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PROGRAMME



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## REDD+ KNOWLEDGE MANAGEMENT AND COMMUNICATIONS STRATEGY

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2019-2020  
UN-REDD PROGRAMME  
MYANMAR

### Table of acronyms

COP	Conference of the Parties
CSO	Civil-society Organization
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAQ	Frequently-asked Questions
FD	Forestry Department
FPIC	Free, Prior and Informed Consent
FRL	Forest Reference Level
GoM	Government of Myanmar
IP	Indigenous Peoples
KM	Knowledge Management
NGO	Non-governmental Organization
NORAD	Norwegian Agency for Development Cooperation
PAMs	Policies and Measures
PMU	Programme Management Unit
RBP	Results-based Payments
REDD+	Reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries
ToR	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNITAR	United Nations Institute for Training and Research
WFR	Warsaw Framework for REDD+

## I. Introduction

Myanmar developed a REDD+ Readiness Roadmap in 2013, which is now under implementation supported by a number of programmes including the UN-REDD Programme. Through the implementation of the REDD+ Readiness Roadmap for the last three years, Myanmar has been building the institutional capacity, analyze the drivers of deforestation and forest degradation, develop a REDD+ strategy and design the interventions to reduce emissions and enhance removals of CO<sub>2</sub> from the forest sector and develop national systems to monitor forests and report on results and finally receive results-based payments.

The Myanmar REDD+ Roadmap has six sections:

1. Management of REDD+ Readiness Arrangements
2. Stakeholder Consultation and Participation
3. Development and Selection of REDD+ Strategies
4. Implementation Framework and Safeguards
5. Development a National Reference Level and Reference Emissions Level
6. Development a National Forest Monitoring System

The first Communications and Knowledge Management (CKM) Strategy was developed in 2016 covering Phase 1 of REDD+ readiness. As Myanmar moves into Phase 2, and looks forward to Phase 3 of REDD+, communications and knowledge management needs change. This revised CKM Strategy takes account of communications and knowledge management priorities during the implementation phase of REDD+ in Myanmar, from 2019 onwards.

## II. Goal, Objectives, and Principles:

**Goal:** To support the implementation of the national REDD+ Programme in Myanmar that will effectively and sustainably reduce net emissions from forests.

**Objectives:** The Strategy will pursue the following three objectives.

1. To further enhance **knowledge** generated during activities of the phase two REDD+ implementation is shared effectively among all partners and key stakeholders, and informs decisions on a national REDD+ implementation.
2. To ensure **stakeholders' participation and commitment** by providing **access to information** on the four main REDD+ Components of the Warsaw Framework under the UNFCCC; and
3. To provide information on **REDD+ implementation** and thereby build **domestic and international support**.

**Principles:** In managing knowledge and delivering communications on REDD+ through this strategy, the following principles will apply:

- The CKM Strategy will respond to and reflect progress in the Myanmar REDD+ Programme Implementation Phase. This means that the priorities of the Strategy will reflect evolving priorities in the Myanmar REDD+ Programme Implementation Phase.
- The CKM Strategy will design and deliver products aligned to the needs and capacities of all stakeholder groups, taking account of gender, ethnicity, and with people with disabilities.
- The CKM Strategy will reflect the commitment of the Government of Myanmar (GoM) to reducing emissions from deforestation and forest degradation, while respecting the rights of all stakeholders, environmental sustainability, and green development.
- The Myanmar REDD+ Programme Implementation Phase supports and promotes the REDD+ concept as defined through the UNFCCC process.

- The Myanmar REDD+ Programme Implementation Phase will seek to ensure that messages disseminated through different partners are consistent, and aligned with both UNFCCC decisions and GoM policies.

### III. Target Audiences/Partners

#### a) Knowledge Management

Under objective 1, above, ensuring that knowledge generated during REDD+ Implementation Phase activities is shared effectively among all partners and informed decisions on a national REDD+ programme requires the identification of sources of knowledge, and of users of that knowledge.

Sources of knowledge include all those programmes and initiatives that are building capacity for Myanmar to implement and help REDD+ successfully ready for results based finance. These include the initiatives shown in Table 1.

**Table 1: Initiatives and projects generating knowledge on REDD+ in Myanmar**

Asia Air Survey Co. Ltd. (Japan)	Study on the strengthening methodological and technological approaches for reducing deforestation and forest degradation within the REDD+ implementation framework: application in Myanmar
EU	National 2012-2015 Land Use Management Planning Project
FAO (with GEF funding)	Sustainable cropland and forest management in priority ecosystems of Myanmar
International Tropical Timber Organization	Capacity building for developing REDD+ activities in the context of sustainable forest management
International Tropical Timber Organization	Capacity Building for Strengthening Transboundary Biodiversity Conservation of the Taninthayi Range in Myanmar
IUCN-Smithsonian Institute-NORAD	Mapping Forest Cover Change in Myanmar 2000-2013: A National Baseline for Forest Management and REDD+ Development
Korea Forest Service (KFS)	Mitigation of climate change impacts through restoration of degraded forests and REDD+ activities in Bago Yoma Region, Myanmar
RECOFTC	Grassroots Capacity Building for REDD+
UNDP	Raising awareness on REDD+ among indigenous youth
UNDP	Inle Lake projects
UNDP (with GEF funding)	Strengthening Sustainability of Protected Area Management
UNEP (with GEF funding)	Development of the National Biodiversity Strategy and Action Plan
UNEP and the United Nations Human Settlements Program (UN-Habitat)	Myanmar Climate Change Alliance
UNITAR/Operational Satellite Applications Programme (UNOSAT)	Training and technical support in the use of Geographic Information Systems and Satellite Imagery
UN-REDD	Targeted Support and National UN-REDD Programme in support of implementation of the REDD+ Readiness Roadmap and Implementation Phase
Wildlife Conservation Society (with funding from Norway)	Strengthening of Myanmar's protected area system
World Markets AG and Simplan Services GmbH	Voluntary market project

The potential value of traditional knowledge in design of Policies and Measures to address drivers of deforestation and forest degradation also needs to be recognized. For example, Indigenous Peoples and

forest-dependent communities may have knowledge and experience of regeneration of natural forest types that may be useful if forest regeneration is one of the adopted PAMs for REDD+ in Myanmar.

Users of knowledge include the National REDD+ Taskforce, Technical Working Groups, and other bodies guiding the development of the National REDD+ Programme.

## b) Communications on REDD+

To reach all stakeholders, the target audiences for communications on REDD+ can be divided into internal (within Myanmar) and external audiences (international). These are grouped as shown in Table 2, below:

**Table 2: Categories of audiences to be targeted through the Communications Strategy**

<b>In Myanmar</b>	<ul style="list-style-type: none"> <li>• Academia/research institutes</li> <li>• Donors/UN Agencies</li> <li>• <b>Government agencies</b> (decision makers including Legislatures, Politicians, and Government bodies including central and local government.)</li> <li>• Development partners</li> <li>• <b>Private Sector</b></li> <li>• International NGOs</li> <li>• National NGOs</li> <li>• Civil Society</li> <li>• <b>Youth and Education Department</b></li> <li>• <b>Local communities, including ethnic groups, indigenous peoples and forest dependent</b></li> <li>• <b>Journalists/Media agencies</b></li> <li>• General public</li> </ul>
<b>Outside Myanmar</b>	<ul style="list-style-type: none"> <li>• <b>Donors/UN Agencies</b></li> <li>• International NGOs</li> <li>• International academia</li> <li>• Journalists/media</li> <li>• Other REDD+ Countries</li> </ul>

Further information about how communications will be provided to these target audiences is given in the following sections.

## IV. Key Messages for Communications

A baseline survey of REDD+ awareness has been continually conducted after 2015, at various organised events and workshop where opportunity given, served to access the level of knowledge and understanding of key stakeholder groups. Even though it's shown that stakeholders have better understood the concept of REDD+ but still the previous key identified issues on which awareness is low are still valid for the CKM strategy to carry on in 2019-2020 to reach broader and more target audiences. These include:

### 1. Where will the money to implement REDD+ come from?

*Key message(s):*

There are various sources of financing, for REDD+ readiness and for implementation of REDD+ (so-called "investment finance"), and for results-based finance. For REDD+ investment finance, most funding is provided through development/aid programmes by/from developed countries, through multilateral

agencies like the United Nations system and the World Bank, and from domestic sources. Financing for full REDD+ implementation is expected to come mainly from developed countries that want to utilize emission reductions from REDD+ to meet targets set by the UNFCCC and domestic sources. The Green Climate Fund, established by the UNFCCC, is also expected to be important in financing REDD+ implementation.

## 2. What is REDD+ and why is Myanmar implementing REDD+?

### *Key message(s):*

REDD+ is a mechanism developed by the United Nations Framework Convention on Climate Change (UNFCCC) to reward developing countries for reducing emissions of greenhouse gases from deforestation and forest degradation. It will create an incentive for developing countries to protect, better manage and sustainably use their forest resources, and thereby contribute to the global efforts to mitigate climate change. This can be done while maintaining the other important functions provided by forests.

The decisions of the UNFCCC mean that national governments will be responsible for designing and implementing REDD+ programmes. This is important because only national approaches have the potential to reduce greenhouse gas emissions at a scale that will be significant globally. REDD+ can only be implemented successfully with the full engagement of all stakeholders whose activities have an impact on forests. Countries are required to develop national REDD+ strategies describing how emissions will be reduced. These strategies should also identify who will be responsible for implementing the various policies and measures required to reduce emissions.

Myanmar developed a REDD+ Readiness Roadmap in 2013 – since then the readiness activities have been executed and provided, such as building institutional capacity including for forest monitoring, analysing drivers of deforestation and forest degradation and developing a National REDD+ Strategy. In 2019-2020, the next step is Phase 2 of REDD+, which starts to implement activities to reduce emissions.

## 3. Processes for Myanmar to receive results-based payments for REDD+

### *Key message(s):*

To receive Results-Based Payments in the context the UNFCCC, Myanmar needs to develop the four elements identified through UNFCCC negotiations:

- A national REDD+ strategy,
- A national forest reference emission level (or forest reference level),
- A national forest monitoring system, and
- A system for providing information on safeguards.

## 4. REDD+ Policies and Measures (PAMs) – what they will involve

### *Key message(s):*

The goal of REDD+ is to promote sustainable management of forests. This does not mean countries cannot harvest trees and other products in the forests. Harvesting non-timber products, such as vegetables, fruits, honey, vines, resin, etc., for family consumption or local use is consistent with sustainable management, and so would certainly be allowed in a REDD+ programme. Harvesting timber can also be sustainable if carefully managed.

Countries will also still need to do some deforestation e.g. for infrastructure development, but with improved planning and involvement of the relevant stakeholders then the effect on the forest area can be reduced and countries can still have positive REDD+ results.

## 5. Methodologies for measuring changes in forest cover, including time-scale

### *Key message(s):*

Rates of deforestation can easily be measured by use of remote-sensing images, especially satellite imagery. These days, the costs are very low, and deforestation rates can potentially be measured on an annual basis. Measuring changes in rates of forest degradation is more complex, as it requires ground-based observations, such as provided by national forest inventories.

## 6. Methodologies for measuring REDD+ results

### Key message(s):

Results-Based Payments under REDD+ are assessed by comparing measured emissions with the country's "Forest Reference Level" (FRL) which measures emissions in terms of tonnes CO<sub>2eq</sub>/year. A country may submit a FRL for technical assessment by the UNFCCC Secretariat at any time. Adopting a step-wise approach to REDD+, a country may submit progressively more comprehensive FRLs as the scale of ambition increases and new data become available.

## 7. Methodologies for MRV and monitoring (role of local stakeholders)

### Key message(s):

Communities have roles, responsibilities, and rights in management and use of forest in a transparent manner. As REDD+ covers all the forests in the country, this also include those forests managed by communities and they will have a role in implementation of REDD+. Communities can also play a role in monitoring forest use and condition. However, in terms of measuring carbon, the processes involved in applying guidance from the Inter-Governmental Panel on Climate change mean that communities will not play a role in MRV.

Conserving and managing forests sustainably will provide the main benefit from REDD+. This will especially benefit rural communities using the forests for their livelihood. Rural communities are also important stakeholders for REDD+ planning and implementation which will need to be taken into account when designing incentives for REDD+ interventions.

## 8. Measuring performance: Forest Reference Levels (FRLs)

### Key message(s):

Results under REDD+ are measured in terms of emissions of CO<sub>2eq</sub>/year. Myanmar will need to submit to the UNFCCC a "Forest Reference Level" (FRL), which will record historical emissions over a specified reference period. Subsequently, Myanmar will submit a report on its performance since the end of the reference period (through a Technical Annex in a future Biennial Update Report). The difference between the reported emissions and those in the FRL will represent Myanmar's performance, and will be used to trigger results-based payments.

These issues and messages should be a central theme of an active awareness raising programme. The data from the survey also highlighted differences in understanding among stakeholder groups. So, for example, awareness raising for different stakeholder groups should focus on those topics where understanding was weak, which were:

- |   |                              |
|---|------------------------------|
| • Government:                               | Issues 1, 2, 3 and 5 (above) |
| • Youth, Indigenous Peoples, and the Media: | Issues 1, 2, 3, 5, and 6     |
| • Academics:                                | Issues 1, 2, 3, 5, 6, and 7  |
| • Donors/UN Agencies                        | Issues 3, 4, 5, 6, and 8     |

### **\*\* Special focus on NGOs with objections to REDD+**

Internationally, some NGOs continue to oppose, and to protest against REDD+. Some of these NGOs may have affiliates in Myanmar, and some domestic NGOs may share their concerns. Therefore, a special effort needs to be made to address these concerns.

It is safe to assume that no NGOs oppose the goals of addressing climate change or increased conservation and sustainable management of forests. Rather, their concerns relate to **how** these goals will be achieved, and in particular the risk that the rights of local stakeholders may be ignored or subverted. Therefore, there needs to be a focus on emphasizing how Myanmar will respect the rights of local stakeholders in designing and implementing a national REDD+ strategy. An excellent start has been made on this with the Roadmap

process being highly participatory, and the very positive report of the UN-REDD Policy Board members representing Asia/Pacific CSOs and IPs following their visit in September, 2015.

A series of communications, including brochures, knowledge articles and videos will continually need to be produced emphasizing the following messages:

- The GoM is committed to implementing participatory processes in the national REDD+ strategy, and in particular, in the design of PAMs;
- The right to FPIC will be respected; and
- The GoM is committed to making available all information relating to REDD+ in Myanmar in as many indigenous languages as is feasible and realistic, prioritizing languages in those parts of the country where initial REDD+ PAMs will be implemented.

## **V. Steps in implementing the Strategy**

### **a) Knowledge Management**

Given the objectives and principles stated above, the priority for the **Knowledge Management** component of the Strategy is to:

*“Continue using the established system to ensure that all knowledge generated through all REDD+ implementation is accessible to all, and utilized to ensure the design and implementation of a state-of-the-art national REDD+ programme.”*

The following steps will be required in order to deliver on this priority:

- Continue working with all relevant REDD+ initiatives, partners, and identified knowledge focal point within each initiative;
- Work with each knowledge focal point to identify knowledge, and compile all results/findings, reports, workplans, etc.;
- Continue disseminating knowledge via the established knowledge platform (REDD+ website and Mailchimp as a disseminating email-list tool);
- Ensure all knowledge is organized on the platform in a logical fashion (e.g., by WFR element); and
- Ensure all knowledge is accessible through the platform and regularly updated.

### **b) Communications**

The priority for the **Communications** component of the Strategy is to:

*“Continue building capacity, and producing and disseminating information relevant to each stakeholder group to enable them to play an effective and relevant role in the implementation of a national REDD+ programme, including all elements of the WFR.”*

The following steps will be required in order to deliver on this priority:

- Continue working with all relevant REDD+ initiatives and partners, organizations (government agencies and non-governmental organizations) and communications focal point of organization;
- Further produce and assess/collect all new and existing communications materials and make them available, e.g., through the REDD+ website;
- Keep identifying gaps in communications products and materials by stakeholder group;
- Steadily working with communications review committee; and
- Produce or commission production of new materials to fill gaps.

### **c) Media Relations and Networking**

The priority for the **Media Relations** component of the Strategy is to:

*“Contribute to broad-based support for REDD+ in Myanmar by ensuring that all media have access to accurate and balanced information about REDD+”*

In order to deliver on this priority, all publications, knowledge articles, statements and announcements, etc. will continue to be sent to media outlets via the contact manager database, and further provide build awareness capacity via training, sharing sessions, and meetings to give a brief update to members of the media about the REDD+ implementation. Below are proposed key activities could be provided and organised, as required:

- Editor/sub-editor advocacy and knowledge sharing sessions,
- REDD+ Multimedia,
- Media network briefings (trained media and broader media),
- Follow-up media workshops (making stories better for trained media),
- Forest and REDD+ Award of Excellence (contests, including reporting, story writing, video, photography, drawing and cartoon),
- TV and Radio announcement,
- Journalism/Press Conferences, and
- Press Release, opinion editorial, Features, and Features advisories, etc.

Important note! Every interaction and information corresponding to the media’s inquiries is important to be answered by key identified spokespersons to ensure that information provided is consistent and accurate. Meanwhile, it is the role of the Communications Officer to assist to put together information and draft answers in consultation with technical experts before submitting to the spokespersons. The spokespersons include the National Programme Director, Deputy Programme Director, and/or key focal point to be identified and appointed. It is also essential that a list of all key relevant media agencies is continually updated for an internal database with the purpose of further reference and sources of information sharing.

*In [Annex 1](#), please see structure details how to respond to the media.*

## **VI. Coordination with other REDD+ readiness initiatives /Capacity Building Strategies in Myanmar**

To coordinate communication activities among actors, there is a need to develop strong linkages with all stakeholders.

This will require the Knowledge Management and Communications team (consisting of the Communications Officer in the UN-REDD PMU and a Knowledge management/communications focal point within the FD) to develop and maintain multiple databases, including:

- All individuals associated with the Myanmar REDD+ programme implementation phase (recipients of the REDD+ Knowledge and other regular communications materials);
- KM/Communications focal points in all key governmental and non-governmental partners; and
- A communications review committee, responsible for reviewing and approving all communications materials to be used for REDD+ readiness in Myanmar.

## **VII. Key Mediums for Communications on REDD+ Activities in 2019-2020**

## **a) Printed Materials and Products**

All kinds of communications materials once were identified by the programme in consultation with key REDD+ stakeholders and members of the communications focal points will be produced with an assured reviewing process by the Communications Review Committee, which to be established. Other required and agreed reviewing process will also applied if necessary. The followings are some key proposed materials which are required for the programme to continue developing.

### **- REDD+ Knowledge Myanmar**

The Programme will aim to release Knowledge articles, on a monthly basis. REDD+ Knowledge Myanmar content will continue to focus on the Programme progress, and feature new authors/contributors. Key technical staff/experts in the programme will be encouraged to submit articles for these Knowledge platform.

### **- Materials and products**

Materials and reports about REDD+ implementing in Myanmar will be produced as required by the programme and the needs of all relevant REDD+ stakeholder groups. Those are:

- Materials: Posters, bookstand, infographic, booklets, brochures, magazine, policy briefs, etc.
- Products: Videos, TV and radio news and clips, etc.

Where necessary, the existing materials should be reviewed and revised to the most up-to-date country context and the REDD+ implementation.

## **b) Online and Electronic**

Key interactive tools that the programme are identified as means to disseminate and/or share information and/or communicate with all relevant REDD+ stakeholder groups and the general public mainly in Myanmar are:

### **- TV and Radio**

Where feasible, the programme will also aim to produce radio and TV programmes to raise awareness about REDD+ activities implementation during the phase 2 process in Myanmar. Radio and TV are believed to be the tools/channels to outreach to a broader audience and especially people who could not read nor write.

### **- Website/Multimedia**

The National Myanmar REDD+ website is a means for information sharing to the public of Programme activities. Throughout the years, the website will be improved and updated to reflect the evolving needs of the Programme. Whereas, a multimedia page resulted from the success of organization of a series of media training events to showcase and share all the reporting stories, videos, and photos stories. The programme will be continuing encouraging and producing such stories to ensure multimedia page is enriched and active.

### **- Social media (mainly Facebook)**

The National Myanmar REDD+ Programme will promote through social media channels (Facebook, Twitter, YouTube, Mulitmedia page, and Wikipedia, and the UN-REDD Global online and social media pages) and will be used primarily to drive traffic to [www.myanmar-redd.org](http://www.myanmar-redd.org), and make the Programme easier to find in search engine results.

### **- Emailing:**

Email Alerts should be sent out to all REDD+ contacts about new knowledge articles, materials, publications and or any upcoming and recent events. All announcements will continually be shared with relevant REDD+ stakeholders.

- **Database**

All contact information of REDD+ stakeholder groups need to be up-to-date. It is suggested that an online database should be frequently updated. It is the role of Communications Officer, yet the PMU could also contribute and provide update when necessary. Google database was established as for such a platform; it is simple and users friendly.

**c) Awareness Raising Activities**

To ensure that information and or messages of REDD+ activities are consistently well received and understood, some awareness raising activities will be organized. Those include meetings with national and subnational REDD+ stakeholders, including local communities and ethnic groups at target REDD+ sites. However, it is necessary to note that the plan needs to communicate very well with other PMU colleagues and especially with Stakeholder Engagement Officer to avoid overlapping activities. For more details, please refer to a separate 2019-2020 CKM Workplan.

**VIII. Monitoring and Evaluation**

**Activities for monitoring:**

This REDD+ Knowledge Management and Communication Strategy needs to be evaluated and revised over time during both the implementation period and beyond to respond to changes that might be occurring as the national REDD+ Programme develops are addressed.

Monitoring of implementation can be undertaken by the preparation of quarterly reports for submission to the TWG on Stakeholder Engagement and Safeguards, and the National REDD+ Taskforce. These reports should cover activities undertaken during the quarter, including uses of communications materials and products. Responsibility for preparation of quarterly reports lies with the UN-REDD Communications Officer.

**Evaluation: Measuring Impact**

The impact of communications (in relation to awareness raising) is defined in the programme document to be:

***“The level of understanding of issues which scored below 70% in the initial awareness survey”*** (these being the six key messages listed in Section IV).

The baseline value (average correct score across those six issues) is **54%**. An appropriate target would then be: ***“By the end of year 2019-2020, the average score for those issues scoring below 80% in the initial survey is at least 85%”***

In contrast, the programme document does not propose any indicator to measure the impact of KM activities. Nevertheless, impact can be measured through an increase in awareness, as an increase in (accurate) understanding indicates that knowledge must have been effectively captured and shared. However, an additional measure of the impact of KM activities could be:

***“Experiences from the REDD+ programme in Myanmar are shared with other countries through knowledge sharing events and publications”***.

The baseline value is that no experiences are shared (since the programme is still in its infancy). An appropriate target might be that Myanmar experiences are quoted in publications or shared through events at least five times a year from 2019 onwards.

## Annex 1: Media Guides and Roles of Spokespersons

### Media Guides:

The REDD+ implementation phase in Myanmar is an emerging programme with the focus on forests and issues related. Not different from other countries, these issues are the most people's interest and easily face different criticisms from different stakeholder groups.

Recognition of such risks/treats, it is crucial to have spokespersons for the programme to corresponding to all kinds of media inquiries, including from printed to online as well as social media.

Generally, it is the role of the National Programme Director (NPD) and/or Deputy National Programme Director (DNPD), if there is, to direct and answer the media's inquiries. If not at all, identified spokespersons on special area and/or expertise should be agreed/appointed.

The spokespersons give the programme human form. One area of control that must be exerted by the programme's Communications Officer is to assist that its spokespersons be trained. No one should represent the entire programme unless he or she has invested time and energy in developing the skills of an effective spokesperson. It is not about the colour of a tie or scarf one wears on television, but the ability to effectively connect with the audience, either through the media or in person. The importance of being well prepared as a spokesperson can be continually better once one is willing to take responsibilities and practice more.

Remember the credibility of the spokesperson is important, too. Spokespersons allow the public to put a face to the act of investigating and resolving a crisis or big event. How a spokesperson handles public and media inquiry, in addition to what he or she says, helps establish credibility for an organization, and contributes to the public's transition from the crisis stage to resolution and recovery. An organization should choose carefully the individual(s) who will be charged with the role of spokesperson based not only on the individual's familiarity with the subject matter, but also on his or her ability to talk about it in a way that communicates confidence and is understandable. He or she should not be a new face.

A table below is suggested that every interaction with the media should be the role of the assigned spokespersons.

Types of Media	Spokesperson/ Approval Person	Process and Assistance
Reporter, journalist or correspondent of all kinds of printed/online media including newspaper agencies	NPD and/or Assigned Person	The Communications Officer (CO) in discussion with expert(s) drafts answers for the NPD to respond to the media. The CO will have to ensure that response to the media is on time and accurate and consistent to the principles and goal/objectives of the programme.
Website of the Programme / Social Media	NPD and/or Assigned Person	Information to be shared on online and/or social media needs to get approval or at least consult with NPD and/or PMU leader.
Public statement, Press Release, Media Advisory, etc.	NPD and/or Assigned Person	The CO drafts the statement and at the meantime every statement about the programme needs to be approved NPD and/or PMU leader before sharing or emailing to the media and/or publishing on any means of media, including newspapers, social media, etc. Information has to be accurate and consistent to the principles and goal/objectives of the programme.

### **Roles of the Spokesperson:**

It is necessary that the assigned spokespersons must be trained, familiar with and/or at least understand the basic principles of crisis and emergency risk communication. They will play an important role in delivering messages or sometime developing messages so they can own them and deliver them well.

Below are some governing rules a being a spokesperson:

<b>Key recommendations for the spokesperson</b>	<p>As a Spokesperson, you need to:</p> <ul style="list-style-type: none"><li>• Know your organization's policies;</li><li>• Stay within the scope of responsibilities;</li><li>• Tell the truth. Be transparent; and</li><li>• Embody your agency's identity.</li></ul> <p>Spokespersons should remember the following:</p> <ul style="list-style-type: none"><li>• Do not over reassure;</li><li>• Acknowledge uncertainty;</li><li>• Express that a process is in place to learn more;</li><li>• Give anticipatory guidance;</li><li>• Be regretful, not defensive;</li><li>• Acknowledge people's fears;</li><li>• Acknowledge the shared misery;</li><li>• Express wishes, "I wish we knew more." and</li><li>• Stop trying to allay panic (Panic is much less common than we imagine).</li></ul>
<b>Role of the spokesperson in an emergency</b>	<p>It is the task of the spokesperson to do the following:</p> <ul style="list-style-type: none"><li>• Take your organization from an "it" to a "we";</li><li>• Build trust and credibility for the organization;</li><li>• Remove the psychological barriers within the audience;</li><li>• Gain support for the public response; and</li><li>• Ultimately, reduce the incidence of any kinds of issues related by getting it right.</li></ul>
<b>When emotions and accusations run high in an Emergency Public Meeting</b>	<p>The following actions are that a Spokesperson should take in dealing with emotional or accusative individuals at an Emergency Public Meeting:</p> <ul style="list-style-type: none"><li>• <b>Do not show inappropriate hostility.</b> You can be angry at the issues or (natural) disasters that caused but do not show outrage or become indignant toward your detractors.</li><li>• <b>Ask for ground rules.</b> To avoid the appearance of biases, ask a neutral third party to express ground rules.</li><li>• <b>Hire a facilitator or moderator.</b> A programme is usually better off to hire a facilitator/moderator for the meeting from the beginning. (NOTE: this person should be neutral.)</li><li>• <b>Acknowledge the anger up front.</b> Acknowledge any expressions of anger up front and explain what you hope to accomplish. Refer back to your objectives if the communication deteriorates.</li><li>• <b>Do not react with temper.</b> Do not lose your temper when confronted with accusations.</li><li>• <b>Practice self-management.</b> Remind yourself of your greater purpose. Display confidence and concentration. Visualize a verbal attack and mentally rehearse a temperate response. Do not be caught off guard. Anticipate the attack and practice not feeding the anger.</li></ul>

	<ul style="list-style-type: none"> <li>• <b>Exhibit active listening.</b> Active listening is exemplified by the ability to express the other person's point of view. Concentrate on what the person is saying instead of thinking about what you will say next when it is your turn to respond.</li> <li>• <b>Do not say, "I know exactly how you feel."</b> Refrain from using expressions such as, "I know exactly how you feel," since the audience is not likely to believe that you do. Instead, acknowledge the feeling.</li> <li>• <b>Avoid interrupting, but set limits.</b> If a hostile speaker dominates, appeal to him or her that you want to address the concerns of others in the room.</li> <li>• <b>Do not overreact to emotional words.</b> Remember, you are the professional. Others have a totally different investment in what is happening. Words you interpret in one way may mean something else to others. Give them the benefit of the doubt.</li> <li>• <b>Use open body language.</b> Sit or stand with your arms relaxed by your sides. Do not cross your arms or put your hands on your hips. Make eye contact when possible.</li> <li>• <b>Modulate your voice.</b> Use a slightly lower tone and volume of voice than the angry individual.</li> <li>• <b>Do not take personal abuse.</b> A certain amount of anger and negative emotion directed at you is understandable. If it becomes personal, however, you have a right to express the inappropriateness of that behaviour and ask the person to join with you in getting back to the issues. You are your organization/programme. You are not alone. You are not the true focus of the attack. If you know that the audience will be hostile, bring along a neutral third party who can step in and defuse the situation.</li> <li>• <b>State the problem, then the recommendation.</b> When explaining your position, state the problem before your answer. For example, rather than saying, "Exposed persons should take part in the consultation process," say, "To eliminate the risk of being ignored from the REDD+ programme, it is recommended that exposed persons inform to the Programme Coordinator and ask to take in our consultation process ..."</li> <li>• <b>Commit to a response.</b> Write down people's comments, issues, inquiries, and get back to them in time and as soon as possible.</li> <li>• <b>Do not promise what you cannot deliver.</b> Explain the limitations of the situation and express that you are doing everything you can to keep the response on track.</li> <li>• <b>Look forward, not back.</b> Acknowledge past mistakes: "I wish we had met with you sooner to hear your concerns." Then talk about where you want to go in resolving problems rather than where you have been.</li> <li>• <b>Do not search for the single answer.</b> One size may not fit all. Consider many possible solutions and do not view a negotiation as either/or proposition.</li> </ul>
<b>General recommendations for spokespersons in all settings</b>	<ul style="list-style-type: none"> <li>• Know your organization's policies about the release of information;</li> <li>• Stay within the scope of your responsibilities. Unless you are authorized to speak for the entire organization or a higher headquarters, do not do it;</li> <li>• Do not answer questions that are not within the scope of your organizational responsibility;</li> <li>• Tell the truth. Be as up-front as possible;</li> <li>• Follow up on issues;</li> <li>• Use visuals when possible;</li> <li>• Illustrate a point through examples, stories, and analogies; and</li> <li>• Ensure that they help you make your point and do not minimize or exaggerate your message. Test the stories on a small group first.</li> </ul>

<b>Remarks</b>	<ul style="list-style-type: none"> <li>• At some point, be willing to address the "what if" questions. These are questions that every person is thinking about and for which they want expert answers. If the "what if" could happen and people need to be emotionally prepared for it, it is reasonable to answer this type of question. If you do not answer the "what if" questions, someone with much less at stake regarding the outcome of the response will answer these questions for you. If you are not prepared to answer the "what if" questions, you lose credibility and the opportunity to frame the "what if" questions with reason and valid recommendations.</li> <li>• Ask more of people by giving them things to do. Perhaps the most important role of the spokesperson is to ask people to bear the risk with you. You can then ask the best of them, to bear the risk during the emergency, and work toward solutions.</li> <li>• A good resource for checking the effectiveness of your message preparation, content, and delivery is the Crisis Communication Spokesperson Checklist. There should be in place and the Communications Officer should be the key person to help drafting this.</li> </ul>
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### **Pitfalls during an Emergency & Do's and Don'ts for Spokespersons:**

What spokespersons should know when communicating through the media? The media are important during the first hours or days of an emergency. The media are the fastest and, in some cases, the only way to talk to the public during an emergency. Media professionals do accept their community responsibilities; however, your job is not their job. Respect the differences and look for mutual goals.

Remember to go into any media interview with a purpose! Have a specific message to deliver! Also, make sure the reporter gets your name and title right, to avoid later confusion and lack of reliability. It is important to note that questions should only be ignored if they are truly off target. Be careful not to ignore valid or relevant questions, or questions many people are thinking about, because you want to talk about a different topic.

The following lists actions that a spokesperson can take to avoid general media interview pitfalls, and some points that a spokesperson should remember and to deal with the media.

<b>Pitfalls for Spokespersons</b>	<b>Actions to Avoid General Media Interview Pitfalls</b>
<ul style="list-style-type: none"> <li>• <b>Remember that jargon obfuscates communication and implies arrogance.</b> If you have to use a technical term or acronym, define it. If you can define it, do you need to use it? Jargon and euphemisms are security blankets. Try to give yours up.</li> <li>• <b>Use humour cautiously.</b> Humour is a minefield. Soft, self-deprecating humour may be disarming for a hostile audience, but be careful.</li> <li>• <b>Refute negative allegations</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Stick to your message.</b> Do not let a reporter put words in your mouth; use the words of your previously developed message.</li> <li>• <b>Reframe leading or loaded questions.</b> If the question contains leading or loaded language, reframe it to eliminate the language and then answer the questions.</li> <li>• <b>Do not react to new information that a reporter gives you.</b> Do not assume the reporter has it right if he or she claims that someone has lodged an allegation. Do not react to new information that a reporter gives you. Instead, say, "I have not heard that" or "I would have to verify that before I could respond."</li> <li>• <b>Don't answer a question a second time or add to your answer.</b> If a reporter leaves a microphone in your face after you have answered the question, stop. Do not answer the question again or add on to your answer.</li> <li>• <b>There is no such thing as "off the record."</b> Background and deep background do not mean you would not be quoted. Do not say anything before, during, or at the conclusion of an interview that you</li> </ul>

<p><b>without repeating them.</b> Don't own the negative by repeating the accusation.</p> <ul style="list-style-type: none"> <li>• <b>Use positive or neutral terms whenever possible.</b></li> <li>• <b>Don't assume you have made your point.</b> Ask whether you have made yourself clear.</li> <li>• <b>Money will become an issue.</b> During the early stage of an emergency, don't lead with messages about money.</li> <li>• <b>Avoid one-liners, clichés, and off-the-cuff comments at all costs.</b> Any statement that trivializes the experience of the people involved by saying something such as "there are no guarantees in life" kills your credibility.</li> <li>• <b>Discuss what you know, not what you think.</b></li> <li>• <b>Do not express personal opinions.</b></li> <li>• <b>Do not show off.</b> This is not the time to display an impressive vocabulary.</li> </ul>	<p>are not prepared to see in print the next day.</p> <ul style="list-style-type: none"> <li>• <b>Anticipate questions.</b> List as many expected questions as possible and draft answers.</li> <li>• <b>Make your point first.</b> Have prepared message points. Try to say it in 30 seconds and in fewer than 90 words.</li> <li>• <b>Do not fake it.</b> If you do not know the answer, say so. If it is not in your area of expertise, say so. Commit to getting the answer.</li> <li>• <b>Do not speak disparagingly of anyone.</b> Never speak disparagingly of anyone, not even in jest.</li> <li>• <b>Do not react to hypothetical questions.</b> Do not buy in to hypothetical questions.</li> <li>• <b>Record sensitive interviews.</b> Be sure the reporter knows you are doing so.</li> <li>• <b>Do not ask to review articles or interviews.</b> To avoid a perception that you are trying to edit a message, or their reporting, do not ask reporters to allow you to review their articles or interviews.</li> <li>• <b>Break down questions.</b> Break down multiple-part, or complex, questions into manageable segments. Answer each part separately.</li> <li>• <b>Do not raise unwanted issues.</b> Do not raise issues you don't want to see in print or on the news.</li> <li>• <b>Do not say "no comment" to a reporter's question.</b> Never just say "no comment" to a reporter's question. Instead, state why you cannot answer that question. Say that the matter is under investigation, that the organization has not yet made a decision, or simply that you are not the appropriate person to answer that question.</li> <li>• <b>If you deal with sensational questions, answer as briefly as possible, then return to your key messages.</b> If you have to deal with sensational or unrelated questions, answer in as few words as possible without repeating the sensational elements. Then return to your key messages. Here are a few recommended "bridges" back to what you want to say: <ul style="list-style-type: none"> <li>➤ "What I think you are really asking is . . ."</li> <li>➤ "The overall issue is . . ."</li> <li>➤ "What is important to remember is . . ."</li> <li>➤ "It is our policy to not discuss this issue, but what I can tell you is . . ."</li> <li>➤ "What I am really here to discuss . . ."</li> <li>➤ "Your readers/viewers need to know . . ."</li> </ul> </li> </ul>
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