

UN-REDD
PROGRAMME



Empowered lives.
Resilient nations.

Communications Strategy: *Final Draft for Discussion*

Sri Lanka UN-REDD Programme
31 July 2014
Colombo, Sri Lanka

FINAL

Table of Contents

1	Background and introduction	2
2	Scope of this document	2
3	Communication goal and objectives.....	2
3.1	Communication goal.....	2
3.2	Communication objectives.....	2
3.3	Outcomes of the communications strategy	2
4	Key audiences	3
4.1	Primary audience: Senior-level officials in key government ministries and agencies	3
4.2	Secondary audience: Senior-level officials in other government ministries and agencies and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform.....	3
4.3	Tertiary audience: The general public.....	4
4.4	Communication allies: Other stakeholders to support communication and awareness raising	4
5	Communication components.....	4
5.1	Awareness raising, image building and media relations	4
5.2	Communication management.....	4
5.3	Knowledge management and dissemination	4
5.4	Image building and branding.....	5
6	Communication tools.....	5
6.1	Online communication	5
6.2	Mass media: Newspapers, magazines, radio and television	5
6.3	Printed communication materials.....	5
6.4	Interpersonal communication	6
7	Messages.....	7
8	Matrix of communication channels	8
9	Implementation plan	10
9.1	Responsibility of key stakeholders	10
9.2	Activities and timeline	12
10	Resource allocation.....	13
11	Monitoring and evaluation plan	14

1 Background and introduction

The United Nations collaborative initiative on reducing emissions from Deforestation and Forest Degradation in developing countries (UN-REDD) is supporting the Government of Sri Lanka to get ready for REDD+. The Sri Lanka UN-REDD Programme will effectively prepare the country to reduce deforestation and forest degradation, gain concrete economic incentives for enhancement and maintenance of forest carbon stocks, and provide multiple benefits for the island's people, environment and economy. Awareness raising is an essential priorities to create the framework conditions for a successful REDD+ readiness process. There is a great need to enhance existing awareness, address major challenges through communication and to facilitate effective and informed stakeholder engagement. Some of the major challenges includes:

1. Confused understanding of the REDD+ and the Sri Lanka UN-REDD National Programme.
2. Sri Lanka UN-REDD National Programme is seen as a forestry project and therefore concerns only the Forest Department.
3. High expectations for activities to happen on the ground, during the current- REDD+ readiness phase.
4. Expectations among general public to gain economic benefits than relying on social and other benefits of REDD+ collective action.
5. Lack of understanding and agreement on the optimum forest cover for Sri Lanka and how REDD+ will contribute in achieving national development goals.

2 Scope of this document

This document lays out the strategy for external communication under the Sri Lanka UN-REDD Programme¹. It does not cover internal communication among partners or stakeholder engagement.

3 Communication goal and objectives

3.1 Communication goal

The goal of the Communications Strategy is to create the framework conditions for a successful REDD+ readiness process in Sri Lanka.

3.2 Communication objectives

The goal is to be met by achieving the following general objectives:

1. Raise awareness among senior-level government officials and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform on REDD+, the REDD+ readiness process and the UN-REDD National Programme.
2. Enhance understanding of climate change and the role of forests in climate change mitigation and to a lesser degree also adaptation among the general public other target audiences and "communication allies".

3.3 Outcomes of the communications strategy

1. Enhanced awareness of relevant senior-level government officials and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform on the various aspects of the Sri Lanka REDD+ process. It is expected that these stakeholders engage in and support the activities of the UN-REDD Programme, including its eventual transformation into a national REDD+ programme.

¹ A separate strategy will be developed for internal communication among the Forest Department, Department of Wildlife Conservation (DWLC), and the Climate Change Secretariat (CCS), the Food and Agriculture Organization of United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

2. Enhanced awareness around the role of forests in climate change mitigation among the general public, other target audiences and “communication allies”. It is expected that these lobby policy-makers from the bottom up to create favorable conditions for a national REDD+ programme.
3. Strengthened understanding on REDD+, the REDD+ readiness process and the UN-REDD National Programme among government officers (**senior and other**), representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform and media personnel to act as allies for communication and awareness raising. It is expected that these act as catalysts regarding communication for the other two outcomes.

4 Key audiences

4.1 Primary audience: Senior-level officials in key government ministries and agencies

- Ministry of Environment and Renewable Energy (MoE&RE)
- **Ministry of Wildlife Conservation**
- Ministry of Agriculture
- Ministry of Lands and Land Development
- Ministry of Finance and Planning
- Ministry of Economic Development
- Forest Department (FD)
- Climate Change Secretariat (CCS)²
- Department of Wildlife Conservation (DWC)
- Central Environmental Authority (CEA)
- Department of Agriculture (DOA)³

4.2 Secondary audience: Senior-level officials in other government ministries and agencies and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform

- Ministry of Plantation Industries
- Ministry of Education
- Ministry of Indigenous Medicine
- Ministry of Irrigation and Water Resources Management
- Ministry of Mass Media and Information
- Department of External Resources
- Department of National Planning
- Department of Export Agriculture
- Divineguma Department
- Disaster Management Centre
- Rubber Development Department
- Sri Lanka Tea Board
- Land Reform Commission
- Sri Lanka Tourism Development Authority
- **Mahaweli Authority of Sri Lanka (MASL)**
- Ministry of Child Development and Women's Affairs
- Representatives of the Indigenous Peoples (IP) Forum

² Especially, its stakeholders such as; (I) Stakeholders of the Technology Needs Assessment and Technology Action Plans for Climate Change Adaptation and Mitigation project (TNA&TAP for CCA&MP) of the CCS, and (II) Established-Technical stakeholder working group members of the (on sectoral basis) TNA&TAP for CCA&MP of the CCS.

³ Including DoA associated research institutions and other divisions.

- Representatives of the Civil Society Organisations (CSO) Platform

4.3 Tertiary audience: The general public

- Private sector
- Universities, academics and subject specialists
- The general public

4.4 Communication allies: Other stakeholders to support communication and awareness raising

- **Technical officers** from the key government ministries and agencies (as per above)
- Media institutions and journalists
- Community Based Organisations (CBOs)

5 Communication components

To achieve the outcomes, the communication strategy comprises the following major components.

5.1 Awareness raising, image building and media relations

Awareness raising will focus on image building and on creating and enhancing the existing awareness among the citizens of Sri Lanka on the role of forests in climate change and mitigation, and its benefits and usefulness, especially, in the context of the *Mahinda Chintana*⁴ and the *Action Plan for the Haritha Lanka Programme*⁵. Apart from awareness-raising initiatives, capacity building will focus on enhancing capacities of government officers, civil society organisations and media personnel who would be involved in communication and awareness raising on REDD+. Advocacy actions and relationship building will focus on policy makers and media to support awareness raising and effective engagement of policymakers and media in achieving objectives.

5.2 Communication management

The key aim of communication management will be maintaining consistency in communicating messages and information. Communication skills development training for stakeholders and media sensitizing sessions, in-house communication toolkits and internal communication strategy, which are to be developed in the future, as well as UN-REDD Programme corporate communication guidelines (including the UN-REDD Programme style guide) will be used in managing communications. Adverse and crisis communication management will also be an integral part of communication management.

5.3 Knowledge management and dissemination

Published reports and analysis, newspaper articles, magazine articles, the website materials and other communication materials—in both print and electronic formats—will continue to raise awareness of climate change and forestry issues and REDD+. A website will provide a platform to share news and information about the activities with target audiences, including the general public. Opportunities emerging from government policies and programmes, such as the e-Sri Lanka policy, will be used for knowledge management and dissemination of knowledge (i.e. Use of mobile technology, Government Information Centre).

⁴ Government's 10-year Horizon Development Framework 2006-2016.

⁵ An action plan to address key issues that would enable sustainable development through proposed actions under the 10 missions: (1) Clean air-everywhere; (2) Saving the fauna, flora and ecosystems; (3) Meeting the challenges of climate change; (4) Wise use of the coastal belt and the sea around; (5) Responsible use of land resources; (6) Doing away with dumps; (7) Water for all and always; (8) Green cities for health and prosperity; (9) Greening the industries; and (10) Knowledge for right choices.

5.4 Image building and branding

Branding is not an essential part of the Sri Lanka UN-REDD Programme as the Programme duration is for 3 years (2013-2016). Communication activities may, where appropriate, support the brands (branding the relevant initiatives) of the partners of the Programme (i.e. the Forest Department, the Climate Change Secretariat the Department of Wildlife Conservation, etc.).

6 Communication tools

Major communication components will be implemented by communications activities and messages and information channeled through main communication tools. Most effective and efficient communication tools, especially mass media, will be used for awareness raising, image building and advocacy. Appropriate techniques such as surveys, baseline studies, interviews, mass mailing and distribution via mass media and other means, and evaluations will be used in knowledge management and dissemination.

6.1 Online communication

Internet medium will be used for online communication. Internet is a powerful new mass medium and has become an integral part of other mass media as well as the media supporting industries- public relations and advertising⁶. Website plays an important role with its ability to share information and provide opportunities for interactive use. Websites can host various types of other media⁷ materials text, visuals, audio, video, animations, and presentations and provide options for feedback and research. Trilingual website for Sri Lanka REDD mechanism will be created and be one of the key tools for communications.

6.2 Mass media: Newspapers, magazines, radio and television

Mainstream media includes print and electronic media. Print media; newspapers, magazines, periodicals, journals etc. can reach broad literate audience rapidly. Written articles and features will be published on newspapers and magazines to enhance awareness and providing specific technical information⁸ or human interest stories and news items. Small network of key journalists, especially environmental and development journalists, will be formed and linked with the Communications Network⁹ for awareness raising.

Electronic media, television and radio can reach larger audiences simultaneously. An introductory video covering REDD readiness activities in Sri Lanka will be telecasted on Television. The video documentary will also be used for public screening at workshops and seminars in three languages. Public service announcements will also be produced and broadcasted on television and radio channels.

6.3 Printed communication materials

Printed media and visual materials can combine words, pictures and diagrams to convey accurate and clear information. Printed materials include leaflets, hand bills, brochures, printed reports, analysis, books, posters etc. The most effective posters carry a simple message, catch people's attention and are easy to interpret.

⁶ Ohiagu, O. P. (2011). The Internet: The Medium of the Mass Media. *Kiabara Journal of Humanities* 16 (2), 225-232.

⁷ Internet transmits public messages rapidly to a large, mixed and anonymous audience, but as a unique mass medium that even stands out as the medium of other mass medium-ibid.

⁸ UNICEF (2008). *Writing a communication strategy for development programmes*, UNICEF, Bangladesh.

⁹ Communications Network with communications focal points from relevant government institutions has been established and the membership will be expanded to non-governmental sector and media.

Leaflets summarize the main points of a talk or demonstration, or provide detailed information that would not be remembered simply by hearing it¹⁰.

Printed materials such as REDD Glossary, posters, policy or information briefs (especially of the technical reports that will be produced by the Programme) and technical reports will be shared for awareness raising and providing more information. A newsletter will be produced to exchange information, and to update readers about latest developments, events, communication materials and reports generated through programme activities. The newsletter will be circulated in both print and electronic forms. Posters for IPs and people with low level of literacy will be designed using pictures and graphics.

6.4 Interpersonal communication

Interpersonal communication is the exchange of information between two or more people. Face-to-face meetings with policymakers, senior government officers and other stakeholders will be used for identifying capacity building needs, raising awareness among key audiences and facilitating lobbying and advocacy.

¹⁰ P. Oakley and C. Garforth (1985). Guide to extension training. Food and Agriculture Organization of the United Nations, Rome.

7 Messages

The following key messages are available for the programme.

	Messages towards senior-level government counterparts and PEB members and their immediate partners	Messages to the general public
Relevance	<p><i>Why is REDD+ relevant to Sri Lanka?</i></p> <p>REDD+ encourages countries to incorporate forestry and land management into national strategies to mitigate climate change. REDD+ will deliver benefits beyond financial incentives, which include environmental services and biodiversity conservation, vital for Sri Lanka's economy and growing population.</p>	<p><i>Why is the government's engagement in forests and climate change relevant to us?</i></p> <p>Forests have an important role in mitigating dangerous climate change because they store greenhouse gases.</p>
Expectations	<p><i>What can Sri Lanka expect from REDD+?</i></p> <p>REDD+ has the potential to generate financial benefits to Sri Lanka from international sources. And it will also require significant and continuous levels of national efforts and investment. Any financial benefits under REDD+ are connected to measurable improvements of forest cover. Participation in REDD+ is optional and for participation Sri Lanka will need to assume commitments to address the drivers of deforestation and forest degradation.</p>	<p><i>What can we expect from the government's engagement in forests and climate change?</i></p> <p>Forest destruction creates emissions, protecting forests is therefore part of fighting climate change. Improved management of forests contributes to protecting against climate change, and it is also key to sustainable development.</p>
Context	<p><i>When will REDD+ become a reality?</i></p> <p>REDD+ will be part of a future international climate change agreement that is currently being negotiated. Sri Lanka is currently getting ready for REDD+. Implementation on the ground can only start once readiness has been achieved. Readiness includes the development of a national strategy and policies and measures for addressing drivers deforestation and forest degradation through a transparent, participatory and equitable process.</p>	<p><i>When will the government's engagement in forests and climate change become a reality?</i></p> <p>The Government is active in drawing up a strategy to protect Sri Lanka's forests.</p>
Contribution	<p><i>How can Sri Lanka ensure REDD+ is relevant to the country?</i></p>	<p><i>How can we ensure the government's engagement in</i></p>

Effectively addressing the drivers of deforestation and forest degradation requires the engagement of many stakeholders including numerous government agencies, the private sector, civil society and the rural population. This will ensure that REDD+ responds to the needs of the country, while reducing emissions from the forestry and land-based sectors.

forests and climate change is relevant to us?

Protecting forests and improving forest management is everyone's business.

8 Matrix of communication channels

Target audiences

Primary audience and secondary audience: Senior-level officials in key (and other) government ministries and agencies (and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform)

Tertiary audience: The general public

Expected behaviors

It is expected that these engage with and support the activities of the UN-REDD Programme, including its eventual transformation into a national REDD+ programme.

It is expected that these lobby policy-makers from the bottom up to create favorable conditions for a national REDD+ programme.

Communication tools

- Website
- Social media
- Mailing lists
- Newsletter
- Brochures, executive summaries of study reports
- Policy and information briefs
- Awareness raising workshops, meetings and presentations
- Exposure visits
- Information seminars
- Website
- Newspapers articles and interviews
- Magazine and monthly digests
- Television documentaries
- Radio and television programmes and Public Service Announcements (PSA)

Communication allies: Other stakeholders to support communication and awareness raising

It is expected that these act as catalysts regarding communication for the other two outcomes.

- Website
- Social media
- Mailing lists
- Newsletter
- Brochures
- Meetings
- Dialogues and forum events
- Capacity building, training and sensitization sessions.

FINAL DRAFT

9 Implementation plan

9.1 Responsibility of key stakeholders

Activities will be implemented as per the Annual Work Plan (AWP) of the Sri Lanka UN-REDD Programme. AWP includes major activities planned to achieve objectives of the communications strategy. Activities will also be coordinated through the Communications Network among development partners¹¹. A Communications Taskforce¹² will provide overall strategic guidance and feedback on communication strategies and materials, and monitoring and evaluation processes.

Forest Department, PMU, Communications Network and the Communications Taskforce are responsible for following tasks:

(1) Forest Department:

- Strategic guidance and the advisory support from the Conservator General of Forests/National Programme Director (NPD);
- Coordination and collaborative support from the Social Forestry and Extension and Division of the Forest Department;
- Facilitating the implementation of the strategy;
- Process payments and settlement of payments for the expenditures incurred in implementing the strategy; and
- Requesting and coordinating with relevant government institutions to facilitate and participate in the implementation of the strategy.

(2) PMU:

- Take the overall lead, through the Communications Officer, for the implementation of the strategy and activities;
- Monitoring and evaluation;
- Coordinate with the Forest Department and provide support for the functions of the Communications Taskforce;
- Coordinate with the NPD for necessary approval and support required from government institutions for the implementation of the strategy;
- Provide progress reports, draw lessons learnt, and maintain necessary documentation for the implementation of the strategy; and
- Coordinate with UN agencies and the UN-REDD Regional Office and the Secretariat as required in the implementation of the strategy and action plan.

(3) Communications Network:

- Cooperate closely with the PMU in the implementation of selected activities among development partners;

¹¹ The PMU has already established a Communications Network for increased coordination and collaboration. Currently the network comprises key government institutions. Member of the Communications Network include 'Development Partners', key institutions involved in development programmes/activities will be expanded to the nongovernmental; private sector, media and the civil society, and the network will link up with "Dayata sevena"(the National Tree Planting Programme) and the programmes of the Divi Neguma Department.

¹² The PMU will establish the Communications Taskforce comprising members such as senior communication professionals from government institutions, extension workers, communication professionals from the non-governmental sector and senior journalists.

- Send representatives to participate in the Communications Network and relevant activities of the Programme;
- Sharing information and lessons learnt on the REDD+ process and REDD+ readiness communication; and
- Provide inputs and cooperate with the PMU in meeting objectives of the strategy and in the implementation of activities, especially those designed for secondary and tertiary audiences.

(4) Communications Taskforce:

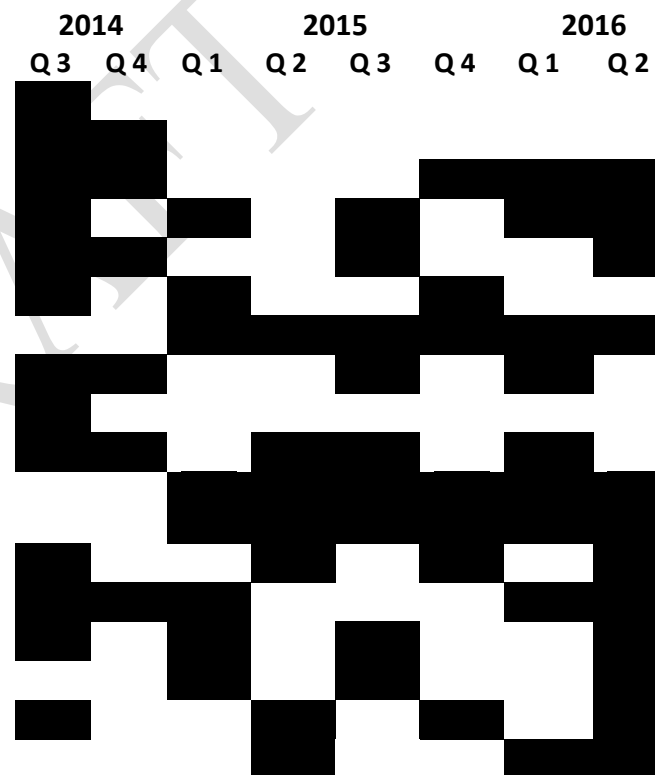
- Provide overall strategic guidance and feedback on communication strategies and materials, and monitoring and evaluation processes;
- Advise the PMU in the implementation of the strategy; and
- Provide guidance in adapting communication materials and key messages to suit the local context.

FINAL DRAFT

9.2 Activities and timeline

Activities

Validation of the strategy
 Communications Network's awareness raising and capacity building
 Publication of newspaper and magazine articles and interviews
 Meetings with senior officials, policy makers and decision making authorities
 Development and updating of REDD+ Website
 Development of printed communication materials
 Newsletter
 Production of video documentaries
 Establishment of Communications Taskforce
 Capacity building training and sensitizing sessions
 Information sharing through website, social media, printed communication materials, mailing lists
 Radio and television programmes and Public Service Announcements (PSA)
 Workshops and information seminars
 Exposure visits
 Dialogues and forum events
 Surveys and studies
 Evaluation



10 Resource allocation

For work on communication the following resources are available under the Sri Lanka UN-REDD National Programme:

- Staff time: Full-time Communications Officer (in addition, a Communications Assistant/ Intern will also be recruited to supplement some of the activities under the direct guidance of the NPM and the Communications Officer).
- Financial resources:
 - Total Communication budget: US\$ 373,300
 - Budget for 2014: US\$ 168,000
 - Budget for 2015: US\$ 180,000
 - Budget for 2016: US\$ US\$ 25,300
- In-kind resources:
 - Strategic guidance and the advisory support from the Conservator General of Forests (CGF)/NPD of Sri Lanka UN-REDD Programme.
 - Coordination and collaborative support from the Social Forestry and Extension Division of the Forest Department.
- Other:
 - Coordination and collaborative support from the Communications Network, CSO Platform and the IP Forum.
 - Advisory support and technical guidance from the Communications Taskforce.

Since resources are limited they are allocated in a strategic manner to the communication channels and the audiences, as follows:

Target audiences	Priority	Targeted fraction of staff time	Targeted fraction of financial resources
Primary audience: Senior-level officials in key government ministries and agencies	High	1/2	1/2
Secondary audience: Senior-level officials in other government ministries and agencies and representatives of the Indigenous Peoples (IP) Forum and the Civil Society Organisations (CSO) Platform	Low	1/6	1/6
Tertiary audience: The general public	Low	1/6	1/6
Communication allies: Other Stakeholders to support communication and awareness raising	Medium	1/6	1/6

11 Monitoring and evaluation plan

The monitoring and evaluation plan will focus on monitoring communication outcomes of this strategy. *Monitoring communication outcome means making periodic checks on “How are we doing?” by taking who-is-doing what¹³*. Monitoring plan of the communications strategy will also measure the impact against expected behaviors among target audiences. Evaluation will focus on an overall assessment.

Day-to-day activities and execution of the strategy will be monitored by the Communications Officer. The National Programme Manager (NPM) will monitor the monthly progress through progress reports and at PMU monthly progress meetings. The UN-REDD Regional Coordinator will monitor quarterly progress in consultation with the NPM and NPD.

Since *“monitoring and evaluation are ongoing internal processes^{14”}*, an evaluation plan will be developed in consultation with the NPD and other stakeholders. In order to evaluate communication messages, channels and tools, the following plan is proposed to be carried out by the national programme:

Target Audience	Overall Evaluation Plan	Indicators for overall evaluation	Specific indicators for the evaluation of communications tool's
Primary audience	<ul style="list-style-type: none"> – Conduct a baseline survey on REDD+ knowledge – Track the advocacy support received for UN-REDD Programme, including its eventual transformation into a national REDD+ programme. 	<ul style="list-style-type: none"> – Results of the baseline survey – UN-REDD PMU event log and progress reports 	<ul style="list-style-type: none"> – Number of hits on website – Mock- audience survey report – Newsletter circulation list/ Feedback – Feedback on communication materials – Event evaluation forms
Secondary audience	Same as above	Same as above	Same as above

¹³ UNICEF (2008). Writing a communication strategy for development programmes, UNICEF, Bangladesh.

¹⁴ IUCN (2006). Communications Strategy, IUCN, Sri Lanka.

Tertiary audience

- Conduct a mock- survey using a representative sample on the action taken by stakeholders and general public

- Survey results
- Track actions taken by general public to create favorable conditions for a national REDD+ programme (i.e. request letters, other forms of lobbying activities, CSO actions)

- Number of hits on website
- Tracking media coverage/Number of articles published
- Mock-audience survey report

Communication allies

- Record relevant events organised by Communication allies
- Track coverage of media reports
- Conduct a mock survey on awareness around the role of forests in climate change mitigation among the journalists, academics and general public

- Sri Lanka UN-REDD PMU event log and progress reports
- Mock survey reports on awareness on the role of forests in climate change mitigation among the general public
- Reports of events, trainings, seminars etc.

- Mock-audience survey report
- Newsletter circulation list/ Feedback
- Feedback on communication materials
- Event evaluation forms (i.e. Information seminars)