MINISTRY OF ENVIRONMENT AND TOURISM
GOVERNMENT OF MONGOLIA

REDD+
MONGOLIA

COMMUNICATIONS, KNOWLEDGE MANAGEMENT, AND MEDIA STRATEGY

Duration: October 2016 - October 2018
Mongolia's Forests and Climate Strategy

UN-REDD
PROGRAMME

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Acronyms and Abbreviations

AFOLU	Agriculture, Forestry and Land Use sector
ALAGAC	Administration of Land Affairs, Geodesy, and Cartography
BGB	Belowground biomass
CCPIU	Climate Change Project Implementing Unit
CE	Collect Earth
CO2	Carbon dioxide
CKMMS:	Communications, Knowledge Management, and Media Strategy
CSO:	Civil Society Organisations
DEM	Digital Elevation Model
DFPC	Department of Forest Policy and Coordination
DST	Decision support tool
EF	Emission factor
EIC	Environment Information Center
ERISC	Environmental Research, Information and Study Center
FAO	Forest and Agriculture Organisation of the United Nations
FRA	Forest resources assessment
FRDC	Forest Resources Development Centre
FRL	Forest Reference level
GHG	Greenhouse gas
GHGi	Greenhouse gas inventory
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IBA	Important Bird Area
IGEB	Institute of General and Experimental Biology
IGG	Institute of Geography and Geoecology
INDC	Intended nationally determined contributions
IPCC	International Panel on Climate Change
IRIMHE	Information and Research Institute of Meteorology, Hydrology and Environment
IUCN	International Union for Conservation of Nature
KBA	Key Biodiversity Area
MET	Ministry of Environment and Tourism
MEGDT	Ministry of Environment, Green Development and Tourism
Mha	Million hectares
MNET	Ministry of Nature, Environment and Tourism
MNFI	Multipurpose National Forest Inventory
MNT	Mongolian Tugrik
MRTT	Ministry of Roads, Transport and Tourism
MULS	Mongolian University of Life Sciences
MUST	Mongolian University of Science and Technology
NASA	National Aeronautics and Space Administration
NFI	National forest inventory
NGO	Non-governmental organization

NRSC	National Remote Sensing Center
NTFPs	Non-timber forest products
NUM	National University of Mongolia
PAMS	Policy and Measures
PMU	Project management unit
PNG	Papua New Guinea
REDD	Reducing emissions from deforestation and forest degradation
REDD+	REDD plus conservation, sustainable management of forests and enhancement of forest carbon stocks
RSD	Relative stock density
SFM	Sustainable forest management
Spp	Species
TFI	Taxation forest inventory
TWG	Technical working group
UNDP	United Nations Development Programme
UNEP-WCMC	United Nations Environment Programme World Conservation Monitoring Centre
UNFCCC	United Nations Framework Convention on Climate Change
UN-REDD	United Nations Collaborative Initiative on Reducing Emissions from Deforestation and forest Degradation (REDD) in developing countries

Executive Summary

The Mongolia's Forests and Climate Programme is part of the country's response to climate change, and is equally compatible with the country's innovative vision for Green Development and meeting the Sustainable Development Goals. Initially, the name of the Programme was REDD+ National Programme Mongolia. However, REDD+ in Mongolia does not intend to only focus on climate change mitigation, since emissions from deforestation and degradation are not as significant as some other countries, but to also to link to the government's ongoing initiatives on Green Development and Climate Change Adaptation and these are to be highlighted within the countries communication objectives. The UN-REDD Programme aims to build capacity primarily at the national level for government officers and a civil society forum to prepare for the implementation of a REDD+ Programme – which is currently changed to Mongolia's Forests and Climate Programme, through development of a National REDD+ Strategy, National Forest Monitoring System, Forest Reference Level, and Safeguards Information System. This first phase is classed as the Readiness phase which runs from 2016 to 2018, and hopefully will be followed by a mandate to implement policies and measures to reduce greenhouse gas emissions from the forest sector.

The Communications, Knowledge Management, and Media Strategy (CKMMS) will provide the basis for a "policy and measure" (PAM) to address several indirect drivers of deforestation and forest degradation identified in Drivers analysis undertaken by the UN-REDD/Mongolia's Forests and Climate Programme. Raising awareness and increasing knowledge about forests, climate change, and the REDD+ readiness activities and process, and linking these to ongoing government initiatives helps to overcome capacity gaps and lack of understanding that characterizes several indirect drivers.

For effective communications leading to behaviour change, key sectors and actors need to be engaged as early and as much as possible. This strategy has identified six key audiences for development of appropriate messages. These are:

➢ Government Decision makers;
➢ Technical Experts and Advisors;
➢ Local Community Groups;
➢ Civil Society including media;
➢ CSO's and educational establishments;
➢ International community and donors; and
➢ General Public, including youth and elderly, women and men, and rural and urban.

The strategy identifies specific messages and concerns of interest for each of these stakeholder groups, messages of interest, and specific communication channels or media interests for addressing these.

A work plan for activities, principally from October 2016 to October 2018 is proposed which will cover the development of the Strategy, including elements of REDD+ Readiness. It is expected that the CKMM plan will be revised every six months in light of lessons learned, and will take advantage of any synergies with other programmes/projects for both ensuring that Forests and Climate activities are communicated effectively within Mongolia, or synergies with international

agencies which may address the issues of highlighting Mongolia's climate change and boreal forests issues at international level. In moving to implementation of the Forests and Climate Strategy, the CKMM Strategy will also need to be modified as the target groups and stakeholders move from a focus on policy level to implementation partners.

1 Introduction

1.1 Country Context

Climate change is caused by emissions from anthropogenic sources mainly through the use of fossil fuels. Forests at a global scale account for approximately 10% of these emissions, and should forest be lost have potential to be an enormous source of greenhouse gases exacerbating climate change. With global temperatures predicted to increase, it places huge pressures on sustainable development, ecosystems and communities, both urban and rural population areas. Mongolia has already shown above global average increases in temperature of 2.4 degrees C, and this is likely to result in further impacts on permafrost melting, changes to the length of crop and forest growing season, increased veracity of winter periods and extreme cold periods (known as dzuds), rainfall pattern change and other impacts which affect Mongolia's forests. These climate change impacts largely arise as a result of international emissions arising outside Mongolia. In addition, the direct and underlying causes of deforestation and forest degradation in Mongolia have been identified as being related to poor and unsustainable forest management strategies, illegal logging, human caused forest fire, grazing and pest damage. Often through poor management these combined impacts lead to deforestation or severe forest degradation, it also damages carbon pools but also ecosystem health (making forests more susceptible to fire and pests) and ecosystem service provision. This also reduces the potential for economic development for forest based communities and private enterprise through sustainable timber harvesting and reduces the provision of valuable ecosystem services, such as water, which contributes towards Mongolia's sustainable economic and social development.

The UN-REDD/Mongolia Programme is part of a national and international programme which aims to tackle climate change mitigation through a programme of interventions reducing deforestation and forest degradation, including conservation and enhancement of forest carbon stocks, and sustainable management of forests, known as "REDD+". The government of Mongolia has been implementing the UN-REDD/Mongolia Programme, initially with a goal to support development and implementation of a National REDD+ Strategy, meeting the requirements under the UNFCCC Warsaw Framework to receive REDD+ results-based finance. In the course of implementing the UN-REDD/Mongolia Programme, the enormous potential role of forests in helping Mongolian society to adapt to climate change was recognized, leading to a decision to develop a Mongolia Forests and Climate Strategy, rather than just a National REDD+ Strategy.

Mongolia is unique with financially and technically supported by the UN-REDD Programme, which covers over 60 countries, as it is the only country with boreal forest. These forests often face different pressures and environmental constraints compared to tropical forests. Mongolia is often described as being 'forest-poor' as forests only account for approximately 9% of the country's surface area, though this in fact represents an area of over 13.2 million ha (including degraded and 'well-stocked' forest cover) of forest cover (an area equivalent to forests in Nepal or Vietnam) consisting of two main ecological zones, boreal and saxual. Drivers of deforestation and degradation in boreal forests are poor forest management leading to degradation and deforestation; illegal logging; forest fire caused by humans; pest damage exacerbated by poorly

managed forests and livestock grazing pressures especially on the edges of forests. There is also the potential of increased pressure on forest edges as a result of displacement of communities. In addition, increased demands of urban populations on forests for timber is particularly related to economic development. Although the country's economy is in a downturn this is also a future threat. As more people dwell in urban areas the recreation significance of forests also takes on higher importance for sustainable cities.

Mongolia's Forests and Climate Programme aims to build capacity primarily at the national level for government officers and civil society forum members. This aims to prepare for the development of the Programme through development of a National strategy, a National forest monitoring system, Forest Reference Level (development of a baseline for greenhouse gas emissions levels), and a Safeguards Information System. The development of the National Forests and Climate Strategy will devise a strategy which will help focus policies and measures for improving forest management, which could be financed through national government and international donor agencies. Since the national priority for forest management often ignores their vital role in ecosystem services, it is important to highlight this value in communicating to decision makers, as is to put Mongolia on the map with international agencies.

This CKMM strategy needs to focus on a number of stakeholder groups who are directly involved with the Forests and Climate Strategy, and the wider public to generate interest and motivation in climate change issues for lobbying and wider endorsement of the country policies. This CKMM strategy document defines how the communication system can be developed and how media can be effectively integrated to achieve the main goal of Forests and Climate.

1.2   Mongolia's Forests and Climate Goal

Mongolia's primary Forests and Climate goal focuses on reducing greenhouse gas emissions from deforestation and forest degradation. However, in the country context, it should not rely solely upon greenhouse gas emission reduction or the potential of results-based payments. The country is at a disadvantage compared to other countries with high deforestation rates and more traditional drivers of deforestation and degradation, such as agricultural land conversion, which can be addressed effectively through policy and measures. Hence, the Forests and Climate Strategy should be widened to reflect the desire to link into the Mongolian government's innovative Green Development Strategy and Sustainable Development Vision, and with an emphasis also on strategies which address Climate Change Adaptation since these have immediate benefits for developing a sustainable economy. This especially relates to protection and enhancement of natural resources and ecosystem services, and building climate change resilience for local communities.

1.3   Institutional Context

The Mongolia's Forests and Climate Programme (formerly REDD+ Mongolia Programme) is led by the Ministry of Environment and Tourism and supported through the UN-REDD Programme which is a partnership of three UN agencies, namely UNDP, FAO and UNEP. The Programme is also supported by other development partner projects and programmes. Of particular note are the FAO/GEF Project on Forest User groups, the GIZ National Forest Inventory Programme, and the UNDP/GEF project on Development of Protected Areas and the Ecosystem Based Adaptation

Projects which all contribute towards strategies for the wider aspects of Forests and Climate, discussion will be undertaken to identify synergies and opportunities for joint communication opportunities.

The nature of Forests and Climate also means that it needs to involve sectors outside the forest sector, mandates for these sectors lying both within the Ministry of Environment and outside, other ministries including Finance; Mining; Industry and Agriculture; Nature, Environment and the Green Development and National Development Agencies. Therefore, both the stakeholder engagement plan and the CKMM strategy need to consider carefully means of both information sharing and consultation, changing behaviour, generating interest for Forests and Climate, REDD+, and green development objectives, and in influencing these stakeholders to ensure that financial, political and technical support are provided both within the Ministry of Environment, and other Ministries. Later in section 3 ("Messages") is a list of stakeholders and their priorities for information sharing and consultation.

1.4 Branding

Under the CKMM strategy and its activities, it is essential to recognize the 'Ministry of Environment and Tourism' as the key agency in implementation of Forests and Climate (formerly REDD+), but also to develop a 'Mongolia's Forests and Climate' brand and to recognize the contribution from other ministries. Thus, taking account of contributions from other donor projects, the future branding of the programme will focus on the Mongolia's Forests and Climate Programme for which a specific logo, styling and branding concept will be developed. The UN-REDD/Mongolia National Programme will assist and facilitate as the lead coordination initiative, and the logo will be used on most communications and media articles (except where there is a reason to solely promote the Government of Mongolia and for UN agencies to take a step back to promote ownership), whilst also reflecting support from other Programmes. This should apply to the website, newsletter, and major communication materials which will be updated in the future.

Key Partner Projects and Communication Issues:

GIZ Multiple Purpose National Forests Inventory Project - Implementing, on behalf of the German Government, the "Climate Change and Biodiversity Programme" focuses on sustainable forests management, protected area management and the national forests inventory, the latter which is extremely important in the establishment of emission factors and estimates of forest stocks for the REDD+ Strategy. GIZ is also directly supporting building capacity to develop the REDD+ aligned national forest inventory and capacity development of professional economic entities.

> ➤ *GIZ is working on communication and gathering support in particular for Sustainable Forest Management at national level and policy level.*

FAO GEF mainstreaming biodiversity conservation, SFM and carbon sink enhancement into Mongolia's productive forest landscapes, is working on sustainable forest management in Mongolia's Forests User Groups (FUGs). This project focuses mostly on improving forest management capacity of FUGs, and has a component to pilot sustainable forestry and REDD+ actions.

➢ *Communication activities for Forest User Groups will be undertaken by the FAO GEF project, synergies will be established to look at policy and national level issues possibly through the REDD+ Civil Society Forum, recently named the Forest and Sustainable Development Council.*

UNDP has several programs including the Developing Protected Areas (MRPA) and Eco Based System Adaptation Projects (EBA), are working on addressing needs in protected areas, sustainable financing and climate change adaptation, especially with water based adaptation measures. UNDP's work in supporting Mongolia to address gender and social inclusion issue, and meeting the Sustainable Development Goals will also provide platforms for meeting REDD+ communication objectives.

➢ *Synergies between the above and REDD+ Mongolia Programme need to be identified and joint activities undertaken if appropriate.*

2 Development of the CKMM Goals and Objectives

It is important that the strategy is designed to raise awareness, influence, and build capacity and people's knowledge, attitudes and actions. Thus, the Mongolia's Forests and Climate Communications, Knowledge Management, and Media Strategy (CKMMS) will aim at identifying issues which can improve the establishment of the programme's targets under a Forests and Climate Strategy and to consider how the stakeholders will contribute to achieving the long-term goals. These objectives will be achieved in the framework of the main goal to influence key stakeholders, including decision makers, technical experts, general public, forest communities, civil society and international donors; and priority activities will focus on resources for the key stakeholders.

2.1 The role of CKMM in the Mongolia's Forests and Climate Programme

2.1.1 Context
The role of the KMM Strategy within the Mongolia's Forests and Climate Programme is as a core PAM to address underlying drivers of deforestation and forest degradation, so as to achieve the goals of the National Forests and Climate Strategy.

A secondary role of the CKMM strategy is to ensure that the Forests and Climate Strategy gets support from donors, decision makers, technical experts and general public. In support of this role, a stakeholder engagement analysis and CKMM strategy have been developed. The CKMM strategy will generate more effective stakeholder involvement, conveying accurate messages about Forests and Climate (former REDD+) initiative to various organizations and institutions to be involved, decision makers, public and to inform external community regards Mongolia's efforts to tackle climate change in the forest sector, and generate support for provision of finance for implementation of REDD+ and adaptation policies and measures.

2.1.2   Challenges

There is a need to enhance existing awareness, address major challenges through communications and to facilitate effective and informed stakeholder engagement. Some of the major challenges faced by the Mongolia's Forests and Climate Programme include the following, many of which are indirect drivers of deforestation and forest degradation themselves, or intimately linked to underlying drivers:

- Confused understanding of the components of REDD+ at different levels of engagement;
- The REDD+ National Programme is seen as a forestry project, and therefore concerns only the Forest Department whereas it needs to have multi stakeholder engagement;
- High expectations for activities to happen at field level, during the current REDD+ Readiness Phase;
- Expectations from government that REDD+ will provide results-based funding rather than relying on existing funds or improving management of existing resources;
- Lack of understanding on how REDD+ will contribute in achieving national development goals, including green development and meeting the sustainable development goals;
- Lack of global attention for REDD+ in Mongolia and general feeling in UN-REDD (and elsewhere) that REDD+ is for tropical countries only; and
- Misunderstanding by project/programme partners that REDD+ will prevent sustainable harvesting in production forests or in forest user groups, etc.

2.1.3   Goal of the CKMM Strategy

As stated above in the context of the Mongolia's Forests and Climate Programme, the primary goal of the CKMM Strategy is as a core PAM to address underlying drivers of deforestation and forest degradation.

A secondary goal is to mobilize support for Forests and Climate among three essential audiences:
  i.   Political stakeholder, including decision makers;
  ii.   General public, about measures to control deforestation and degradation, particularly related to illegal logging, unstainable management practices and fire prevention and control; and
  iii. Local forest users, about the potential benefits from forest management under Forests and Climate.

2.1.4   Specific Communication Objectives

The following are some key objectives when the programme considers promoting and raising visibility and awareness to different stakeholders about the programme.

➢ To ensure that the **clear vision of** Mongolia's Forests and Climate Programme is communicated well;

➢ To address underlying drivers of deforestation and forest degradation;

➢ To **enhance understanding and knowledge** amongst different stakeholders about REDD+ in relation to Forest, Climate Change and Green Development vis-a-vis to increase their participation in Mongolia's Forests and Climate;

➢ To build and generate **support amongst decision and policy makers** on how Mongolia's Forests and Climate supports Mongolia's Green Development and Sustainable Development Strategies;

➢ To **strengthen the relationship and communications with the Mongolian news** media to enhance wider coverage about forest, climate change and REDD+;

➢ To raise **awareness amongst the general public** to generate wider support and interest in forest, climate change, and REDD+ measures;

➢ To inform and communicate to stakeholders of **activities, outcomes and outputs of the Mongolia's Forests and Climate Programme** to internal and external groups; and

➢ To highlight climate change issues, problems and solutions in Mongolia's boreal forests to **national and international** donors and stakeholders.

3 Target Groups

The target groups of the CKMM Strategy are stakeholders who hold the possibility to tangibly contribute to Mongolia's Forests and Climate (formerly called REDD+ readiness), through technical advice, policy support and consultation, and to the wider community and public who need to be informed about forest, climate change and REDD+, in order to generate transformational change and support for tackling climate change in Mongolia.

In the framework of the CKMM Strategy, we have classified the audience into six major target groups, these could be further sub-divided but have been grouped into major categories at this stage as follows:

3.1 Government Decision Makers and Policy Makers

Authorities at decision-making level and policy level who have the authority to support and promote REDD+ and adaptation activities, and to create linkages between forests and the wider sustainable development strategy of the government. This also includes decision makers who are responsible for allocation of financial resources to the forest sector.

3.2 Technical Experts

Forest experts, Agriculture, Government Institutions, NGOs, Researchers, and Donor Projects are important for provision of accurate information about REDD+ and adaptation, to enable their inclusion as technical advisors and supporters of the work.

3.3 Civil Society Group

This includes media, CSOs, educational establishment and research institutions who have interests in REDD+ and adaptation activities but not in the decision-making process, and private sector, particularly the wood processing sector.

3.4 Local Community and Forest User Groups

This refers to those communities and individuals who may be affected by policies and measures, either negatively or most likely through positive incentives for improved forest management. The local communities, where implementation of REDD+ and adaptation measures will take place, are another audience that must be provided with strong and engaging communications. However, currently the Programme is focusing on REDD+ Readiness and local communities are not a major target group, other than materials to focus on general understanding and knowledge about forests, climate change, and specific activities such as prevention of fire. Work with communities should be done through the REDD+ Civil Society Forum and the in participation with the FAO GEF Programme which has a remit to work with Forest User Groups to plot REDD+ and adaptation activities; mainly focusing on improved forest management and forest based livelihoods.

There is a danger in raising expectations at local level with regards possible future benefits that may arise REDD+ results-based finance. so messages need to be carefully crafted.

3.5 International Donors, Investors and Partner Countries

This group includes donors, UN-REDD partner countries and international media. As potential funders of REDD+, the international community, particularly donors of REDD+, must be included as a key audience of this CKMM Strategy. Any progress or lessons learned needs to be conveyed to the international community. Boosting awareness of Forests and Climate in Mongolia, such as through media coverage, should be used to reinforce the lessons learned presented to the international community. As much as possible, the UN-REDD/Mongolia Programme should work closely with the UN-REDD regional team to identify the best opportunities for communication of messages about Mongolia. Given that Mongolia is a unique country within the UN-REDD Programme, this should be a focus for key messages. The COP 2017 should be targeted for developing promotion materials and attending to attract donors to the country.

3.6 General Public

General public are largely a secondary target audience. They include youth and elderly, urban and rural, women and men. They have very little immediate influence on the outcome of the Forests and Climate Strategy. However, it is important to involve and inform them, as general public are ultimately the benefit of Mongolia's Forests and Climate Strategy, they are citizens and deserve to be informed of work that the government is doing on their belief, to motivate them for social action as climate change and forests conservation also requires mobilization of local public. This is largely aimed at wide audience who may be informed of Mongolia's actions to tackle climate change. Although the general public can be difficult to define, effort needs to be made to raise the profile of REDD+ and the role of forests in adaptation to climate change amongst the public. This includes messages to convey the contribution of forests to mitigating climate change to urban audiences and others that may not encounter forests in their day-to-day lives. This is not just as an end in itself, but it reinforces to the Government the importance of combating climate change. As it is the media that will convey messages about Forests and Climate, to the general public, it's important that strong and lasting contacts are made across TV, Radio, Newspapers, Magazines and Social network. Attempts should also be made to engage with youth about this issue. Climate change is

very much something that affects the future and therefore the lives of the young. It's an issue that resonates deeply with young people.

Note: Social Inclusion[1]

When developing and conducting any communications and awareness raising materials and activities, there should take an inclusive approach, to respect gender, age and disadvantaged groups. Positive images should be used to reflect disadvantaged groups and positive gender reinforcement, such as female forests rangers, field staff doing technical activities, and young males studying, and indigenous people as appropriate.

4   Messages

Mongolia is not a traditional REDD+ country, as it has relatively low emissions reduction potential and may not be a priority for results based payments, whilst the potential role of forests in adaptation is enormous. Communicating Mongolia's Forests and Climate vision needs to highlight the following:

Forests and Climate Strategy and Outcomes. This should highlight the win-win outcomes that result from implementation of the Mongolia Forests and Climate Strategy. Where possible, it is at best to harmonize and create linkages to existing government policies and strategies, especially those related to climate change, forests, green development and sustainable development, all which provide a policy forum and mandate for the Forests and Climate Strategy.

The Value of Forests for Mongolia's Sustainable and Green Development. Green Development strategies related to forest management are needed for:
-    Maintaining freshwater supplies (forests help reduce the impacts of permafrost melting);
-    Creating employment opportunities and enhancing livelihoods;
-    Generating more forests resilient to climate change, pests and fire;
-    Producing sustainable timber for supporting Mongolia's wood industry;
-    Empowering communities to improve incomes from forests based livelihoods;
-    Providing provision of non-timber forests products, including firewood, pine nuts and other products for enterprises and local communities;
-    Enhancing and maintaining biodiversity and cultural values; and
-    Providing green space and recreation opportunities and enhancing well-being for urban living population.

Building Resilience to Climate Change in Boreal Forest Ecosystems. Mongolia is the only REDD+ eligible country with a significant area of boreal forest. Mongolia is already affected by global climate change which is placing its livelihoods and forest ecosystems under threat. Building climate change resilience for national development and rural communities is essential through adaptation measures that certain extent need to be funded by international donor community.

Meeting International Climate Change Obligations. Mongolia is a small country in terms of greenhouse gas emissions. However, Mongolia should take the opportunity to be a world leader in meeting climate

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[1] *A social inclusion assessment will be completed by December 2016, and any issues that are highlighted will be addressed as appropriate.*

change obligations, and as a model in green development and meeting sustainable development goals. These ambitions have the knock-on effect that places Mongolia a higher status on the international stage as a model for other countries, and provides a reliable forum for donor investments which may not be present in less developed countries.

4.1 Messages and Target Groups

Each target audience is important in themselves to the success of the Mongolia's Forests and Climate Programme, but they also reinforce each other. The Government is important because they will be implementing REDD+ and adaptation policies and measures. The local pilot communities are important because they will be providing the real-world information about how forest management operates; the forestry sector is important because real change within it will go a long way to helping achieve REDD+ and adaptation goals; the general public is important because its support for action on climate change and REDD+ is an important factor in ensuring continued political support; and the international community and donors are important because they will ultimately decide whether or not REDD+ will continue. It is important to target audiences to be specifically identified and for approaches and messages to be designed and tailored to achieve maximum resonance and relevance for each group. Mindful of the overall objectives of the Mongolia's Forests and Climate Programme, and based on discussions with key leading stakeholders, here follows an overview of the main audience categories which the CKMM Strategy needs to reach, together with the specific 'trigger interests' and aspirations that must be addressed.

- REDD+ is an initiative that can be of crucial in mitigating climate change, representing a tangible step against the issue, beneficial to everyone, and holds the possibility to achieve further goals.
- Forests are also essential in helping Mongolian society to adapt to climate change.
- Linking REDD+ to Green Development: REDD+ will be a contributing factor to Mongolia's green economy, support sustainable development goals and the countries sustainable development vision with means of reducing deforestation and forest degradation.
- REDD+ is an essential response to climate change, and can play a key role in achieving Mongolia's development goals for improved livelihoods.
- The REDD+ Strategy supports forest-based livelihoods and sustainable harvesting for FUGs.
- The Forests and Climate Strategy encourages private sector support and creation of jobs in the forest sector.
- The Forests and Climate Strategy supports sustainable harvesting and removal of deadwood as a means to improve forest health, reduce risks from pests and fire, and provide economic incentives.
- The cost of managing forests is offset by the services that are provided: Forests of Mongolia provide important ecosystem services for forest based livelihoods, private sector enterprises and ecosystem services for Mongolia's urban populations and industry.
- The Government of Mongolia is committed to reducing emissions from deforestation and forest degradation.
- The Forests and Climate Strategy provides fundable project based initiatives to further support Mongolia's efforts.
- The Mongolia's Forests and Climate Programme supports and promotes the REDD+ concept as defined through the UNFCCC process.

- Mongolia needs financial investment for its valuable boreal forests are threatened by climate change as a result of developed country emissions.
- Forest User Groups are the guardians of the forests; their excellent stewardship should be rewarded with meaningful forests benefits.

Table 1, below shows stakeholders, key messages and expected results as such messages need to be crafted for each stakeholder group

Stakeholder Groups	Key Messages	Expected Results
All Stakeholders	REDD+ is an initiative that can be of crucial importance in mitigating climate change, tangible step against the issue, beneficial to everyone, and holds the possibility to achieve further goals. Forests are also essential in helping Mongolian society to adapt to climate change	REDD+ is recognized and supported. Innovative funding mechanisms are promoted and piloted. Funding mobilized for adaptation measures
Decision makers: Authorities on decision-making level	REDD+ will be a contributing factor to Mongolia's green economy, support sustainable development goals and the country's sustainable development vision with means of reducing deforestation and forest degradation. REDD+ is a critical response to climate change, and can play a key role in achieving Mongolia's development goals for improved livelihoods. Forests are also essential in helping Mongolian society to adapt to climate change Forests of Mongolia provide important ecosystem services for forest based livelihoods, private sector enterprises and ecosystem services for Mongolia's urban populations and industry.	Decision Makers approve REDD+ Policies and Measures. Decision Makers value the role of forests in Mongolia's Green Development / Sustainable Development through allocation of more financial resources. REDD+ is recognized and supported. Innovative funding mechanisms are promoted and piloted. Policies and measures for sustainable development goals and green development are implemented. Policies are approved which benefit Forests User Groups.

Stakeholder Groups	Key Messages	Expected Results
	The Government of Mongolia is committed to reducing emissions from deforestation and forest degradation. Forest User Groups are the guardians of the forests, and their excellent stewardship should be rewarded with meaningful forests benefits.	
Technical Experts: Forest Policy Makers, Government Institutions, NGOs, Researchers, Projects	REDD+ will be a contributing factor to Mongolia's green economy, support sustainable development goals and the country's sustainable development vision with means of reducing deforestation and forest degradation. The Forests and Climate Strategy supports forest based livelihoods and sustainable harvesting for Forest User Groups. The Forests and Climate Strategy supports sustainable harvesting and removal of deadwood as a means to improve forests health, reduce risk from pests and fire, and provide economic incentives. The Forests and Climate Strategy provides fundable project based initiatives to further support Mongolia's initiatives. Forests are also essential in helping Mongolian society to adapt to climate change The Mongolia's Forests and Climate Programme supports and promotes the REDD+ concept as defined through the UNFCCC process.	Technical experts have advanced understanding of REDD+, climate change and contribute to the REDD+ Strategy. Technical experts and institutions have a better understanding of REDD+, climate change and forest. Technical experts advocate for benefits for forests user groups.

Stakeholder Groups	Key Messages	Expected Results
	Forest User Groups are the guardians of the forests; their excellent stewardship should be rewarded with meaningful forests benefits.	
Local Community Members / Forests User Groups: Indigenous people whose livelihoods depend upon forests	The Forests and Climate Strategy supports forest based livelihoods and sustainable harvesting for Forest User Groups. The Forests and Climate Strategy encourages private sector support and creation of jobs in the forests sector. The Forests and Climate Strategy supports sustainable harvesting and removal of deadwood as a means to improve forests health, reduce risk from pests and fire, and provide economic incentives. FUGs are the guardians of the forests, and their excellent stewardship should be rewarded with meaningful forests benefits.	Forest users are aware of basic climate change issues. Forest users implement fire and prevention protection measures. Forest users benefit from enhanced forests based livelihood measures.
Civil Society: Including general public, schools, educational, private sector	REDD+ is a critical response to climate change, and can play a key role in achieving Mongolia's development goals for improved livelihoods. Forests are also essential in helping Mongolian society to adapt to climate change The Forests and Climate Strategy supports forest based livelihoods and sustainable harvesting for FUGs. The Forests and Climate Strategy encourages private sector support and creation of jobs in the forests sector.	General public has an awareness of the basic principles of climate change, REDD+ and forest role in Green Development. General public are more interested in forest and environmental issues. Schools implement awareness raising and educational. Schools and institutions integrated climate change and sustainable development to their activities.

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Stakeholder Groups	Key Messages	Expected Results
	Forest User Groups are the guardians of the forests, and their excellent stewardship should be rewarded with meaningful forests benefits.	CSO Forum advocates for more benefits for FUGs.
General Public	REDD+ is a critical response to climate change, and can play a key role in achieving Mongolia's development goals for improved livelihoods. Forests are also essential in helping Mongolian society to adapt to climate change The Government of Mongolia is committed to reducing emissions from deforestation and forest degradation.	General awareness of the general public, mainly in Ulaanbaatar is raised with regards REDD+ through media activities. Support for decision makers is gained through exposure to media attention to general public.
Investors and Donors: International bodies who may be potential donors or parties	The Government of Mongolia is committed to reducing emissions from deforestation and forest degradation. The Forests and Climate Strategy provides fundable project based initiatives to further support Mongolia's initiatives. The Mongolia's Forests and Climate Programme supports and promotes the REDD+ concept as defined through the UNFCCC process. Mongolia needs financial investment for its valuable boreal forests are threatened by climate change as a result of developed country emissions.	International community are aware of the work of RED+ Mongolia and its implications in boreal forest areas Mongolia is an attractive environment for donor finance. International donors allocate resources (technical and / or financial) to support REDD+ strategy. UN-REDD Country Offices aware of Mongolia work towards establishing a REDD+ strategy and Green Development. Linkages created on climate change, green development, sustainable development with neighbouring countries and agencies.

Stakeholder Groups	Key Messages	Expected Results
		Green Climate Fund review see Mongolia as case study for climate change adaptation and mitigation investment for forest sector.

5 Communications, Knowledge Management, and Media Channels and Design Processes

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

5.1 Internal Communications in Mongolia

The Mongolia's Forests and Climate Programme will undertake regular meetings with internal stakeholders within UN-REDD, Ministry of Environment, and other relevant projects, including:

- Technical Working Group Meetings – Quarterly, and when required;
- Civil Society Forum Meetings – Quarterly, and when required;
- Project Executive Board Meetings – Quarterly;
- Forest Programmes – Informal Technical Meetings – Quarterly;
- Forests Programmes – Communication Officer Meetings – Monthly;
- UNDP and FAO Country Offices – Informal Meetings – Bimonthly;
- Ministry of Environment – Key Stakeholders / National Programme Director (NPD) – Monthly; and
- The UN-REDD regional support and update call – Monthly.

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 communications strategy, which are to be developed in the future will be used in managing communications. Risk and crisis communication management will also be an integral part of communication management.

5.3 Branding

Image building and branding of the Mongolia's Forests and Climate Programme is not important as the Programme duration is for three years (2016 – 2018). However, the brand of the Mongolia's Forests and Climate Programme to reflect the contributions of different Ministries and also other projects needs to be recognized. A REDD+ Mongolia logo has been developed and will be used for communication materials, websites and knowledge products will recognize contribution of other programmes/ projects.

5.4 Advocacy, Awareness Raising and Improved Understanding

Improved understanding of REDD+ and the role of forests in adapting to climate change will focus on different stakeholders to ensure that they understand the issues of climate change, REDD+ and green development, appropriate levels will be addressed for different groups, for instance Forest User Groups and Technical Experts have different needs and requirements regards REDD+.

Advocacy actions and relationship building will focus on decision makers and policy advisors and media to support awareness raising and effective engagement of policy makers and media in achieving objectives.

Awareness raising will focus on enhancing the existing awareness among the public. Apart from awareness raising initiatives, capacity building will focus on enhancing capacities of government officers, civil society organizations and media personnel who would be involved in communications and awareness raising about REDD+ and the role of forests in adapting to climate change.

> *The Civil Society Platform of the Mongolia's Forests and Climate Programme will be used as a means to advocate policies to government concerning civil society and FUGs.*

The following advocacy measures will be undertaken in conjunction with partner programmes:

Revising Policies to Provide Favourable Conditions for FUGs – The Forests and Climate Civil Society Platform is a means for effecting dialogue between the various stakeholders, including FUGs, and REDD+ policy. In collaboration, with the FAO GEF Programme we will raise the issue of FUGs and benefits with policy makers. This will help make a meaningful contribute to forest based livelihoods and climate change resilience. Target Groups – Decision Makers and FUGs.

Advocating for Sustainable Harvesting and Natural Forests Production in Mongolia's Forests – This activity is important to ensure that the forests are sustainably harvested. Target Group – Decision Makers.

Linking REDD+ to Green Growth – Promotion of links between REDD+, sustainable forest management and Green Development, in conjunction with FAO GEF, GIZ NFI, and Green Growth Institute. Target Groups – Decision Makers, International Donors, and Technical Advisors.

Promotion at International Level of the Conservation Value of Mongolia's Boreal Forests – Possible piggy backing on existing activities undertaken by International Conservation NGOs. Target Groups – Decision Makers, International Donors, and Technical Advisors.

Integrating Education and Sustainable Development Visions – Joint activities with the ESD Programme to support awareness raising regards climate change, forests and green development in schools and integration into educational curriculum. Target Groups – Civil Society, General public.

Linking REDD+ to Sustainable Development Goals – Joint advocacy with the UNDP Country Programme.

5.5   Media Relations
Media relations will focus on strengthening the interest and skills of journalists to convey messages on environmental issues within Mongolia. Media and crisis plan will be developed.

5.6   Behaviour Change Communication
Behaviour change communication (BCC) approaches will be used where there is a definite behaviour that needs to be addressed, most relevant to this is with regards combatting the drivers of deforestation and degradation. Though this is largely a focus of Forests and Climate implementation BCC will be utilized for addressing forests fire, illegal logging and poor forest management issues.

5.7 Knowledge Management (KM)

The Programme needs to ensure that that knowledge generated during REDD+ readiness activities is shared effectively among all partners and informed decisions on a national Forests and Climate programme requires the identification of sources of knowledge, and of users of that knowledge. Sources of knowledge include all those programmes and initiatives that are building capacity for Mongolia to implement Forests and Climate. The priority for the ***Knowledge Management*** component of the Strategy is to:

> *"Establish a system to ensure that all knowledge generated through all Forests and Climate initiatives is accessible to all, and utilized to ensure the design of a state-of-the-art Mongolia's Forests and Climate Programme."*

The following steps will be required in order to deliver on this priority:
- ➢ Identify all relevant Forests and Climate initiatives;
- ➢ Identify a knowledge focal point within each initiative;
- ➢ Work with each knowledge focal point to compile all reports, work plans, ToRs, etc.;
- ➢ Establish an appropriate knowledge platform e.g. website;
- ➢ Ensure all knowledge is organized on the platform is a logical fashion (e.g., by WFR elements); and
- ➢ Ensure all knowledge is accessible through the platform and regularly updated.

Hence, 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 be used as one of the key platforms to share news and information about the Forests and Climate Programme and activities with target audiences, including the general public. Opportunities emerging from government policies and programmes, will be used for knowledge management and dissemination of knowledge. Circulation lists will be made for different types of materials.

5.8 Improving Distribution of Materials

A contact list has been produced but needs to be updated to be in a more strategic way of disseminating information. Some innovative platforms should be used as circulation platforms, e.g. Mail Chimp, Constant Contact, etc.
- All publications, newsletters, statements and announcements will continue to be sent to media outlets via our growing contact manager database, which currently includes over media contacts, including general interest, environment, economic and science journalists.
- Relevant publications, either in electronic and printed form should be sent to relevant stakeholders, including technical working groups, projects, donors, etc.
- Records of where printed materials, press releases, etc. are disseminated should be recorded. The Programme needs to record any results of press and media articles that are produced as a result of the Mongolia's Forests and Climate Programme.

5.9 Getting Messages to International Media and Donors

To get information across international media and coverage needs precise and clear messages. Business Wire is a company that should be considered to contract for broad circulation. It is an

international distribution company, targeting, and timing as required by the Programme. Its circuits let you target news to select audiences based industry and market needs. Its network is composed of dozens of new agencies, financial information providers, and web-based news services worldwide. For more about this company, click here. The UN-REDD global platforms and other programme/project initiatives will be also used to promote news and information broadly to national and international users/ audiences.

In addition, a separate Media Plan will be developed to ensure that the programme staff is well designed to work with key media groups. This plan will include guidelines and protocols for working with the media – protocols for ensuring the Forests and Climate messages are conveyed in an appropriate manner, and a checklist for ensuring media coverage of Forests and Climate events is captured.

6 Communication Tools (Design Process and Tools)

For long term programmes which involve wide areas of work, various stakeholders and different target groups like the Mongolia's Forests and Climate Programme, using efficient combination of various media channels and contents differing in form and style is of high importance. Therefore, questions such as "What type of content is suitable to promote which aspect of the project? Which type and style of content is effective to attract attention of, to effectively deliver the message to which target group? Which media channel is the most efficient in reaching out to which target group?" are important. These have been addressed in a separate summary on Media Strategy (UN-REDD 2016).

The different channels are also summarized as follows:

6.1 Stakeholder Meetings

The main channel to distribute information to and communicate with stakeholders is in-person events and meetings. In-person meetings and events are considered as the most commonly used and the most efficient way for non-profit organizations to promote their activity. Especially for this country, in-person meetings are even highly efficient to deliver the specified message for the stakeholders – local government, non-government organizations. In-person meetings and events are efficient in that the target group can be focused depending on the meeting. Thus, in-person meetings and events are far more cost-efficient and highly effective.

Civil Society Platform – This may be an efficient means of lobbying the government on issues related to FUGs and Civil Society (see above).

6.2 Online Communications

Internet medium will be used for online communication. Internet is a powerful mass medium and has become an integral part of other mass media as well as the media supporting industries – public relations and advertising in Mongolia, particularly as a large portion of the general public is urban based. This medium is not as effective in reaching older generations and rural communities who may not have internet access or resources (though mobile phone ownership is high in Mongolia (UNDP, 2016). Websites play an important role with its ability to share information and provide

opportunities for interactive use. Websites can host various types of other media materials text, visuals, audio, video, animations, and presentations and provide options for feedback and research.

6.2.1   Mongolia's Forests and Climate Website

Mongolia has already developed a website (www.reddplus.mn) which highlights activities, roles, and provides a forum for location of knowledge products. In general, the website needs to be simple to navigate, user-friendly, easy to understand, and be visually appealing. The information held on the site can be complex, but messages and links on the homepage and other pages should be kept as simple as possible. Several main actions need to be done to improve the website:

- Enhance and brand the website as the Mongolia's Forests and Climate Programme;
- Provide space for other project/programme partners and initiatives, such as the GIZ and NFI Programme;
- Provide useful and relevant links to websites of departments, ministries, programmes/ projects, national and international initiatives and partners, and donors, etc., including UNDP and FAO Mongolia Country Programmes;
- Undertake a campaign to promote the Mongolia's Forests and Climate website as an information resource within Mongolia and the UN-REDD Programme;
- Revise and improve the design layout of the website, especially the functionality of Resources Page;
- Upload useful materials, products, videos and other relevant resources, including Learning Journals, REDD+ Glossary, etc. developed by Mongolia's Forests and Climate and other initiatives, programmes/projects;
- Increase the number of people accessing information in the website;
- Track the number of people accessing the website, downloads and web based statistics; and
- Provide training and give ownership to identified Communications Focal Point from the implementing Ministry to manage Website Administrator, and support and promote Mongolia's Forests and Climate Programme activities, etc.

The Mongolia's Forests and Climate and/or UN-REDD Communications Focal Person will also regularly assist in uploading resources and information to the website – which will also be undertaken in conjunction with the Ministry website manager. As it will be one of the primary tools for communications.

6.2.2   The UN-REDD Global Website, Workspace, and Social Media Channels

To further promoting activities of the Mongolia's Forests and Climate Programme, Communications focal person will work along with and send to Regional KM focal point the information of the implementing activities regularly to upload/share on the workspace (on Announcement Posts, and Weekly Roundups) Newsletter, and other social media channels, which are the global programme's primary tools for external communications.

Website	Target Group
Primary	
• The Mongolia's Forests and Climate (formerly REDD+ website) (www.reddplus.mn)	National and International Audiences
• UN-REDD Global Website (http://www.un-redd.org/)	National and International Audiences
Secondary	
• UNDP Mongolia	National and International Audiences
• FAO Mongolia	National and International Audiences

6.2.3 Social Media

The National Mongolia's Forests and Climate Strategy will promote through social media channels (Twitter, Facebook, blog, YouTube and Wikipedia) and will be used primarily to drive traffic to www.reddplus.mn website. The media assessment in Mongolia showed that urban population particularly those under 25 used Facebook and social media as their primary source of information, communication and news.[2] Internet, especially social media marketing is the main channel to reach out to youth, and the style of contents distributed through internet is to be tailored to characteristics of the social media; an analysis of specific social media sites in Mongolia is currently being undertaken.

Internet News Media Sites:

According to a statistic of Communications Regulatory Committee of Mongolia, number of internet users in Mongolia reached 2,430,200, while more than 100 news websites are operating actively as of the beginning of 2016. Below a list of popular social media and internet sites that the programme aims at using them to nationally and internationally promote and raise awareness about the programme and roles and issues related to environment, climate change, forest, and REDD+.

➤ **Google[3]:** This site is ranked the 1st search engine in Mongolia, with 90% of Mongolians regularly using google. Around 405 total sites link in the Google site in Mongolia, and around 4,030,000 sites[4] are linked globally. In Mongolia, the top audience are educated youth. By using Google, the programme's ads can appear when people search and can increase the visibility of the programme's website and other social media channels. It helps the programme communicate better with Google Search, Services and Information – which is viewed as a one-stop shop for comprehensive information about how Google indexes since the programme can add site, Google base, Google Sitemaps, etc. It enables users to search the world's information and make it universally accessible and useful; it includes webpages, images, and videos; and offers unique features and search technology.

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[2] http://www.alexa.com/

[3] *http://www.alexa.com/siteinfo/google.mn*

[4] *http://www.alexa.com/siteinfo/google.com*

➢ **Facebook Page[5]:** Facebook is an online social media and social networking service. It is the 3rd most visited site globally. It's one of the most popular social media channels among users in Mongolia after Google site – which is a social utility that connects people, to keep up with their friends and networks, upload photos, share links and videos. The sites link to Facebook are up to 9,270,000 sites. 20.1% of the population of Mongolia are regular Facebook users (Communications Regulatory Committee, 2014). In 2014, the number of Facebook users in Mongolia reached 640,000, 580,000 of which is in Ulaanbaatar, increasing by 53% from the previous year. International internet stats sites show 1,200,000 Facebook users as of July 2016; which indicates an enormous increase from 2014. A Facebook page is a public profile specifically created for non-profit organisations, brands, causes, and other groups. Unlike personal profiles, pages do not gain "friends," but "fans" – which are people who choose to "like" a page. Pages can gain an unlimited number of fans, differing from personal profiles, which has had a 5,000 friend maximum put on it by Facebook. Pages work similarly to profiles, updating users with things such as statuses, links, events, photos and videos. This information appears on the page itself, as well as in its fans' personal news feeds. Users may access by a large range of desktops, tablet computers, smartphones over the Internet and mobile networks.

➢ **YouTube[6]:** YouTube is a way to get videos to the people who matter to the programme. The programme can upload, tag and share video clips worldwide. Most of the audience who visit YouTube is from graduate school. This site is globally ranked as 2nd most visited site. The site allows users to upload, view, rate, share, and comment on videos, and it makes use of WebM, H.264/MPEG-4 AVC, and Adobe Flash Video, technology to display a wide variety of user-generated and corporate media videos. Available content includes video clips, TV show clips, music videos, audio recordings, and other content such as video blogging, short original videos, and educational videos. Most of the content on YouTube has been uploaded by individuals, but media corporations and other organizations offer some of their material via YouTube, as part of the YouTube partnership program. Unregistered users can watch videos on the site, but registered users are permitted to upload an unlimited number of videos and add comments to videos.

➢ **Twitter[7]:** This is a social networking and microblogging service utilising instant messaging, SMS or a web interface with the 9th site is ranked relative to other sites globally. Around 313 million are monthly active users since it gives everyone and organisation the power to create and share ideas and information instantly, with barriers.[8] More than 6,200,000 total sites link to Twitter. The top browsing location is at work. It is an online news and social networking service where users post and read

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[5] *http://www.alexa.com/siteinfo/facebook.com*

[6] *http://www.alexa.com/siteinfo/youtube.com*

[7] *http://www.alexa.com/siteinfo/twitter.com*

[8] *https://about.twitter.com/company*

short 140-character messages called "tweets". Registered users can post and read tweets, but those who are unregistered can only read them. Users access Twitter through the website interface, SMS/mobile device app.

➤ **Instagram[9]:** About 2,074,000 sites link to Instagram. It's interesting that both female and male are almost equal like using Instagram to the general internet population – most of them are students from graduate school and college. Instagram is an online mobile photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos, and share them either publicly or privately on the app, as well as through a variety of other social networking platforms, such as Facebook, Twitter, Tumblr, and Flickr. It is a fun and quirky way to share the programme's activities with fans/followers through a series of pictures. All photos are public by default which means they are visible to anyone using Instagram or on the instagram.com website. If you choose to make your account private, then only people who follow you on Instagram will be able to see your photos, and anyone can subscribe to follow your photos. This online mobile-sharing platform is currently working on the iPhone and Android.

➤ **Flickr[10]:** It's a platform used as picture galleries that is also available with chart, groups, and photo ratings, and almost certainly the best online photo management and sharing application in the world. The programme can use this channel as an online photo and video storage. More than 742,000 total sites are linked to Flickr, with a total of around 87 million registered members and more than 3.5 million new images uploaded daily. Photos and videos can be accessed from Flickr without the need to register an account but an account must be made in order to upload content onto the website. Registering an account also allows users to create a profile page containing photos and videos that the user has uploaded and also grants the ability to add another Flickr user as a contact. For mobile users, Flickr has official mobile apps for iOS, Android, and PlayStation Vita, operating systems, and an optimised mobile website.

➤ **LinkedIn[11]:** LinkedIn is a networking tool to find connections to recommended job candidates, industry experts and business partners. It's the world's largest professional network with more than 433 million members in 200 countries and territories around the globe.[12] When you join LinkedIn, you get access to people, jobs, news, updates, and insights that help you be great at what you do. The total sites link in the LinkedIn are around 2,129,000 sites. It also allows registered users to maintain a list of contact details of people they know and trust in business. Therefore, it is will be useful for the programme to make use of the site to promote the REDD+ Programme in Mongolia among these potential social networks and experts since it

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[9] *http://www.alexa.com/siteinfo/instagram.com*

[10] *http://www.alexa.com/siteinfo/flickr.com*

[11] *http://www.alexa.com/siteinfo/linkedin.com*

[12] *https://www.linkedin.com/about-us*

helps connect the world's professionals to make the programme more productive and successful.

- ➢ **E-Newsletter:** E-Newsletter are relatively not common in Mongolia, thus, using them to provide information for public has high possibility of being inefficient and the results are unpredictable; this may be an efficient way to communicate directly to the Technical Advisor and relevant stakeholders to inform them about the programme's activities, rather than other stakeholder groups.

- ➢ **Other news, internet, and social media channels[13]:** There are some other channels which are identified as among the top ten popular sites within Mongolia that the programme may want to consider integrating and/or making use of those sites to promote and share information about the programme. Those are as follows:
  - ✓ Gogo (http://gogo.mn/)
  - ✓ Caak (http://www.caak.mn/)
  - ✓ Xopom (http://news.xopom.com/)
  - ✓ Ikon (http://www.ikon.mn/)
  - ✓ News (http://www.news.mn/)

6.2.4 Printed 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. Printed materials can also be used to convey technical reports, though it is encouraged to circulate these as electronic versions to save on printing costs and save paper. However, it is encouraged that Briefing Papers should be made to highlight the key findings in technical reports for decision-makers and general public making it more accessible to a wider audience.

6.2.5 Technical Documents

Technical documents are useful to record detailed information, of particular importance for Technical Advisors. The programme should only publish and print in hard copy the most important documents in order to save publishing costs and efficient use of paper. Reports should be distributed to important and relevant stakeholder groups, and on the website of Mongolia's Forests and Climate Programme and the UN-REDD global website and other online-sharing platforms.

6.2.6 Summary of Technical Documents

Technical reports are often inaccessible to most stakeholders. A summary or brief should be produced of key documents to make the information accessible for wider audience. To date summaries have not been produced, but should be done for completed reports, such as Financing Flows; Drivers; Institutional Capacity; and for those in process CKMM Strategy; Stakeholder Mapping; Social Inclusion and Policies and Measures.

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[13] *http://www.alexa.com/topsites/countries/MN*

6.2.7   Fact-Facts

This new flyer will give a macro-level, snapshot/introduction to who we are and what we do. As the Programme progresses, new and more impressive facts can be added. This flyer will be designed as the two central introductory communications resources, especially for prospective donors.

6.2.8   Briefing Papers

Briefing Papers on the Mongolia's Forests and Climate Programme, when combined with infographics can be a useful way of conveying information to Decision makers and in summarizing the key aspects of REDD+, Forests and Climate. A number area under development.

6.2.9   Lessons Learned Booklets

The Programme will produce lessons learned booklets for information sharing among relevant stakeholders. These mainly originate from the Regional REDD+ Programme, and can be useful to summarize lesson learned in other countries; Lessons Learned on REDD+ Finance; COP Decisions; FAQs; Safeguards and Action Plans are currently being translated and produced.

6.2.10   Newsletter

The Programme may release newsletters, on a quarterly basis. Newsletter content focus on the Programme progress, and feature new authors/contributors. Key technical staff in the Programme will be encouraged to submit articles for these newsletters. It has been suggested that the newsletter should also include contributions from other projects supporting forest sector and REDD+. However, the Programme has yet to effectively produce a UN-REDD newsletter, and it is considered that developing a multi-stakeholder one may be a much bigger task for the PMU staff. As such the merits of a quarterly newsletter should be re-evaluated, it may not even be needed to produce one and to focus on other media outlets.

6.2.11   Programme leaflet

The Programme have updated the Programme leaflet by Dec 2016 and will continually update when required.

6.3   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 information or human interest stories and news items. Small network of key journalists, especially environmental and development journalists, will be formed and linked for awareness raising.

A Programme of training and support to Mongolian Association of Journalists has been started.

6.3.1 Television

The two main channels for distributing information and news are TV channels and Internet. Although TV channels are losing popularity among youth, it is still the main media channel. Especially for the people living in rural area and above middle age population, TV channels are the main channel to distribute information. Although TV Programmes and advertisements are costly, they hold crucial importance as it is the most commonly used media and its ability of reaching out to every corner of the country, to every demographic groups. 94 Companies holds license to TV broadcasting, 74 working locally, and 19 in Ulaanbaatar (2 in Nalaikh district, and 1 nation-wide: Mongolian National Broadcaster)". The Committee's monitoring in May 2015 has assessed the percentage of original content of the TV channels locally operating.

Urban Population – In the report of Statistical Agency of Ulaanbaatar, it is informed that "A survey conducted by Mongolian Press Institute found that 92% of the capital city population watch TV every day, followed by internet as second mostly used media, while the one in four person listens to radio everyday".

Rural Population – For the rural area population, importance and influence of TV channels are even higher due to limited access to other media channels. Thus, TV channels are the main media channel to distribute information for public, especially rural area population.

Five Top Television Channels	Target Groups
The Mongolian National Broadcaster (www.mnb.mn/)	- General public - Urban people - Rural people - Other stakeholders
Malchin TV	- Forest User Groups - Rural people
Mongol TV HD	- General public - Urban people - Rural people - All stakeholders
Education channel TV	- Youth - Middle aged to older people - Rural people
TV9	

6.3.2 Radio

Similarly, radio also plays an important role in disseminating information. It offers a variety of promotional activities that support the programme's advertising campaigns, ranging from its effectiveness to its low cost. It may be more cost-effective than television commercials, print advertising and direct mail. Many people listen alone, such as when jogging or driving. Listeners develop strong relationships with their favourite stations, identifying with the specific subjects with on-air personalities. The stations also allow the programme to give away promotional items with the name and logo, be live on-air and even hold broadcasts from the programme's work place. Radio advertising works as an

everywhere medium. No matter whether you advertise with any formats, the stations know the audience demographics. The advertising reaches the gender, age and economic status the programme wants to target. Radio stations target different audiences with their programming schedules, enabling advertisers to target special interest groups or different age groups with minimal waste. The availability of radio on mobile devices such as smart phones with Internet connectivity gives advertisers access to a new mobile audience, as well as the traditional audience at home, at work or in cars. Consumers don't have to be in front of their television or at their computer. They don't have to acquire a magazine or newspaper, locate their eyeglasses or even know how to read.

Five Top Radio Channels	Target Groups
Mongolian national Broadcaster (http://www.mnb.mn/news/journalist/id/48)	▪ General Public ▪ Urban people ▪ Rural People ▪ All stakeholders
Ulaanbaatar radio - FM 101.7 Elgen nutag - FM 100.1 My Mongolia - FM 100.5 Shine Dolgion - FM 107.5	▪ General Public ▪ Urban people ▪ Rural People

6.3.3 Newspapers and Magazines

In the study of Mongolian Press Institution, it is noted that there are 123 newspapers actively operating in Mongolia as of 2014. Also, the survey of the study found that 44% the Ulaanbaatar population doesn't read newspapers, and only 7% reads newspapers daily. Market share of daily newspapers is 70% in press. Subscribers and regular readers of newspapers and magazines tend to have higher education level and higher social status than those who doesn't read. The share of local newspapers reached 5.2% in total newspaper sales, reaching its peak in last decade written in "Mongolian Press - Today" monitoring study, meaning that there is a high possibility to reach out to local government and decision making level professionals through local newspapers.

Therefore, newspapers and magazines, especially daily newspapers are available channel to deliver detailed information to decision making level authorities and politicians, while being advantageous as the production and publishing cost is relatively low.

Five Top Newspapers	Target Groups
Daily Newspaper (Өдрийн сонин) Today newspaper (Өнөөдөр) Ardiin erkh newspaper Zuunii medee newspaper	▪ General public ▪ Middle age people and elderly people ▪ Politicians
UB POST	▪ Foreign people ▪ International donors ▪ International organizations

6.3.4   Outdoor Advertising

This type of advertisements has advantages as it easily attracts public audience's attention, reaches out to wider audience – everyone passes by the streets for almost 24 hours. But it has weaknesses such as being costly, unable to segment to target groups, and can't be seen for long enough, and short and less details oriented tool. Thus, this type of advertisement could be possibly only used for primary purpose of familiarizing the name, logo and motto of the Programme, or to give basic information about the Programme. Messages to be advertised must be clear and powerful so that the general public could understand about the programme's objectives.

6.4   Conferences, meeting, training, workshops

Through the various outputs of the UN-REDD Programme, there are a number of opportunities to raise awareness about REDD+, and the role of forests in adapting to climate change through conferences, workshops and training events. Mostly, these events will be attended by government officials, NGOs, local communities and other directly interested stakeholders, such as the forestry sector. Although they may be focused on one particular aspect of forests and climate change, such as environmental payment systems, they should always provide overview information about climate change, REDD+, adaptation, and UN-REDD, as necessary. These events can also be used to leverage free media coverage, through press releases; opinion pieces and editorials to newspapers and magazines (op-eds); and targeting of specific journalists.

In regards to international conferences, UN-REDD will be producing lessons-learned materials that can be used at these events to promote REDD+ and the role of forests in adapting to climate change in Mongolia. Every opportunity to raise the profile of work of REDD+ should be taken. If presentations are made about the experiences in Mongolia at international events, this could be conveyed to media and government in Mongolia. The cultivation of newspaper journalists should also take place, and media conferences undertaken.

6.5   Events and Competitions

A series of events can be undertaken to focus on general public, CSO's, and other relevant stakeholders. These events can also be used to leverage free media coverage, through press releases; opinion pieces and editorials to newspapers and magazines (op-eds); and targeting of specific journalists. These can indirectly also inclusion decision makers and politicians who can see political support for supporting measures which address climate change and REDD+. Competitions are a good way to engage the general public, especially younger people, about important issues. This should be considered for The Forests and Climate Programme in Mongolia. Through university networks and local schools in pilot communities, opportunities exist for REDD+ and the role of forests in adapting to climate change to be promoted through competitions. Where possible Mongolia's Forests and Climate Programme will engage with existing programmes or organizations, such as University Networks; Media and Journalist Associations and Education Programmes, such as the GIZ Education for Sustainable Development (ESD).

6.5.1 Photo Competition

A photo competition is currently being undertaken with the Association of Mongolian Journalists; materials will also be utilized for calendar and communication materials in 2017.

6.5.2 University Student Conference & Innovative Events

At university level, forest students and art students are being mobilized for a number of events. Firstly, six Forest Universities are being mobilized for a competition on Research Thesis and Climate change. Second, Art students are undertaking an innovative Art and Media Festival on "'Mongolia, Mother Earth and REDD+'' this will produce videos, memes, posters and art materials.

6.5.3 Writing Competition for Journalists

In collaboration with a newspaper, a writing competition about the importance of forests and acting on climate change could be conducted, with the winner published in the newspaper.

Further discussions will be made among different national programme/project initiatives to seek collaboration and support to continue some of these initiatives if not all.

6.6 Forests and Climate Champions

Identify a potential or high profile person to become a champion of the Mongolia's Forests and Climate Programme. Something to consider for the Programme is whether to identify and approach a high profile Mongolian person to become a champion of Forests and Climate/REDD+ in the media. This method of promoting initiatives can be highly successful. Choosing an effective champion is difficult. Care must be taken – do they appeal to key target audiences - and a plan developed about how best to use them. If someone can be found who has a genuine passion for Climate Change, REDD+ and Forests, is well known, capable in front of the press, and would be an asset for the initiative, then this could be considered.

6.7 Video and Communication Materials

6.7.1 Video Filming

Video is a tool that can be used for international and national communications. Mongolia's Forests and Climate Programme with support from the UN-REDD/Mongolia National Programme, and other possible support from other programme/project initiatives, will produce several to 2-3-minute sort videos, mini documentary video (10 – 15 minutes), and a number of short videos from the Art Media Festival, and consideration of dubbing some other awareness raising video clips produced by the UN-REDD regional team.

6.7.2 Participatory Videos for Advocacy

At the FAO Mid-Term Review, a video was projected which documented the opinions of Forest User Groups on benefits, constraints and next steps. The video is very good for a large number of field views to the city, and could be used for advocacy or other purposes.

Some other useful videos and clips will also be identified to be used as awareness raising tool for relevant stakeholder groups and general public, and within the programme.

6.8 Branded Materials

A complete set of branding materials will be designed and produced for the Mongolia's Forests and Climate Programme by a local professional design company. Those include from logo to social branding, advertisement, calligraphy, official usage, employee usage, programme usage, address and decoration and souvenir, etc.

7 Monitoring and Evaluation Plan

7.1 Monitoring Plan

➢ **Primary goal**: Implement a core PAM to address underlying drivers of deforestation and forest degradation.
➢ **Secondary goal**: To mobilize support for Forests and Climate among three essential audiences.

Specific Objectives	Indicator(s)	Baseline	Target	Means of verification	Assumptions
Communicate the clear vision of the Mongolia's Forests and Climate Programme which is sustainable development	Process: No. of communication products/events Impact: awareness of Mongolia's Forests and Climate vison among key stakeholders	None before start of UN-REDD None (no vision elaborated) Sustainable development	Each quarter, at least 4 products/events By the end of 2017, at least 70% of key stakeholders are able to accurately describe the Forests and Climate vision. By end of 2018, this figure is 85%	Reports from Comms Officer to CTA every quarter Annual awareness surveys (conducted by SE Officer)	Adequate and random sample of respondents
Address underlying drivers of deforestation and forest degradation	Impact of direct drivers for which "lack of awareness" is identified as an indirect driver (fire, hunting, grazing)	As defined in drivers study	By mid-2018, impact of drivers (fire, hunting, grazing) has declined by at least 15%	NFMS	Decline can be attributed, in part, to comms activities

Specific Objectives	Indicator(s)	Baseline	Target	Means of verification	Assumptions
Enhance understanding and knowledge amongst different stakeholders	Average awareness scores for different stakeholder groups	Tbd (need to conduct awareness surveys)	By the end of 2017, the average awareness scores for different stakeholder groups increases by at least 25% across all groups; and by the end of 2018, this figure is 35%	Annual stakeholder surveys (conducted by SE Officer)	Adequate number of stakeholders surveyed to provide meaningful data
Build **support amongst decision and policy makers** on REDD+ links to Mongolia's Green Development and Sustainable Development Strategies	REDD+ reflected in relevant Green Growth strategies	Not reflected	By the end of 2018, REDD+ is clearly reflected in relevant Green Growth strategies and plans	Analysis by UN-REDD Programme Manager	
Strengthen the relationship and communications with the Mongolian news media	Process: Number of articles on Forests and Climate in Mongolian press Impact: Editorials promote Forests and Climate	Tbd None	By mid-2017, at least 2 articles each month. This figure does not decline thereafter By the end of 2018, there have been at least 3 editorials/blogs by leading	Scanning of Mongolian media by Comms Officer; reporting every quarter Scanning of Mongolian media by Comms Officer	Activities under the CKMM strategy can be directly linked to the increased coverage As above

Specific Objectives	Indicator(s)	Baseline	Target	Means of verification	Assumptions
			media figures supporting Forests and Climate/REDD+		
Highlight climate change issues, problems and solutions in Mongolia's boreal forests to **national and international** donors and stakeholders	Process: Number of articles about Mongolia in international fora Impact: Increased international funding for REDD+/Forests & Climate in Mongolia	Tbd Data to be generated by UN-REDD Programme Manager	By mid-2017 at least x 2 articles each month. This figure does not decline thereafter At least 1M new funding mobilized for REDD+/Forests and Climate in Mongolia	Scanning of Mongolian media by Comms Officer; reporting every quarter Reports from UN-REDD Programme Manager	As for previous line

Outputs	Indicator(s)	Baseline	Target	Means of verification	Assumptions
Behaviour Change Communication	Indicators identified for different indirect drivers	As for PAMs monitoring	As for PAMs monitoring	As for PAMs monitoring	As for PAMs monitoring
Advocacy, Awareness Raising and Improved Understanding	Average awareness scores for different stakeholder groups	Tbd (need to conduct awareness surveys)	By the end of 2017, the average awareness scores for different stakeholder groups increases by at least 25% across all groups; and by the end of 2018, this figure is 35%	Annual stakeholder survey	Adequate number of stakeholders surveyed to provide meaningful data
Branding	Application of branding for KM and comms materials under Mongolia's Forests and Climate	No branding undertaken	By June 2017, all materials produced by Mongolia's Forests and Climate are clearly and consistently branded; and this does not change thereafter	Survey of Forests and Climate materials	All partners embrace the branding concept
Communication Management	Consistency in use and management of Forests and Climate materials	N/A (no existing communication management)	By June 2017, all Forests and Climate partners are communicating consistent messages	Programme reports and monitoring of partners' products	All partners can reach a common understanding on key messages
Knowledge Management (KM)	Forests and Climate policy in Mongolia is clearly based on knowledge generated	N/A (no existing Forests and Climate policy)	All policy decisions under the National Forests and Climate Strategy, and related decisions under the GREEN Growth and sustainable Development strategies can be shown to be based	Programme research on links between policy content and knowledge	Political or other considerations do not outweigh the value of knowledge

Outputs	Indicator(s)	Baseline	Target	Means of verification	Assumptions
			on relevant Forests and Climate knowledge	generated	
Media Relations	The number of articles in domestic media about REDD+	Tbd (need research for past 12 months)	By the end of 2018, the number of articles in domestic media (at least one article per month) is at least 50% higher than the baseline	Online research (e.g., web feed data from news aggregator)	Activities under the CKMM strategy can be directly linked to the increased coverage
Getting Messages to International Media and Donors	Number of articles in international media on CC in Mongolia that are related to REDD+/forests	TBD (need research on past 12 months)	By the end of 2018, the number of articles in international media (per month?) is at least 50% higher than the baseline	Online research (e.g., web feed data from news aggregator)	Activities under the CKMM strategy can be directly linked to the increased coverage
Improved Distribution of Materials	Number of recipients of Forests and Climate materials	Tbd (need data from past 12 months)	By the end of 2017, the number of recipients of Forests and Climate materials has increased by at least 80% over 2016, and remains at this level in 2018	Programme data collection	Increased number of recipients means higher levels of awareness
Internal Communications in Mongolia	Regularity of internal communications events	Tbd (need data for past 12 months)	By June 2017, at least 90% of communications events under Mongolia's Forests and Climate are held on schedule, and this percentage does not drop thereafter	Programme reports	Internal Communications in Mongolia

8 Preliminary Work-plan

8.1 Establishment of baseline data for indicators

Action	Responsibility	Deadline	Budget	Notes
Annual assessment on awareness raising and level of understanding about Forests and Climate conducted	PMU Comms officer	End-Dec, 2017 & @Dec 2018	tbc	High priority – baseline needs to be established before awareness raising activities start.
Media baselines (domestic and international) established	PMU Comms officer; supported by Regional KM Specialist for international media	End-Jan 2017	tbc	
Materials distribution baseline established	PMU Comms officer	End-Jan 2017	0	
Internal communications baseline established	PMU Secretary	End-Jan 2017	0	

8.2 Branding

Action	Responsibility	Deadline	Budget	Notes
Company contracted	PMU Admin officer	End-2016	tbc	Already completed?
Branding elements reviewed and approved	Programme Manager/CTA, supported by PMU Comms Officer and Regional KM Specialist	End-Feb 2017	tbc	
Etc.				

8.3   Websites (Mongolia REDD+ and UN-REDD/Global)

Action	Responsibility	Deadline	Budget	Notes
Uploading information and news articles, and other relevant documents	PMU Comms Officer, (also Govt focal point, assigned representative)	Daily	0	There is a need/support from all relevant technical people and other key NGOs and partners
Maintaining and reviewing website and its structure	PMU Comms Officer, (also Govt focal point, assigned representative)	Monthly	tbc	If there are sophisticated changes, some budget will be required.
Promoting and sharing links through social media	PMU Comms Officer, (also Govt focal point, assigned representative)	Weekly	0	When there is any new update on the website.

8.4   Social media

Action	Responsibility	Deadline	Budget	Notes
Preparing a list of monthly contents for posting	PMU Comms Officer, (also Govt focal point, assigned representative)	Before end of each month	0	Discuss with technical experts, PM, CTA, and RTA for such monthly contents to ensure that information/messages will be aligned with the strategic messages, goal and objectives. Also, another way is to coordinate/ask key and relevant NGOs and Partners to contribute information for such posting messages.
Posting relevant and interesting relevant information and messages, activities, etc.	PMU Comms Officer, (also Govt focal point, assigned representative)	Daily (as possible)	0	All postings, there need to review submissions before posting on the social media channels to avoid conflicting and

Action	Responsibility	Deadline	Budget	Notes
				misperception by audiences/public about the Programme.
Monitoring and evaluating the postings, etc.	PMU Comms Officer, (also Govt focal point, assigned representative)	End of each month	0	This is to review the performance and to understand the interest of the audience so to improve the postings/messages, etc. for better use of social media of the programme.

9 Awareness Baseline

An awareness baseline has been conducted for certain target groups (TWG, CSO, Technical Stakeholders) and approximately 300 members of the public. However, it is unlikely this statistical sample is big enough to measure any change in behaviour or awareness.

➢ **Awareness Baseline Assessment:** will be designed and circulated at the beginning of each meeting, training, workshop, and other Forests and Climate events in order to assess stakeholders' perceptions and actual knowledge of Forests and Climate.

➢ **Media and Tools Assessment:** a questionnaire and online social tracking system(s) will be used and applied for a better monitoring system to track down number of users access through all identified social media, internet and media channels that are used as knowledge platform and information sharing system to promote and disseminate information and useful resources about and from the Programme to relevant stakeholder groups and general public.

The monitoring may include tracking some important tools as such:
➢ Internet monitoring;
➢ Print and electronic monitoring;
➢ Feedback from audience;
➢ Level of media attention towards issues related to forest, climate change, environment, and REDD+, etc.;
➢ Specialised journalists at field reporting/coverage;
➢ Perception of politicians in relation to decisions and understanding over issues related; and
➢ Other key issues that may concern to the Programme's performance and implementation, etc.

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10 Implementation Plan

Responsibility of Key Stakeholders:

Activities will be implemented as per the Annual Work Plan (AWP) of the Mongolia's Forests and Climate Programme. AWP includes major activities planned to achieve objectives of the communications strategy. Activities will also be coordinated through the Communications Network among development partners.

Ministry of Environment: Strategic guidance and the advisory support from the National Programme Director (NPD); Coordination and collaborative support from relevant divisions and Technical Working Groups; 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.

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.

Communications and Media Network: Cooperate closely with the PMU in the implementation of selected activities among development partners and initiatives. The PMU has already helped establish this Communications Network to strengthen coordination and collaboration among other Forests and Climate initiatives. Currently the network comprises key government institutions. Members of the Communications Network include 'Development Partners', key institutions involved in development programmes/activities. This Communications Network will be also expanded to include more non-governmental organisations/institutions, private sector, media and civil society group, and various programmes such as ESD.

A separate work plan covering roles and responsibilities, including timeframe, management/ coordination, responsible persons and/or agencies/partners can be found.

11 Risk Assessment

It is important to understand what to communicate about the Programme to key different stakeholder groups. Herewith, the *Risk communication is to know what, when, who, why and how to* **Interact or exchange of information about the programme and relevant concerns and issues related to the programme, e.g. risks among risk assessors, managers, news media, interested groups, and the general public.**

It can be the process of informing people about potential programme activities that bring in and to

concerned stakeholders, community, and/or general public. Any information or messages of the programme can be misinterpreted if messages are not well-aware and developed without any verification by technical team/experts when communicating to outsiders. Therefore, there is a need to be cautious and thoughtful to avoid high stress, high concern or controversy that may bring back.

The following is a diagram to help the programme understand the process of risk assessment and management so that the team are aware of potential risks and be able to manage and encourage any dialogue and/or develop messages with risk reduction behaviour.

Key Internal Risk Registration and Management:
High (H), Medium (M), and Low (L) Risks

Risks	Level	Problem Definition	Risk Mitigation/Solutions	Decision/ Clearance Process
Miscommunication		Too much emphasis placed on results based payments (or the role of pests) by staff Mongolia may not benefit much from REDD+, so the focus needs to be framed under the context of Mongolia sustainable development goals i.e. SDG, Adaptation, Green Development	• Better vision and better understanding by communication people and contractors and stakeholders etc.	
Stakeholder communications	H	This includes communication with all key stakeholders and general public of the programme. It involves both information transfer/messages delivery and, at times, influencing their behaviour about the programme activities and implementation. This often very difficult if there is no agreed process, guideline and/or support from the team members/technical experts.	• Different message(s) is for different audience(s). Therefore, any message(s)/information to be published or shared with stakeholders of the programme needs to get clearance and to be agreed by the programme manager, technical advisors and/or experts. • Clearly identify who to communicate message(s) to stakeholders, e.g. Programme Director and/or any knowledgeable government representatives of the programme, programme manager, technical advisor, etc.	• Programme Director • Programme Manager • Technical Advisor • Comms Officer

Risks	Level	Problem Definition	Risk Mitigation/Solutions	Decision/ Clearance Process
Development of key Messages for communication	H	Messages about the programme is about programme's reputation. It either bring fam or shame to the programme. Therefore, all staff need to be considerate and careful of what to say, when to share and who to talk, etc.	• Although some key messages were already developed for different key relevant stakeholder groups, it is necessary to verify any information or message with experts and advisor/manager before sharing with or sending to stakeholders/public.	• Programme Manager • Technical Advisor/ Experts • Comms Officer
Spokesperson	M	The programme should define clearly who will be the key persons to represent the programme to talk in public exposure and especially to the media.	• Agreeing on who will spokespersons is the key to avoid conflicts and any over-lapping role. • Providing orientation/training to deal with interviews and the media. • Regular updates and support from technical experts is needed to provide insides and technical knowledge so that the assigned spokespersons will be able to deal with any interviews and/or questions better.	• Programme Director • Government representative(s) • Programme staff (to be assigned and agreed)
Development of new products and materials for communicating to outsiders	H	Any information/ message(s) that will be put together in the material/product may bring harm to the programme. Therefore, it is necessary to be aware of any critical consequences.	• A reviewing process of materials/products should be established. • Technical inputs need to be cleared by the programme director, manager, and experts, and if possible, get comments from relevant line ministries and/or organisations/entities that share similar objective of the programme activities. • The Communications officer need to closely coordinating the development process and reviewing. Decision of finalising any materials before publishing need to be agreed by the programme manager and technical advisor, and finally approved by the programme director.	• Programme Director • Programme Manager • Technical Advisor • Review team • Comms Officer

Risks	Level	Problem Definition	Risk Mitigation/Solutions	Decision/ Clearance Process
Use of Social Media/Online platforms and posting	H	The information posted/presented on the social media channels of the programme should leave as little room as possible for speculation, and should avoid over-interpretation of the data, etc.	• Comms Officer shall always consult with the technical experts and programme manager when any information is uncertain or unclear. Don't risk sharing any unclear or random message(s) that will harm to the programme and/or any relevant ministries. • Verifying data, source(s), and information is a must because once you share on social media, thousands of people will see/read.	• Programme Manager • Technical Advisor • Experts • Comms Officer
Planning and time management	M	These two are important when you want to ensure that the risk communication of the programme will not fall behind the programme implementation and/or the development of any new products/materials or activities. A well-designed plan will also help contributing to financial management and delivery in a timely, more effectively and efficiently manner.	• The communications officer will need to develop the plan for communication in a timely manner. Implementation schedule management should also include time for reviewing of information material(s), and management review.	• Programme Manager • Technical Advisor • Comms Officer

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