

UN-REDD PROGRAMME IN INDONESIA

**COMMUNICATIONS
STRATEGY**

**UN-REDD
PROGRAMME
INDONESIA**

Jonathan Wootliff
September 2011

CONTENTS

1.	Introduction	1
2.	Terms of Reference	3
3.	Methodology	4
4.	Situation Analysis	5
5.	Critical Elements for Success	7
6.	Communications Components	9
7.	Target Audiences	10
8.	Communications Goals	15
9.	Approach	16
10.	Key Messages	18
11.	Communications Components	19
12.	Communications Management	29
13.	Conclusions	30
14.	Appendices	
	Stakeholder Interviews	31
	Communications Timelines	33

Prepared by:
Jonathan Wootliff
Moskevská 47, 101 00 Prague, Czech Republic
jonathan@wootliff.com
September 2011

1. INTRODUCTION

This document contains a communications strategy for the UN-REDD Programme. It has been produced by Jonathan Wootliff (Consultant), a communications consultant specializing in sustainability issues. Appointed by the Programme Management Unit (PMU) in April 2011, the following three-month process has been undertaken in the preparation of this report:

10 May - 3 June	Consultant visited Indonesia to meet with the PMU and key stakeholders in Jakarta and Central Sulawesi (see list Appendix I for list of stakeholders)
May	Consultant presented an initial draft Communications Strategy to PMU for discussion and input
June	Consultant conducted more interviews with additional stakeholders by phone and further developed the strategy
5 July	Consultant conducted a one-day workshop in Jakarta for members of the PMU and representatives of the FAO, UNDP and UNEP at which near-final version of discussion and input
12 August	Submission of draft Communications Strategy for final comment
2 September	Delivery of final version of the Communications Strategy

Consideration has been given to the viable implementation of a strategy that will derive tangible outcomes for the benefit of the UN-REDD Programme in Indonesia. Mindful of the available resources, the Consultant has designed this outcome-orientated strategy to provide a practical roadmap that the PMU can execute over a one-year period, commencing immediately. The action plan builds on the communications work that has been undertaken over the past year that the UN-REDD Programme in Indonesia has been up and running.

It is hoped that this document will provide all the necessary direction for the implementation of a communications plan that will deliver real results for the UN-REDD Programme in Indonesia by:

- a) Elevating the profile of the Programme to a commensurate profile in line with its importance and significance for Indonesia; and
- b) Effectively reaching specific key audiences with tailored and meaningful messages.

This strategy document makes the case that communications must be a central driver for the UN-REDD Programme in Indonesia and has to be adopted as a management priority. While acknowledging that communications activity is already underway, the Consultant perceives this work to represent tactical activities, often in the absence of strategic direction. The recommended work plan incorporates activities that are already ongoing, but places them within a strategic context, bringing together all of the communications initiatives within a holistic programme.

Recommendations have been developed in the knowledge of inevitable cost and people resource limitations, and therefore focus on activities and initiatives that can be executed with relative ease and will deliver maximum benefits. The Consultant believes that the programme of activities detailed in this document is commensurate with the overarching aspirations of the UN-REDD Programme in Indonesia.

2. TERMS OF REFERENCE

In developing the Communications Strategy for the UN-REDD Programme in Indonesia, the Consultant was requested to address how to achieve the following objectives:

- Build confidence among key stakeholders in REDD in an effort to leverage endorsement and support for informed decision-making
- Improve access and sharing of information among UN-REDD Programme partners and key stakeholders at international, national, provincial and district levels
- Generate a clear understanding about REDD+ and how it can contribute to climate change mitigation, and the roles of the key stakeholders

Specifically, the Consultant was asked to undertake the following tasks:

- Identify target audiences (stakeholders) at international, national, provincial, district and local levels and understand their information needs
- Create broad key messages as a guide for programme execution, based on consultation with key stakeholders
- Recommend modes of communication (communications components) at international, national, provincial, district and local levels
- Develop options for norms of operations between key stakeholders at different scales for how experiences will be documented, published and disseminated

It was agreed that two further tasks will need addressing, but not included in this document:

- Develop a monitoring and evaluation system for effective implementation of the strategy (to be undertaken as a subsequent project)
- Provide cost estimates for alternative strategy components (for discussion with the PMU and supporting UN agencies)

3. METHODOLOGY

Here follows the three-month process undertaken by the Consultant to complete the Communications Strategy:

1. Gained a detailed understanding from Programme Management Unit and the Indonesian Ministry of Forestry leadership about programme details and about vision, aspirations and ambitions for UN-REDD in Indonesia
2. Discussed and taken into consideration past and current communications activities and initiatives undertaken by the UN-REDD National Programme
3. Interviewed 36 stakeholders, (government, business, local communities, academics, NGOs, CSOs and other influencers) at international, national and local levels
4. Developed an outline strategy for discussion with PMU and others and input at beginning of June
5. Presented detailed plan at Focus Group Discussion in early July
6. Received input and feedback from PMU
7. This document now outlines the final, agreed Communications Strategy, which is ready for immediate implementation

4. SITUATION ANALYSIS

Based on the interviews conducted by the Consultant among key stakeholders (listed in Appendix 1), the following salient findings provided direction for the development of the Strategy:

- It is evident that the Programme Management Unit is determined to make an important, significant and effective contribution in preparing the country for REDD+
- The PMU is clearly committed to playing a strong leadership role for REDD+ in Indonesia
- However, in spite of the work undertaken to date, there remains quite limited awareness of UN-REDD (and REDD+) among some of key stakeholders outside of the Ministry of Forestry
- Overall, the Consultant believes that the UN-REDD National Programme has a much lower profile in Indonesia than it should have
- UN-REDD has yet to execute a communications strategy to give it the presence that it rightly deserves in Indonesia (particularly in Central Sulawesi)
- The UN-REDD National Programme is currently lost in a mass of voices presenting REDD+ through a wide variety of different organizations
- Key stakeholders are expressing the need for receiving considerably more information about UN-REDD, the progress it is making, the rationale for why it is working in Central Sulawesi, and other critical matters, in more detail and on a more regular basis
- There are many different, and sometimes conflicting interpretations about what REDD, REDD+, UN-REDD and the UN-REDD National Programme, and this leads to confusion among some important audiences
- It is apparent to many important target audiences that a proactive communications programme is much needed, and long overdue
- There is a significant appetite for information from UN-REDD
- A common view expressed among NGOs in Central Sulawesi is that there is too much dependence on formal platforms like working groups, and that other communications need to be established
- Unfortunately, there is considerable scepticism about UN-REDD's ability to deliver in Indonesia

Here are the leading, most common and persistent questions asked by stakeholders that the Communications Strategy needs to address:

- How does UN-REDD want to be seen in Indonesia?
- Does the Programme want to be a leading visionary?
- Is it planning to be the definitive voice for REDD+?
- What exactly is UN-REDD in Indonesia?
- What distinguishes UN-REDD from other REDD+ projects?
- What benefits does the UN-REDD Programme bring to Indonesia?
- What does UN-REDD aim to achieve?
- Why was Central Sulawesi chosen for demonstration projects?
- What are the key timelines for the Programme?
- Why is there such a limited permanent presence of UN-REDD staff in Central Sulawesi?
- What are the role of the Indonesian Ministry of Forestry, FAO, UNDP and UNEP?
- Why is the Programme located in the Ministry of Forestry?
- What is the precise scope of the Programme; when does it end; and what happens then?
- How will success of the Programme be evaluated?

5. CRITICAL ELEMENTS FOR SUCCESS

An important measure of the overall success of the UN-Programme in Indonesia is to provide thought leadership and inspiration by way of establishing a standard for all other REDD+ projects in the country. Effective communications should therefore be seen by the PMU as a central management component, with the following five elements required in order to achieve the desired results:

1. Clear vision

The whole concept of Reducing Emissions from Deforestation and Degradation is complex with a range of different programmes being manifested across Indonesia. It is therefore important that the UN-REDD National Programme projects a clear and distinctive vision that can be easily understood by all of the key audiences. The Consultant notes that the vision has already been articulated within the range of already-published materials, but an important communications task is now to consolidate this into a short statement for regular and consistent reference by all those working on the Programme

2. Unique credibility

As a collaborative initiative of FAO, UNDP and UNEP and the Indonesian Ministry of Forestry, the UN-REDD Programme in Indonesia is unique and has unparalleled credibility which needs to be fully conveyed. No other REDD+ activities in Indonesia enjoy such illustrious patronage and support, and it is important that the communications programme consistently reflect this important and impressive attribute. The array of impressive organizations which distinguishes the UN-REDD Programme from other REDD initiatives needs to be presented as an indispensable hallmark

3. Workable

Given its complexity, the UN-REDD Programme's objectives must be seen as feasible and practical, and stakeholders need to be convinced of this accordingly. A common concern expressed by many of the stakeholders interviewed by the Consultant is that the scale of the Programme may be too ambitious in relation to the available budget. In particular, some of those interviewed question why the Programme is actually undertaking field projects, as opposed to focusing more on thought and positional leadership activities. It is therefore critical for the communications work to clearly address these doubts

4. Meaningful benefits

The benefits that the Programme will bring to each of the stakeholder groups must be clearly and convincingly projected if their support and participation is to be fully garnered. Given the breadth of audiences that need to be reached, benefits of particular relevance and resonance to each specific group must be convincingly addressed. The main 'trigger interests' for each group is included in the Key Messages section of this document, on which this important point is elaborated

5. Ability to execute / Managing expectations

Stakeholder groups need to be assured that the Programme has the wherewithal to deliver what is promised with expectations appropriately managed for each target audience. Communications must thus play a role in managing expectations, which range from reassuring government and other institutions that the Programme will actually fulfill what it pledges to being careful to not create unrealistic expectations as to what it may bring to local communities and indigenous peoples

6. COMMUNICATIONS COMPONENTS

Based on the critical elements for success outlined in the previous section, the UN-REDD Programme in Indonesia needs to embrace a broad-based communications strategy which encompasses these five key disciplines:

1. Public relations and image building

The communications strategy should serve to define the mission while establishing and maintaining a positive image and identity for the Programme

2. Brand management

The strategy needs to create a strong and credible brand identity, establishing a consistent and distinctive image, that provides the Programme with a robust personality among key stakeholders

3. Media relations

It is important for positive awareness to be built among the key stakeholders by generating valuable third-party endorsement within the Indonesian media

4. Issues management

The complexity of the Programme necessitates constant and careful assessment of a wide range of issues associated with REDD, taking into consideration the many different opinions and expressed by various constituents

5. Stakeholder engagement

The communications strategy should shape the Programme's outreach to all of its key stakeholders, ensuring that engagement is properly targeting, meaningful and understandable to each critical audience

7. TARGET AUDIENCES

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 particular group. Mindful of the overall objectives of the UN-REDD Programme in Indonesia, and based on discussions with key opinion-leading stakeholders, here follows an overview of the main audience categories which the Communications Strategy needs to reach, together with the specific ‘trigger interests’ and aspirations that must be addressed:

A. National, Provincial and District Government and related institutions

Climate change mitigation and adaptation; positive environmental and social impacts; economic benefits; land use planning

B. Media (national, local, international)

Climate change mitigation; positive environmental and social impacts; economic benefits

C. NGOs and CSOs (existing & potential partners, and key influencers)

Climate change mitigation; social and economic benefits; development support and expertise; land use planning

D. Academics and related research and educational institutions

Climate change mitigation; social and economic benefits; development support and expertise; land use planning

E. Local communities and indigenous peoples

Economic benefits; development support and expertise; alternative livelihoods; infrastructural development

F. Private sector actors

Business benefits and opportunities; enhanced relations with local communities and indigenous peoples

G. Donor agencies and countries

Climate change mitigation; positive environmental and social impacts; economic benefits

GOVERNMENT INSTITUTIONS**National**

Centre for Environment Standardization
Centre for International Cooperation
Climate Change Working Group
Coordinating Body for National Survey & Mapping (Bakosurtanal)
FORDA (Research & Development Centre for Climate Change and Forestry Policies)
Forestry Planning Unit (Strategic Planning)
Ministry of Agriculture
Ministry of Environment
Ministry of Finance
Ministry of Foreign Affairs
Ministry of Forestry
Ministry of Mining
Ministry of Planning & Development
Ministry of Public Works and Home Affairs
National Council for Climate Change
Presidential Working Unit for Supervision and Management of Development (UKP4)
The National Development & Planning Agency (Bappenas)
The National Institute of Aeronautics and Space (LAPAN)

Provincial

Central Sulawesi Working Group for REDD+
Governor's Office
Provincial Agency of Planning & Development (Bappeda)
Provincial Forestry Service (DinasKehutananProvinsi)
Regional Technical Implementation Unit (Unit PelaksanaanTeknis Daerah)

District Institutions

District Agency of Planning & Development
Environment Control Agency
Forestry Services at the District Levels
Mayors'/Regents' Offices

B. MEDIA**National**

Green Radio
Kompas
Media Indonesia
SCTV (Liputan 6)
Tempo Magazine
The Jakarta Globe
The Jakarta Post

Local (Central Sulawesi)

Antara
Deadline News
LPP RRI Palu
Media Al Khairat
Media Indonesia
NuansaPos
Radar Sulteng
TVRI Sulteng

C. Non-Government Organizations

Ancestral Domain Registration Agency (Badan Registrasi Wilayah Adat or BRWA)
Indigenous Peoples Alliance of the Archipelago (Aliansi Masyarakat Adat Nusantara or AMAN)
KARSA
The Organization of Women of Ngata Toro (Organisasi Perempuan Adat Ngata Toro or OPANT)
Yayasan Merah Putih (Red & White Foundation)
The Nature Conservancy
Greenpeace
Friends of the Earth
Flora and Fauna International
The Forest Peoples Programme
FERN

D. Academic and Research Institutions

Center for International Forestry Research (CIFOR)
The World Agroforestry Centre (ICRAF)
University of Agriculture, Bogor (IPB)
University of GadjahMada, Yogyakarta (UGM)
University of Indonesia
University of Tadulako, Palu

E. Private Sector

Indonesian Association of Plywood Manufacturers (Asosiasi Panel Kayu Indonesia or APKINDO)
Indonesian Chamber of Commerce (KADIN)
Indonesian Forest Business Association (Asosiasi Pengusaha Hutan Indonesia or APHI)
Mining industry
Palm oil industry

F. Donors

Australian Agency for International Development (AUSAID)
Canadian International Development Agency (CIDA)
UK Department for International development (DFID)
European Union
Ford Foundation
Norway
Swiss Agency for Development and Cooperation (SDC)
United States Agency for International Development (USAID)

8. COMMUNICATIONS GOALS

Based on discussions with the PMU, combined with the findings from interviews with opinion leading stakeholders, here follow eight central outcomes that the Communications Strategy needs to achieve:

1. Establish UN-REDD as a thought leader, with the Programme being perceived as the definitive voice of REDD+ in Indonesia
2. Position the UN-REDD work as the showcase for all other REDD+ projects in Indonesia
3. Convey and explain the potential benefits that REDD+ will bring, while balancing the opportunities with the risks
4. Provide clarity and understanding of REDD+ among all key stakeholder groups and influencers
5. Obtain positive third-party endorsement from credible voices in Indonesia for the Programme
6. Reach indigenous and local people meaningfully, so that they understand and appreciate the benefits that they will derive from the Programme
7. Create a real sense of ownership in Central Sulawesi among government and communities for the Programme
8. Win over sceptics and neutralise or at least dilute critical voices

9. APPROACH

In order to achieve the desired goals outlined in the previous section, a methodological process needs to be adopted in undertaking the communications programme. The UN-REDD Programme in Indonesia must ensure that the communications programme is:

- a) Proactive (taking the lead in generating positive media coverage and reaching out to key audiences);
- b) Consistent (ensuring speaking on behalf of the Programme and deliver the same messages); and
- c) Coordinated (dovetailing and carefully considering the timing and phasing of activities to maximise impact and reach)

The messages have to be crafted and tailored to have true resonance with each specific audience, using understandable language that makes sense and highlighting meaningful benefits specific to each constituency. Governmental organizations have different interests and needs that those of local communities and indigenous peoples, which need to be reflected in the messages. A clearly defined rationale must be established for each communications activities, avoiding undertaking initiatives that are void of a definitive objective, with nothing done simply for the sake of it, or if they have only vague or unsure outcomes.

Spokespeople need to be selected within the PMU and elsewhere that are appropriately skilled to communicate with different audiences and they have to be trained to ensure they deliver the right messages that are suitably nuanced for each target audience. Given that the inevitable constraints on both human and financial resources, audiences and initiatives need prioritizing and the effectiveness of the work has to be constantly reviewed with adjustments on the focus and weighting of efforts made accordingly.

In spite of the need for a planned approach there have to be sufficient levels of preparedness and flexibility to ensure the ability for the PMU to respond and react rapidly to the wide range of voices and commentary about REDD in Indonesia with the ability to deliver counter-messaging whenever required on a timely basis.

The UN-REDD Programme in Indonesia needs to increase its prominence and increase awareness and understanding of what it is doing among key audiences by being proactive and executing initiatives that will actively make news. Regular and constant output directed towards priority audiences to meet the particular needs of the Programme at any given time is required, hence the importance of a planned programme (see Appendix 2).

The Communications Strategy has to help the UN-REDD Programme in Indonesia to acquire a unique personality; thus combining the necessary technical information with emotional benefit-orientated messages – combining the two critical communications elements for success of hearts and minds!

10. KEY MESSAGES

As explained earlier in this document, messages must be tailored to specific target audiences. While there are some common points for all, there follow the key content elements specific to each group:

A. National, Regional and Local Government and related institutions

The Programme has a clear vision and is delivering significant and tangible, environmental, economic and social benefits to Indonesia and Central Sulawesi, while contributing to Indonesia's commitment to play its role in mitigating climate change

B. Media (national, local, international)

The Programme is supported by the Indonesian Ministry of Forestry, FAO, UNDP and UNEP, and is the primary source of information on all matters related to REDD+ in Indonesia

C. NGOs and CSOs (existing & potential partners, and key influencers)

The UN-REDD Programme is designed to provide maximum possible benefits to the local communities and indigenous peoples where it operates, and is helping with Civil Society capacity building and the empowerment of people

D. Local communities and indigenous peoples

The Programme works with society to address the needs of local people, ultimately delivering real, long-term benefits will be delivered that have true meaning for communities

E. Academics and related research and educational institutions

Thought leadership and best practice demonstrations of the REDD+ is delivered by the UN-REDD Programme in Indonesia

F. Private sector actors

The Programme brings stability and long-term sustainability of benefit to all, including the private sector; and there is a strong business case for cooperation

G. Donor agencies and countries

The Programme provides practical solutions to climate change mitigation and helps prepare Indonesia for REDD+

11. COMMUNICATIONS COMPONENTS

I. BASIC COMMUNICATIONS TOOLS

A. Publications

All print materials produced by the UN-REDD Programme in Indonesia must have a clear focus as to what they are supposed to achieve and for whom they are actually targeted. In order to optimize their effectiveness, the following checklist should be applied for all future publications:

- Purpose/Goal:** What exactly does the publication aim to achieve?
- Audience:** Precisely who are the target audiences for the publication?
- Tone/Approach:** Is it appropriate crafted for the particular audience(s) in terms of the way it is presented and written?
- Language:** Is it required in both Bahasa Indonesian and English?
- Platform:** Is a brochure the most effective platform and/or should other platforms be considered?
- Branding/Design:** Does the material accurately reflect the overall design image and style of the Programme?
- Quality:** Is the material well-written, brief and concise, and without spelling and grammatical errors? Has it been adequately peer reviewed? Is it well designed and what impact will it have on the target audience(s)?

The PMU's communications function should be involved in the production of all materials from the outset, not only in executing the final products, but in its strategic development. Materials should then be internally reviewed broadly among members of the PMU, who should look at everything with open and critical eyes. External, peer reviewers should also be involved to be sure that the very best outcome is achieved that adequately reflects the leadership position and credibility of the Programme.

B. Newsletter

Consideration should be given to substantially increasing the frequency of the current newsletter to fortnightly, as well as to expand its target audiences beyond the Ministry of Forestry to other government departments as well as NGOs, CSOs, donor organizations and other agencies. While it should continue in print form, the newsletter should also be replicated on line.

C. Q&A

A comprehensive and detailed document designed for internal use and external delivery should be developed to include all possible questions about REDD+ and the Programme. This should be categorized by topics and audiences and must anticipate even the most challenging of questions. In the case of some of the most potentially controversial questions, both 'first' and 'if pushed' responses should be included in the document which should become the essential guidance tool for all those responsible for representing the Programme. This document will need to be regularly reviewed and updated, will help to ensure accurate, robust and consistent messaging emanates from the PMU.

D. Key Messages

Another essential communication tool is an internal document containing all of the key messages. Using the basic direction provided in this document, the PMU needs to develop a set of clear and concise messages with a range of topic categories, and apposite to particular audiences, that can be used by those representing the Programme. In addition to ensuring that messages have maximum impact and meaning, this document will also help to manage the accuracy and consistency of what is being said publicly.

E. Speaking points

As an extension of the key messages, a guidance document of all those spokespeople/'ambassadors' of the Programme is required which will outline all of the major points that need conveying. In addition to helping with accuracy and consistency, this

guide will help to ensure that the most salient messages are being constantly and regularly conveyed, and that the most relevant points are reaching the right audiences.

F. Fact Sheet

It is recommended that an easy-to-use, reference document is produced for media, NGOs and other key 'influentials' which includes all of the main facts and figures related to REDD+ and the Programme in Indonesia. This will serve to underline the thought leadership position of the Programme and help all those who represent its interests speak 'with one tongue'.

II. COMMUNICATIONS CHANNELS

MEDIA

Conventional media (television, radio and television) are extensively consumed and provide cost effective conduits for reaching all of the key target audiences. Having assessed the level of media coverage generated by the UN-REDD Programme in Indonesia to date, the Consultant believes that this area of communications is considerably under-capitalised. In conversations with journalists in both Jakarta and Palu, it is clear that there is much room for providing more information, and more frequently at all levels to all forms of media.

The following initiatives aimed at raising the profile of the Programme in important opinion-forming media and generating accurate and positive coverage is recommended:

A. Backgrounders on key topics

Produce a series of simple 'one-pagers', with low-design and high content, in both print and online.

B. On-line 'Media Centre'

Mindful that most journalists source much of their information via the Internet, the Programme should provide a specific online resource for the media, including current and archived press releases, examples of good media coverage, feature articles, regular updates, quotes, etc.

C. Photo and video library

Photographs, video footage and graphics for free use of the media should be made available online.

Journalist database: A constantly updated data base of journalists should be maintained, which records what reports have been filed, when contacts have been made. This should be used as a guide for making proactive contact with journalists with the aim of generating more coverage.

D. Media 'ambassadors'

A small group of people should be chosen to be so-called 'media ambassadors' for the Programme. Representing a range of different areas of expertise, these people should be given the necessary training to help them talk effectively to journalists, armed with good 'sound bites, and the like.

E. Media contact plan

A plan which outlines the most desired media outlets for targeting needs to be developed to establish the discipline of regular, proactive contact with influential outlets.

F. Journalist briefings

Regular one-on-one and group briefing sessions for selected journalists should be undertaken to bring them up to date on development and provide catalysts for articles to be published reports to be filed.

G. Press Releases

Press releases need to be regularly issued, underling the dynamism and ever-developing nature of the Programme and using the various triggers as an opportunity to remind journalists about UN-REDD.

H. Email Alerts

As another way of maintaining a constant profile, updates should be emailed to the entire media database at least bi-monthly, but sometimes more often with news about what is going on, new initiatives, positive outcomes, etc.

I. News Creation

All the time, thought should be given as to how the Programme's activities can be creatively presented to generate interesting and positive news.

J. Managing Editors

Special attention should be given to influencing the key decision makers in various media organizations by arranging occasional, high-level lunch briefings for managing editors about the Programme.

K. Opinion Editorials

So-called 'Op-Eds' should be written on behalf of the senior 'luminaries' behind the Programme (e.g. Pak Yuyu) and placed in key influential publications.

L. Major features

Outreach to feature editors should be regularly undertaken with ideas for more in-depth coverage about the Programme, suggested creative ideas to attract their interest.

M. Soap opera placement

One specific way to reach local communities is through placing appropriately-themed story lined within the highly-watched soap operas.

INTERNET

There are currently numerous websites that provide information about the UN-REDD Programme in Indonesia, but none are either hosted or in the control of the PMU. With the Internet now representing a key source to many of the key audiences, providing a quality web presence is an essential ingredient for an effective communications strategy. In discussions with Indonesian journalists, the Consultant found that the Internet was their primary information point.

While Internet usage across the whole of Indonesia accounts for around 16 percent of the overall population, penetration among opinion influencers in Jakarta and Palu is significant. Of the nearly 40 million Internet subscribers in the country, almost all of them have Facebook accounts.

Here follow some recommendations for achieving an effective Internet presence for the UN-REDD National Programme, designed to reach a range of important stakeholders, especially opinion leaders (see page 25):

A. Website presence

The UN-REDD National Programme should create its own website in Bahasa Indonesia and English, so as to be the key driver of Internet-based information about REDD+ in Indonesia and provide content for other websites while avoiding being dependent on them.

Links from and to other REDD+ websites in Indonesia & internationally should be negotiated and secured. This will help to optimise search engine presence while further raising the profile of the Programme online.

B. Provide content

Contact should be made with webmasters of all related websites to ensure content consistency. The UN-REDD National Programme should make it widely known that it is prepared to provide HTML-formatted information and other internet-ready material for these websites to use. Broader links can be negotiated with major international environmental groups' websites as well as other well-visited sites to augment the Internet credibility of the Programme.

C. Search engine optimisation

The site should be designed to optimise search engine presence, with sufficient in-built key words and meta-tags to ensure that UN-REDD in Indonesia claims a top position in the Google hierarchy. It is important for the site to have a dynamic personality and be regularly updated to underpin search engine optimisation.

Ongoing work should ensure high ranking on Google Indonesia and elsewhere so that journalists and others following REDD+ access the UN-REDD National Programme's website regularly and use it as their primary information source.

D. Facebook and Twitter

With the majority of Internet users having a Facebook account, the UN-REDD National Programme should establish a Facebook page, regularly updated, crafted in appropriate language and aimed to attract a high number of 'fans'. The Programme should also create a Twitter feed that is also constantly updated.

E. Online events

To attract further interest and build more Internet followers, the Programme should consider staging some special online events, which could include collaborating with UN-REDD Programmes in other countries to host an online webinar.

EVENTS AND DIRECT DIALOGUE

The UN-REDD National Programme has been involved in both staging its own events and in being involved in others, which has helped to build profile and awareness. However, it appears that there is an absence of consistency in such participation. It is therefore recommended that some standard criteria are established to address such key questions as to the desired outcomes and target audiences of each initiative. Overall, it is important for the Programme to participate in events which provide direct access to key audiences.

There are three particular kinds of events of which the Programme should, and in some cases already is, taking advantage:

A. Exhibitions

While the Programme commonly has a booth at various exhibitions, this should be supported with media relations activity to ensure that all of these kinds of participation are fully used to leverage media coverage and always maximising each opportunity.

B. Workshops

Mostly arranged by the PMU, these events provide excellent opportunities to convey information directly to important audiences and to elicit valuable feedback. In conversation with some stakeholder, the Consultant received some requests for workshops to be longer and also to be designed to enable full interaction from the participants. Some criticism was expressed that workshops did not provide sufficient time to adequately cover all necessary issues, and that there was insufficient opportunity for the views of all stakeholders to be fully expressed.

C. Conferences

Speaking opportunities should be identified and secured for Programme staff to participate at related conferences in Indonesia, thereby further raising the profile of the Programme and building a larger support base among key influentials.

D. Direct Dialogue

Local communities and indigenous people are among the most important of audiences to reach, as the Programme develops. But they are also the most difficult groups with which to communicate in an effective and meaningful way. To this end, it is recommended that a range of Direct Dialogue opportunities are staged to provide platforms for reaching the beneficiaries and participants in the Programme at grassroots level.

Consideration should be given to eliciting the support of some Indonesian sports celebrities who have traction with local people, particularly men. They could be recruited as so-called UN-REDD ambassadors to tour villages and explain the Programme. Handicraft sessions could also be arranged for village women to learn new skills with such event being used to discuss the Programme, convey the benefits and garner support.

III. COLLABORATION AND PARTNERSHIPS

GOVERNMENT, NGOs, ACADEMICS AND PRIVATE SECTOR

The UN-REDD Programme in Indonesia can further convey its messages, magnify its reach with added credibility through collaboration with strategically-selected third-party organisations. An important element of the Communications Strategy must be to develop outreach and engagement into tangible and positive partnerships.

The PMU must reach beyond the Ministry of Forestry to other government departments and explore new ways of working together, particularly focused on connecting with key target audience in other government departments, among civil society groups, with academic institutions and the like.

Work with NGOs, CSOs and other entities with shared interests should be expanded to win broader support and endorsement, with consideration for the following initiatives (see next page):

- Regular, interactive workshop with NGOs and CSOs, with a focus on imparting more information about the Programme that they can subsequently spread further afield (e.g. further media-related events with CIFOR)
- Develop creative communications vehicles for local community communications by working with relevant organisations with complementary skills, resources and contacts
- Establish more ties with academics, particularly with local community knowledge, including social anthropologists in Palu who have valuable and workable ideas as to how to effectively reach local communities and indigenous peoples
- Obtaining private sector support from companies and industry groups who will benefit from being seen to be associated with the UN-REDD Programme in Indonesia, which could include media placement sponsorships
- Stage a workshop for the corporate sector to convey the business benefits of being associated with UN-REDD and explore public messaging opportunities (e.g. sponsorship of soap opera placements)

12. COMMUNICATIONS MANAGEMENT

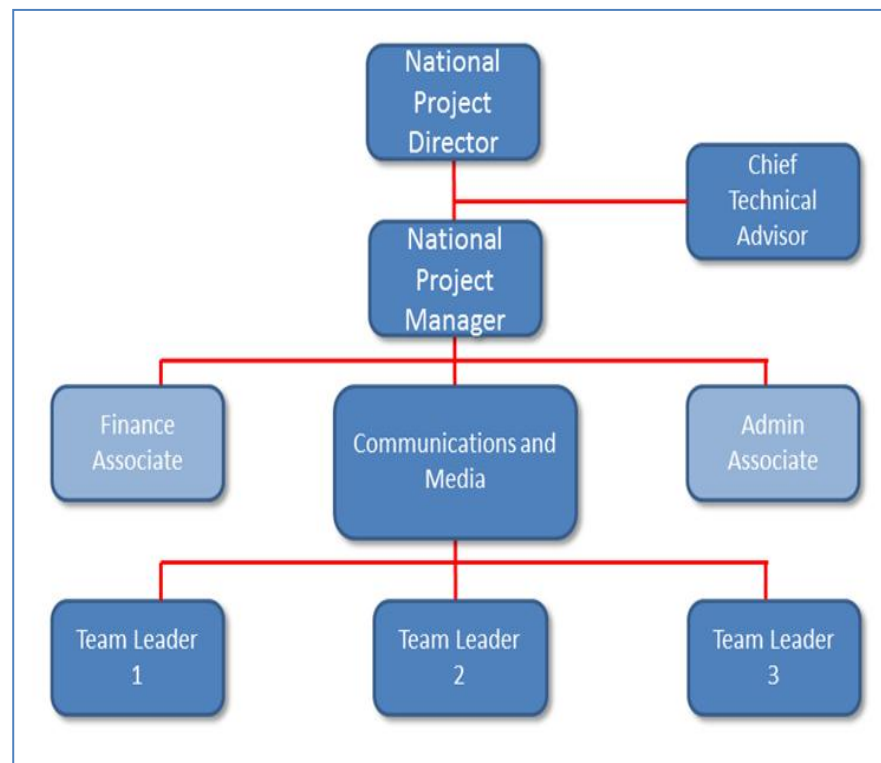
Effective delivery of the Communications Strategy is dependent on management prioritisation and commensurate staff resources. At the time when the Consultant was asked to develop this strategy, he found the Communications and Media function positioned within the PMU as a 'services' resource. It appeared as though communications was seen as mere adjunct to the overall work of the Programme. It is vital that Communications is seen as a central function, with the kind of structure shown in this chart being strongly recommended.

It is important for the communications resource to be used strategically, and not just tactically, with it being central to everything being done. Communications should be involved right from the outset of each initiative.

Communications thinking needs to be further encouraged with a focus on proactivity and creativity.

A strong communications presence needs to be established in Central Sulawesi to augment the work being done by the UN-REDD National Programme in Jakarta.

It is unfortunate that the communications team has been halved in capacity as a consequence of the resignation of the communications officer. This should be rectified with serious consideration needed to explore ways to expand communications staff resources and/or deploy external support to ensure the successful execution of this strategy.



13. CONCLUSIONS

The UN-REDD Programme in Indonesia will significantly benefit by prioritizing communications and approaching the discipline in a more strategic manner. The document includes a range of practical activities that can be executed with reasonable budget and human resources. The initiatives are particularly designed with delivery and outcomes in mind; and this document has been intentionally written in a style that focuses on tangible actions.

As outlined on pages 9 and 10 of this document, here are the key communications components that should be factored in to the design and execution of all outreach activities:

- Clear vision
- Unique credibility
- Commitment and support
- Workable
- Meaningful benefits
- Ability to execute

An effective Communications Strategy will help to give the UN-REDD Programme in Indonesia the visibility and thought-leadership position that it deserves, while opening new and exciting possibilities.

Communications will inevitably be a central factor to the success of the overall Programme!

APPENDIX 1 – Stakeholder Interviews

Here follows the list of stakeholders interviewed by the Consultant

JAKARTA AND BOGOR

UN-REDD Indonesia (Yuyu Rahayu, Machfudh, Abdul Wahib Situmorang (Ucok), Hermawan Indrabudi, Agus Hernadi, Nanda Fabriani)
Ministry of Forestry (Hadi Daryanto, Yetti Rusli)
National Climate Change Secretariat (Agus Purnomo)
Embassy of Norway (Hege Karsti Ragnhildstveit, Rini Sulaiman)
UNEP (Muhammad Farid)
CIFOR (Frances Seymour, Daniel Cooney)
Indo Pacific Edelman (Arnfinn Jacobsen)
REDD Monitor (Chris Lang)
Sinar Mas (Canesio Munoz)
The Jakarta Post (Julie Singleton)
UKP4 (Heru Prasetyo)
FLEGT (Andy Roby)
Greenpeace Indonesia (Yuyan Indradi)
HuMa (Steny Bernadinus)
Wilmar (Jeremy Goon)
World Resources Institute (Moray McLeish)
Worldwide Fund for Nature Indonesia (Nazir Fouad)

CENTRAL SULAWESI

Provincial Forestry Service (Ir. H Nahardi, and Ir. Susilowati)
Provincial Development and Planning Agency, C. Sulawesi (Dr Famruddin Yambas and Ir. Sandra)
Universitas GadjahMada, Yogyakarta (Ida Harsya and Novi)
Oslo University (Sarah)
Universitas Tadulako (Dr. Ir. Abd Rauf and Ir. Sudirman)
Local NGOs (Salma, Rahmad Saleh and Ardin Tahir)
Traditional Community of Salua (District of Sigi)
Bisnis Indonesia
Nuansa TV Palu (Abdi Mari)
Media Alkhairata (Amran Amir) and Syahril)
Global TV Palu (M. Ridwan Lapaser)

INTERNATIONAL

Greenpeace
Friends of the Earth
The Forest Peoples Programme
The Nature Conservancy
FERN
Worldwide Fund for Nature
World Resources Institute (WRI)

APPENDIX 2 – Communications Timeline

As outlined, it is important for the PMU to execute a planned communications programme. Here is a suggested template for a year-long programme which requires further development and detailed input:

Month	Triggers	Materials	Workshops/ Training	Media outputs	Internet	Partnerships
Sept	-Project selection -The 3rd PEB	Hand out for trainers/ facilitators Newsletter	- ToT for FPIC implementation	Op-Ed	Website development	Local NGOs
Oct	FPIC The 7th PBM – Berlin Norwegian Ambassador's visit to Central Sulawesi	Newsletter		Editorial briefing	Regular update	
Nov	COP 17	Newsletter	Sharing session with Working Group in Palu Local community activities	Press release, Op- Ed issues discussed at the event Journalist briefing	Regular update	National Council of Climate Change
Dec	The 4th PEB	Newsletter	Media workshop Local community activities		Regular update	Private sector workshop
Jan		Newsletter	Local community activities	Journalist briefing	Regular update	Partnership roll out
Feb		Newsletter	Local community activities	Op-Ed	Regular update	Partnership roll out
March	The 8th PBM	Newsletter	Local community activities	Journalist briefing	Regular update	
April	The 5th PEB	Newsletter	Local community activities	Editorial briefing Op-Ed	Regular update	
May	Preparations for COP 18	Newsletter	Local community activities	Journalist briefing	Regular update	
June		Newsletter	Local community activities		Regular update	