show		Jamiemackay@radionetwork.co.nz	
Beef + Lamb	Brigid Feely	brigid@tobefrank.co.nz	Freelance articles
RadioLive Sport's on the field	Richard Loe	david@writehererightnow.co.nz	
Fairlie Accessible			

Communication options

Message design

- Ensure the message meets the needs of the land-user receiving it.
- Ensure all of the spokespeople, influencers and drivers have the expertise, trustworthiness and personality to appeal to land-users.
- Present both sides of the story, but make the environmental case compelling.
- Use the central route to persuasion (www.landcare.org.nz/files/file/1333/Kakanui%20Project%20Behaviour%20Change%20Review.pdf) – provide suitable motivation to evaluate the practice change and environmental monitoring data presented.
- Use the peripheral route to attitude change (www.landcare.org.nz/files/file/1333/Kakanui%20Project%20Behaviour%20Change%20Review.pdf) – ensure the source of information is persuasive.

Message appeals

Messages can be both informative and persuasive, depending on the context of use:

Persuasive: Messages should be used to appeal to the emotions – **why** the practice change is needed. Emotional appeals should:

1. Contain motivational incentives at an individual and a community level.
2. Appeal to farmers as custodians of the land.
3. Appeal to the sense of leaving a legacy.
4. Help the community to appreciate they are leaders in the new community-based way of community environmental health and custodianship. “We are in control of our destiny, we are not regulated by outsiders who have no vested interest in long-term stewardship”.
5. Find an exchange to offer that will set up an obligation to act.
6. Frame the message so that it is appealing and reduces loss.
7. Help stakeholders understand the consequence of inaction for them.
8. Make the message, advice and support interesting and exciting – tell engaging stories.

Successful practice change campaigns are those that:

- Clearly identify the cross-section stakeholders - people, groups, organisations and industries.
- Understand the issues, capacities and aspirations of the different stakeholders.
- Design a process to meaningfully engage stakeholders, not talk at them.
- Address the constraints faced by different stakeholders to changing practices.
- Empower stakeholders to have increased knowledge, be better skilled, and develop greater confidence.
- Know the different incentives within a target audience – different types of people react to different kind of incentives.
- Are very specific about what behaviour to change towards which other kind of behaviour; or know what kind of actions you want people to get involved in.
- Consider which factors are likely to influence behaviours for the target audiences, and which key influencing factors the policy/ intervention will target.
- Identify what has worked in the past.
- Know what kind of information people need so they can change their behaviour – undertake research and do not assume anything.
- Provide solutions from the bottom up - find innovative ways of governance. Rather than informing people / telling them what to do, include them as partners in deciding on which conditions that drive behaviours should be changed, and how best to achieve this.
- Not only is the successful project driven from the bottom up, it also involves a much wider group than just farmers – also their spouses/families and the community. Understanding the dynamics of this is key. These connections can be exploited by:
 - Drawing on and analysing existing social, economic and agronomic networks.
 - Conducting meetings or workshops with groups of experienced people in individual stakeholder groups – leaders but not necessarily the chair - to explore selected topics.
 - Interviewing a limited number of people across the full spectrum of stakeholders, focusing on people who are less active in recognised groups and formal consultation processes.
 - Analysing a small number of informative case studies (e.g. representative farm families, industry sectors, innovative organisations) and highlighting them in communications

Communication campaigns that use a range of channels, including mass communication, interpersonal communication and that channel opinion leaders are the most successful. Some useful communication rules are:

1. Make the message easy to understand and the behaviour easy to do.
2. Ensure that the first step to change or compliance is very easy.
3. Make the benefit of the action something the audience gets now.
4. Chose a likable and authoritative messenger that people relate to.
5. Offer a positive incentive, and consider how to frame potential losses if action is not taken.
6. Investigate how to set up new habits that support the objective.
7. Investigate how to engage people in programme planning, delivery and evaluation.
8. Attach the desired behaviour to relevant and influential social norms.
9. Make the message, advice and support interesting and exciting.
10. Find an exchange to offer that will set up an obligation to act.
11. Frame the message so that it is appealing and reduces loss.
12. Use design, image and colour cues to influence subconscious acceptance.
13. Find the emotional appeal that will work best with each target audience.
14. Investigate how to get the audience to publicly commit to the behaviour being targeted.
15. Get people to view the action as being consistent with their current views beliefs & actions.
16. Get rid of difficult calculations and the need for complex risk assessment.
17. Help people develop the skills they need to act.
18. Frame the risk so that it is perceived as relevant, likely and serious enough to warrant action.
19. Frame the task so that it makes the audience feel better about themselves.