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COMMUNICATIONS STRATEGY AND IMPLEMENTATION PLAN (2018 – 2020)

“Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around the Greater Kafue National Park and West Lunga National Park in Zambia” project

January 2018

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Annex

COMMUNICATIONS AND IMPLEMENTATION PLAN.....	
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List of Acronyms

AV	Audio Visual
BCC	Behaviour Change Communication
CBO	Community Based Organisation
CC	Climate change
CCA	Climate Change Adaptation
CFU	Conservation Farming Unit
COMACO	Community Market for Conservation
CRB	Community Resource Board
CRS	Community Radio Station
CBNRM	Community Based Natural Resource Management
DNPW	Department of National Parks and Wildlife
SNDP	Sixth National Development Plan
FD	Forestry Department
GEF	Global Environmental Facility
GMA	Game Management Area
GRZ	Government of the Republic of Zambia
IUCN	World Union for the Conservation of Nature
KNP	Kafue National Park
MTE	Mid Term Evaluation
MLNREP	Ministry of Lands, Natural Resources & Environmental Protection
MoTA	Ministry of Tourism and Arts
NAIS	National Agricultural Information Services
NAPA	National Adaptation Plan of Action
NGO	Non-Governmental Organisation
NTFP	Non-Timber Forest Products
PA	Protected Area
PM	Project Manager
PCCP	Public Private Community Partnership
PPP	Public Private Partnership
RBM	Results Based Management
REDD+	Reducing Emissions from Deforestation and Forest Degradation
RFF	Radio Farm Forum
RLCs	Radio Listening Clubs
SADC	Southern African Development Community
SMART	Specific, Measurable, Attainable, Realistic, Time-bound
SMS	Short Messaging System
TNC	The Nature Conservancy
TV	Television
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VAG	Village Action Group
WLNP	West Lunga National Park
ZFAP	Zambia Forestry Action Plan
ZMK	Zambian Kwacha
ZNBC	Zambia National Broadcasting Corporation
ZNFU	Zambia National Farmers' Union

1. SITUATIONAL ANALYSIS FROM A COMMUNICATION PERSPECTIVE

This communication strategy is informed by data collected from a field visit and feedback gathered through consultations from local communities and stakeholders in the project area late last year. The consultations as well as interviews conducted with stakeholders as part of the preparations for this strategy, suggest little impact has been made and little of direct benefit has been delivered to communities by previous projects by following the “same-old” approach time and again.

This “top down” approach which is imposed from above seemingly fails to engage the intended beneficiaries, which is an essential ingredient in helping people understand the benefits of accepting change as the time given for implementation is relatively short. In most project engagements, beneficiaries are regarded as “targeted beneficiaries” and consumers whose role is to accept what is being delivered from the top, and to act upon it accordingly – i.e. in ways intended by those sponsoring, creating and delivering the project. The only opportunity for interaction in this approach is for the targeted beneficiaries to “buy into” what they are being told with no input from them as to what their needs are. Manifestly, most interventions in rural communities are still stuck to this approach. Review undertaken in the project areas suggests that communication strategies on environment preservation in general have by and large adopted the traditional power-holders’ model based on “creating awareness” in and delivering messages to “targeted beneficiaries.” It is the expectation of the power-holders and planners that as a result of their awareness campaigns, targeted beneficiaries will learn “what they need to know” and change their perceptions, behaviours and engrained traditional practices accordingly and as expected. While this approach may be considered as being successful, it is doing little to bring about substantive and sustainable change at the community level and speaks to the lack of community ownership of conservation projects.

Stakeholders pointed out that governments, donor agencies and other stakeholders directing awareness campaigns too often simply assume that they “know” what is needed and what is best – even though they never truly consult with those for whom they are planning. These events are, for the most part, designed by “experts” in Lusaka and some foreign capitals. They mostly seem to determine beforehand, based on the priorities and mandate of their projects, what they want to deliver and consequently have little inclination to listen first to what intended beneficiaries may have to say or to respond to what they may want to know. Little consideration is given to facilitating active and effective engagement on the part of potential beneficiaries, to help them begin to participate directly in dialogue about issues that are important to their well-being and improvement of their livelihoods.

A typical example is the case of bushfire mitigation where some past awareness raising campaigns were designed and delivered with little or no sensitivity towards or even awareness of the geographical setting. For example, the belief commonly held by most small-scale farmers is that the dry season is the best time to burn fields and that those who can burn the largest areas are the most fortunate. Yet reasons for burning fields are not the same across the country. People living in concentrated woodland regions have quite different views on why they burn bushes compared to cattle herders who reside in grassland regions. Even the “danger time” for wildfires differs from one zone to another.

Therefore, running an identical awareness raising campaign for the same period in every region, ignoring local knowledge and structures cannot be expected to be effective when there is failure to utilize local knowledge or connect with local beliefs to communicate new information and imprint symbols. Consequently, messages often do not “connect” with the public or raise awareness levels or challenge core beliefs, all of which is required for change to be adopted. In some instances, it can even mean delivering messages that reinforce destructive behaviours. The evidence suggests that to date in Zambia, most communication initiatives and materials produced related to natural resource management have been designed and launched with little thought given to intended audiences’ knowledge about the natural resources around them. There has been no analysis of the perceptions and understanding of why and how rural communities believe they are using these resources for legitimate purposes but may lack understanding of the impact it may have on their environment and livelihoods if these natural resources are depleted.

Moreover, stakeholders intimated that often information materials are not “audience friendly;” for example, brochures, flyers and posters are frequently produced without much consideration of intended audiences’ education or literacy level or their reading culture. They made a strong case that when posters had been designed for previous awareness campaigns, nobody even asked them what they thought, and the final product just showed up. Reviewing those posters, they offered numerous specific criticisms and offered interesting ideas for messages and images that they felt would prove more effective. Maybe this is the core weakness that helps explain why many well- intentioned interventions in all sectors fail to change perceptions and understanding, deliver strong positive results or help bring about changing mindsets and attitudes in rural communities.

Based on these findings, this communication strategy is designed to reflect the information needs of the targeted beneficiaries and how the proposed communication activities would help change their mindset and eventually instil a sense of ownership, even long after the GEF V project has ended.

2. INTRODUCTION AND PURPOSE

Communication is an important element in educating and informing people on the basic aspects of development. Communication is providing the basic information and guidance for people to make informed decisions on issues that tend to affect their daily lives. Where there is an absence of information people make uncertain and sometimes wrong decisions that are counterproductive and impede the process of development. The effectiveness of any communication depends largely on the manner and style in which such communication is conveyed and the target audience to whom that information is intended.

Communication in UNDP Zambia has not been targeted at any group. Communication has been handled on a “one size fits all” basis and a greater portion of the people who need key information to, for instance, contribute to the sustainable management of the natural resources around them are left out. For example, most of the people in the project areas have little or no formal education. This group of people will need to be given special consideration if they are to be involved in gathering and cascading project information to other beneficiaries. The current level at which UNDP communicates is basically for the educated few in Zambia and the wider external audience. With the low reading culture and abilities in the project areas, project reports, website designs and update have little impact on the local people because they have no access to internet facilities, neither do they have access to the newspapers. All of these communication tools are powerful, but they are all intended for external sources.

Therefore, communicating the project’s results play an important role in the achievement of the project objective, namely to provide farmers with the necessary incentives, capacities and supporting framework for the sustainable management of natural resources including wildlife. Information and awareness on key concepts and successful interventions need to be carefully targeted to the broader farming community as well as to the local, central and international stakeholders. Thus, important biodiversity conservation messages and results need to be timely communicated with appropriate materials and prepared in a systematic way to enhance retention.

It is therefore important to introduce a communication strategy that speaks to the overall UNDP Zambia communication strategy and supports the implementation of the GEF V project, working closely with the media and targeting all groups that the project works with in the realization of its objectives, including: the government, The Global Environment Facility (GEF) and beneficiaries. Having a communication strategy and implementation plan in place will assist in doing the following:

- Enhancing the impact of project activities
- Providing access to information on project-related activities
- Encouraging local feedback from beneficiaries as well the donor
- Tailoring activities and communication to target groups

- Encouraging community participation and ownership of project from inception to completion and beyond
- Strengthening internal communication and external with the purpose of improving and facilitating the exchange of information and coordination among project staff.

Stakeholders are also expected to be part of the communication process, passing on positive messages to sell the idea of a sustainable Zambia through the preservation of the environment and natural resources. This communication strategy assumes that the project will make available resources that will enable certain stakeholders to raise the level of knowledge and awareness of these issues. All stakeholders in local communities would invariably wish to know why they must promote sustainable natural resource management and how they would benefit. Therefore, it is incumbent upon the project to clearly communicate the benefits of conserving the forests and protecting wildlife and to nurture partnerships with the private sector and the scientific and innovation community.

An appropriate Monitoring and Evaluation plan has been proposed. The plan is based on a results-based management approach, in which an activity based logical framework will be the main tool. This Communications Strategy and Implementation Plan remains a living document that will be adjusted to suit the changing needs of the “Strengthening Management Effectiveness and Generating Multiple Environmental Benefits within and around the Greater Kafue National Park and West Lunga National Park in Zambia” - project.

3. OVERVIEW OF THE COMMUNICATION STRATEGY

This Communication Strategy is focussed on promoting activities related to the sustainable management and improvement of the two ecosystems. The communication strategy seeks to promote awareness of success stories and highlight the ongoing work of the project in supporting initiatives to address difficult trade-offs that rural households face in decision-making about natural resources, as they seek to balance the conflicting demands of managing the surrounding environment with the economic survival of the family. The strategy also identifies levers for attracting donor funds and addresses how both internal and external communications could generate stakeholders' interest in this regard.

4. STRATEGIC COMMUNICATION OBJECTIVES

The basic objective for a Communication Strategy within UNDP Zambia's programme of support is to enhance the effectiveness of interventions through a more organized approach to information gathering, processing and dissemination targeting all stakeholders. Furthermore, this strategy will help position UNDP, its values, norms and intentions as a trusted development partner in Zambia.

A major aspect of this communication strategy is to develop and strengthen the avenues where both internal and external communications can be accelerated and contribute to highlighting achievements, carrying out advocacy interventions, conveying to the media and general public a sense of UNDP's support to the Government aimed promoting human development through the sustainable utilisation of the environment and its natural resource endowments. The strategy will be focused on:

- ✓ To timely communicate important information on biodiversity conservation in Zambia, particularly in the Greater Kafue National Park and the Kafue National Park
- ✓ To improve the understanding of sustainable land use and its contribution to the wellbeing of people and ecosystems.
- ✓ To increase understanding within key target audiences that forests are vital to life and must be managed and utilised sustainably
- ✓ To help people understand that sustainably managed forests not only balance our climate, sequester carbon and provide us with vital oxygen, but provide beautiful environments and jobs from tourism and many other goods and services
- ✓ To raise awareness of the importance of wildlife and their habits and the threats they face and
- ✓ To raise awareness on the positive impact of the GRZ-UNDP/GEF partnership

5. METHODOLOGY: HOW WE ARE GOING TO COMMUNICATE

All communication and awareness materials will entail clear messages including careful consideration on best materials; be systematically prepared and produced in a step-by-step approach, be carefully monitored and approved to ensure high quality. When UNDP and GRZ logos are added on a material, formal approvals are needed.

Overarching key messages: To ensure coherent messages, the overarching biodiversity conservation messages should be incorporated in the project's communication materials. Overarching messages include key elements of biodiversity significance to local communities in the project areas, its current threats and the means of conservation and sustainable use. The key messages can therefore be summarised as follows:

- a) If natural resources including wildlife are not managed and conserved properly, they will become depleted overtime, with adverse consequences for the nation. Such consequences could be the fall in the quality of people's livelihoods due to the escalation of poverty or disease or a combination of both.
- b) Biodiversity is threatened because of unsustainable agricultural practices, poor land use practices and over-exploitation.
- c) Biodiversity can be conserved and used sustainably through building capacities for communities to adopt environmentally and biodiversity friendly practices and technologies and through appropriate institutional support
- d) Livelihoods: Ecosystems provide a solid basis for adaptation and livelihoods improvements. There are economic and income generating options for rural communities that are based on natural resource commodities and on valuations of ecosystem goods
- e) Sustainable forest management is important, especially in a Changing Climate
- f) Fire impacts people, the environment and natural resources, especially at the community level

Specific messages: Specific messages will be tailored according to GEF V's intervention areas and should be tested to ensure effectiveness.

Consistent layout - Project identity: Policy and technical briefs, factsheets and selected publications should follow a consistent layout and design. Promotional videos should keep a consistent format in order to nurture the UNDP/project's identity and make it easily recognizable to target audiences.

Systematic steps - Printed materials: All printed materials should be prepared and produced following professional standards to ensure quality and optimal impact. In this way, a minimum of steps is required:

- a) Developing outlines and messages based on background research and technical inputs from project team and implementing partners as well as inputs from potential beneficiaries.
- b) Ensuring quality layout, photos and illustrations.
- c) Identifying dissemination channels that best accommodate access and needs of target audiences.
- d) Pretesting (brochures, leaflets, etc.) to focus groups (e.g. community liaison assistants, conservation farmers and community leaders) to ensure appropriate and effective messages and content.

Video productions: All videos should follow professional standards and procedures including:

- a) Following production according to UNDP communication objectives
- b) Identification of key messages with subscript in English
- c) Development of outline and storyboard assisted by UNDP and implementing partners

Approval of materials: Before printing or producing any audio-visual material, the technical content must be cleared by relevant partners and by UNDP. These formal approvals should have short deadlines, to avoid delays.

Dissemination of and launching materials: The most cost-effective way of dissemination should be pursued using various means including printing and posting on various web platforms. Dissemination channels and the necessary arrangements to facilitate delivery should be identified before preparing the material. Where appropriate, launching events will be organized.

5.1 Increasing the Presence of GEF V project in the local media and positioning UNDP Zambia as a Development Partner

Visibility is a key element in community mobilization. The presence of the UNDP GEF V project in the media with consistent messages promoting the sustainable utilisation of the environment and its natural resource endowments and other good environmental practices will help to shape the thinking of the public towards constructive engagement. The current method of press releases during a launch or event is efficient but cannot be considered as an end in itself. There will be need for regular interactions through press briefings, field trips to project sites outside of

Lusaka and informal gathering. This will help to build a network through which messages from the project will be given priority and disseminated.

The UNDP website, EXPOSURE, Twitter and Facebook pages remain unique channels medium for communication to the external audience as the introduction to the organization and for general information on UNDP Zambia and on the country itself for research or information gathering purposes. In view of this, the proposed strategy must operate within the UNDP corporate policy on communications paying attention to consistency with corporate identity of the logo and banners. Project information on the website must be updated on a regular basis and inputs solicited from project team.

5.2 SWOT ANALYSIS OF THE GEF V PROJECT AND RECOMMENDATIONS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS/RISKS
<ul style="list-style-type: none"> • The GEF V project is accepted and respected by local communities due to UNDP’s good and long-standing relationship with national authorities • Unlike other projects, GEF V has a dedicated communication person • Partnership with implementing partners • Human and material resources available 	<ul style="list-style-type: none"> • The bureaucracy involved with having two implementing partners tends to stall progress • The role of communication as an integral part of all project activities is not yet completely understood by project management. • Limited visibility in the media • Lack of coordination among stakeholders sends mixed and often confusing signals to local communities • Conflicting messaging from official sources leave recipients with no clear path towards taking action or adopting new behaviours 	<ul style="list-style-type: none"> • There is interest in climate change, biodiversity, wildlife and forest conservation • Tangible benefits from protecting forests and wildlife have been made evident from community projects (schools, clinics) • People are emotionally attached to forests • Capacity of mobilizing funds 	<ul style="list-style-type: none"> • Delays in disbursement of funds to local community structures hinder project operations and could create a negative impression of the project locally • Community lack of ownership of the project activities could ruin progress made by the project after it ends • Donor fatigue creates additional burdens for new initiatives • Other organisations are competing for the same funds and attention

6.0. DELIVERY OF COMMUNICATION STRATEGY:

Within the context of UNDP's corporate policy on communications, the Country Office and the Africa regional communications strategy, the proposed strategy will be implemented through:

- Providing support and advice to the Environmental Advisor and Senior Management
- Providing support and advice to the Project Manager and Project Staff
- Developing a network of media actors and outlets for easy dissemination
- Getting success stories out in the media and social media platforms
- Working with and providing support to key implementing institutions like the Ministry of Lands and Natural Resources, the Ministry of Tourism and Arts and environmental and conservation groups.

6.1. Message

The Communications Strategy will help promote the project's activities and increase information dissemination on all activities including conservation farming, land use management, public private community partnership, wildlife protection, forest conservation, etc; highlighting its impact on people's livelihoods and behavioural change resulting thereof.

6.2. Target Audience

The target audiences under this strategy range from donors, the Zambian Government, Non-Governmental Organizations, local communities to civil society, and the general public. The specific target groups are given below:

- a) **National Government/National decision makers** - As a key development partner, the Zambian Government will use the information to remain engaged with partners and will monitor changes in the lives of its people as a result of support from UNDP GEF V.
- b) **Donors** - Under this strategy, networking and constant engagements through timely and consistent dissemination of information (project reports, success stories, video documentaries) on support to the project will help increase donor's funding to UNDP.
- c) **General Public /Conservation groups/Civil Society** - Consistent engagement with Civil Society, especially local media outlets, (including community radios), to effectively relate to the local population, will increase UNDP's visibility through support to public awareness campaigns/programmes, trainings, seminars, workshops etc. Zambians generally, will begin to understand the

- d) authorities including traditional role of development partners in their country.
- e) **Local Population** – Involvement of community leaders, villagers, local leaders in broad discussions on environmental/natural resources issues that concern them like forests and wildlife will cultivate a sense of ownership. Ensure that information materials are “audience friendly;” for example, brochures, flyers and posters are frequently produced with much consideration of intended audiences’ education or literacy level or their reading culture. Translating information in local languages is cardinal to enhancing retention.

6.3. Communication Tools/Channels

This section indicates some of the tools that can be used in implementing the strategy as follows:

- UNDP newsletter
- Media breakfast and briefings
- Media releases - as appropriate, the launch of significant project activity and achievements.
- Documentary or Audio/visuals and other communication materials developed and distributed as appropriate.
- Factsheets/publications/brochures/op-eds, etc.
- Websites – All media releases and other publicity materials on UNDP website, and as appropriate on the Africa, Global and GEF websites.
- Trainings, campaigns, reports, manuals, posters, flyers, booklets, banners, community outreach, stickers etc.
- Radio Programmes - design community programmes around some of GEF V’s success stories that will appeal more to local communities
- Media roundtables and Radio/T.V & Newspaper interviews
- Online media including social media (Facebook, Twitter, Youtube, Flickr, Twitter)
- Photo stories – using less text and more photos

7.0. THE ROLE OF THE PROJECT MANAGEMENT TEAM

To a large measure, implementing this strategy will require the support and commitment of the Project Management/Implementation Unit. This will be in the form of approving funding to a dedicated communications budget reinforcing the communications specialist’s capacity to communicate adequately with the people.

ARR/Environmental Advisor - Provide managerial oversight on the implementation of the strategy; direction and coherence within the CO processes

Project Coordinator - Provide advice, inputs and support to the implementation of the Communications Strategy. Develop the willingness to sell the GEF-UNDP-GRZ partnership in a positive way in order to increase the project’s visibility. Ensure

communication is factored into planning of project activities and provide the needed support to the Communication Specialist, especially through provision of relevant information in a timely and effective manner

Project Manager - Ensures that information on all project activities are timely communicated in order to facilitate proper coverage and engagements with the media. Additionally, working with partners to identify and prioritise more success stories on project activities to enhance greater visibility of UNDP but more so, of progress in attaining the overarching project objectives. Project activities should have media sensitive components that are included in its budget, communication tools and template.

7.1. Template for writing news stories on events/activities

The Project Manager **SHALL** ensure Community Liaison Assistants make use of the following template in reporting on these events as a way of getting the information to the general population:

- a) What is the event about?
- b) Purpose/aims/objectives of event/activity
- c) What it intends to achieve
- d) Target beneficiaries
- e) Number of participants and/or partners
- f) Summary on some of the main points stressed by the different speakers (Quotes) at the event
- g) Always highlight beneficiaries' feedback on activity/event through quotes and a brief summary on their expectations and impact of activity/event
- h) Recommendations adopted/issues that came out of activity/event (if events/activities of such nature are related)
- i) Background info on project event/activity (it's always good to remind the public about why this project decided to undertake this activity and where the project stands with respect to implementation, if it applies). Just bits and pieces of info. This also takes into consideration, figures/estimated costs especially where it relates to infrastructure/field activity.

Note: This is not in a chronological order. The Communications Specialist, at his/her discretion, will either highlight beneficiaries' feedback/comments as the main statement before going on to other pieces of information, or another way around. Just ensure that all the information listed here, and as it applies, are available.

- * Also, there is no written story without the use of photographs. Therefore, photographs must always accompany the stories. As many photographs you have, please share because there is a section on the website that has a photo gallery that still needs to be worked on and those photographs will come in handy once that section is up and running.
- * This means that all photographs including the ones placed in our partners' newsletters be sent to us separately (you could compress them if they are too big and if you know how to do so) and not in word form.

- * Events that are more than a day (e.g. trainings, workshops, seminars) could have two separate stories (what happened on the first day and what was the outcome on the last day, in addition to all the other info).
 - * If there are other logos to be used in any story (press release) besides the UNDP logo, please send us those logos along with all the pictures.
- ❖ **Communications** – The project can benefit from the advice and input of the Communications Specialist on how best the project can capitalize on events to maximize media coverage. Continue collaboration with community radio stations within the project will show the commitment of UNDP/GEF V to work with local media in disseminating information to beneficiaries. It is important that the project has a communications budget for purposes of media outreach/visibility.

8.o. DURATION OF THE STRATEGY

To a large degree, the main thrust of this strategy is to guide GEF V Project's communication at the moment. However, with the formulation of a Country Office (CO) Communications Strategy, it now needs to be strongly mainstreamed such that it speaks to the CO's communications strategy. In this regard, the strategy will continue to apply for now but will be reviewed every year when it is expected that the new UNDP Zambia strategy will be fully started and thus a good point to ensure alignment from then onwards, from a communication standpoint. The duration of this strategy is from January 2018 to December 2020 but will be reviewed at the end of every year. The strategy is focussed on promoting activities related to the sustainable management and improvement of the two ecosystems.

9.o. MONITORING AND EVALUATION:

This strategy needs periodic evaluation to assess and guide the flow of information as well as measure its effectiveness and the impact it is making. This will help it adjust to changing circumstances. At the end of the year, an evaluation will be conducted to determine whether or not the strategy is still valid or needs to be revised. This will be coherent with UNDP's standing monitoring and evaluation procedures.

The Communications Specialist oversees the implementation of the strategy and manages evaluation and review. Messages, sub messages and supporting facts should be kept under constant review. The public perceptions from discussions held with some stakeholders (chiefs, Deputy PS of North-western Province, CLAs, VAGs, CRBs, beneficiaries) in the project areas in 2018 informed our thinking in formulating this strategy. Repetition of this process will help us reassess direction and serve as a valuable baseline to measure outcomes of our communication activities.

Detailed GEF V Project Communication Implementation Plan

COMMUNICATION ACTIVITY	TARGET AUDIENCE	INDICATORS OF ACHIEVEMENTS	COMMUNICATIONS TOOLS/APPROACHES	TIMELINE	OUTCOME/RESULTS	RESPONSIBLE PERSON
Develop and produce 30,000 project related posters with messages in English, and local languages - Kaonde, Bunda, Ila, etc	All target audiences	Increased awareness of key project activities to targeted communities	Print	Quarter One	Raise awareness and understanding of environmental issues related to GEF V interventions	Communications Specialist + project team in consultation with CRBS and VAGs
Produce 3,000 project information folders	Local communities, IPs, general public	Visibility for the project created	Print	Quarter One	Visibility enhanced	Communications Specialist + project team
Brochure on key CRB concepts, lessons learned and farmers' testimonies	All target audiences	Information sharing enhanced	Print	Ongoing	Increased knowledge of concepts	Communications Specialist + project team
Develop and produce 1000 project factsheets	All target audiences	Up to date information on the project shared	Print	Ongoing	Key achievements of project made available to government and other stakeholders	Communications Specialist + project team
Organize at least 3 outreach trips and other visibility activities for journalists	Local communities, IPs, general public, GEF, potential donors	Number of reports/stories from project visits increased	Radio, TV, Newspapers, websites Social media	Ongoing	Visibility of UNDP support to natural resource management in Zambia Increased	Communications Specialists + journalists

COMMUNICATION ACTIVITIES	TARGET AUDIENCE	INDICATORS OF ACHIEVEMENTS	COMMUNICATIONS TOOLS/APPROACHES	TIMELINE	OUTCOME/RESULTS	RESPONSIBLE PERSON
Produce 12 billboards and 5,000 bumper stickers with short target messages on the intervention areas for distribution	Local communities, IPs, general public	Billboards erected at prime locations and bumper stickers distributed to motorists, motorcyclists, general public	Display	Ongoing	Increased knowledge of project interventions	Communications Specialists + project team
Produce 2 feature articles for in-flight magazine, 1 documentary for inflight entertainment platforms	Travelers, donors, Government officials/national decision makers	Information sharing enhanced	In-flight	Ongoing	Increased knowledge of project interventions	Communications Specialists
32 Pop-up banners, 12 billboards, promoting project intervention areas	All targeted audiences	Information sharing enhanced	Display	Quarter two	Increased knowledge of project interventions	Communications Specialists + project team
Produce 1 short web video clips for websites and social media - Youtube channel and Twitter	All targeted audiences including national decision makers, donors, UNDP Principals, potential donors	The GEF V success story told by targeted beneficiaries themselves	TV, social media, Twitter, Youtube, Facebook, Cinema	Quarter two	5 minutes video clips produced	Communications Specialists + project team + IPs
Produce at least 2 radio programmes on community radio stations	All targeted audiences	Information sharing enhanced	Electronic media	Ongoing	Increased knowledge of project interventions	Communications Specialists + project team + IPs

COMMUNICATION ACTIVITY	TARGET AUDIENCE	INDICATORS OF ACHIEVEMENTS	COMMUNICATIONS TOOLS/APPROACHES	TIMELINE	OUTCOME/RESULTS	RESPONSIBLE PERSON
Produce a film/advocacy documentary on the project – communicating results and challenges	All targeted audiences including national decision makers, donors, UNDP Principals, potential donors	Video uploaded on relevant websites and You-tube Video aired on ZNBC and a copy submitted to GEF	TV, Social media	Quarter two	10 minutes video documentary produced + 3 social media videos	Communications Specialists + project team + IPs
Produce 5,000 visibility materials - t-shirts, caps, wristbands, corporate shirts, golf shirts with messages on promoting greater protection of the ecosystem	All targeted audiences	Enhanced visibility and branding ensured	Printed materials	One-off printing as and when resources are available	Beneficiaries and staff are branded	Communications Specialists + project team
Write at least 4 feature articles for UNDP Exposure page	All targeted audiences including national decision makers, donors, UNDP Principals, potential donors	Stories uploaded on UNDP Exposure page and shared with print media	UNDP EXPOSURE page, UNDP Newsletter, website and newspapers	Ongoing	Success stories publicised	Communications Specialists
Develop and produce 4 sets of 3 pop-up banners on each of the 3 intervention areas	All targeted audiences	Pop-up banners displayed in relevant meetings/events	Display	One-off printing	Increased knowledge of project interventions	Communications Specialists + project team

COMMUNICATION ACTIVITY	TARGET AUDIENCE	INDICATORS OF ACHIEVEMENTS	COMMUNICATIONS TOOLS/APPROACHES	TIMELINE	OUTCOME/RESULTS	RESPONSIBLE PERSON
Produce 3 bill boards for each of the three provinces on key messages related to intervention areas (e.g. There is Wealth in Nature, etc)	Local communities/Community based organizations/local decision makers	Billboards displayed in prime spots	Display	Once off	Increased knowledge of project interventions	Communications Specialists + project team
Produce a set of 3 flyers/leaflets on each of the 3 intervention areas	International community, donors and regional bodies, national government/national decision makers/Parliamentarians/Private sector/ media	Flyers displayed and distributed in relevant meetings/events at national, regional and international levels	Printed materials	Ongoing	Increased knowledge of project interventions	Communications Specialists + project team
Organise at least 2 exchange visits for local communities in the project areas	VAGS and CRBS	Experiences shared	Face to face interaction	periodically	Lessons learned and experiences shared	Project team
Support community-based arts group to develop plays on each of the intervention areas	Theatre groups	Project intervention areas dramatised in local languages	Theatre/drama/skit	Ongoing	Increased awareness of natural resources and benefits of sustainable utilisation	Communications Specialists + project team
Facilitate the publication of articles on the intervention areas	All targeted audiences	Stories published on GEF V	Print media publication	Ongoing	Ongoing	Communications Specialists

COMMUNICATION ACTIVITY	TARGET AUDIENCE	INDICATORS OF ACHIEVEMENTS	COMMUNICATIONS TOOLS/APPROACHES	TIMELINE	OUTCOME/RESULTS	RESPONSIBLE PERSON
Facilitate the coverage of project activities on the on-community radios and ZNBC Radio 4	All targeted audiences	Coverage on community twice every quarter	Community Radio	Ongoing	Local communities are aware of project activities and will act to conserve biodiversity	Communications Specialists + project team
Establishment of a partnership with media sector	Mainstream media and community radio	Regular meetings with Public Relations Officers at the two ministries held Strengthened relationship with media and journalist thematic networks (environmental journalists, etc.) - Support to media; - Training of journalists; - Sponsoring of media events related to the project intervention areas	Media engagement/Face to face	Ongoing	A strong partnership built with the media Capacity of local media built to cover project interventions with confidence	Communications Specialists + project team + IPs
Create a photo library of project related pictures	All targeted audiences	Photos from various project visits compiled and library created for utilisation in reports, websites, posters, etc	Visual	Ongoing	Photo library created	Communications Specialists