

2012-2015 Corporate External Communications Strategy

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UN-REDD PROGRAMME



UN-REDD Programme
2012-2015 Corporate External Communications Strategy

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1. Background

In February 2011, the UN-REDD Programme released its first five-year Strategy. The strategy defines the Programme's focus from 2011 to 2015 as well as the resources to be mobilized to support scaling up of the Programme. To achieve the aspirations stated in the strategy, the UN-REDD Programme will need to combine the results of its work with strategic outreach.

Communications activities within the UN-REDD Programme occur at different levels. At the National Programmes level, communications activities are identified and budgeted for in each National Programme document and implemented by National Programme staff in collaboration with responsible UN Organizations. At the Global Programme level, the UN-REDD Programme's [Global Framework Document](#) references regional and global-level knowledge management and communications activities in Output 7. Knowledge management and communications activities undertaken by the three Participating UN Organizations (FAO, UNDP and UNEP), largely fall under 7.1¹ and 7.2² of this output. Secretariat or "corporate-level" external communications activities fall under output 7.3 of the Global Programme Framework Document, which states that, "Knowledge sharing products will be communicated to wider audiences when appropriate, to facilitate REDD+ learning and position the Programme as a valuable resource in the REDD+ space."

1.1 Objectives and Scope of the Corporate External Communications Strategy

The objective of this corporate external communications strategy (hereafter referred to as "the communications strategy") is to identify the external audiences, messages and activities the Programme will develop between 2012 and 2015, in order to accomplish output 7.3 in the Programme's Global Framework Document. The two overarching goals of the activities laid out in this communication strategy are to position the Programme as a valuable player in the REDD+ space, and engage with target audiences in order to help partner countries realize the benefits and goals of REDD+.³

This communications strategy does not identify internal communications or knowledge management priorities and activities. It does, however, recognize the fundamental link between good internal communications and the quality of external communications products it can develop⁴. To this end, the Programme is also committed to developing a longer-term knowledge management strategy, to which this communications strategy will be linked. The Programme is also committed to developing a

¹ Output 7.1 states that, "Current KM systems will be improved and new KM systems will be developed."

² Output 7.2 states that, "New knowledge-sharing products and exchanges will be facilitated, developed and coordinated at various operational levels."

³ Read more on objectives of the communications strategy in Section 5.

⁴ In this strategy, "internal" communications is defined as communications activities among the various teams/colleagues working within the UN-REDD Programme. "External" communications refers to activities undertaken to reach target audiences and organizations the Programme works with and/or supports.

policy manual for external communications, which will provide guidance to UN-REDD Programme colleagues regarding logo use, disclosure guidance, media relations procedures, style and formatting of external documents and templates, among others.

As a living document, this communications strategy will be revisited and revised in response to internal and external environments; particularly once the Programme's longer-term knowledge management strategy has been finalized. This communications strategy is an internal guidance and planning document which, once approved by the UN-REDD Programme Management Group, can be shared with partners upon request and at the discretion of the Programme.

2. Context

2.1 REDD+ communications activities outside of the UN-REDD Programme

The UN-REDD Programme is, by no means, the only initiative producing valuable communications products on REDD+. It is therefore critical to assess what resources are being developed outside the Programme so as to avoid duplicating efforts and identify gaps the Programme can fill.

The UN-REDD Programme assessed the nature and quantity of communications outputs from a sample group of roughly 20 international organizations working in the REDD+ space⁵. The following are some general observations from that informal assessment, many of which are similar to the conclusions reached in the Forum on Readiness for REDD [white paper on REDD Communications Barriers and Needs](#) released in 2011:

- There is an overwhelming amount of information products, both general and in-depth, available on various aspects of REDD+, which are difficult for stakeholders to navigate and distil;
- There are few high-quality video resources on REDD+;
- There are few communications tools to help facilitate outreach with Indigenous Peoples and other stakeholder groups;
- There is a lack of REDD+ resources translated into local languages (beyond English, French and Spanish).

2.2 Evolution of corporate-level external communications in the UN-REDD Programme

⁵ Among these organizations and initiatives are: Avoided Deforestation Partners, Center for International Forestry Research, Chatham House, Climate, Community and Biodiversity Alliance, Collaborative Partnership on Forests, Convention on Biological Diversity, Forest Carbon Partnership Facility, Foundation for International Environmental Law and Development, Global Canopy Programme, Global Environment Facility, Government of Norway's International Climate and Forest Initiative and Rainforest Foundation, Intergovernmental Panel on Climate Change, International Union for the Conservation of Nature, International Tropical Timber Organization, Meridian Institute, REDD-Monitor, REDD+ Partnership, Rights and Resources Initiative, The Prince's Rainforest Initiative, UN Forum on Forests, UN Framework Convention on Climate Change, World Agroforestry Centre.

In July 2009, the UN-REDD Programme finalized a "quick-start" corporate communications strategy which covered the period August to December 2009, and established some of the Programme's initial external communications tools, including the website, introductory leaflet and folders, some video content, a media pack (in collaboration with CIFOR), as well as the launch of the Programme's monthly newsletter. Building on these initial communications efforts, the Programme developed Communications and Event Plans for 2010, 2011 and 2012 to expand the aforementioned set of tools, which now includes (as of May 2012)⁶:

- The global website- www.un-redd.org
- The [monthly newsletter](#)
- [UN-REDD Lessons Learned: Asia-Pacific booklet](#) (available in EN, FR & SP)
- UN-REDD Policy Brief: [REDD+ and the Green Economy](#)
- [2009](#), [2010](#) and [2011](#) Year in Review report (available in EN, FR & SP)
- "[Perspectives on REDD+](#)" [publication](#) (available in EN, FR & SP)
- "[Working Together for REDD+](#)" [joint collaboration pamphlet](#), developed with FCPF and FIP (available in EN, FR & SP)
- Updated [UN-REDD Programme leaflet](#) (available in EN, FR & SP)
- "[Beyond Carbon](#)" [Multiple Benefits brochure](#) (prepared by WCMC)
- Branded [banner series and posters](#)
- [Corporate roll-up banners](#)
- UN-REDD branded folders
- [Frequently Asked Questions & Answers](#)⁷ (available in EN, FR & SP)
- [Five UN-REDD Programme videos](#), plus 20 individual video interviews with various REDD+ experts and stakeholders
- Social media: [UN-REDD Youtube channel](#); [UN-REDD Twitter](#) account; [UN-REDD Facebook page](#); [UN-REDD Programme Blog](#)
- Workspace "Mini Round Up" announcements

The UN-REDD Programme website (www.un-redd.org) remains the Programme's primary external communications tool, garnering an average of more than 1,000,000 hits per month⁸. It is the number one search result on several search engines⁹ when querying "REDD" and "REDD+"; it is considered one of the strongest websites in terms of content among the more than 100 UNEP-hosted websites; and un-redd.org was ranked the third most popular online resource for REDD+ in the Forum on Readiness for REDD's recent [white paper on REDD Communications Barriers and Needs](#). Current website statistics reveal that few partner and donor countries access un-redd.org on a regular basis. This has been identified as an area for improvement in the coming years (addressed in greater detail in section 5.1 of this strategy).

⁶ In addition to these corporate-level materials, regional and national level teams have also developed various communications products, including lessons-learned pamphlets, brochures and videos.

⁷ Updated as needed

⁸ Based on statistics gathered between January and June 2011.

⁹ Including google.com, google.ch, google.ca, google.it, google.no, bing.com, bing.ca, among several others.

The Programme's collaborative workspace (www.unredd.net), is the Programme's online tool to share information and knowledge to a more restricted "community of practice" of 900+ registered users, and has also become an effective communications tool to reach external target audiences including Policy Board members, IP and CSO NGOs and other organizations supporting REDD+ efforts.¹⁰

2.3 Lessons learned

Between March and April 2011, the Programme conducted an internal survey, soliciting feedback from UN-REDD Programme colleagues as well as National Programme focal points on the usefulness of the Programme's corporate-level external communications tools developed thus far. The following are some conclusions from that survey¹¹:

- The UN-REDD Programme website (www.un-redd.org) and workspace (www.unredd.net) were rated the most useful communications tools, followed closely by the monthly newsletter and annual "Year in Review" reports. Respondents rated the Programme's Frequently Asked Questions and Answers (FAQs) and social networking tools (Twitter, Youtube, blog) as the least useful.
- In terms of target audiences, respondents identified two equally important audiences they most often communicate with: general audience seeking basic information on REDD+, as well as audiences "in the know" on REDD+.
- Printed resources (leaflets, brochures, pamphlets etc) were identified as the most effective type of communications resources, followed by web-based resources and audio-visual tools.
- Moving forward, respondents rated video content, tools translated into local languages and lessons learned publications as the top three resources they'd like to see developed.

The strongest messages from this survey were the need to translate more tools into local languages, especially in the Asia-Pacific region, where none of the three working languages of the Programme (English, French and/or Spanish) are predominately spoken or read. There is a strong desire for video and web content, although some also expressed that because of bandwidth problems in certain countries, printed materials also remain very important for communicating¹². It is also clear from the survey that there are two kinds of audiences to service—those seeking basic information on REDD+ as well as those "in the know" on REDD+. Over and above the survey, ongoing internal feedback

¹⁰ Its goals are to facilitate programming and understanding of practical issues related to REDD+ through fostering the exchange of knowledge between its registered users. It also documents the history of activities of the programme. Active dissemination is done through weekly email alerts alerting users to upcoming or recent developments in UN-REDD programming or the larger REDD+ arena.

¹¹ The survey was completed by 29 respondents, the majority of which were either National Programme government focal points or UN-REDD Programme staff.

¹² This feedback on the desire for printed material needs to be balanced with the feedback from other surveys which suggest there is currently too much printed material available on REDD+. Section 5.4 below attempts to find a balance between producing too few and too many printed materials on REDD+.

points to the need to provide regional UN-REDD Programme teams with more communications resources and support.

Given these observations and research, the UN-REDD Programme sees a strategic role to play in continuing to produce high-quality video content and resources (translated into multiple languages whenever possible and appropriate); scaling back the quantity of written REDD+ resources and scaling up the quality and analysis in the material the Programme does produce; and continuing to convene and catalyze REDD+ knowledge sharing at appropriate national, regional and international events. These ideas are further elaborated in Section 5 on corporate-level communications outputs for 2012-2015. Based on the goals, key messages, target audiences and activities in this communications strategy, the Programme will develop an annual communications and event plan, to adjust to the changing dynamics of REDD+ from year to year.

3. Target audiences

Between 2012 and 2015, the UN-REDD Programme will focus on targeting the following audiences, with the majority of resources and initiatives aimed at communicating with *primary* target audiences. The audiences listed below have been used to dictate the priorities and activities identified in Section 5 of this communications strategy.

Primary audiences

- Current and prospective partner countries (this group includes PB members; other relevant government officials from ministries of forestry, environment, foreign affairs, finance; and UN-REDD Programme partner country focal points)
- Indigenous and civil society organizations (with emphasis on regional and international organizations)
- Current and prospective donors
- Private sector

Secondary audiences

- Climate change negotiators
- Academia/research institutes
- Other organizations supporting REDD+ efforts (i/e FCPF, FIP, GEF, WWF, ITTO, CBD, UNFCCC, among others)
- Media that reaches primary audiences

4. Key messages

The messages listed below are crafted as statements to guide the formulation of communications products. These messages are relevant, to varying degrees, to all target audiences listed above and have been listed in order of priority. Communications products (identified in Section 5) will be designed to feature one or more of these messages, depending on the resource being developed. While some messages will need to be added and/or tailored to address specific issues from year to

year, the following are overarching messages the Programme anticipates will remain important to communicate between 2012 and 2015. **The wording of these messages will be simplified in the materials in which they will be conveyed.**

1. The partner countries of the UN-REDD Programme are steadily advancing in their nationally-led REDD+ readiness efforts, achieving results and producing valuable REDD+ knowledge and lessons learned.
2. REDD+ is a critical response to climate change, and can play a key role in achieving broader development goals for improved livelihoods.
3. Building on the convening expertise of FAO, UNDP and UNEP, the UN-REDD Programme is a trusted partner for providing reliable and effective technical support, capacity building, policy advice and financial resources to REDD+ countries.
4. The UN-REDD Programme's Global Programme provides valuable support to national REDD+ actions in partner countries.
5. The UN-REDD Programme is committed to building partnerships that enhance coordinated delivery mechanisms to streamline support to REDD+ efforts at the country level.
6. The UN-REDD Programme is guided by the broad principles of the UN human rights-based approach, environmental sustainability and capacity development.

5. Corporate-level communications outputs 2012-2015

Communications is about advancing the Programme's mission, raising its profile, and influencing and having an impact in order to provoke change. This section details the corporate-level external communications outputs and activities the Programme will seek to produce over the next four years, provided adequate funds are allocated to outcome 7.3 of the Global Programme Framework. For each output, the Programme has identified the target audience(s), key message(s), and monitoring and evaluation tools that would be used to assess the effectiveness of the proposed output in communicating designated message(s) to designated target audience(s). Although survey results point to two kinds of audiences to service-- those seeking basic information on REDD+ as well as those "in the know" on REDD+-- the majority of the outputs and material listed in this section will be produced to cater to the latter group.

These external communications outputs will be:

- Reliable sources of fact-based and verified REDD+ information
- Widely and easily accessible
- Demand-driven
- Showcase the Programme's services and achievements
- Avoid duplication by leveraging existing material and partnerships
- Released/executed in a responsive and timely manner

To achieve these goals, the Programme recognizes the need to further invest in internal knowledge management systems, tools and products¹³, which are valuable sources for external communications outputs.

5.1 Website and other online tools

Target audiences: All

Key messages: All

The goal for the UN-REDD Programme's global website—**www.un-redd.org**—is to remain one of the top three most popular REDD+-related websites in the world, with average monthly hits increasing by a minimum of 25 per cent each year. To achieve this goal, the website must continuously improve the breadth, quality, timeliness and accessibility of the information it presents.

Between 2012 and 2015, the Programme will execute at least one comprehensive overhauls/retools of the website. This overhaul will go beyond regular maintenance and updating, to include such things as reorganizing the nature, hierarchy and layout of information on the site, improving reliability and accessibility, creating French and Spanish versions of certain sections, increasing the level of interactivity on the site (ie/ clickable graphics, discussion forums etc), creating diverse entry points to various sources of information, creating room to service future needs, collecting more comprehensive web statistics, and evolving the visual look and identity of the site, among others. As the visual look of the website evolves, it will become the visual palette and through-line for all other corporate communications materials moving forward in order to achieve visual consistency across all external corporate communications.

Regarding national level websites, the Programme will continue to encourage countries to develop their own national REDD+ websites. Those seeking UN-REDD branded websites will be encouraged to work with the Secretariat to develop interactive sections under un-redd.org, so as to keep the communication of all Programme activities as streamlined and consistent as possible. The Programme will also work with internal regional teams to significantly evolve regional sections of un-redd.org.

The Programme will seek to do the first comprehensive overhaul of the global website mid-2013. Another comprehensive website reassessment and retool could be done towards mid-2015, although not necessarily as comprehensive as the 2013 re-tool. These comprehensive overhauls will be out-sourced to web design experts, while on-going updates and maintenance will continue to be done by the UN-REDD Programme webmaster based in Nairobi.

E-newsletter

Since August 2009, the UN-REDD Programme has been producing monthly newsletters (10 per year), which surveys show is a fairly valuable tool in communicating partner country progress and other Programme advancements. The e-newsletter also provides an ongoing source of fresh content to

¹³ In February 2011 the UN-REDD Programme workspace survey, completed by 107 users, provided useful recommendations that guided its development and can be further built on.

update various sections of un-redd.org. There are, however, many such e-newsletters and other electronic REDD+ information disseminated. The Programme will therefore seek to establish monitoring statistics on the e-newsletter in 2012, and based on these results, will consider reducing the frequency of the e-newsletter, once enough statistics are accumulated (ie/ toward the end of 2012, beginning of 2013). In between e-newsletters, Programme news and announcements will be communicated in a timely manner via un-redd.org, strategic listservs, social media tools and email messages. Throughout the next four years, the Programme will seek to maintain the reputation of its newsletter content and style, and keep our growing readership engaged through timely and informative updates and expert analysis.

Social Networking Tools

Current website statistics rank the Programme's social media tools among the top 10 drivers of traffic to un-redd.org. Moving forward, weekly use of *social networking tools* (especially Facebook and Twitter) will be used to continue to drive traffic to the website by making it easier to find in search engine results. The blog, in particular, will also remain a good tool for creating channels for dialogue and exchange with readers on the website, especially during important events such as UNFCCC Climate Talks in which the Programme is actively participating. The Programme will regularly seek to make the blog more dynamic, with audio-visual material and guest writers, among other improvements.

Means of monitoring and evaluation:

- Website statistics
- Website placement/ranking in search engine results
- Number of links to un-redd.org on other high-profile forestry/REDD+ websites
- Periodic external surveys initiated by the UN-REDD Programme and/or other organizations
- Newsletter statistics
- Blog statistics, including level of discussion and engagement
- Number of YouTube views and subscriptions
- Number of Twitter followers

5.2 Events

Target audiences: All primary audiences

Key messages: 1,2,3,4,6

UN-REDD Programme participation in global and regional events will be used to effectively convey the Programme's results to target audiences, and to make contributions to international processes. The Programme's strategy will be to continue to focus on event opportunities at high-profile regional and international level events from year to year, such as UNFCCC conferences (one-two per year), COFO (in 2012 and 2014), CPF Forest Days, Oslo REDD Exchanges (2013 and 2015). The Programme will also conduct some external communications activities ("Year in Review" launch, shooting video web content, media outreach, etc) in conjunction with the Programme's bi-annual Policy Board meetings in March and October.

Means of monitoring and evaluation:

- Number of target audience participants at events (goal would be to have at least 50 per cent of participants from the Programme's target audiences)
- Participant surveys/comment cards and feedback after events

5.3 Videos

Target audiences: All primary audiences

Key messages: 1,2,3,5

While there is already a prolific amount of written material on REDD+, there is far less high-quality video content currently available that explains and promotes REDD+ efforts around the world. At the same time, the Programme's internal survey shows that video content is among the top three resources stakeholders would like to have to facilitate their REDD+ communications efforts.

Contingent on adequate funding, the Programme will seek to produce at least one high-quality video in 2013, 2014 and 2015, to facilitate understanding of how the REDD+ concept and UN-REDD Programme partner countries are advancing. This video, up to five minutes in length could: tackle the most relevant issues related to REDD+ in any given year (ie/ safeguards, FPIC, RELs); highlight progress in UN-REDD Programme partner countries; leverage existing video content; be narrated by one of the Participating UN agencies' goodwill ambassadors to raise its profile; be translated into multiple languages to increase the usefulness of the tool at regional and national levels; and be launched each year at the Programme's annual REDD+ exchange event or at the Programme's side event(s) at the annual UNFCCC COPs. CD-ROM copies of the video will be made widely available at events throughout the year, and these CDs can also include previously produced UN-REDD Programme videos as well as fresh publications from the Programme. Video contents will be made accessible to national programmes and efforts will be made to translate the videos where needed.

In addition to these highly-produced videos, the production of which would be outsourced, the UN-REDD Programme will also continue to conduct video interviews at strategic events throughout the year (at side events, Policy Board meetings etc) to use as fresh blog and web content, which can also be leveraged in the higher quality video produced each year.

Means of monitoring and evaluation:

- Number of event where video(s) are screened (UN-REDD Programme events and others)
- Number of CD-ROMs distributed
- Number of online views (website, UN-REDD YouTube channel)
- Number of requests for copies of videos

5.4 Publications

The objective of producing and disseminating UN-REDD Programme publications is to position the Programme as a key multilateral REDD+ initiative that provides concise and relevant technical information on REDD+ and related issues to key stakeholders. The Programme will seek to produce

the following publications on a yearly basis, which will be available in English, French and Spanish, as well as in other select languages, when appropriate.

Annual “Year in Review” report

Target audiences: All

Key messages: All

Dissemination: Launched at Policy Board meeting in March; available online throughout the year and promoted through newsletter and social media; disseminated at strategic events throughout the year; sent out via targeted mailings (with a focus on current and prospective donors)

By highlighting the full range of the Programme's and partner country accomplishments, the objective of the annual “Year in Review” (YIR) report is to position the UN-REDD Programme as a key multilateral REDD+ initiative that provides valuable expertise and resources to the global REDD+ community. The primary source document for this report will continue to be Global and National Programme reports to the MPTF, and the report will be released every year at the Programme's Policy Board meeting in March. The design, layout and copy editing of this publication will be outsourced each year. In addition to the annual YIR report, the Programme will also ensure National and Global Programme progress is reflected and updated on the workspace and website.

Policy Briefs

Target audiences: various, depending on topic

Key messages: various, depending on topic

Dissemination: Launched at a strategic, high profile event the Programme is involved in; available online throughout the year and promoted through newsletter and social media; disseminated at other strategic events throughout the year

The "UN-REDD Policy Brief" series will go beyond the Programme's general pamphlets, leaflets and videos to contribute to the ongoing debates and discussions on REDD+ with more substantive thinking and content. These policy briefs will be between 2,000-2700 word “think pieces” that will include technical information, key messages and recommendations to policy makers. Content will be based primarily on the lessons and experiences emerging from the Programme's work areas and needs identified by UN-REDD partner countries, and may also touch upon areas of REDD+ in which the Programme might not yet be actively working.

As per the UN-REDD Policy Brief [concept note](#) agreed to in 2011, the Programme will seek to produce at least three policy briefs per year. The Programme will also explore partnering with organizations that already have well-established policy-brief type publications on REDD+, for added content rigour and dissemination channels.

Lessons learned material

Target audiences: All

Key messages: 1,2,3,4,6

Dissemination: Launched at a strategic, high profile event the Programme is involved in; available online throughout the year and promoted through newsletter and social media; disseminated at other strategic events throughout the year

Each year, the Programme will aim to produce substantive, analytical lessons learned material to be launched at an international event toward the end of each year (ie/ UNFCCC COPs). The specific focus and topics covered in this communications product will change from year to year, to address the timeliest issues related to REDD+. Similar in length and tone to the Programme's "[Perspectives on REDD+](#)" publication (launched at COP16 in 2010), the annual lessons learned material will be aimed at a technical audience "in the know" on REDD+, and the goal of the publication will be to facilitate South-South knowledge sharing and exchanges on REDD+ lessons learned and best practices. The design, layout and copy editing of this publication will be outsourced each year.

Templates

In close collaboration with regional and national-level colleagues, the Programme will produce, and periodically update, a series of external communications templates (presentations, reports, brochures for outreach to Indigenous and civil society organizations etc) that can be easily customized by colleagues at all levels of the Programme's operations. Some of the design and layout of these templates will be outsourced.

Means of monitoring and evaluation:

- Number of publication copies distributed
- Amount of media coverage around launch of publications
- Number of publication downloads from the website
- Number of external websites that feature Programme's publications
- Internal surveys to gauge usefulness of publications/templates
- Number of requests for publications
- Number of references in other materials

5.5 Media outreach

Target audiences: All

Key messages: primarily 1, 2, 3

As an additional vehicle to reach primary target audiences, the Programme will engage with select and targeted media outlets to communicate its progress and results in very concrete, tangible terms in order to position the UN-REDD Programme as a valuable resource in the REDD+ space.

The Head of the UN-REDD Programme Secretariat will continue to be the primary spokesperson of the UN-REDD Programme, but experts at various levels of the Programme can also field media questions and interviews depending on the inquiry. The Programme will explore the option of outsourcing some of the activities detailed below to a reputable PR firm, which would include researching the media behaviour of the Programme's target audiences.

Opinion-Editorials

Each year, the Programme will proactively seek out opportunities to run op-ed articles in major mainstream media outlets, including in the major national dailies of current and potential donor

countries. In addition to getting the Programme's key messages to target audiences, the goal of these op-eds would also be to help donor governments in making a case for REDD+ to their citizens.

Media events/tours

The Programme will liaise with regional and national level colleagues to help coordinate and support at least one media event or tour per region per year, which could, for example, bring journalists on a field visit to a REDD+ pilot project or initiative to highlight the importance of REDD+ and the progress being made with the support of the UN-REDD Programme.

Other media outreach

The Programme will continue to update its Frequently Asked Questions and Answers (FAQs), and the Secretariat will continue to field journalist requests for interviews and information on a regular basis. In 2013 and 2015, the Programme will also update the media pack it produced in the fall of 2009 as a resource to journalists reporting on REDD+.

Means of monitoring and evaluation:

- Number of op-ed articles published
- Number of favourable articles/reports published (monitored with google alerts)
- Number of media representatives participating at briefings/events/tours
- Number of media requests for interviews/information/media pack
- Number of downloads of FAQs and media pack online

5.6 Support to regional-level communications

Target audiences:

Key messages: primarily 2, 3, 4, 6

Communications initiatives developed at the regional level (Africa, Asia-Pacific and Latin America and the Caribbean) are pivotal in the success of the Programme's overall communications efforts, as regional colleagues are best placed to know the issues and communications needs of stakeholders in the regions. Each year, the Programme will provide funding to communications initiatives at the regional level in order to support initiatives including, but not limited to:

- Producing regional lessons learned communications material
- Customizing and translating corporate-level communications material into local languages
- Design/printing services of banners

Means of monitoring and evaluation:

- Number of regional-level communications materials produced and disseminated
- Number of corporate-level communications material translated into local languages

5.7 Donor relations

Target audiences: Current and prospective donors

Key messages: primarily 2, 3, 4, 6

Proactive, consistent and dynamic donor outreach is critical to ensuring the Programme has the needed resources to support countries in their REDD+ efforts. The Programme's annual "Year in Review" report will be the primary communications material given to donors to explain the depth and breadth of the Programme's support to countries. The Programme's joint pamphlet with the FCPF and FIP ("Working Together for REDD+") will also be a key communication piece, showcasing how the Programme is reaching out with partners to streamline support to countries. In addition to these communications tools, an impactful fast-facts leaflet and presentation will be developed to help senior management pitch the Programme to prospective donors.

Means of monitoring and evaluation:

- Number of meetings with current and prospective donors where donor-focused communications tools are used
- Feedback from donors on communications tools and availability of information on the Programme

6. Roles and responsibilities

The execution of this strategy will be led by the UN-REDD Programme Secretariat, in close collaboration with the communications focal points at each of the Participating UN Organizations, who comprise the Programme's global-level communications and events working group.

6.1 UN-REDD Programme Secretariat

In consultation with the communications focal points at each of the Participating UN Organizations, the Secretariat will be responsible for initiating and executing the activities detailed in this strategy. This work will include creating the TORs and hiring consultants/firms to deliver some of the proposed activities, producing the Programme's yearly Communications and Event plan, and organizing at least one face-to-face meeting of the communications and events working group each year to decide on the focus of year-to-year communications outputs.

6.2 Participating UN Organizations

Each Participating UN Organization will designate at least one communications focal point to actively participate in the UN-REDD Programme's communications and events working group, including participating in monthly teleconference calls and annual face-to-face meetings. Communications focal points at each Participating UN Organizations will provide regular content and progress updates on their agencies' work areas to the UN-REDD Programme website, workspace, newsletter, lessons learned publications and Year in Review report, among others. Participating UN Organizations will also be responsible for developing at least one Policy Briefs per year (see section 5.4 for more details) in accordance with the Policy Brief series concept note agreed upon in 2011.

Communications focal points at each of the Participating UN Organizations will also use their respective communications channels and resources to further disseminate and publicize the corporate-level communications products and events proposed in this strategy.

7. Budget

Once salaries and travel are deducted from funds for Outcome 7.3 in 2012, the remaining budget is \$150,000 to execute some of the activities proposed in this Strategy. Funding for Outcome 7.3 in 2013-15 is yet to be determined. Additional funding will be required in 2013-2015 to execute the full range of proposed outputs and activities in this Strategy.