REDD+ SECRETARIAT
NATIONAL COMMUNICATION
STRATEGY

Submitted to:

FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA, MINISTRY OF ENVIRONMENT, FOREST AND CLIMATE CHANGE (MEFCC)

National REDD+ Secretariat

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February, 2017

TABLE OF CONTENT

List of Tables

List of Figures

Acronyms and Abbreviation

BCC	Behavior Change Communication
CBO	Community Based Organization
CRGE	Climate Resilient Green Economy
CSO	Civil Society Organizations
DP	Development Partners (DPs)
FBO	Faith Based Organizations
FDRE	Federal Democratic Republic of Ethiopia
FCPF	Forest Carbon Partnership Facility
GHG	Green House Gas
LGA	Local Government Authorities
M&E	Monitoring and Evaluation
MDAAs	Ministries, Departments, Authorities Agencies
MEF	Ministry of Environment and Forest
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
NGO	Non-Governmental Organization
PESTEL	Political Economical Social Technological Environmental and Legal
PFM	Participatory Forest Management
PSOs	Private Sector Organizations
REDD	Reducing Emissions from Deforestation and Forest Degradation
R-PIN	Readiness Plan Idea Note
R-PP	Readiness Preparation Proposal
RRSC	Regional REDD Steering Committees
RRTWG	Regional REDD Technical Working Groups
RSC	REDD Steering Committee
RTWG	REDD Technical Working Group
SESA	Strategic Environmental and Social Assessment
SNNP	Southern Nations, Nationalities and Peoples
SWOT	Strengths, weaknesses, opportunities and threats
ToR	Terms of Reference

1. BACKGROUND

Ethiopia is experiencing the effects of climate change. Besides the direct effects such as an increase in average temperature or a change in rainfall patterns, climate change also presents the necessity and opportunity to switch to a new, sustainable development model. Following the conventional development path would, among other adverse effects, result in a sharp increase in Green House Gas (GHG) emissions and unsustainable use of natural resources. The Federal Democratic Republic of Ethiopia (FDRE) has therefore initiated the Climate-Resilient Green Economy (CRGE) initiative to protect the country from the adverse effects of climate change and to build a green economy that will help realize its ambition of reaching middle income status before 2025. The government is now starting to transform the strategy into action and welcomes collaboration with domestic and international partners.

As part of the Climate-Resilient Green Economy (CRGE) strategy, the government has selected four initiatives for fast-track implementation: exploiting the vast hydropower potential; large-scale promotion of advanced rural cooking technologies; efficiency improvements to the livestock value chain; and Reducing Emissions from Deforestation and Forest Degradation (REDD). These initiatives have the best chances of promoting growth immediately, capturing large abatement potentials, and attracting climate finance for their implementation.

Among these initiatives, REDD+ offers the opportunity to implement forestry abatement levers and monetize the respective abatement potential in a structured way. Thus far, the execution of the REDD+ undergoes three phases. In the first phase, which is the readiness phase where we undertakes readiness activities which mainly embodies the preparation of the REDD Readiness Strategy. Specifically this involves the development of National strategies or action plans, policies and measures and capacity-building activities. The second phase is the implementation of these national REDD+ Readiness Strategies or Action Plans that could involve further capacity-building and demonstration activities. The final phase can also be called Carbon Market phase where the country actually enters into the REDD+ Carbon market.

2. INTRODUCTION

The strategy for an effective and efficient implementation of REDD+ mainly call for creating ownership through active involvement of all stakeholders. This involvement would be realized when the public and other stakeholders are informed of the REDD+, the R-PP process and when they are mobilized to support the process. Being a government-led process, it is essential that political and executive leadership is informed of the requirements and process for preparing Ethiopia's Readiness and is regularly updated on the progress. Equally important is the fact that Ethiopia needs to effectively communicate to stakeholders on the progress towards readiness for REDD+. Without having a strategy that effectively reaches the predetermined target audiences, well developed compelling message and proper delivery of message to those critical audiences, attaining buy-in and meaningful engagement of stakeholders is very challenging. Hence, the need for communication strategy is certain.

The overall performance assessment of the Secretariat of REDD+ showed that many measurable results have been achieved which have helped the REDD Project to have a good start. However, the move towards ensuring meaningful engagement of all stakeholders through informing and advocating REDD+ has yet to be made. Gaining the buy in of the political and executive leadership and improving public awareness along with creating an enabling environment is now becoming an outstanding issue to be addressed in a more organized and systematic way[1]. Designing an overarching approach to communication for REDD + is therefore timely and very essential.

Acknowledging the need for a systematic and strategic approach to communication REDD+ Secretariat has planned to prepare a communication strategic plan. To this end, it has contracted an individual consultant to design the communication strategy. This communication strategy should provide the leadership, management, staff, members, and other external stakeholders with a clear roadmap and priorities the Secretariat needs to pursue to realize REDD+'s vision and accomplish its mission in the Project life year and perhaps beyond that.

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[1]Terms of Reference (ToR) for Designing a National Communications Strategy/NCS/ to   REDD+ Ethiopia Project

3. METHODOLOGY

The Secretariat's communication strategy is based on wide consultations with key stakeholders and strategic partners. The overall strategic planning process was structured around three stages:

Stage 1. **Assessment of the Secretariat's Communication Strategic Context.** This assessment was conducted through stakeholders' key informant interviews, focus group discussion among forest dependent communities and review of relevant publications. The assessment was then followed by a strategic analysis workshop involving top management and key staff of the Secretariat and major stakeholders. In summary, the context analysis took the following forms.

1.1. Analysis of Secretariat's External Environment and its Stakeholders. Key informant interviews were administered to selected donor organizations, REDD+ staff, officials of key government counterparts, representatives of selected partner organizations and other relevant stakeholders. The key informant interviews were guided by semi-structured questionnaires. The interviews result were instrumental in gathering information on stakeholders' expectations, their assessment of the strategic context for the Secretariat's communication initiatives in particular and the REDD+ Project in general, current and likely future challenges, and the necessary future actions.

1.2. Analysis of the Secretariat's Internal Environment. This consisted of an assessment of internal strengths and weaknesses through both primary and secondary data. The analysis of the internal environment considered the organizational capacity parameters of the REDD+ in relation to communication. The strategic analysis in this regard considered the specific REDD+ Ethiopia project objectives that communication can help achieve and for which the communication strategy is being developed, and looked at project structures that can be adapted or strengthened for communication purposes. These analyses helped designing the communication strategy. Staff survey, feedback from stakeholders, and workshop were the major tools employed to identify the Secretariat's strengths and weaknesses.

Stage 2. **Communication Strategy Development.** The Secretariat's communication strategy was developed following two key steps. The first step in the strategic planning process was reviewing and validating the findings of the Strategic Context Analysis.; the second step was developing the strategic plan by formulating strategic priorities and strategic objectives, and identifying the strategic initiatives the Secretariat has to implement to achieve the identified strategic objectives pertaining communication.

Stage 3. **Strategy Implementation Plans:** Once the strategic priorities and objectives of the REDD+ Secretariat were clearly defined, the preparation of implementation plans followed. This involved scheduling the three years strategic initiatives and identifying the kind and amount of resources required to implement the three year strategic plan.

In addition, an action plan was prepared defining the specific tasks and the associated output, and the timing of and responsibility for the communication activities to be implemented in the first year .

4. STAKEHOLDERS ANALYSIS

Stakeholders are internal or external organizations and people with whom REDD+ Secretariat interacts and on whom it is dependent for success. Cognizant of this, attempts were made to identify REDD+'s stakeholders, map their expectations, and their assessment of REDD+'s performances against their expectations in ensuring meaningful engagement of all stakeholders through informing and advocating REDD+.

Key actors in the forest and environment sector could benefit from the design and implementation of the communication strategy. The communication goals and objectives are identified in relation to those stakeholders. The purpose of a stakeholder analysis is, therefore, to identify and understand stakeholders so as to integrate their expectations and needs in the whole strategic planning process. Data on stakeholder's needs and expectations was gathered through interviews. This analysis covered both the internal and external stakeholders of the organization.

The consultant worked together with the client to identify key stakeholders and contacted them to collect data on their expectations and presented as follows.

- **PARTNERS:**

Most of the partner organizations who are members of the different technical working groups and task forces expect to be actively engaged in the design and implementation of REDD+ programs. They want to participate in different forum and meetings and look for clear engagement guidelines with indication of their specific tasks or roles. During the preparation of the Readiness Preparation Proposal (R-PP), according to most of the stakeholders, REDD+ was successful in having meaningful participation of partners. Some other partners expect capacity building support from the program in the form of training to build their communication capacities. Other development partners who are focusing on governance, participation, transparency and accountability, are expecting REDD+'s commitment at the highest levels and ensuring value for money.

- **DONORS:**

Donors' expectations are relatively similar. Ensuring meaningful public participation is a shared expectation among them. They expect REDD+ to play the leading role in facilitating full

engagement of the public on matters forest conservation. They also expect REDD+ to support forest dependent communities. REDD+ Secretariat as a national coordination unit is also expected to play a leading role on the implementation of the R-PP in the country and to advocate to the government and the private sector on forest development at the federal levels, by conducting research and organize events to share best practices and research findings. They desire to see REDD+ as an innovative and learning organization and a well-respected partner to both the government and the private sector. Also as donors, they expect and demand timely submission of progress and financial performances reports, transparent and accountable operation, and integrated and networked information and monitoring and evaluation system that is capable of generating reliable performance information that can be used to make informed decisions. Results based program management; responsiveness and assignment of focal persons that liaise with donors are additional expectations of donors.

- **GOVERNMENT COUNTERPARTS**:

The government at different levels considers REDD+ an important partner. The government wants REDD+ to align its programs with the government's priorities and key targets. Hence, several roles and areas of support were identified by the government for REDD+, including creating institutional and legal enabling conditions, capacity building and documenting and disseminating evidences.

In general government as a state and statutory level with a focus on cross sectoral linkages, expect a vibrant REDD+ process with national recognition and acceptance. The government is interested in REDD+ and its relation to climate change mitigation and adaptation, positive environmental and social impact and economic benefits.

- **THE PRIVATE SECTOR** :

The private sector through their different associations indicated their expectations from REDD+ in terms of clearing land tenure arrangement, establishing tree rights, availability of trees as a resource and defining carbon rights. The sector is interested in REDD+ and its related business benefits and opportunities, long-term leases to the private-sector for the management of forests and enhanced relations with local communities.

- **STAFF AND MANAGEMENT**:

A good number of staff of the organization expressed the need of improving internal communication. Many of them also expect capacity building to improve internal communication, and would like to be informed about their organization, as well as participate in decision making. Additionally, they would like to see fast and efficient communication systems at all levels.

- **THE COMMUNITY:**

Under this group the target comprises the members of village communities living adjacent to forest areas. This includes households with and without access to arable land that traditionally use forest areas for timber and firewood, as well as for cattle grazing. In addition, a particular focus is placed on female forest users who collect firewood for subsistence use and for local sales in an unregulated manner.

During our discussion with this community the following communication needs were identified:
  - There is lack of awareness of REDD+ within the community. Some of the community members do not know that REDD+ exists or how it works. This call for the need to inform on REDD+ and its activities and results at community level.
  - Lack of clarity on how the carbon revenue would be shared between different cooperatives and, once the revenue reached each community, how the revenue would be distributed. Therefore there is a need for clarification on how benefits would be shared among community members.
  - Lack of understanding of the concept of emissions trading. Most community members had unrealistic expectations of the level of income that would be generated through carbon sales. This indicates likely difficulties in managing community expectations and the need for demystifying wrong and/or inflated expectations.
  - Communication need of the communities relates to land tenure right , how carbon credit improve livelihoods and clear property right and legal framework that provides sufficient legal security on land utilisation.

- **Media Organizations :**

Media organizations expect easy access to REDD+-related information. Their interests in REDD+ Secretariat are in relation with forest development and climate change mitigation, positive environmental and social impacts and economic benefits. Expectations from this sector include collaboration with REDD+ to improve news coverage on forest related matters. Media organization also expects to have capacity development support from REDD+.

Overall, consultation with the various stakeholders revealed that REDD+ has somewhat met stakeholders' expectations. They are somewhat satisfied with its performance. Nevertheless, there are still areas where REDD+ needs to work on, including timely submission of reports, putting in place an effective monitoring system, a responsive and proactive management, innovativeness on disseminating information, proactive engagement in advocacy, partnership and collaboration with stakeholders.

5. STRATEGIC ANALYSIS

Strategic analysis was done to determine the strategic position of REDD+ in Ethiopia. The strategic position of REDD+ was determined by analyzing the internal and external environment. A brief discussion of the findings is provided below:

5.1. Analysis of the External Environment

The external environment was first analyzed using the PESTEL framework and the results of the analysis were used to identify opportunities and threats as part of the overall SWOT analysis. In this case analysis of the external environment was used to determine what the opportunities for effective communication efforts are and what are the threats that would prevent communication initiatives from being successful? Identified opportunities and threats from various sources were thematically analyzed to address potential contradictions and capture patterns.

OPPORTUNITIES:

The existence of Community Based Organizations (CBOs) is an opportunity to facilitate tri-partite dialogue and negotiations between communities, forest managers and private entrepreneurs in and around the forest dependent communities. In addition the expansion of community radio is an opportunity to use radio to communicate REDD+ at the grassroots level. The knowledge gained by generations of forest-based communities is embedded in their culture and is part of daily forest management. This knowledge and practice will be a significant asset in the effective and efficient management of forests, and will provide opportunities for research and documentation and for the communication of those. The growing investment on communication infrastructure and the increased international connectivity are also key opportunities for REDD+. Decentralization is one of the most significant policies of the Government influencing the design and implementation of the REDD+. Inter-sectorial collaboration and the existence of functional administrative structure at the grassroots level provide REDD+ to reach the local community.   Opportunities for collaboration and networking are growing nationally, regionally, as well as internationally. The expansion of the private sector, increasing number of NGOs working on climate change, and the Global and Regional environment movement can be considered favorable situations to forge partnerships. Proven digital media tools (local FM radio) combined with more recent innovations, including social media platforms, issue-based online community sites and blogging will create opportunities for broader stakeholder reach. Customary social institutions such as *Edir* and *Equib* are one of the outlets to reach the general public. Engaging these institutions as partners in the REDD+ program activities is an opportunity remain unexploited. Some of the livelihood activities performed by the local people such as ecotourism, bee keeping, growing spices and forest

coffee would support REDD+ initiatives and that can be taken as an opportunity. The existence of institutional and legal framework in the forest sector would directly support the effort to achieve the goals of implementation of REDD+. Moreover there are a number of REDD+ pilot Projects in the country that are mainly based around Participatory Forest Management(PFM) initiatives and participatory conservation initiatives in protected area and buffer zones which would support forest communication in one way or another.

THREATS/CHALLENGES:

Apart from exploiting opportunities available in the external environment, REDD+ Secretariat has strategic threats and challenges to overcome during the coming five years. There are considerable numbers of people who derive their livelihood from forest. Illegal loggers, farming communities and factories that have encroached into the forest zone are threats which would go against from realizing some of the communication outcomes. Unemployment, and extreme poverty, Shortage of skilled manpower, Socio-Cultural Barriers (in some social groups), limited Awareness of the Public on forest, its development and conservations, partners' and Government staff turnover and capacity limitation, low Status of Women, high adult Illiteracy, forest fire and the multilingual society and insufficient/unclear user rights for forests are the major challenges that the secretariat needs to deal with to implement communication planned activities and achieve its overall communication objectives.

5.2. Analysis of the Secretariat Internal Environment

Internal environment analysis is about resources and competencies of the Secretariat in relation to communication. Evaluation of the Secretariat's resources and competencies with reference to stakeholders' expectations, its mandate, and institutional capabilities uncovered some strengths as well as weaknesses.

STRENGTHS:

These are essential attributes of the project which enables the secretariat to take advantage of the opportunities and to avoid real and potential threats. These include:

- **The establishment of REDD+ pilot Learning Network:-** the network will have the purpose of ensuring that lessons from REDD+ pilots and PFM initiatives are analyzed and shared and fed into practices on the ground. This network will play an essential communication function of REDD+ through influencing policy. For this purpose once central information point is created to provide information on REDD+ throughout the country and links to the international activities.
- **The existence of the regional structure:** At the regional level a similar administrative set up is established to implement REDD+. These will ensure more representation within each region, with an emphasis on multi-stakeholder representation (including community

representation). Appropriate REDD+ management structures for woreda and kebele levels will be developed/ modified by regions as necessary.

- **Multi-sectoral approach of REDD+:** REDD+ acknowledge cross-sectoral problems should take into consideration the inter linkage and interdependency among the sectors. This brings strategic strength to REDD+ through promoting collaborating, avoiding duplication effort and mobilizing resources.

- **REDD+ Blog:** The existence of blog serves as a stakeholder database with a user-friendly information system which store all data from consultations in an accessible manner. The blog need to be supported with a database system that allows the rapid and efficient recording and classification of comments so that they can be processed and transformed into usable information.

- **Team work:** Technical staff at the national REDD+ secretariat was found to have strong team work which contribute for joint action.

- **Structural strength:** REDD+ is a program under MEF and MEF has designated unit to execute communication activities. The unit has relatively better number of staff and its structure goes down at the grass root level.

- **Technical Working Groups Mix:** It is noted that REDD+ is inter-sectoral program and call for meaningful engagement of various stakeholders. In tandem with the mix of technical working groups is commendable. It is found that the mix is right and representing State, civil society and private sectors.

- **Established linkage and working relationship with other government bodies and other stakeholders:** at its inception REDD+ has established linkages and working relationships with the government and this can invigorated once again to gain popular support.

- **Project based administration and Management:** REDD+ is a project run under the Ministry of Environment and Forest which give the opportunity the secretariat share resources from the ministries an mobilize specific resources dedicated .

- **Committed donors**: REDD+'s donors are very committed to fund REDD+ comprehensive core programs without much restriction. Donors were also observed to have the willingness to offer more funding if REDD+ increases its program implementation capacity.

- **Sufficient budget**: In order to fund communication initiatives adequately the program can and commit sufficient budget.

- **The availability of designated staff to conduct communication activities:** This is strength for the secretariat which can be further strengthened through developing capacity of the personnel and the resources needed to execute activities.
- **Informal but fast internal communication among the technical staff:-** one of the benefits of a small organization with fewer staff, like REDD+ is to have frequent contact with staff and yet communication is more likely to rely on informal channels.

WEAKNESS:

The Secretariat has also several weaknesses which call for adequate treatment to bring impact and contribute to the realization of REDD+ vision. Some of the major weakness includes:

- **Weak coordination:** Insufficient inter-sectoral coordination in planning and implementation of REDD+.
- **Weak Publicity and Public Relations:** It is well known that REDD+ is a commitment on the part of the government to make Ethiopia ready to the global REDD+ mechanism. However the presence of REDD+ and its achievements thus far are known mostly by its key partners. Its engagement in activities that contribute to its public image was rated weak. It needs to have a strong promotion and public relations activities.
- **Lack of stakeholders' engagement strategy:** REDD+ program is implemented through the active engagement of stakeholders. This call for defining responsibilities and level engagement and communicating the same.
- **Weak rapport between the communication specialist and REDD+ secretariat coordinator:** lack of harmony and interface between the coordinator and the communication specialist is clearly affecting the performance of the program towards effective communication. The effective and efficient implementation of the communication strategy will be greatly affected with this context of the program communication management and execution.
- **Lack of communication materials and resources to document practices and disseminate lessons and innovative practices.**
- **Bureaucratic Structure and Rigid Systems and Procedures:** As much as REDD is a program under MEF and that can be considered as having mature systems and procedures, bureaucracy was cited which often cause decision making delays, communication gaps and lack of flexibility.
- **Poor information flow to the staff:** The internal communication audit confirmed the consultant's hypothesis that REDD+ staff don't receive adequate information internally on the secretariat direction, goals and current initiatives. In fact many staff expressed a sincere interest in receiving more information on REDD+ activities so they can do their jobs better and represent the secretariat effectively to the public.

- **Over dependence on informal channels:-** In a small organization like REDD+ internal communication is more likely to rely on informal channels. Without an effective internal communication system, employees rely heavily on informal channels. While some reliance on informal channels is natural, a lack of effective, formal channels creates unnatural reliance on informal channels and negative feelings towards the organization and the management in particular. The formal and appropriate use of email and the storing of information electronically and formal information sharing across the secretariat are areas of improvement in the secretariat. Comments also acknowledged the need for more face to face communications of the secretariat management with support personnel such as staff meetings. This will foster two way communications in formal manner. While most of the staff seems to prefer staff meeting as an internal communications channel, REDD+ don't utilize this communication tool efficiently. There is a general need for regularly scheduled staff meetings throughout the REDD+ to foster two-way communication between staff and management.

- **Underutilization of the electronic communications:-**Modes of Electronic communications are not fully developed at REDD+ which resulted the underutilization of electronic communication. In fact electronic mail is used within the public domain to communicate both internally and externally. Using public domain in our communication would raise question the official nature of the communication and documenting institutional memory would be at jeopardy. Most of the staff remarked the secretariat should cut down on the use of paper by making better use of electronic communications and encourage more face to face two way communication.

- **Unable to measure effectiveness and impact of communication activities:** As is the typical across the communications functions of many organizations, there is a difficulty in establishing definite measurement and quantification of the effectiveness and impact of communication with stakeholders. Weakness in knowledge of which communication methods are most effective can lead to the allocation of resource not achieving maximum efficiency.

- **Not having a dedicated website for REDD+:** Having dedicated website for REDD+ related issues and the use of new and social media platforms for raising social debates and engagement on issues are yet to be tapped.

- **Little emphasis on generating high-profile communications products:-** This includes jingles and branded advertising messages that can reach the general public without compromising the integrity of the issues. The trend, probably because of funding, time and priority issues, has been towards producing fewer products targeting selected stakeholders.

- **Absence of a strategic framework for communications:** As a result, communication tends to be ad hoc, and is therefore less focused. Resources are less efficiently applied and have

less impact; and the programs are less accountable than if underpinned by a comprehensive strategy.

- **Reactive communications:** In the absence of forward strategic planning, particularly of statements made by REDD+, activities of the coordinator and communication specialist are apt to be driven by external events more than by internal intentions.
- **One-way communication:** Internal and external communications have been largely one-way; usually focusing on donors and other stakeholders, and key constituencies on ad hoc bases. As a result, key weaknesses in REDD+ project and perceptions are not fully appreciated.

6. STRATEGIC PRIORITIES

In view of the strengths and opportunities it should take advantage of and weaknesses and challenges its needs to overcome, REDD+ has identified the following strategic priorities to pursue in the coming five years:

- Support the full and effective engagement of local Peoples and other forest dependent communities, civil society and other relevant stakeholders .
- Establish and use mechanisms to communicate REDD+ well to the local community, poor and women.
- Harness and use proven new and innovative technologies for improved communication.
- Use opportunities for collaboration and networking and forge partnership to improve the efficiency of communication of REDD+.
- Improve communication capacity of REDD+ to have well organized and resourced internal and external communication system,
- Improve internal communication focusing on strengthening the use of formal communication tools.
- Work towards the visibility of REDD+.
- Ensure effective knowledge management systems to build a learning organization through documenting practices and improving the culture of disseminating lessons and innovative practices.
- Strengthening the monitoring and evaluation system that allows the measurement of communication performance of REDD+.

7. STRATEGIC OBJECTIVES, OUTCOME AND OUTPUTS

The overall goal of REDD+ communication strategy is to enhance communication with different stakeholders to raise awareness, improve perception and ascertain favorable behavior on REDD+ issues in the country and thereby ensure meaningful engagement and high level of commitment on REDD+ project.

Consistent with REDD+'s mission, strategic priorities and strategic position in Ethiopia and in line with the overall goal of the communication strategy mentioned above, REDD+ Secretariat plans to achieve the following strategic objectives in the coming five years:

Table 1. List of Communication Results

Objectives	Outcome	Outputs
Objective 1. To ensure that all different forest adjacent communities and other key stakeholders impacted by the REDD+ project are fully informed on climate change and REDD+ concepts, carbon financing and forest conservation to engaged and take a sense of ownership of REDD+.	1. Awareness on REDD+ among key stakeholders increased 2. Engagement on REDD+ among key stakeholders improved 3. Sense of ownership of REDD+ among key stakeholders increased	1. Stakeholders seminars, workshop, consultative meeting will be organized 2. Communication messages, briefing, information, articles, publications, audio, and video materials, blogs, radio jingles, radio announcements, drama and theater, flash messages on TV , meeting agenda, Concept notes, etc… developed 3. Designed Promotional campaigns, **4.** Stakeholders engagement strategy will be designed, communicated and implemented 5. Audiences equipped with information
Objective 2. To exploit innovative and existing communications channels and techniques to maximize awareness of and promote understanding of the REDD+;	1. The optimal use of existing opportunities of communication increased 2. Innovative and new communication channels harnessed	1. Identified and procured innovative and existing communication channels 2. Messages developed in line with the inherent nature of the channel and the characteristics of the audiences 3. Messages disseminated
Objective 3: To strengthen relationship and communication with the news media to enhance wider coverage of REDD+.	1. Develop media contact plan which outlines the most desired and influential media outlets for targeted, and proactive contacts for publicity 2. Create, maintain and constantly update a media data base, which	1. Developed media contact plan 2. Created, maintained and constantly updated media data base 3. Dialogues with editors 4. Regular media briefings 5. One-on-one sessions journalists on REDD+ 6. Periodical press releases on REDD +

	records reports filed when contacts are made. This will be used as a guide for making proactive contact with journalists with the aim of generating more coverage. 3. Organized editors' dialogue to create and strengthen relations with managing editors to enhance reportage on REDD+ 4. Organized regular media briefings and one-on-one sessions with journalists on REDD+ 5. Press released periodically to update media on new developments on REDD + 6. Established media ambassadors for REDD + to communicate effectively on issues 7. Organized training workshops on REDD+ for media 8. Organized field trips and study tours for selected media persons	7. Media ambassadors for REDD + commissioned 8. Training on REDD+ for media organized 9. Field trip and study tour for selected media persons organized
Objective 4. To increase capacity amongst stakeholders by building a multi-level flow of information and through technical and financial support and trainings and workshops.	Capacity of generating and using information improved	1. Technical support provided to improve on forest news coverage 2. Financial support given to media organization for media outreach and strengthening community radio and local FM 3. Trainings and workshops organized 4. Training and workshops held

		5. Training and workshops proceeding prepared 6. Transmitted information and the communication channel mix
Objective 5. To increase the operational efficiency of REDD+ communication to strengthen the Project	1. Improved capacity for efficient internal communication 2. Augmented capacity for efficient external communication 3. Effective communication mechanisms on all aspects pertinent to REDD+ developed and implemented providing the necessary information to concerned stakeholders in appropriate formats	1. Restructured organizational structure to redefine authority and accountability of the communication function. 2. Reinvigorated structural link of REDD+ with MEF 3. Better staffed communication unit at REDD+ 4. Well-resourced and budgeted communication unit 5. Capacitated staff for improved efficiency of communication. 6. Capacitated key stakeholders for improved communication link 7. Improved communication channels mix and use

This communication strategy was designed based on an analysis of the desired outcomes of the REDD+ Strategy. The success of the communication strategy in supporting the REDD+ overall strategy will depend on the impact the communication strategy has on each target group. The communications objectives, content and incentives will be differentiated to reflect their respective roles and added value. In short, the operationalization of the strategy is differentiated by target. The section that follows outlines the communications objectives by target group.

Table 2: Communication Objectives by target group

	Target Groups	Communication objectives
1.	Ministers, High-Ranking Government Officials And The House Of Representatives	• To deepen understanding among policymakers and key civil servants of the contribution of forest development on the economy and on the environment/natural resources, the multiple relationships between forest development and agricultural development, energy consumption, land use and management, as well as the social consequences of insufficient investment in forest management and development. • To raise awareness among political decision makers and key civil servants about the potential returns on forest development as well as of the disproportionate cost of "business as usual" compared to the cost of appropriate action in addressing deforestation and degradation, • To promote recognition among political decision-making circles of the whole range of national benefits brought about by forest development and management; • To deepen understanding among political decision makers and leaders of how forest development and management can contribute to addressing major national/global challenges; • To increase understanding among political leaders of the added value of REDD+.
2.	Civil servants in ministries/sector organization concerned with forest development and management	• To provide relevant technical, economic, legal and scientific information on forest-related matters in general and particularly on REDD+ in a user-friendly format for concerned civil servants on a global and national basis; and in particular, to provide government administrators access to policy options and tools for making informed decisions in national planning and international negotiations on REDD+; • To promote awareness among civil servants on the inter-

		linkages between forest, agricultural development, energy consumption and others and on their policy implications at the national/local level.
3.	The media	• To increase the understanding of the media of the importance of forest development and management in general and particularly REDD+; • To raise awareness among the public at large of the impact of forest degradation and deforestation on their daily lives.
4.	The scientific community and the Academia	• To provide stakeholders with opportunities to benefit from more and better scientific knowledge on forest development and management; • To encourage the scientific community to advocate the importance and role of forest as to improve unfavorable climate change, promote REDD+ and incorporate it into science plans and research agendas; • To encourage the scientific community to play its role in addressing forest issues and to contribute to policy formulation; • To ensure relevant scientific findings are given due publicity with the public at large and among target groups;
5.	Non-governmental organizations and civil society organizations	• To empower civil society in the area of forest development and management in general and particularly on REDD+; • To provide access for NGOs and civil society organizations (CSOs) to relevant, user friendly and comprehensive information on REDD+-related issues for use in advocacy, technical assistance, community mobilization, education and other functions; • To increase opportunities for NGOs/CSOs to share their experience with all other stakeholders and thereby support the REDD+ Project implementation process; • To increase the involvement of young people, youth groups, schools and universities in REDD+ activities.
6.	The Public at Large	• To make the public more aware of the importance of forest development and management in general and REDD+ in particular; • To mobilize public opinion to increasingly express vocal support for REDD+.
7.	The Private sector	• To promote understanding among the private sector of the

		value of REDD+ and its potential returns; • To provide practitioners with better access to relevant REDD+-related scientific and economic data; • To involve the private sector in REDD+ processes and share its knowledge with other stakeholders.

8. Strategic Initiatives

REDD+ has identified the following strategic initiatives that will be implemented over the next five years' time.

Table 3: Communication Objectives by target group

S/N	Strategic initiatives
1.	Communicate REDD+ at the grassroots level using the existing Community Based Organizations (CBOs) and the expansion of community radio.
2.	Benefit from the growing investment on communication infrastructure and the increased international connectivity.
3.	Use opportunities for collaboration and networking which are growing nationally, regionally, as well as internationally.
4.	Forge partnership with the expanding private sector and increasing number of NGOs working on climate change, and the Global and Regional environment movements.
5.	Harness and use proven digital media tools including social media platforms, issue-based online community sites and blogging for broader stakeholder reach.
6.	Ensure commitment and meaningful participation of REDD+ partners.
7.	Ensure that our communication products consider those having low socioeconomic status among the general public
8.	Build capacity to bridge gaps of shortage of skilled manpower in the field of communication.
9.	Sustain the established linkage and working relationship with other government bodies and other stakeholders.

10.	Improve capacity of the staff having the responsibility the communication activities.
11.	Strengthen the publicity and public relations activities to promote REDD+
12.	Design stakeholders' engagement strategy that defines responsibilities and level engagement and communicating the same.
13.	Build a learning organization through documenting practices and improving the culture of disseminating lessons and innovative practices.
14.	Establish flexible bureaucratic structure and systems and procedures to ensure decisions are made with no delay.
15.	Strengthening the documentation and monitoring and evaluation system that allow the measurement of communication performance of REDD+.
16.	Ensure the smooth information flow within the REDD+ staff.
17.	Optimize the utilization of the electronic communications and encourage more face to face two way communication ate REDD+ secretariat.
18.	Design a dedicated website for REDD+ related issues and the use of new and social media platforms for raising social debates and engagement on issues.
19.	Ensure that REDD+ communication activities are more proactive than driven by external events and two way instead of one way communication.
20.	Enhance organizational capacity to have well organized and resourced internal and external communication system,
21.	Establish linkages and collaboration with media actors,
22.	Strengthen communication support for the forest sector institutions, subsidiary bodies and REDD+ regional focal points
23.	Redefine the structure and functions of the communication unit

9. CRITICAL ELEMENTS of REDD+'s COMMUNICATION SUCCESS

An important measure of the overall success of the REDD+ Project in Ethiopia is to provide 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 Secretariat as a central management component, with the following five critical 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 projects being implemented across Ethiopia. It is therefore important that the national REDD+ project have 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 REDD+ projects.

2. **Workable:** Given its complexity, the REDD+ Project'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 Project may be too ambitious in relation to the available time and human resources and the level of stakeholders' engagement.

3. **Meaningful benefits:** The benefits that the REDD+ Project will bring to each of the stakeholder groups must be clearly and convincingly articulated 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 spelled out. The main 'trigger interests' for each group should be included in the Key communication Messages, on which this important point is elaborated.

4. **Ability to execute / managing expectations:** Stakeholder groups need to be assured that the Project 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 Project will actually fulfill what it pledges to being careful not to create unrealistic expectations as to what it may bring to local communities and the general public.

5. **Integrate communication activities:** this strategy should makes communication an integral part of the REDD+ process and is fundamental to achieving the significant development impact that the funding agencies and development partners are demanding.

6. **Recognize the contribution of communication:** A management and institutional recognition of the contribution that communication can make to implementing REDD+ and its outputs to stakeholders;

7. **Allocate sufficient budget:** A commitment to assigning budgetary allocation to communication activities, to allow partners to achieve clear outcomes and impact from their work.

8. **Keep track of REDD+ activities:** The REDD+ Secretariat should keep track of all REDD+ communication activities carried out by partners(including potential partners) through the establishment of a REDD+ Communication Data-base;

9. **Procure quality of service:** The REDD+ Secretariat should endeavor to procure the services of qualified persons/firms to implement those aspects of the strategy for which it lacks or has inadequate capacity to undertake.

10. THE COMMUNICATION COMPONENTS

In broader term this communication strategy has three major components. These are:

1. **Advocacy:** the REDD+ communication need to target at leadership and the powers to take actions to support project objectives. "Leadership" includes political, business and social leaders at national and local levels. The advocacy component of the strategy should inform and motivate appropriate leaders to create a supportive environment for the project by taking actions such as: allocating resources, speaking out on critical issues, and initiating public discussion.

2. **Social Mobilization:** Social mobilization is a process of harnessing selected partners to raise demand for or sustain progress toward development objectives of REDD+ project. This communication strategy based on this component enlists the participation of institutions, community networks and social and religious groups to use their membership and other resources to strengthen participation in REDD+ activities at the grass-roots level.

3. **Behavior change communication/behavior development communication / interpersonal communication:** according to this component the strategy call for face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote behavior change.

Based on these broader components of the strategy and critical elements for success outlined in the previous section, the REDD+ Project in Ethiopia needs to embrace a broad-based communications strategy which encompasses the following five specific communication components:

- **Public relations and image building:** The communications strategy should serve to define the mission while establishing and maintaining a positive image the Project.

- **Brand management:** The implementation of the strategy needs to create a strong and credible brand identity, establishing a consistent and distinctive image that provides the Project with a robust personality among key stakeholders.
- **Media relations:** It is important for positive awareness to be built among the key stakeholders by generating valuable endorsement within the media.
- **Issues management:** the complexity of the Project necessitates constant and careful assessment of a wide range of issues associated with REDD, taking into consideration the many different opinions expressed by various constituents.
- **Stakeholder engagement:** the communications strategy should shape the Project's outreach to all of its key stakeholders, ensuring that engagement is properly targeting, meaningful and understandable to each critical audience.

11. REDD+'S INTERNAL COMMUNICATION

The Communication Strategy will guide the process of communication improvement internally and assist in enhancing the communication between management and staff. As integral part of the communication strategy, internal communication audit was conducted through staff survey and key informant interview.

The audit confirmed the consultant's hypothesis that REDD+ staff don't receive adequate information internally on the secretariat direction, goals and current initiatives. In fact many staff expressed a sincere interest in receiving more information on REDD+ activities so they can do their jobs better and represent the secretariat effectively to the public.

The audit also produced three other major conclusions. First, the secretariat doesn't have an organized internal communication system. Most of the study participants perceived the "system" as a collection of communication channels used in ad-hoc manner. The second conclusion deals with no or less utilization of electronic channel to communicate with staff which results in paper waste. Thirdly, employees rely on managers as a source of information and want two way communications to be improved; however REDD+ has not developed any specific expectation of mangers and technical teams in this regard.

Comments also acknowledged the need for more face to face communications of the secretariat management with support personnel such as staff meetings. This will foster two way communications in formal manner. Key informants supported the idea that managers have a key role in internal communications. They said that managers should be held accountable for keeping their staff informed and gathering feedback from employees.

During the staff interview the following are identified as some of the misconceptions that the REDD+ management had about sharing information as perceived by the REDD staff. The first misconception is that the staff don't understand difficult/technical issues or don't have an interest in them. The other one is there is no need to communicate information unless it is major.

The evidence gathered from the audit also highlighted some very specific areas of concern from staff including top down communication, formal lateral communication across units, the interface for staff who wish to communicate internally or seek advice on internal communication, communication around change and new initiatives, The appropriate use of email and the storing of information electronically, formal information sharing across the secretariat, the communication skills and practices of managers and key communicators, and the effectiveness of the current main communication channels

Based on the feedback from the staff the consultant has reached the following conclusions:

- While internal communications will always need improvement, the secretariat can make noticeable improvements now by focusing attention on the issue and making a concerted effort to address current internal communications deficiencies.
- Efforts to improve communication with employees, especially keeping them informed on the secretariat direction and initiatives should help staff feel part of the "REDD family" and do their job more effectively. The lack of such efforts is having a negative impact on morale.
- The internal communication at REDD+ don't recognize and respond to the specific information needs and preferences of support and administrative staff.
- There is critical resource constraints which have prevented some proposed internal communication initiatives from proceeding.
- While most of the staff seems to prefer staff meeting as an internal communications channel, REDD+ don't utilize this communication tool.
- In a small organization like REDD+ internal communication is more likely to rely on informal channels. Without an effective internal communication system, employees rely heavily on informal channels. While some reliance on informal channels is natural, a lack of effective, formal channels creates unnatural reliance on informal channels and negative feelings towards the organization and the management in particular.
- Modes of Electronic communications are not fully developed at REDD+ which resulted the underutilization of electronic communication. In fact electronic mail is used within the public domain to communicate both internally and externally. Using public domain in our communication would raise question the official nature of the communication and documenting institutional memory would be at jeopardy.

From our assessment of the internal communication at REDD+ the following action call for immediate attention:

- There is a general need for regularly scheduled staff meetings throughout the agency to foster two-way communication between staff and management. See annex 7 for meeting guideline.
- There is a need to improve awareness and utilization of electronic communication channels, as well as training on the systems. Many staff in their comment emphasized the importance of getting adequate training on electronic mail and the LAN.
- Most of the staff remarked the secretariat should cut down on the use of paper by making better use of electronic communications and encourage more face to face two way communication.
- As for electronic communications, however most respondents emphasized that training is the key to ensuring employees use various electronic communication tools. Moreover staff also cited the need for intuitive "user friendly tools that are integrated into a comprehensive communication system.
- List servers or electronic mailing lists are programs that redistribute mail messages to groups of interested email users. Internal communication at REDD+ can subscribe and unsubscribe to a list server by sending an email to the mailing list or by completing an online form. These programs are highly effective ways to share information with people who have explicitly expressed interest among the internal audiences at REDD+.

- Developing the intranet into a more effective tool for internal communication will be a top priority. The goal is for the intranet to be the staff information source of choice - the equivalent of a staff-wide morning meeting - and that it be seen as interesting, relevant, and reliable. It would become interactive and a forum for open communication that would help foster a freer and more transparent pattern of communication in the REDD+.
- In order to improve information sharing and coordination of the operations of REDD+, an in-office Bulletin Board is in place in the reception area for updates regarding arriving and departing missions, field visits and annual leave.

12. Communication flow at REDD+

This communication strategy in line with the overall program strategy will follow a partially decentralized approach for its flow at national, regional and woreda levels. However, since the structural link between the national REDD+ coordination unit and the Regional level actors allow a maximum independence of the Regional coordination units the communication link which will be established will follow this in to considerations

The Federal level REDD+ Secretariat with a national coordinator and key technical & administrative staff is established under the State Minister of Forest is responsible to communicate REDD+. In doing this the Secretariat is supported by the RTWG and provide overall technical guidance to the REDD+ Readiness process. The Secretariat is responsible for the design and implementation of all elements of an effective national REDD+ system.

Regarding technical linkages and communication, the REDD+ Secretariat, under the leadership of the State Minister, will have strong linkages with the Steering Committee and also provide guidance to the RCU. The RCU in turn shall have strong working relations with the REDD+ secretariat and also guides and supports the woreda level implementation Unit. The woreda level implementation Unit regularly communicates with the RCU and also ensures the implementation of the REDD+ actions on the ground through technical support to the kebele level implementation.

Similar arrangements at the Regional level will be established to play these roles. These regional level bodies are: Regional REDD Steering Committees (RRSC), Regional REDD Technical Working Groups (RRTWG) and Regional REDD+ Coordination Unit (RRCU). These will ensure more information flow within each region, across region and to the national REDD+ initiatives with an emphasis on multi-stakeholder representation (including community representation). At the local level communication will be facilitated when the appropriate REDD+ management structures for woreda and kebele levels will be developed. This will ensure reach and accessing the grassroots community.

Communication between the National REDD+ Taskforce and its Secretariat and among these bodies and external stakeholders is critical to the success of the REDD+ Project. REDD Stakeholders' forum serve as the principal outreach and communication platform provides throughout the process. These include:

- **Communication among REDD+ Steering Committee (**RSC) **and Government Ministries and Agencies** – Communication among these groups is facilitated by Taskforce meetings which provide a forum for discussion across government bodies. Its main functions are an advisory and guiding role, and the linking of REDD issues and activities to senior government agencies. Representatives within the Taskforce are responsible for feeding information gained within these RSC meetings back to their respective ministries and agencies. Information flow within members of the steering committee and this in line with multi-sectorial natural of REDD+ will allow information flow within the government bodies.

- **Communication between** RSC **and Development Partners** – Members of the RSC will provide updates to relevant Technical Working Groups (TWGS). Specific development partners may also be invited to attend RSC meetings when required to discuss specific strategic or technical issues.

- **Communication between RSC and TWGS**– this will occur through regular meetings of the RSC with the chairperson of TWGS being responsible for providing updates on Project progress. The TWGS is also responsible for the dissemination of information on Project progress (including planned studies and outputs) to the RSC in advance of meetings and circulating minutes of meetings to all members.

- **Communication between the TWGs and Development partners –** the TWGSs are made up of active practitioners in REDD+ issues with representation form research academia, government, NGOs and other development organizations. The RTWG also plays a key role in ensuring good coordination between the activities related to REDD+ and the other sectors, as a selection of its members take part in the REDD+ Sub Technical Committee. They will consult with development partners at a technical level on specific studies and activities. It will provide a central hub for coordination and communication of activities and the development of a joint work plan for use by the RSC.

- **Communication among TWGS**– the TWGS has embedded staff from various government, non-government and private sectors in the forest sector. These staff will be responsible for facilitating communications within the TWGS and outside.

- **Communication between REDD+ Secretariat and Donors** – focal points of REDD+ secretariat should meet on a regular basis to discuss Project progress and have quarterly meetings to review progress reports. Meetings will provide a forum for the development of a joint approach to monitoring and evaluation.

- **Communication among the TWGS and stakeholders outside Government (including academic, civil society, community, media agencies, etc) and development partners** – Communication will occur through two main forums: (1) Public information sharing through the public platforms, with mechanisms provided for feedback. (2) Existing governance structures – Consultations forum will be a means for communication among different stakeholders.

- **Communications with the international community**, particularly donors of REDD+, must be included as a key audience of this communication strategy. Any progress for REDD+ or lessons learned needs to be conveyed to the international community. Boosting awareness of REDD+ in Ethiopia, such as through media coverage, should be used to reinforce the lessons learned for the international community.

13. AUDIENCE ANALYSIS

13.1. Identifying REDD+'s Audiences

The communication process for the implementation of REDD+ involves different levels of stakeholders with diverse interests and roles. There are also intra-group differences. Stakeholders who depend on forest development may have different needs and responses than those who make their living from forest. Based on this information the strategy has identified ten different external participating or stakeholder units and eight internal audiences for REDD+ communication strategy. Figure 1 and table 3 below presents the list of internal external audiences of REDD+ communication messages. The segmentation was determined based on interest and roles with regard to REDD+ implementation, monitoring, and evaluation and with regard to expected outcomes. These interests are not mutually exclusive but cut across the audiences for REDD+ communication to take place.
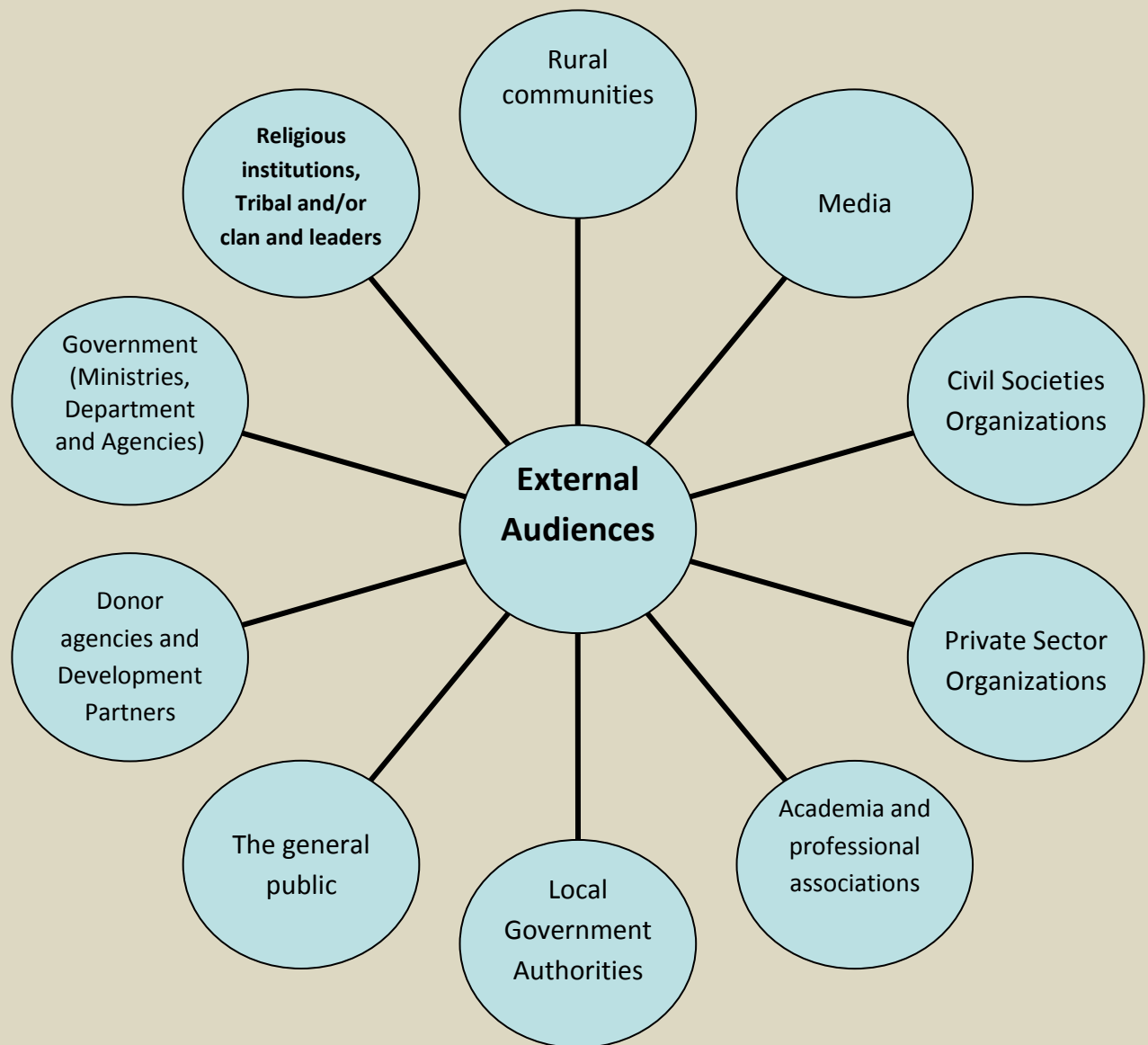
Figure 1. Categories of audiences to be targeted through the communication strategy

The diagram shows "External Audiences" at the center connected to: Rural communities; Religious institutions, Tribal and/or clan and leaders; Government (Ministries, Department and Agencies); Donor agencies and Development Partners; The general public; Local Government Authorities; Academia and professional associations; Private Sector Organizations; Civil Societies Organizations; Media.

In addition, the following groups are the main internal audiences for our Communications Strategy:

Table 4 List of internal audiences

S/N	Internal Audiences
1.	REDD+ Steering Committee (RSC)
2.	Technical Working Groups (TWGS)
3.	REDD+ Secretariat
4.	REDD+ secretariat management
5.	REDD+ secretariat staff
6.	Ministry of Environment and Forest
7.	Regional REDD+ Management Unit
8.	Regional REDD+ staff

Messages will be tailored to each audience and delivered through the most appropriate communications channels. For more details about our audiences see descriptions below.

13.2. Profiling REDD+'s Audiences

The following analyses for external audiences were based on stakeholders analysis gathered from consultations. To assist in understanding the distinction among these audiences and the type of communications required for different groups, it is useful to describe each of them in terms of their essential attributes, communication needs and channels as follows:-

- **The Rural communities**

Rural communities include individuals living in the households, women, youth, elderly, people with disabilities, and those who work in the informal sector such as peasants, pastoralists, loggers, forest cooperatives, association and unions and small business holders. This segment includes local forest communities where REDD+ programme will take place and they are audiences that must be provided with strong engaging communications.

These grassroots communities require information in simple language that easily translates the purpose and benefits of REDD+ into the context of daily life. It is vital that people recognize REDD+ opportunities available at their disposal and be able to participate in implementing REDD+ in their respective areas. Providing simple, concrete examples of activities and outcomes is essential in facilitating understanding of REDD+ and its capacity to solve problems. An effort should also be made to strengthen networks at the local level between interested and relevant stakeholders so they can share information about REDD+ and what individual action they could take to support REDD+ implementation.

To this group of audiences the role of peer to-peer information exchange would be extremely useful. The information intended for these stakeholders should challenge and inspire people to participate in REDD+ in order to transform the economy in their communities. Communication may be engaging people at the grassroots level in many ways. Media play a critical role. In interpersonal communication, local authorities, civil society, community and religious leaders are the best means to engage rural communities through family and social networks, local administrative units(ande lamest/lehaya) and face to face meetings. In these face to face-interactions community leaders from all levels including advocacy groups, faith-based organizations, community-based organizations, local and regional authorities should address community grassroots concerns, enhance communal social capital, mobilize communities to take action, and seek and act upon their opinions regarding government leadership, utilization of public funds, service delivery, and life improvement. Traditional and entertainment media such as folk music and drama can also be effective in reinforcing core messages. Storyboards and testimonials may serve as means for role models to encourage grassroots communities' self-initiatives toward forest management and conversation.

- **The General public**

This segment of the REDD+ audience is broad and difficult to define. However effort is needed to be made to raise the profile of REDD+ amongst the general public. This includes conveying the contribution of forests to mitigate climate change.

- **Media**

Media participants in the context of this strategy refer to media professionals, practitioners and firms that are entrusted with the duty to inform and educate the public. The purpose of communicating with this group is to encourage them to improve coverage of REDD+ project and to amplify their role of creating an agenda for forest development. Many Media firms have begun localizing their operations to reach specific communities now a day. The Media need free access to information in both public and private sectors and knowledge on current policies, programs, national process, and REDD+ in order to be able to efficiently perform their roles.

The Media have experience in disseminating information to large audiences and the ability to integrate different roles of stakeholders in bringing REDD+ into reality. They should also be encouraged to provide forums for discussion of the issues, to make it possible for voices of stakeholders who otherwise have only limited access to communications technologies to be heard. In the strategy, the media are portrayed as active and important partners.

Members of the Media can be reached and engaged through REDD+ capacity development workshops and seminars. These events focus specifically on media roles, functions and background on REDD+ implementation, monitoring, and evaluation. Also works providing briefings on a regular basis through news releases, press conferences as well as simple contextual information programs, strategic plan, policies, processes and change around REDD+.

The core message to this group should recognize the media as responsible and professional institutions to inform communities help in forest management and conservation and seek feedback from the broader public.

- **Local Government Authorities (LGAS):**

LGAs are composed of Zonal and/or Woreda Councils, Municipal, City, Town and Township councils, as well as kebele government administrative structures. LGAs have the ability to reach communities at the grassroots across the country. They therefore need to have simple, reliable, accurate and timely information on REDD+ implementation and outcome with specific examples drawn from their respective areas. It is important to see tangible examples on how REDD+ increased economic development and improved life of people from villages to district levels. Since most REDD+ projects are implemented at the LGA level, it is critical to illuminate government plans, programs and projects in relation to REDD+ in simple terms for them to help mobilize grassroots' stakeholders.

Communication messages to LGAs must contain linkage information between REDD+ activities and the broader development goals of the country, with fast-and-gradual changes that should be expected at all levels of local authorities. It must emphasize that LGAs are mobilizers of development at grassroots levels. There are several channels that could be used to effectively reach LGAs. Capacity building workshops to educate and identify roles, responsibilities and accountability regarding taking REDD+ to the communities may be used. Planning and feedback sessions at lower levels of LAGs may increase participation of various local level groups in REDD+ monitoring and evaluation. LAGs networks and systems are also possible communication means to channel REDD+ messages to the grassroots. In addition to information from the media, print materials, such as brochures, flyers, newsletters and reports on new developments, should be disseminated frequently to LGAs. Storyboard and testimonials would help leaders of LGAs see the impact of their efforts and motivate them to do more.

- **Civil Society Organizations (CSOs)**

CSOs in Ethiopia include Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Unions, Faith Based Organizations and others. To some extent CSOs are influential groups with the ability to reach different segments of the population and mobilize groups of people to take action, advocate for social, political, and economic change, and also liaise between the general population and the rural and urban poor, women and youths in particular. Thus CSOs need appropriate information on REDD+ and related plans, policies, processes, programs, and projects to enhance their role of mobilizing people for economic, social, and economic development.

They need to have relevant information in the correct tone and language on performance indicators in order to increase knowledge and ownership in national REDD+ project process. Because many CSOs have public trust, they are able to maintain momentum for REDD+ at the community level. Speaking engagements are one of the ways to reach and engage CSOs and stimulate the debate on REDD+ among the public. For example, key CSOs leaders, locally and nationally, could be invited to the local, regional, and zonal radio and televisions stations or speak at ward and village meetings on how the community can benefit from REDD+. The message to the CSOs should harness support and encourage them to engage others in their network in dialogue and advocacy activities at all levels of REDD+ implementation, monitoring and evaluation. Print media such as brochures, flyers, newsletters, and reports on new developments should be disseminated frequently to CSOs to reinforce and supplement information they receive from the media.

- **Private Sector Organizations (PSO)**

The PSOs have access to a large segment of the population such as employees, service users, customers, and investors. Often the PSOs have their own networks such as unions, clubs, media (radio programs, pre-paid advertisement, print promotion distribution, magazines, journals, etc.) Some PSOs have set apart social responsibility funds to address social and environmental issues.

The PSOs require information on REDD+ priorities, goals, implementation arrangements, clear roles and explicit opportunities in order to take part in implementation of REDD+. In the messages, PSOs should be portrayed as important partners in spearheading the forest development. The messages also need to encourage PSOs to communicate REDD+ through their networks and media outlets. To ensure participation, the PSOs should be reached through capacity building workshops to learn about REDD+ implementation processes, available opportunities and their responsibilities.

PSOs should also be encouraged to participate in the feedback processes of REDD+ whereby the impact of activities and efforts in economic growth and poverty reduction will be recorded, acknowledged and shared to the larger public. PSOs should access, on regular basis, the information on REDD+ through REDD+ brochures, flyers, newsletters, and reports on new developments to reinforce their knowledge.

- **Academia**

Academia includes institutions of higher learning, research institutions, colleges, secondary schools, and primary schools. Academia has networks such as professional bodies, student bodies and media outlets (professional journals, magazines, mini-media, newsletters). Academia has the potential to disseminate REDD+ in their networks and media outlets. They are able to produce 'body of evidences' through researches that could add value to the communication process, deepening voice and redefining priorities in forest development in Ethiopia.

Academia can be reached through workshops, press conferences, and awareness seminars on REDD+ capacity development. Higher-level academia would have access to REDD+ information through regular REDD+ Monitoring.

System publications, while lower levels would use brochures, flyers, and newsletters to communicate information to their networks using social media outlets. The messages should invite the academia to share their knowledge and experience in order to enhance REDD+ initiatives.

- **Government (Ministries, Departments, Authorities and Agencies (MDAAs))**

Government has a large network, which includes Ministries, Departments, Agencies, and Regional Secretariats. It has a system of communication through Information, Education and Communication units of each ministry, as well as websites and newsletters. The government is more familiar with REDD+ goals, indicators, processes, programs and policies in the macroeconomic sense compared to any other audience. However, the government needs information on REDD+ synergism across sectors and they require a clear definition of roles. The communication strategy aims at encouraging MDAs to make relevant information within the central government readily available in order to easily communicate to other REDD+ key players.

The message to the MDAs should be to portray the government as a major partner with an important role of information sharing and implementing participatory processes that are critical for REDD+ success. The most effective channels to reach the MDAs are through workshops, seminars, consultations, and meetings.

Interpersonal interactions among the MDAs will be supplemented by reports, the REDD+ popular version, websites and emails. The messages should define clearly MDAs' roles in implementation, monitoring and evaluation as well as encourage them to communicate REDD+ throughout their networks and media outlets.

- **Political Officials**

Political officials play an important role in implementing REDD+ because their opinions are widely broadcast and people are likely to listen to them. In this strategy, politicians include Member of Parliaments who is lawmakers and political parties who play a watchdog role for political gain and public interests. The network for this audience includes political parties that are spread in urban and rural areas; special groups (youth and women) within the party, party followers or supporters and communication outlets, for example, mass media, political rallies, and meetings.

The politicians need to know the link between REDD+ and other processes, programs, budget execution, accountability of government leaders, and what REDD+ means in the life of people living in their constituencies. The goal in communicating with this audience is to demonstrate the benefit of political commitment and accountability on REDD+. The messages should depict REDD+ as an important link in transforming the lives of poor communities and the national economy at large. The messages will appeal to politicians and encourage active participation in REDD+ processes and commitment to communicate first in their network and second to the urban and rural communities. Different means of communication should be used to communicate with the politicians. Direct Consultations with local and national politicians may help to obtain their buy-in, input and feedback. Another possibility is to utilize capacity development workshops to train the politicians on their roles in implementing, monitoring, evaluating, and communicating REDD+ issues. Storyboards on REDD+ outcomes in their respective constituencies should be compiled and published to acknowledge efforts. Also, print materials such as abridged reports, brochures, flyers, and newsletters as well as emails, should supplement information from mass media.

- **Development Partners (DPs) and Donor Agencies (DA)**

Development Partners (DPs) and Donor Agencies (DA)'s networks include multilateral agencies with programs in the country and media outlets such as websites, newsletters, magazines and reports. These networks have solid connections globally as well as nationally. DPs and DAs have experience implementing and understanding strategic plans for growth and poverty reduction within the country and in other countries abroad. They are well informed on economic and social trends globally and nationally.

Given their background, DPs and DAs need information on how the policies and programs in the country are harmonized to achieve REDD+ goals. They need information on processes such budget execution, implementation plan, outcomes, and inclusion of different national stakeholders. The goal is to encourage them to participate in REDD+ implementation, monitoring, and evaluation and to use their own networks to communicate REDD+ widely. The messages should be academic and candid, demonstrating successes and challenges each year of REDD+ implementation so that the DPs and DAs have a chance to participate shaping the adjustment needed to achieve REDD+ expected outcomes. DPs and DAs should be made to feel that their responsibility for REDD+ capacity development is for both government sectors and the wider public. Consultations through working groups and national dialogue should enable DPs and DAs to discuss face-to-face issues with government and other stakeholders. Print materials such as reports and storyboards should supplement information from the mass media.

14. MESSAGES

This strategy will provide REDD+ Secretariat the opportunity to fully align its message with the REDD+ strategic objectives and promote its near-term priorities mentioned in the strategy. While general messages on forests have been formulated in this document, specific messages will need to be context-specific for events, information products and particular audiences. Specific messages should be extracted from REDD+ Project feed into press releases, presentations, videos or other outreach material to convey key points or news-worthy items. The communication specialist at the national secretariat office together with technical officers and other relevant staff will be required to produce timely and accurate messages on forestry.

14.1. Key message for REDD+

The communication strategy is grounded in a set of key messages. They are not equally relevant to all of the key audiences. Messages will need to be nuanced and supplemented depending on circumstances. And they will need to be reviewed and possibly adapted as the strategy is implemented. But they provide a consistent set of messages that taken together would support the attainment of the strategic objectives. Messages will have a variety of purposes including socializing REDD +, changing behaviors related to forest conservation and management, informing science and policy, and building government and community support for REDD+.

In general the following overarching messages are identified as important to communicate that REDD+ is a critical response to climate change, and can play a key role in achieving broader development goals for improved livelihoods and Ethiopia is committed to reducing emissions from deforestation and forest degradation.

Specific message includes:

- **Message 1.** At the local level, sustainable forest management contributes to people's livelihoods, income generation and employment. At the environmental level, it contributes to, for example, carbon sequestration and water and soil conservation.
-
- **Message 1.** REDD+ demonstrably contributes to the national greenhouse gas emission reduction goals while working towards a global objective.
- **Message 2.** Benefits of carbon trading and other ecosystem services from sustainably managed forests.
- **Message 3.** REDD+ is a critical response to climate change, and can play a key role in achieving broader development goals for improved livelihoods.
- **Message 4.** REDD+ will only succeed through a Green Economy transformation, which would involve engaging across sectors and national development priorities to address sustainable development and the root causes of deforestation
- **Message 5.** REDD+ investments, if wisely invested, can deliver on livelihood, biodiversity and climate change agendas , while yielding monetary and non-monetary benefits

To ensure that messages are delivered in the most effective way, each communication initiative will require the specific analysis of existing levels of knowledge, attitudes and practices within the targeted audience, as well as preferred methods of receiving information, and potential motivations or barriers to integrating the information.

Obviously awareness and information needs about REDD+ differ among these key audiences, requiring different messages. The strategy is therefore expected to tailor message to specific stakeholders groups. The following are key elements of message on REDD+ by target audiences:

Table 5. Key content elements of messages by target audiences

	Target audiences	Key content elements
1.	**National, Regional and Local Government and related institutions**	The REDD+ Project has a clear vision and is delivering significant and tangible, environmental, economic and social benefits to Ethiopia, while contributing to Ethiopia's commitment to play its role in mitigating climate change.
2.	**Media (national, local, international)**	The REDD+ Project is supported by the government and is the primary source of information on all matters related to REDD+ in Ethiopia. **Key message:** We have some excellent newsworthy stories for you, now, about the REDD+ that will impress your audience and your editors and producers. **Call to Action:** Come to us for the forest stories that we have for you and send it to your audience.
3.	**NGOs and CSOs (existing & potential partners, and key influencers):**	The REDD+ Project is designed to provide maximum possible benefits to the local communities and peoples where it operates, and is supports Civil Society capacity building and people empowerment.
4.	**Local communities and peoples**	The Project works with society to address the needs of local people, ultimately delivering real, long-term benefits that have true meaning for communities.
5.	**Academics and related research and educational institutions**	Thought leadership and best practice demonstrations of the REDD+ is delivered by the REDD+ Project in Ethiopia.
6.	**Private sector actors**	The Project brings stability and long-term sustainability of benefit to all, including the private sector; and there is a strong business case for cooperation
7.	**Donor agencies and countries**	The Project provides practical solutions to climate change mitigation and helps prepare Ethiopia for REDD+.

14.2. Approaches During Message Development

It is imperative that REDD+'s message is tied to the goals and objectives of the Project. During message development we need to make sure that our messages convey the urgency and magnitude of the forest degradation and deforestation, memorable and ensure your audience is willing to accept and process the message. Moreover the following issues need to be included for sure:

- **Clarity**: It is essential that the information presented in our messages is clearly conveyed to our audience to prevent misunderstanding or prompt inappropriate action.
- **Consistency**: Ideally, the meaning of new findings would gain wide consensus and ensure all messages on new findings would convey the same information.
- **Repetition**: The key points of our message should be stressed and repeated as often as possible.
- **Tone and Appeal**: The tenor of our message should be alarming, challenging, reassuring or straightforward, depending on our target audience and our desired impact. Needless to say, our message must be honest and its information complete Anecdotes, i.e. real, human stories will illustrate and amplify the message. As for tone, preaching and anything that smacks of righteousness will likely be off-putting. Similarly, messages about impending doom and disaster need to be tempered. As for pitching a message that will hit home, help your audience identify their personal reason (health, well-being, livelihood, family, etc.) to care about an issue rather than ask them to care about abstract social good. And remember, hope is more compelling than despair. This means that it is important to provide solutions, options, and some positive angles for hope. Images, as well as words help in telling the story, but should not overshadow the facts. It might also be helpful to distil the essence of the message into a slogan, a media "hook" or a sound bite that succinctly communicates your essential action.
- **Credibility**: The person delivering message must be convincing and trustworthy.
- **Public Need**: Does our message cater to our target audience's interests or what they want to know? Our message should be crafted to cut through the modern day "information overload" and give exactly what our audience wants to know, learn or understand.
- **Considering the language of communication:** Simple, straightforward language reaches a broader audience.

15. COMMUNICATIONS CHANNELS

There needs to be a multi-pronged approach for communicating REDD activities and REDD+ principles in Ethiopia. It needs to be remembered that different target audiences will be most effectively engaged through different mediums. The mediums will also impact on what message will be communicated.

Table 6. Audience specific channels

Relevant Target groups	Communication tool
Rural communities	- Community conversation - Soap opera placement - Traditional and entertainment media such as folk music , drama and play - Storyboards and testimonials. - Face-to-face interaction forums such as workshops through use of intermediaries such as frontline extension workers - Community Radio – REDD+ focus magazine programmes, discussion programmmes, jingles, radio features using rural and community FM stations - Exploit occasions for information exchange in local festivities, family gatherings, traditional and religious associations and encounters at marketplaces or water wells. - Peer to-peer information exchange - Organizing Events and direct dialogue. - Community education - Loud speaker for special announcement - Visual materials-posters and videos
Urban communities	- Radio and Television, - Posters, - Use REDD champion - Community education, - Billboard, - Loud speaker for special announcement - social media - School based competition for urban youth - School mini media - Organizing Events and direct dialogue: - Programme leaflet
Development Partners (DPs) and Donor Agencies (DA)	- Website presence - Learning network : lesson learnt archives - Reports - Email

	• Newsletters
Local Government Authorities (LGAS):	• Organizing Events and direct dialogue: • Reports
Media	• Consultation workshop, training, social media • REDD+ capacity development workshops and seminars. • Journalist briefings through news releases and press conferences+. • Educational seminars • Email Alerts: • Managing Editors, • Prepare Opinion Editorials • Press kit
The General public	o Website presence: o Organizing Events like Exhibitions: o Promotional Items o Audiovisual tools o Media coverage of REDD+ o Television – REDD+ focus documentaries, discussion programmes, flash messages, feature news stories on REDD+, o Radio – REDD+ focus magazine programmes, discussion programmmes, jingles, radio features. o Project specific souvenirs o Use REDD champion
Community leaders	o Workshops o Community forms o Direct dialogue:
Political Officials	o Workshop, print media, report o Website presence: o Newsletters o Programme leaflet o Invite at public events
Government (Ministries, Departments, Authorities and Agencies (MDAAs))	o Website presence: o Workshops and o Technical group meetings o Learning network : lesson learnt archives o News letter
Academia	o Workshops and conferences: o Website presence o Learning network : lesson learnt archives o Publication o Technical reports o social media outlets
Private Sector Organizations (PSO)	o Website presence: o Learning network : lesson learnt archives

	o Newsletters o Programme leaflet
Civil Society Organizations (CSOs)	o Website presence: o Newsletters o Learning network : lesson learnt archives o Programme leaflet

16. COMMUNICATIONS MANAGEMENT

Effective delivery of the Communications Strategy is dependent on management prioritization and commensurate staff resources. According to the REDD+ Management Structure the communications function is positioned within the administrative team as a 'services' resource which is to be over sought by a designated specialist. According to this structure it appeared as though communications was seen as mere adjunct to the overall work of the Project. It is vital that communications is seen as a central function, with the kind of structure that shows communication function call for collective responsibility. This requires revision of the organizational structure of REDD+. The new organizational structure should allow that communication function is a responsibility of all at REDD+ and the communication unit will be responsible to support, mentor, coordinate communication activities for effective communication management. This is for the reason that effective communication professionals are those who speak the same language as senior executive and have a deep understanding of the project and its strategy.

The communication unit should be directly represented and be part of the REDD+ management. With the expectations of this strategy the communication unit needs to be strengthened through staffing. At a minimum the unit needs to have on managerial, senior communication officer and office manager. Moreover the strategic initiatives identified by this communication strategy require an improved communication capacity. Accordingly the communication unit should be well resourced and communication staff needs to be capacitated.

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 REDD+ Secretariat   to augment the work being done by the REDD+ National Project in Ethiopia. This should be rectified with serious consideration needed to explore ways to expand and empower communications staff resources and/or deploy external support to ensure the successful execution of this strategy.

17. ROLES AND RESPONSIBILITIES OF THE COMMUNICATION UNIT

The communication unit at REDD+ internally will ensures that staff are aware of changes and the project implementation and management within REDD+. It may provide information to staff about the changes, or provide advice on how to introduce this information. They facilitate and support the dissemination of executive messages, prepare presentations and internal memos, designing printed publications and writing emails to announce news, benefits information and training opportunities and plan meetings to share information. The unit typically develops procedures for effective communication, and advises the REDD+ management and the technical and administrative units on communicating effectively with one another. The unit will advise the REDD+ management on how to improve relationships with their staff and gain support for their initiatives. The communications unit may also manage REDD's Intranet and internal blogs.

Externally, the unit represents REDD+ to stakeholders, interested parties and the public. The communications manager serves as the REDD+s spokesperson to the media and the general public. They develop and distribute materials that may explain or convey the REDD+ or position on issues. Other duties may include issuing press releases, arranging interviews and compiling press kits. The unit report directly to a the secretariat coordinator and serve as advisers in managing REDD+'s communication. The unit help the REDD+ management prepare for media interviews, develop messages to deliver to internal and external and suggest new initiatives to ensure meaningful participation and engagement of stakeholders.

The communication unit is also responsible to manage media relations. Media relations work includes writing and distributing news releases and responding to media inquiries. It will oversee all planning for news conferences, including selecting the site for an event, arranging for banners and other graphics to be displayed at the event, preparing packets of information to distribute to the media and preparing executives to speak at news conferences. Media relations also involve arranging for spokespersons to appear on television and radio programs. The unit will also will monitor newspapers, television news broadcasts and other outlets to see what the media is saying about REDD+ and to devise strategies to address misinformation.

Building relationships with donors, development partners and other stakeholders and responding to inquiries from the public fall under the public relations function of the REDD+ communication unit. Duties in this area include producing newsletters, brochures and other printed materials designed for the general public. The unit also manage a REDD's website and social media presence, which includes monitoring what stakeholders are saying about REDD+ on social networking websites and responding to inaccurate posts or requests for information. The unit may respond directly to calls and emails from the public with questions about REDD's

plans or activities. They arrange for speakers from REDD+ to make presentations to local community groups and may facilitate group tours of the REDD+'s operations.

When an event occurs that threatens public safety or a REDD's reputation, the communication unit advises the REDD+ management in managing the crisis. A crisis may require communications staff to work with attorneys, government regulators, political officials, emergency response personnel and communications staff from other companies when developing crisis messages.

18. COMMUNICATING IN A CRISIS

Sometimes REDD+ secretariat have to give out information and advice in response to a crisis or emergency. This strategy contains guidance on how to handle such an incident, especially if it could have possible adverse effects for the REDD+ project. REDD+ secretariat seek to be proactive in handling sensitive information.

If a crisis or emergency occurs, REDD+ secretariat will take the following steps:

- Senior management will nominate a key person to deal with information queries. This person, or his/her nominee, will be the sole provider of information to the public during the period of the crisis.
- The REDD+ secretariat will issue news releases as a matter of urgency, in order to prevent inaccurate speculation. News releases will give an accurate account of the incident.
- The REDD+ secretariat will highlight any steps that the management are taking to address the adverse effects of the crisis or emergency.
- The REDD+ secretariat will keep the public informed of developments and the likely timescale of the adverse consequences.
- Senior management will be available for interviews or to comment on what is happening. The REDD+ secretariat will respond with appropriate information to any query and will not use the statement "no comment", unless unavoidable. The REDD+ secretariat will present an honest response in cases where the REDD+ secretariat have not met its own targets or expectations.

19. STYLE GUIDE

- **Templates for documents, letters, reports and PowerPoint presentations**

Templates for documents, letters, reports and PowerPoint presentations will be prepared and ready for use. This will help us maintain consistency in all the documents to be produced at REDD+.

- **Formatting**

When formatting documents to be submitted to the official use, please use the following formatting guidelines:

- Text font: Calibri type, size 12
- Document title: Calibri, bold, 28
- Date: Calibri, regular, 16
- Heading 1: Calibri, bold , 15
- Heading 2: Calibri, bold, 14
- Heading 3: Calibri, italics, 14
- Heading 1 spacing: paragraph break below
- Heading 2 and 3 spacing: single line break below
- Line spacing: 1.5
- Alignment: left
- Indents: none
- Color: black 29

Sections should be numbered using numbers, not letters. For example:

1. Title, level 1

1.1 Subtitle, level 2

1.1.1 Subtitle, level 3

Follow spelling of the Oxford English Dictionary of British English, except for words that end in "zation" and "y/ize". Example: organization, prioritize, analyze.

- **The REDD Project in the text**

The REDD Project should always be referred to as one of the following two options:

- the REDD Project

- the Project

REDD Project is reserved for the logo. It should not be used without the article "the" in the body text.

- **Dates**

Dates should always appear in the following format: day month year: 18 June 2015 (not: 18th June 2015).

- **Numbers and currency**

Numbers from one to ten are spelled out in letters. Numbers above 10 are left in numbers.

Amounts in US dollars should be spelled "US$" followed by the amount. Ex: US$100.

- **Capitalization**

When to use uppercase: 30
- Names of institutions (the REDD Project)
- Titles of publications, meetings or documents (ex: the UN Declaration on the Rights of local Peoples)
- Section titles (on the web or on the newsletter)

When to use all lowercase:
- Generic category of institutions or grouping of people (ex: civil society organizations; local peoples; governments; non-governmental organizations)
- Titles of articles (newsletter, web)

- **Avoiding jargon in public information material**

Always spell out an acronym the first time it is being used in a publication or article. Avoid using the acronym if it is repeated only once in the text after its introduction, except when the acronym is known to most of the audience (ex: REDD; UNFCCC: COP15).

- **Quotes**

Always include the full name and function/occupation of the person being quoted, no matter his/her rank or position in society. Always refer to the person with their last name and the prefix Mr. or Ms.

- **Bulleted lists**

When using lists, remove punctuation after each item. Use lowercase when list follows the structure of a sentence. For example:

20. FIVE YEARS IMPLEMENTATION SCHEDULE

This strategic plan will be implemented over the next five years (2017/18-2020/21 G.C). The five-year implementation schedule along with the amount of fund required implementing each key strategic initiative and an action plan for the five year are presented in the sub-sections that follow.

20.1.   Implementation Schedule

The five years implementation schedule with details of activities to be carried out, time frames, responsible persons, and resource requirements are indicated in the table below. Annual action plans for each fiscal year shall be prepared based on the five year strategic plan. The action plan for the first year is included in this strategy document.

Table 7. Four years Strategic Initiatives Implementation Schedule

Activity	Year 2	Year 3	Year 4	Year 5
Media and Media Relations				
Establish two community radio in forests adjacent areas [2]		X	X	
Identify target community and community Radio to provide support package for four station	X			
Give a training for journalist(15-20 journalists) working in the selected community radio stations on news coverage of REDD+ issues	X			
Support journalist in the production of news items in theses community radios		X	X	X
Build the capacities of the radio station by providing professional equipment such as camera, recorder, and laptops.		X		
Organize quarterly radio discussions to elicit public understanding and support in the community radio and local radio	X	X	X	X
Establish monthly community radio/local FM radio tutorials to update communities on REDD+ related issues	X	X	X	X
Develop REDD+ awareness message for two radio jingles	X		X	
Develop and broadcast two radio drama		X		X
Develop and broadcast radio announcement	X	X	X	X
Develop and broadcast flash message on TV	X	X	X	X
Conduct talk shows on Radio on a quarterly bases	X	X	X	X
Preparation and broadcasting of 3 TV roundtables (max 45 min formatted)	X	X	X	X
Organize editors dialogue twice a year to create and strengthen relations with managing editors to enhance reportage on REDD+	X	X	X	X
Organize media briefings and one-on-one sessions journalists on REDD+ on a quarterly bases	X	X	X	X
Issue press releases once in two months' time to update media on new developments on REDD +	X	X	X	X
Identify and mobilize two potential or high profile person to become a champion of the REDD+ Programme in the Media.	X	X	X	X
Sponsor/facilitate sponsorship for at least three selected media persons to participate in and cover international REDD+-related conferences	X	X	X	X
Sponsor/facilitate sponsorship for at least eight selected media persons to participate in and cover local REDD+-related conferences	X	X	X	X
Organize annual field trip and study tour for selected three media persons organized	X	X		X

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[2] Establishment will be taken as an option if the possibilities to work with community radio and local FM radio is impossible

Media outreach:-support journalist in the production of news items in theses community radios	▦	▦	▦	▦
Internal Communications				
Equip the REDD+ with the necessary professional equipment communication including radio, camera, lap top, audio visual materials (loud speaker and head phones)	▦			
Explore and implement alternative communications tools for raising staff awareness and involvement.	▦	▦	▦	▦
Identify and implement option of providing staff with more activities to improve well-being – events, classes, corporate partnership discounts etc.	▦	▦	▦	▦
Explore option of creating a staff social committee to help organize external events	▦			
Hold regular face to face staff briefings	▦	▦	▦	▦
Print Materials/Products and audio visual materials				
Publish synthesis reports of REDD-plus on quarterly basis.	▦	▦	▦	▦
Write op-ed for newspaper on REDD+	▦	▦	▦	▦
Develop and release misperception of REDD+ Flyer	▦		▦	
Develop and release FAQs on REDD+ Flyer	▦	▦	▦	▦
Production, postproduction and broadcasting of 3 video spots (1minute each: 30-45 seconds)[3]		▦	▦	▦
Production, post production and broadcasting of a video documentary (20 min)[4]		▦	▦	▦

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[3] Spot 1: promotion of forests as a part of the national culture and as a national treasury. Underline the economic importance of the forest and the added value of the protection; underline links between environment, health, quality of water and land/forest productivity; focus on tourism benefits for population and local incomes.

Spot 2: promotion of alternative wood fuels: availability, costs, concrete advantages, modern technologies and recommendations for wood fuels preparation, drying and storage. Use of concrete success story (ies); gender issues to be considered.

Spot 3: Illegal cutting and consequences for the forests management process, environment protection and climate change; application of the Law, penalties, etc.

4 Thematic to be addressed :Environmental, economic and cultural importance of the forest in Ethiopia , Forestry in Ethiopia is in danger, How to protect it? Forest protection is an investment, Advantages and short/long term profits for population and next generation, How to change the mentalities? Success stories and witnesses, Alternative advantageous wood fuels, good practices and recommendations for wood fuels preparation, drying and storage.

Activity				
Develop a regular hard copy and electronic quarterly newsletter	▮	▮	▮	▮
Develop, publish and distribute Brochure	▮	▮	▮	▮
Develop, publish and distribute of 3 leaflets	▮	▮	▮	▮
Develop, publish and distribute biannual hard copy and electronic magazine	▮	▮	▮	▮
Website and electronic communication				
Produce video for REDD website on aspect of REDD	▮			
Manage and update regularly REDD+ dedicated web-site	▮	▮	▮	▮
Utilize social media and SMS initiatives	▮	▮	▮	▮
Stakeholder engagement				
Design Stakeholders engagement strategy	▮			
Create communications focal persons team pooled from partner organizations and stakeholders	▮			
organize a two days training session in Communication for selected stakeholders	▮			
Organize stakeholders seminars, workshop, consultative meeting on quarterly bases		▮	▮	▮
Organization of a Forest Week-End (FWE) in each Region / Public event with forum, meetings, and discussions between associations, forest users; sites visits	▮	▮	▮	▮
Capacity Development				
Provide semi-annual training on REDD+ for media	▮	▮	▮	▮
Organize capacity development training to communication professionals of the partner organization	▮		▮	
Restructured organizational structure to redefine authority and accountability of the communication function.	▮			
Employ additional communication staff at REDD+	▮			
Provide training to the staff on corporate communication at REDD+	▮			
Organize a two days training session in Communication for forestry staff to Strengthening of national capacities and skills in Communication for Forestry (to take initiatives and to monitor activities) to be created within the Forestry sector	▮			
Provide basic and reference information and training to the media sector and journalists (as vectors of information).	▮	▮	▮	
Build the capacities of the MFCC by supplying communication equipment's such as camera, recorder, and laptops.		▮		▮
Working with school and universities				
Identify and launch awareness activities for secondary schools and youth	▮	▮	▮	▮

Activity				
Organize public lecture quarterly on forestry as national treasury and linked with national and regional development in the selected two universities	▬	▬	▬	▬
Organize annual video, writing and poster competitions for school children and university students regarding REDD+ and forests in Ethiopia[5]	▬	▬	▬	▬
Promotion				
Develop and distribute posters, badges, bumper stickers, calendars, etc…	▬	▬	▬	▬
Community engagement				
Train local facilitators who would conduct information session on REDD in local communities.	▬			
Identification and disseminate of lessons likely to be of relevance to stakeholders and organize workshop to review lessons learned	▬	▬	▬	▬
Produce quarterly newsletter for REDD learning network	▬	▬	▬	▬

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[5] The poster competition should be aimed at school children in local communities. The question could be *'what do forests mean to you?'* Or *'what can you do to protect forests and reduce climate change'*. There could be an exhibition of posters in the local communities, with the winners announced a ceremony. The winner highlighted on the website, with the poster possibly used as an advocacy tool.

The video competition should be aimed at university/college students, with them asked to put together a short 3-4 minute video about *what forests mean to them* and *how will REDD help lessen climate change.* Contact should be made with EBC to see whether they would show the winner and a selection of the videos, helping raise awareness about REDD.

The writing competition could be run in conjunction with a newspaper, with people being asked to write 500 words on the importance of forests and REDD to reducing the effects of climate change. The winner could have their essay published in the newspaper. The information produced through these competitions could be used in promotional material and an exhibition of all winners and entrants could be had at an appropriate time.

20.2.   Financing the Five-Years Strategic Plan

The five years strategic plan requires close to **60** million birr for its implementation. Nearly 60 percent of the five year budget will be spent on front line communication activities. The rest will be invested to build capacity and enhance organizational capacity. With respect to financing, implementation of Secretariat's strategic plan will be primarily internally financed. Only less than a third of the three year budget will be financed through sponsorship and other external funding. Table 7 below provides a summary of the five-year budget.

Specifically, the budget for REDD+ communication strategy includes the following components:

- Assessment of communication capacity development among stakeholders;
- Training and capacity building programs;
- Website (hosting and maintenance)
- Coordination and outsourcing costs;
- Awareness conferences, workshops, meetings, and seminars;
- Developing specific messages for campaign translation, adaptation, printing, and dissemination;
- Production and distribution costs (print, radio, television, online, etc...).
- Promotional materials (posters, banners, etc).
- Media outreach and media trip
- Airtime (TV talk show and radio talk shows) and TV and radio programming,.
- Advertising space (adverts in the print media)
- Communication supplies and consumables
- Salary and benefits
- Monitoring and evaluation;

Table 8. Budget summary

Cost item	Total Budget (in Birr)
Information collection and packaging for public consumption	3,456,700.00
Website (hosting and maintenance)	223,980.00
Publication (brochure, policy briefs, reports and fact sheet, flyers, magazines, newsletter)	7,823,000.00
Organizing events	4, 381,054.00
TV and radio talk show	12,805,864.00
Internal communication kit	556,000.00
Audio visual materials	6,513,456.00
Promotion and advertisement	7,095,100.00
Equipment and supplies	10,232,356.00,
Salary and benefits[6]	6,500,000.00
Travel cost and per diem	4,320,000.00
Training , seminars and workshops and other events	7,234,500.00
Monitoring and evaluation	3,823,000.00
Total Budget for the program	**60,351,600.00**

20.3.   Year One Action Plan

Table 7 below shows the general timeframe for various major activities during REDD+ Communication Strategy life Circle. For the first year, tools be used and where necessary created to promote dialogue and all-inclusive involvement, create awareness and raise commitments among all stakeholders. In the second and third years, fewer or different tools may be used to sustain the commitment and reinforce the action.

Each year, a working calendar will detail a schedule of activities together with activity tracking mechanisms to increase accountability and plan ahead of time. Short or long-term goals should determine the sequencing of activities. For example, activities primarily aimed at initiating broad stakeholder participation and awareness creation should appear at the beginning of the campaign to kick-start the process in as short a time as possible, while other activities will commence later to provide longer term sustainable objectives.

Consistent with the five-year implementation schedule, the action plan for year 1 was singled out and summarized in table 8 below:

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[6] Assumed that the communication unit will have three staff

Table 9. Details of Activity Plan and Estimated Budget for the year 2017/2018

Activities	Person(s) responsible	Q1	Q2	Q3	Q4	Estimated budget (in Birr)	Remarks
1. Identify target community and community ready to provide support package	The communication officer	▓				20,000.00	
2. Give a training for journalist(15-20 journalists) working in the selected community radio stations on news coverage of REDD+ issues	The communication officer	▓				110,000.00	
3. Support journalist in the production of news items in theses community radios	The communication officer	▓	▓	▓	▓	285,000.00	
4. Develop REDD+ awareness message for a radio jingle,	The communication officer		▓			130,000.00	
5. Organize radio discussions to elicit public understanding and support through the selected community radio stations	The communication officer	▓				25,000.00	
6. Recruit and employ additional communication professional	The communication officer	▓				240, 000.00[7]	
7. Produce and release a magazine that document the REDD+ process in Ethiopia and Lessons Learned Reports one National REDD+ to be shared with partners.	The communication officer				▓	112,000.00	
8. Production and dissemination of stage and live talk shows, and radio ad spots With Fana	The communication					2,317,980.80	

Broadcasting Corporation	officer						
8.1. Stage Talk Shows			■	■	■		
8.2. Live Talk Shows			■	■	■		
9. Public announcement Ads (PSAs)	The communication officer		■	■	■		
10. Production and dissemination of news and programs with Ethiopian Broadcasting Corporation	The communication officer					150000.00	
10.1. Biweekly TV programs on forestry/REDD+ (total 26)				■	■		
10.2. Weekly radio programs (FM) (total 52)				■	■		
10.3. TV ads		■	■	■	■		
11. Production and publication of news letter	The communication officer		■		■	125,000.00	
12. Production/publication of REDD+ promotional materials (umbrella 300pcs, bags 300pcs)	The communication officer			■		350,000.00	
13. Finalize the draft REDD+ Communication Strategy	The communication officer	■				102,200.00	
14. Finalize REDD+ website consultancy	The communication officer		■			48,000.00	

Activity	Responsible	Q1	Q2	Q3	Q4	Budget	
15. Training for 50 journalists/PR officers (at least 30% female)-	The communication officer			▦		126,000.00	
16. Training of 50 community organizations and representatives in planning, public speaking, presentation and negotiation skills in participants (total 100; 50 this year)	The communication officer				▦	185,200.00	
17. Lectures on REDD+ to academia	The communication officer	▦	▦	▦	▦	15,000.00	
18. Regional Awareness raising in Addis Ababa and Diredawa	The communication officer		▦	▦		300,000.00	
19. Publication of Readiness documents (print)- REDD+ strategy, Safeguards instruments, GRM. study reports (final)	The communication officer		▦			500,000.00	
Total budget						**4,841,380.80**	

21. MONITORING AND EVALUATION

Monitoring and evaluation (M&E) is a critical and indispensable function of the communication strategy. The benchmarks for the evaluation are interlinked to the broad REDD+ goals for and within which this communication strategy was created. The implementation of the communication strategy should be monitored and evaluated at the different phases of the implementation cycle by applying a comprehensive monitoring and evaluation framework that includes activity, processes evaluation, and effectiveness evaluation. Monitoring and evaluation should be both participatory and consultative involving a range partners and other stakeholders. The Secretariat and its staff, and others who are involved in the implementation of the communication strategic plan shall be involved in the monitoring and evaluation of this strategy. Implementation of the strategic initiatives shall be guided by a logical framework in which their objectives, outcomes, outputs, and inputs are clearly defined. The performance indicators for these strategic initiatives should be selected in line with the strategic performance indicators identified for this strategic plan. The strategic plan shall be monitored and evaluated as per the Secretariat's mandate, REDD+ financial rules and regulations, performance indicators identified to measure progress to achieve strategic objectives, as well as recognized mechanisms of donors and other stakeholders.

The overall measurement and evaluation of the strategic plan should be supported by a formal measurement and evaluation system. The monitoring and evaluation system should be designed to capture progress on implementation of strategic activities and achievement of their outputs. The performance of the Secretariat on activity indicators will serve as lead indicators to the achievement of strategic objectives. To ensure that strategic and activity milestones are achieved, and hence, determine whether the target achievements are met on time, annual work plans with quarterly targets are recommended. During implementation of the plan, monthly monitoring shall be carried out to identify problems, to design remedial strategies and employ appropriate solutions. Quarterly reports shall be prepared by aggregating monthly reports which should be presented at a quarterly meeting for review of progress and strategic plan.

Performance on strategic indicators shall be monitored and evaluated through mid-term and final appraisals, depending on prevailing situations, by external consultants or in-house expertise based on selected indicators. As part of the Secretariat's organizational capacity and system development initiative, a formal monitoring and evaluation system that affords regular monitoring and periodic evaluation of performance should be in place. As an initial step to the development of a monitoring and evaluation system, an indicator protocol and monitoring plan should be prepared for all the indicators providing precise definitions, rationale, unit of

measurement, method of computation, data source, data gathering instruments, means of verification, potential risks and mitigation measures, and baseline and targets. The performance indicators along with their baseline and targets are presented in the table (table 9) below.

The evaluation tracks success in three outcomes: a) adoption of REDD+ initiatives by all stakeholders; b) stakeholders participation and commitment to communicating REDD+ to their networks and to the general public; and c) noticeable changes and actions, measuring stakeholders' participation in REDD+ processes and how the overall citizenry, which are the intended beneficiaries, applied and related REDD+ to their daily lives. The REDD+ communication strategy is an outcome-based strategy, hence it's monitoring and evaluation should include: stakeholder and beneficiary awareness, attitudes, and actions as well as cost effectiveness.

The Communication Strategic Matrix in Appendix 2 demonstrates various indicators that will measure the effectiveness of each outcome. In the beginning of the implementation process, the identified team will work with the REDD+ Secretariat to design the mechanism for communication monitoring and evaluation in which feedback is collected. A participatory monitoring and evaluation approach will be used to involve all groups for whom the communication strategy is intended in order to make it possible for stakeholders to reflect upon their own experiences. For example, validation workshops, national and regional consultations, and surveys on public views should be organized to stimulate debate and gather opinions, comments, views, and suggestions among key stakeholders and the general public, including the most vulnerable groups. The feedback will supply the outcome reports with evidence-based information necessary for policy makers to make smart and timely decisions regarding the effective use of resources available or make changes to the methodology in order to maximize the effect of the REDD+ outlined outcomes.

Table 10.Strategic objectives, outcome, output, Performance Indicators

Strategic Objectives	Outcome	Outputs	Performance Measures/Indicators
Raise public and stakeholders awareness of REDD+ and its activities	Public and stakeholders aware of the Ethiopian REDD+ process and progress	REDD+ awareness message and tools for disseminating messages REDD+ awareness message disseminated	Number of messages and tools developed
			Number of messages and tools disseminated
			Number of media institutions involved
			Number of spot message/media house
			Percentage of audiences reached
			Share of ink (print) and share of voice (audio)for free publicity
Mobilize stakeholders involvement in the REDD+ activities	Stakeholders actively supporting REDD+ readiness strategy and actions	briefing and information about REDD+ process developed and disseminated	Number and type of briefing developed
			Number and type of information materials developed
			Number and type of briefing disseminated
			Number and type of information materials disseminated
			Number and level of engagement on REDD + actions
			Number of recipients of the briefings
			Stakeholders categories briefed
			Commitment of the TWGs
			Feedback and contribution from stakeholders
Increase the operational efficiency of REDD+ communication to create a fortified Project	The communication system at REDD+ become efficient	Communication Capacity of the staff developed	Number and type of training provided
			Type and number of resources availed
		Communication tools and materials availed	Number and types of communication tools and materials supplied
		Actions based evidences	Percentage of evidences translated in to action by the Secretariat and other stakeholders
Establish and maintain internal communication systems for effective and efficient management of the Project	The internal communication system become efficient and effective	Results of The internal communication system match the cost it incurs	Cost of improved communication system is low compared to other initiatives
			Number of official communication
			Number of periodic reports /progress report
			Extent of staff awareness of the Secretariat activities and performance

Annexes

Annex 1. Strategic Communication Matrix

2.1. Logical Framework Matrix for REDD+ Communication Strategy

Summary of Objectives	Objectively Verifiable Indicators	Means of Verification	Assumptions
Overall objective: Enhance communication with different stakeholders to raise awareness, improve perception and ascertain favorable behavior on REDD+ issues in the country and thereby ensure meaningful engagement and high level of commitment on REDD+ project. .			
Outcome 1: Awareness on REDD+ Linkages and Processes among the stakeholders created	• Number of awareness campaign • A number of printing materials • A number of press conferences • Number of networks • Number of radio and TV programs • Fight against poverty concert in place	Monthly, quarterly and semi-annual and Annual Reports	Stakeholders to fund the strategic plan; Level of participation and acceptance of the players
Outcome 2: Communication capacity development among the stakeholders and communities enhanced	• A number of training workshops for stakeholders at all levels • Communication system among the stakeholders in place • Contests for the school students illustration of forest development in place • Number of opinion formers • REDD+ audience research analysis enhanced	Monthly, quarterly and semi-annual and Annual Reports	Level of participation and acceptance of the players; Stakeholders to fund the strategic plan
Outcome 3: Participation, commitment and momentum in the implementation, monitoring and evaluation of REDD+ of Stakeholders increased	• Number of consultations meeting with policy national, region, district levels • Number of evaluation reports • Number of meetings with opinion formers at grassroots level	Monthly, quarterly and semi-annual and Annual Reports	Level of participation and acceptance of the players; Stakeholders to fund the strategic plan
Outcome 4:	• Number of groups	Monthly, quarterly and	Level of participation and

	involved	semi-annual and Annual	acceptance of the
Evidence Based decision making enhanced through Monitoring and Evaluation	• Number of people trained • Number of M&E reports • Number of workshop conducted	Reports	players; Stakeholders to fund the strategic plan

2.2. Interlocking Log Frame: Outputs

Outcomes	Outputs	Objectively Verifiable Indicators	Means of Verification
Outcome 1: Awareness on REDD+ Linkages and Processes among the stakeholders created	Audience-oriented REDD+ information kit in place	Number of print materials	Monthly, quarterly and semi-annual and Annual Reports
	Participation of Media constructively created	1.Number of media involved 2.Type issue covered 3.Number of press conference	
	Awareness-campaign seminars to stakeholders at all levels conducted	Number of awareness workshops	
	Entertainment group established	1. Number of performance 2. Number of people attended	
Outcome 2: Communication capacity development among the stakeholders and communities enhanced	Communication Information Education Units within MDAAs, CSOs, PSOs enhanced	1. Number of Sectoral Communication officers trained 2.Capacity Development assessment reports	Monthly, quarterly and semi-annual and Annual Reports
	Stakeholders' Networks reached	Number of networks participated	
	A nationwide detailed analysis of REDD+ audience and media conducted	Number of reports	
	REDD+ communication Capacity building workshop arranged	Number of groups participated Number of seminars	

Outcome 3: Participation, partnership, commitment and momentum in the implementation, monitoring and evaluation of REDD+ of Stakeholders increased	Impact/evaluation consultation meetings across the stakeholders conducted	1. Number of meetings 2. Number of participants	Monthly, quarterly and semi-annual and Annual Reports
	Opinion formers at grassroots established	Number of opinion formers	
	Concrete cases studies on REDD+ impact to individuals collected	Number of cases studies	
	Grassroots community mobilized	A number of feedback meetings	
Outcome 4: Evidence Based decision making enhanced through Monitoring and Evaluation	Communication M&E mechanism developed	1. Number of groups involved 2. Number of people trained	Quarterly and semi-annual and Annual Reports
	Validation workshops Conducted	1. Number of M&E reports 2. Number of workshop conducted	

2.3. Activities

OUTCOME	OUTPUT	ACTIVITY
Outcome 1: Awareness on REDD+ Linkages and Processes among the stakeholders created	Audience-oriented REDD+ information kit in place	• Writing and translation of messages for both print materials (brochures, • posters, training materials on REDD+ activities and outcome) • Testing audience's reception and adaptation • Designing and packaging, printing, and distribution of materials
	Entertainment group Established	• Plan and implement concert on 'forest management and conservation' at district, region, and nation levels • Disseminate the entertaining message presented in concert through TV and radio
	Awareness campaign seminars to stakeholders at all levels conducted	• Arrange workshops and meetings awareness to all stakeholders • Set up debate meeting in the rural areas through grassroots stakeholders (CSOs and LGAs) networks
	Participation of Media constructively created	• Set regular meetings with media for briefings and press conference

		• Workshops for journalists on their roles responsibilities on REDD+
		• Awareness seminars with journalists on REDD+ outcomes
Outcome 2: Communication capacity development among the stakeholders and communities enhanced	Stakeholders' Networks reached	• Make message and materials available • Organize dissemination seminars to encourage stakeholders communicate • REDD+ to their networks • Organize contest from primary to University levels • Involving regularly the representatives of the socially excluded on all aspect of REDD+
	A nationwide detailed analysis of REDD+ audience and media conducted	• Selecting a leading Institution to organize the process • Work with the leading institution to design mechanism • Discuss the report with stakeholders at policy-making levels
	REDD+ communication Capacity building workshop arranged	• Principles and roles of journalism in regard with environment seminars among MDA, DP, COS, and PSOs • Organize workshop on roles, participation and principles on REDD+ to all stakeholders • Training on "Community participation: tools and methodologies" for the social mobilization groups
Outcome 3: Participation, commitment and momentum in the implementation, monitoring and evaluation of REDD+ of Stakeholders increased	Consultation meetings across the stakeholders conducted	• Organize meetings to discuss REDD +process and results at all levels of REDD+ • Organize dialogue forum among the stakeholders to increase mutual understanding and a spirit of working together • Involve local level of the Government to bring REDD +process and results into community • Broaden the discussion through TV and radio that have a considerable nationwide coverage
	Concrete cases studies on REDD+ impact to individuals collected	• Identify the team to collect information for storyboards • Collect and disseminate stakeholder's storyboards in different form • Gathering images for information bank of photos and movies
	Grassroots community mobilized	• Identify regions and communities as a starting point for communication with grassroots communities and households • Identify and develop an institution that would community mobilizations • Identify and mobilize pinion formers to engage the community grassroots into debate • Make village government office a center for implementing, monitoring, evaluating, and disseminating REDD+ • Incorporate REDD +with community activities, events, and

		networks
		• Broaden the discussion through TV and radio that a considerable local, regional, zonal coverage
Outcome 4: Evidence Based decision making enhanced through Monitoring and Evaluation	Communication M&E mechanism developed	Identify team of consultants to establish mechanism to obtain feedback from stakeholder
	Validation workshops conducted	Establish focus group across the stakeholders seeking feedback participatory debate on national initiative to reduce poverty and grow economy

Annex 2. Guidelines for Meetings

- **Meeting Agenda**

Meeting Agenda will be distributed 3 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

- **Meeting Minutes**

Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

- **Action Items**

Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

- **Meeting Chair Person**

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

- **Note Taker**

The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The

Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.

- **Time Keeper**

The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

- **Parking Lot**

The Parking Lot is a tool used by the facilitator to record and defer items which aren't on the meeting agenda; however, merit further discussion at a later time or through another forum.

A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The Parking Lot list is to be included in the meeting minutes.

Annex 3: LIST OF STAKEHOLDERS INTERVIEWED

1. World Bank Country Office
2. The Royal Norwegian Government
3. DFID(UK)
4. The Ethiopian Herald
5. The Reporter
6. Environmental Journalists Association
7. Ethiopia Broadcasting Authority (EBA)
8. Farm Africa
9. FAO
10. World Vision
11. Climate Change Forum-Ethiopia)
12. Forestry Research Centre (Ethiopia)(FRC)
13. Environmental journalists association
14. Ministry of Environment and Forest
15. REDD+ secretariat staff