

UN-REDD PROGRAMME



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Revised Communication Strategy

Sri Lanka UN-REDD Programme

Revised - September 25, 2015

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1 Background and introduction

Sri Lanka is a country rich in natural resources, people and culture. It has a relatively small land mass with high mountain ranges, a population of around 21 million people, and a complex system of customary land tenure.

Deforestation and forest degradation, through agricultural expansion, conversion to pastureland, infrastructure development, destructive logging, fires etc., account for nearly 20% of global greenhouse gas emissions, more than the entire global transportation sector and second only to the energy sector. It is now clear that in order to constrain the impacts of climate change within limits that society will reasonably be able to tolerate, the global average temperatures must be stabilized within two degrees Celsius. This will be practically impossible to achieve without reducing emissions from the forest sector, in addition to other mitigation actions.

Reducing Emissions from Deforestation and Forest Degradation (REDD) is an effort to offer incentives for developing countries to reduce emissions from forested lands and invest in low-carbon paths to sustainable development. "**REDD+**" goes beyond deforestation and forest degradation, and includes the role of conservation, sustainable management of forests and enhancement of forest carbon stocks. This additional benefit is denoted by the "+" mark.

The Sri Lanka UN-REDD Programme (2013-2017) builds on the convening role and technical expertise of the Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP).

With over fifty countries around the world participating in this global programme, Sri Lanka is presently at the 'readiness' phase of REDD+.

2 The REDD+ Vision for Sri Lanka

The Sri Lanka UN-REDD programme aims to improve the overall country capacity to understand the importance of working on Deforestation and Forest Degradation as a local action with global benefits while ensuring conservation, sustainable management of forests and enhancement of forest carbon stocks. UN-REDD is currently supporting the Government of Sri Lanka to develop a national REDD+ strategy.

The REDD+ vision for Sri Lanka is '***Beyond forests, sustaining life and livelihood in a greener Sri Lanka.***' It is a vision to improve land management, enhance environmental services, conserve biodiversity, maintain economic growth, and minimise the risk of natural disasters through a stepwise, decentralised and nested approach.

Within that context, the objective of UN-REDD is to improve the ongoing country efforts to reduce deforestation and forest degradation and add value to the process, while *REDD+* brings multiple benefits for the island's people, environment and economy through non-carbon benefits. In doing so it is expected that the country and people will gain concrete long-term economic incentives for enhancement and maintenance of its forest carbon stocks.

3 Communication objective

Awareness of the integrated multi-sector nature of REDD+ and key stakeholder buy-in is essential to create the operational framework and enabling environment for successful REDD+ readiness.

The overarching objective of the **communication strategy** is to facilitate the REDD+ readiness process by meeting knowledge gaps, bringing stakeholder groups to engage and work together and provide a better enabling environment for stakeholder groups to work on policies, tools and sector integration that are considered as essential elements for REDD+ implementation.

Also, the communication strategy assumes that **REDD+ concepts and activities are not new to the Sri Lankan context, while much room exists to add value, consolidate and take a unified approach through the Sri Lanka UN-REDD Programme**. This strategy covers communications required for the successful management of the Sri Lanka UN-REDD Programme (the REDD+ readiness effort) and also provides tools for the implementation of REDD+, beyond the project period that is expected to end in 2017.

3.1 Specific Communication Objectives

Specifically the communication strategy aims to:

1. Create a clear understanding among policy making, management and beneficiary groups – including public – of the value of REDD+ in the global climate change and local developmental context.
2. Convince the above groups of the value addition by REDD+ ‘readiness’ efforts, initiated through the Sri Lanka UN-REDD Programme in development and policy making, especially the value of adopting knowledge-based tools, approaches and technology that is being developed/promoted by the project.
3. Better understand and incorporate proposed legislative and institutional mechanism’s that mainstream REDD+ concepts as a multi-sector, value added, and benefit-sharing effort to the ongoing conservation and developmental work being carried out by many entities – including the Government of Sri Lanka.

4 Focus and scope of the Communication Strategy

As the nation prepares for sustainable development in the face of local economic revival and the global low-emission development agenda, it is assumed that Sri Lankan policy makers are seeking to adopt credible Low Emission Development Strategies (LEDS) and integrated solutions – such as the National REDD+ Strategy – for natural capital management aimed at climate mitigation.

The Communication Strategy has been reviewed in order to achieve its main objective of integrating REDD+ concepts and approaches to Sri Lanka’s development and environmental policy framework. This would be done by presenting REDD+ as an integral part of the national Low Emission Development Strategy (LEDS), which is currently being developed by the Climate Change Secretariat of the Ministry of Environment. REDD+ is being presented as a strategy aimed at mitigating climate change by enhancing forestry, and by working with a range of stakeholder agencies and related sectors.

4.1 Target audiences:

Primary audience: Senior-level officials in key government agencies directly and closely involved in designing and implementing REDD+ policies and activities. The following agencies are considered as part of the primary audience but not limited to:

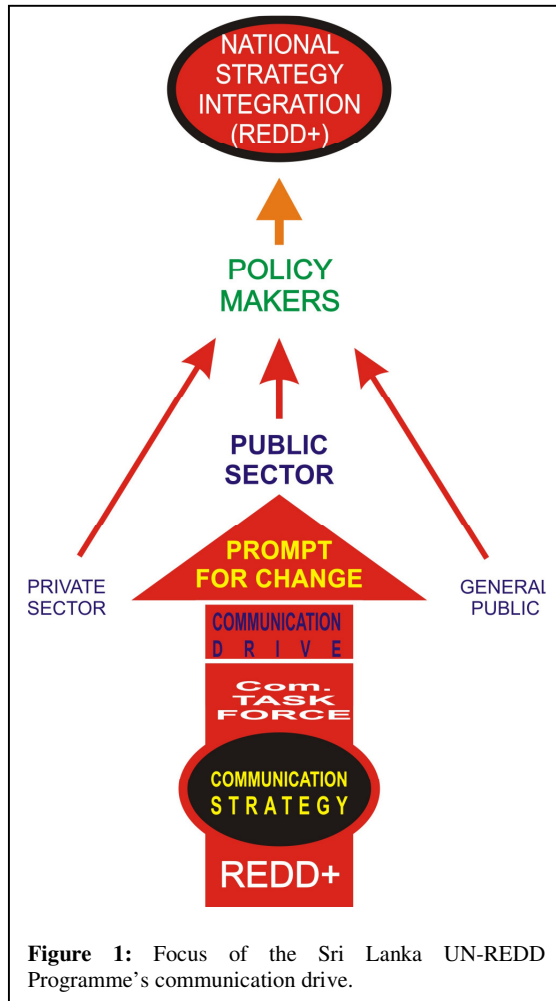


Figure 1: Focus of the Sri Lanka UN-REDD Programme's communication drive.

- Ministry of Environment (MoE)
- Ministry of Wildlife Conservation
- Ministry of Agriculture
- Ministry of Lands and Land Development
- Ministry of Finance and Planning
- Ministry of Economic Development
- Forest Department (FD)
- Climate Change Secretariat (CCS)¹
- Department of Wildlife Conservation (DWC)
- Central Environmental Authority (CEA)
- Department of Agriculture (DOA)²
- Ministry of Plantation Industries
- Ministry of Education
- Ministry of Indigenous Medicine
- Ministry of Irrigation and Water Resources Management
- Ministry of Mass Media and Information
- Department of External Resources
- Department of National Planning
- Department of Export Agriculture
- Disaster Management Centre
- Rubber Development Department
- Sri Lanka Tea Board
- Land Reform Commission
- Sri Lanka Tourism Development Authority
- Mahaweli Authority of Sri Lanka (MASL)
- Ministry of Child Development and Women's Affairs

Secondary audience: The private sector and general public, which is represented by Civil Society Organisations (CSOs) involved in implementing elements of REDD+ and/or facilitating the sharing of benefits.

- Civil Society Organisation (CSO) Platform
- Private sector forums (through the main Chambers of Commerce)

Tertiary audience: The general public and other key entities important for the sustainability of REDD+ and who would be impacted by it, when implemented.

- The Indigenous Peoples (IP) Forum
- Universities, academics and subject specialists

¹ Especially, its stakeholders such as; (I) Stakeholders of the Technology Needs Assessment and Technology Action Plans for Climate Change Adaptation and Mitigation project (TNA&TAP for CCA&MP) of the CCS, and

(II) Established-Technical stakeholder working group members of the (on sectoral basis) TNA&TAP for CCA&MP of the CCS.
² Including DoA associated research institutions and other divisions.

4.2 Targeted approach

The communication strategy aims to classify individual stakeholders based on their understanding of REDD+, potential to influence the successful implementation of the national REDD+ strategy, and develop targeted interventions. This would be done while:

- Improving the general understanding among all stakeholders of REDD+.
- Creating multi-stakeholder interest in implementing the National REDD+ Strategy that is currently being developed.

The targeted approach would begin by personally identifying REDD+ stakeholders Champions, Fans, Activists and Bystanders from **within the stakeholder institutional structure and outside**.

- **Champions** – Those who have a clear understanding of REDD+ and are in a position to influence national policy and help implement REDD+.
 - **Activists** – Those who have a fair understanding of REDD+ and are actively involved in ground-level implementation of REDD+ related projects and initiatives.
 - **Fans** - Those who are convinced of the need for, and benefits of, REDD+ and are able to take the message to a wider audience.
 - **Bystanders** – Those who are in a position to positively contribute towards the implementation of the National REDD+ Strategy, but are not aware of (or convinced of) the need for a national REDD+ strategy.
- Rate the level of influence each key stakeholder can potentially have towards implementing REDD+ in Sri Lanka.
 - Identify key REDD+ Champions and clarify the role that each individual can play during the formulation phase of REDD+ and when implementing REDD+ in Sri Lanka and empower them with more knowledge and needed resources..
 - Equip Champions, Activists and Fans to be effective promoters of REDD+ in Sri Lanka by providing relevant communication tools to disseminate REDD+ messages to a wider audience.
 - Identify and target Bystanders who have the potential to play an influential role in relation to implementing the national REDD+ strategy, and consistently convert them to Champions.

5 Key Results Expected

5.1 Awareness, image and media relations established

Awareness raising will focus on building the image of REDD+ as an essential strategy for the development agenda of the Government of Sri Lanka. Those influencing environment and development related policy formulation and implementation would be targeted and they would be equipped with information required to better design implement the REDD+ strategy. Awareness would also be raised of the citizens of Sri Lanka on the threat of climate change, and the role of forests in climate change mitigation and non-carbon benefits, as well as the benefits and usefulness of REDD+. Apart from this, awareness-raising initiatives will focus on enhancing capacities of government officers, civil society organisations and media personnel, who would be empowered with information to communicate and raise awareness of REDD+. Their understanding of the tools and methods being developed (as a prerequisite to adopt REDD+) would be improved. Advocacy actions and relationship building will focus on policy makers, as well as media, to support awareness raising and effective

engagement of policymakers and others in achieving programme objectives. As the set of tools developed with the support of the UN-REDD become available (Deforestation and Degradation Study; Institutional Assessment, MRV tools, Greening related applications etc.) awareness and education will use components of those tools to improve the stakeholder understanding.

5.2 Capacity of stakeholder groups improved

The key aim of communication management is to improve the capacity (knowledge, tools and resources) through a consistent and accurate messages and information. Communication skills development training for stakeholders and media sensitizing sessions, in-house communication toolkits and internal communication strategy, which are to be developed in the future, as well as UN-REDD Programme corporate communication guidelines (including the UN-REDD Programme style guide) will be used in managing and building capacity on communications. Adverse and crisis communication management will also be an integral part of communication management. As REDD+ development progresses a capacity assessment (communication focus) will be conducted to document the type of communication support needed to implement the REDD+ in the country.

5.3 Confidence on REDD+ process developed and mainstreaming supported

Based on the tools and approaches developed during UN-REDD or the REDD+ readiness phase all stakeholder agencies were made aware, capacity built and confident established to the level that they are comfortable and confident in mainstreaming REDD+ concepts and approaches in national and regional level planning as well as in budgetary processes at different levels. As such the communication support will aimed at developing materials explaining the tools, methods and best practices and other guidelines necessary for agencies to better understand and mainstream REDD+. In that context, the global experience in REDD+, ecosystem based approaches, greening the economy via REDD+ etc. will be used along with easy to understand info-graphics and multi-media tools.

5.4 Knowledge management and dissemination facilitated

Published reports and analysis, newspaper articles, magazine articles, the website materials and other communication materials—in both print and electronic formats—will continue to raise awareness of climate change and forestry issues and REDD+. A website will provide a platform to share news and information about the activities with target audiences, including the general public. Opportunities emerging from government policies and programmes, such as the e-Sri Lanka policy, will be used for knowledge management and dissemination of knowledge (i.e. Use of mobile technology, Government Information Centre). As the non-carbon benefits and ecosystem services improvements could play a major role in REDD+, the associated knowledge base will multi-sector and may become complex. If necessary a “content management system” will be introduced to facilitate the knowledge management function.

5.5 Image building and branding underway

Branding is not an essential part of the Sri Lanka UN-REDD Programme as the Programme duration is for 4 years (2013-2017). Communication activities may, where appropriate, support the brands (branding the relevant initiatives) of the partners of the Programme (i.e. the Forest Department, the Climate Change Secretariat the Department of Wildlife Conservation, etc.). However the branding will be undertaken while recognizing the REDD+ related historical culture in the country as well as on going individual agency efforts.

6 Communication Tools

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

6.1 Online communication

Internet medium will be used for online communication. The Sri Lanka UN-REDD website plays an important role with its ability to share information and equip stakeholders to be effective advocates of REDD+. While the English-language website for Sri Lanka REDD+ will be created, it would gradually be improved as a benchmark for the Sinhala and Tamil versions of the website. A Facebook profile and page for Sri Lanka UN-REDD have been created and maintained consistently; initially as a tool to keep all engaged stakeholders informed of the progress of the Sri Lanka UN-REDD Programme. Digital media presence would be enhanced aggressively, as and when, sustainable means are found to establish media presence.

6.2 Mass media: Newspapers, magazines, radio and television

Journalists, writers and editors of key media institutions would be engaged and equipped to provide a steady flow of articles on newspapers and magazines aimed at enhancing awareness among the general public, and providing specific technical information,³ or human interest stories and news items. A small network of journalists – especially environmental and development journalists – will be formed in all three commonly used languages (Sinhala, Tamil and English) and linked with the Communications Network⁴ of Sri Lanka UN-REDD Programme.

An introductory video to create awareness of REDD+ in Sri Lanka will be developed and broadcasted on television. A video documentary will also be used for public screening at workshops and seminars in all three languages. Public service announcements will also be produced and broadcasted on television and radio channels.

6.3 Printed communication materials

Printed media and visual materials would be developed to combine words, pictures and diagrams that convey accurate and clear information related to REDD+ process and concepts. These printed materials would include leaflets, hand bills, brochures, printed reports, analysis, books, posters etc. These communications would carry a simple message, catch people's attention, and prompt them to support REDD+ in Sri Lanka.

Printed materials such as REDD posters, policy or information briefs (especially of the technical reports that will be produced by the Programme), and technical reports will be simplified and shared for awareness raising and providing scientific information.

A quarterly newsletter will be produced to exchange information, and update readers about the latest developments, events, communication materials and reports generated through programme activities. The News Update will be circulated in print and electronic forms. Posters for IPs, as well as people with a low level of literacy, will be designed using images and infographics.

6.4 Interpersonal communication

Face-to-face meetings with policymakers, senior government officers and other stakeholders will be

³ UNICEF (2008). Writing a communication strategy for development programmes, UNICEF, Bangladesh.

⁴ Communications Network with communications focal points from relevant government institutions has been established and the membership will be expanded to non-governmental sector and media.

initiated to raise awareness among key policy makers and implementers, while facilitating lobbying and advocacy.

7 Refocusing the Communication Drive and sustainability

The overall objective of the UN-REDD+ National Programme is to “support the Government of Sri Lanka to establish the key mechanisms and processes, and the development of capacities, required to implement REDD+.” This process may extend beyond UN-REDD project.

Therefore, it is important for the communication strategy and associated actions are aligned with those in key national thrust strategies, such as the Haritha (Green) Lanka (2015) plus the national targets for renewable energy, expended forest cover, mangroves restoration etc. Sustainability of REDD+ and communications is dependent on the extent of mainstreaming REDD+ concepts in the above national level plans.

7.1 How do we envision the sustained communication when the UN-REDD project and its PMU ends its task in Sri Lanka?

There is an appreciation and desire to implement REDD+ among the Forest Department and the Department of Wildlife Conservation and many others, primarily due to the Department Head level commitment to REDD+. Therefore the communications may have to continue to ensure a smooth start of the REDD+ implementation phase which may be a few months after the REDD+ preparatory phase (UN-REDD programme). Continued communications is needed as part of the strategy to keep the awareness of REDD+ process alive and support the ownership of REDD+ within the policy framework of the Government.

7.2 What Ministries of the Government of Sri Lanka should take REDD+ forward?

The initial arrangement for the preparatory phase of establishing REDD+ with the primary involvement of three Govt. agencies is unrealistic due to the multi-sector nature of REDD+, therefore requires the involvement of a range of Government agencies.

Based on the PAMs (that have been identified as the causes of the Key Drivers of deforestation and forest degradation in Sri Lanka), it is clear that REDD+ needs to be mainstreamed into government policy related to land use planning.

Within the Sri Lankan context, first the Ministry of Environment needs to understand the need for REDD+ readiness in Sri Lanka. It needs to act as the agent of change to bring the REDD+ message to the political arena. Secondly, the Ministries of Policy Planning, Economic Affairs, and Finance and Planning need to accept REDD+ as a viable option (based on the recommendation of the Ministry of Environment) to gain benefits from climate agenda including the non-carbon benefits.

7.3 How can we mobilise the relevant Ministries to bring Sri Lanka to the point of REDD+ readiness?

Sri Lanka is updating the key all-encompassing sustainable development strategy or the Haritha

(Green) Lanka strategy and Action Plan that considers all factors (including environmental impact). It is important to identify the strategies in Haritha Lanka (out of 10) where REDD+ can add value and the potential entry points.

Key messages on REDD+ to relevant Ministries may be different as the roles and how each Ministry interface with REDD+ may differ. While this can be seen as a drawback, it can also provide an opportunity for REDD+ to initiate the alignment of the many environment or development policies of the country. For example, the Ministry of Agriculture may be interested in the Forestry/Water/Food security interface while Ministry of Disaster Management may focus on Drought/Forestry/Flood related ecosystem interface. On the other hand Health Ministry may be concerned of climate change related temperature and how REDD+ may help to reduce health impacts. Tourism may find it interesting to have the natural beauty of land enhanced with reduced forest degradation, to name a few.

The fact that H.E. the President has opted to be the Minister in charge of the subject of Environment indicates the importance of the subject in near and long-term vision of the Govt. This factor itself should help to promote and champion REDD+ in Sri Lanka.

7.4 What is presently seen as the way forward to establish REDD+ in Sri Lanka?

Evidence based (studies, factsheets, well-articulated negatives of REDD and benefits of REDD+ and local and global case studies) convincing of key Govt. entities is the perceived path to win the interest of policy makers and high level decision makers. Quantified evidence on the importance of REDD+ approach towards sustainable development will help the key Ministries to mainstream REDD+ in their programmes. Key personnel in the present Govt. who can be made champions of REDD+ and activities to pursue may include, but not limited to:

- H.E. President Sirisena is the best choice to be the Patron of REDD+ in Sri Lanka.
- Identify and earmark Ministers within the Parliament (Champions) who have an understanding of the climate change phenomena and global warming (i.e. Hon. Champika Ranawaka, Hon. Harsha de Silva, Hon. Eran Wickremaratne, Hon. Arjuna Ranatunga, etc.)
- Seek H.E.'s approval to create a REDD+ inter-ministerial committee that would include the relevant ministers (or any other mechanism).
- Create awareness of REDD+ and explain the work that is being done through the PMU.
- Seek High-level clearance to chart a course towards REDD+ implementation.

7.5 Target the relevant Government Departments that would be responsible for adopting REDD+

- Create awareness of REDD+ at the Land Use Policy Planning Department (LUPPD), Department of National Planning and other departments identified as critical for REDD+ implementation.
- Get a clear understanding of the work being carried out by the LUPPD, and explain the objectives of the PMU to the heads of this department in order to create buy-in.
- Build REDD+ Champions within each of the relevant departments who can chart a course for each respective department, based on the support needed to establish a framework for REDD+.

- Create a Task Force within the Land Use Policy Planning Department (if possible with representatives of the relevant departments) to consider REDD+.

7.6 What should be the primary focus of the Communications Strategy of the UN-REDD+ PMU?

- Bringing the REDD+ message to the Government of Sri Lanka – this is a process.
- Clearly communicate the work that is being done by the PMU and its objective.
- Explain the need to establish REDD+ by using Key Messages related to national issues (i.e. landslides, protecting water resources, reduction of forest area and flooding, etc.)
- Indicate the benefits (including non-carbon benefits) to the country.
- Provide the necessary knowledge resources to the relevant teams/committees.
- Support the establishment of a mechanism to move the country towards REDD+ implementation.

Since the way that REDD+ would be implemented in any country is unique to the country context, the strategy to bring the REDD+ solutions into the Sri Lankan policy making environment should be dynamic. Therefore, some level of private sector involvement aimed at sustainability of the process, and general public awareness building, would push this strategy forward.

7.7 Make constant updates to the Communications Strategy with input from PMU Team Members and stakeholder entities by way of answering the following questions:

1. What does it mean for the Government of Sri Lanka to implement REDD+? How much REDD+ concept areas are being implemented by the Govt. agencies, already?
2. How can the UN-REDD+ National Programme ‘support’ the Government of Sri Lanka?
3. What does it take for the Government of Sri Lanka to become a ‘catalyst’ for REDD+?
4. What extent the REDD+ tools help to add value to Govt. budget and selection of investments?
5. What kind of REDD+ related mechanisms do we want to see established? Who are the key implementing entities (Govt., NGO, CBOs, Academia, Private sector...?).
6. What does ‘process’ mean, within this context?
7. How can the Government of Sri Lanka develop capacities to implement REDD+? Can we conduct a capacity assessment along with REDD+ strategy and what would be the communication related capacity requirement.



8 Key REDD+ messages (to be targeted at creating REDD+ Champions, Activists and Fans)

The following key messages are available for the programme.

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

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

forests and climate change is relevant to us?

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

9 Matrix of communication channels

Target audiences

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

Tertiary audience: The general public

Expected behaviors

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

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

Communication tools

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

Communication allies: Other stakeholders to support communication and awareness raising

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

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

10 Implementation plan

10.1 Responsibility of key stakeholders

Activities will be implemented as per the Annual Work Plan (AWP) of the Sri Lanka UN-REDD Programme. AWP includes major activities planned to achieve objectives of the communications strategy. Activities will also be coordinated through the Communications Network among development partners⁵. A Communications Taskforce⁶ will provide overall strategic guidance and feedback on communication strategies and materials, and monitoring and evaluation processes.

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

(1) Forest Department:

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

(2) PMU:

- Take the overall lead, through the Communications Officer, for the implementation of the strategy and activities;
- Monitoring and evaluation;
- Coordinate with the Forest Department and provide support for the functions of the Communication Task Force;
- 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

⁵ The PMU has already established a Communications Network for increased coordination and collaboration. Currently the network comprises key government institutions. Member of the Communications Network include 'Development Partners', key institutions involved in development programmes/activities will be expanded to the nongovernmental; private sector, media and the civil society.

⁶ The PMU will establish the Communications Taskforce comprising members such as senior communication professionals from government institutions, extension workers, communication professionals from the non-governmental sector and senior journalists.

- Coordinate with UN agencies and the UN-REDD Regional Office and the Secretariat as required in the implementation of the strategy and action plan.

(3) Communications Network:

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

(4) Communications Task Force:

- Project REDD+ as the well-developed 'forest-related solution' of the National Low Emission Development Strategy through a regular flow of REDD+ awareness material and articles.
- Reaching key stakeholders in order to create ownership of REDD+ and integrating it to the national low emission development strategy.
- Providing input in relation to capacity building and engagement of stakeholders in the REDD+ strategy creation process.
- Provide strategic guidance for the preparation of communication material, selection of channels for communication, and delivery of messages to targeted stakeholders.

10.2 Activities and timeline (TO BE UPDATED WITH KEIKO'S INPUT)

Activities

Activities	2014		2015				2016	
	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2
Validation of the strategy	█							
Communications Network's awareness raising and capacity building	█	█						
Publication of newspaper and magazine articles and interviews						█	█	█
Meetings with senior officials, policy makers and decision making authorities			█			█		█
Development and updating of REDD+ Website	█	█						█
Development of printed communication materials			█			█		
Newsletter			█	█	█	█	█	█
Production of video documentaries	█	█			█		█	
Establishment of Communications Taskforce	█							
Capacity building training and sensitizing sessions			█	█	█		█	
Information sharing through website, social media, printed communication materials, mailing lists			█	█	█	█	█	█
Radio and television programmes and Public Service Announcements (PSA)	█	█				█		█
Workshops and information seminars		█	█					█
Exposure visits			█		█			
Dialogues and forum events					█			█
Surveys and studies	█			█		█		
Evaluation							█	█

11 Resource allocation (TO BE UPDATED BASED ON AVAILABLE BUDGETS)

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

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

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

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

12 Monitoring and evaluation plan

The monitoring and evaluation plan will focus on monitoring communication outcomes of this strategy. *Monitoring communication outcome means making periodic checks on “How are we doing?” by taking who-is-doing what*⁷. Monitoring plan of the communications strategy will also measure the impact against expected behaviors among target audiences. Evaluation will focus on an overall assessment.

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

Since “*monitoring and evaluation are ongoing internal processes*”⁸, an evaluation plan will be developed in consultation with the NPD and other stakeholders. In order to evaluate communication messages, channels and tools, the following plan is proposed to be carried out by the national programme:

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

⁷ UNICEF (2008). Writing a communication strategy for development programmes, UNICEF, Bangladesh.

⁸ IUCN (2006). Communications Strategy, IUCN, Sri Lanka.

Tertiary audience	<ul style="list-style-type: none"> - Conduct a mock- survey using a representative sample on the action taken by stakeholders and general public 	<ul style="list-style-type: none"> - Survey results - Track actions taken by general public to create favorable conditions for a national REDD+ programme (i.e. request letters, other forms of lobbying activities, CSO actions) 	<ul style="list-style-type: none"> - Number of hits on website - Tracking media coverage/Number of articles published - Mock-audience survey report
Communication allies	<ul style="list-style-type: none"> - Record relevant events organised by Communication allies - Track coverage of media reports - Conduct a mock survey on awareness around the role of forests in climate change mitigation among the journalists, academics and general public 	<ul style="list-style-type: none"> - Sri Lanka UN-REDD PMU event log and progress reports - Mock survey reports on awareness on the role of forests in climate change mitigation among the general public - Reports of events, trainings, seminars etc. 	<ul style="list-style-type: none"> - Mock-audience survey report - Newsletter circulation list/ Feedback - Feedback on communication materials - Event evaluation forms (i.e. Information seminars)