



**The Republic of Sudan  
Ministry of Agriculture and Forests  
National Forest Corporation**



**Reducing Emissions from Deforestation and Forest  
Degradation (REDD+) Readiness Program**

## **Communication Strategy and Work Plan for the REDD+ Readiness Program**

**Prepared by: Dalia Amin  
National Consultant**

**Final Version  
December 2017  
Khartoum, Sudan**

## **ABBREVIATIONS AND ACRONYMS**

CBO	Community Based Organization
CSO	Civil Society Organization
DFID	UK Department for International Development
FAO	Food and Agricultural Organization of the United Nations
FAQ	Frequently-asked Questions
FCPF	Forest Carbon Partnership Facility
FNC	Forests National Corporation
IFAD	International Fund for Agricultural Development
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
PMU	Program Management Unit
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
R-PP	Readiness Preparation Proposal
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UN-REDD	United Nations Collaborative Program on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries

## **CONTENTS**

1. BACKGROUND
2. CONTEXT
  - 2.1. The Global REDD+ Process
  - 2.2. Country Context
  - 2.3. REDD+ Context in Sudan
3. SITUATION ANALYSIS
  - 3.1. Institutional Context for REDD+ in Sudan
  - 3.2. Current Status of Communication on REDD+
4. JUSTIFICATION FOR THE STRATEGY
5. GOAL, OBJECTIVES AND OUTCOMES OF THE STRATEGY
  - 5.1. Goal
  - 5.2. Objectives of the Strategy
  - 5.3. Outcomes of the Strategy
6. COMMUNICATION COMPONENTS
7. TARGET AUDIENCE
8. KEY MESSAGES
9. COMMUNICATION CHANNELS AND TOOLS
10. IMPLEMENTATION
11. MONITORING AND EVALUATION
12. IMPLEMENTATION BUDGET
13. RISK MANAGEMENT

## **ANNEXES**

- Annex 1. Training Needs
- Annex 2. Annual Work Plan
- Annex 3. M&E Framework
- Annex 4. Style Guide

## **1. BACKGROUND**

REDD originally referred to Reducing Emissions from Deforestation in Developing countries. REDD Plus (REDD+) strategies go beyond deforestation and forest degradation, and include the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in reducing emissions in developing countries. REDD+ is a global mechanism to mitigate climate change caused by forest loss or degradation, while mobilizing financial resources for the socio-economic development in forest countries.

The current high rate of deforestation and forest degradation (for energy, crop cultivation, grazing and other livelihood needs) makes the forest sector one of the highest priority sectors for Sudan to contribute to global climate change mitigation. Thus, the Republic of Sudan considers the REDD+ mechanism a priority area for development in the management of forest resources and rangeland in the country.

The Republic of Sudan has received a grant in February 2015 through the Forest Carbon Partnership Facility (FCPF) Program of the World Bank to support the country in preparing for the implementation of its National Readiness Program for Reducing Emissions from Deforestation and Forest Degradation (REDD+). The grant will contribute to sustainable management of Sudan's land and forests, and will enable the country to benefit from possible future support for ecosystem services relating to REDD+.

The Development Objective of the Sudan REDD+ Readiness Program is to strengthen Sudan's capacity to design a national REDD+ strategy that should be socially and environmentally sound. The Strategy emphasizes country ownership through active involvement and effective engagement and participation of all stakeholders. To that end, the public and other stakeholders need to be informed of the REDD+ Program and to be mobilized to support the process. Equally important is the need for effectively communicating with the stakeholders to regularly update them on the progress towards readiness for REDD+.

To date, some communication activities on REDD+ in Sudan have been undertaken by the FNC Extension and Mass Media Unit at federal, state and locality levels. However, the move towards ensuring meaningful engagement of all stakeholders through informing and advocating REDD+ has yet to be achieved. This will be realized through a communications strategy that provides a strategic framework to manage and coordinate the wide variety of communication activities that would take place during all phases of Program implementation.

The purpose of this document is to present a communications strategy that aims to increase awareness and knowledge of REDD+ in Sudan. The Communication Strategy will be used as a tool that will guide the process of stakeholders' consultation and participation. The Strategy would therefore contribute to effective and informed consultation and participation of all concerned stakeholders. The strategy would provide a clear roadmap for all communication activities in order to facilitate achieving the Program objectives and eventually contributing to its success.

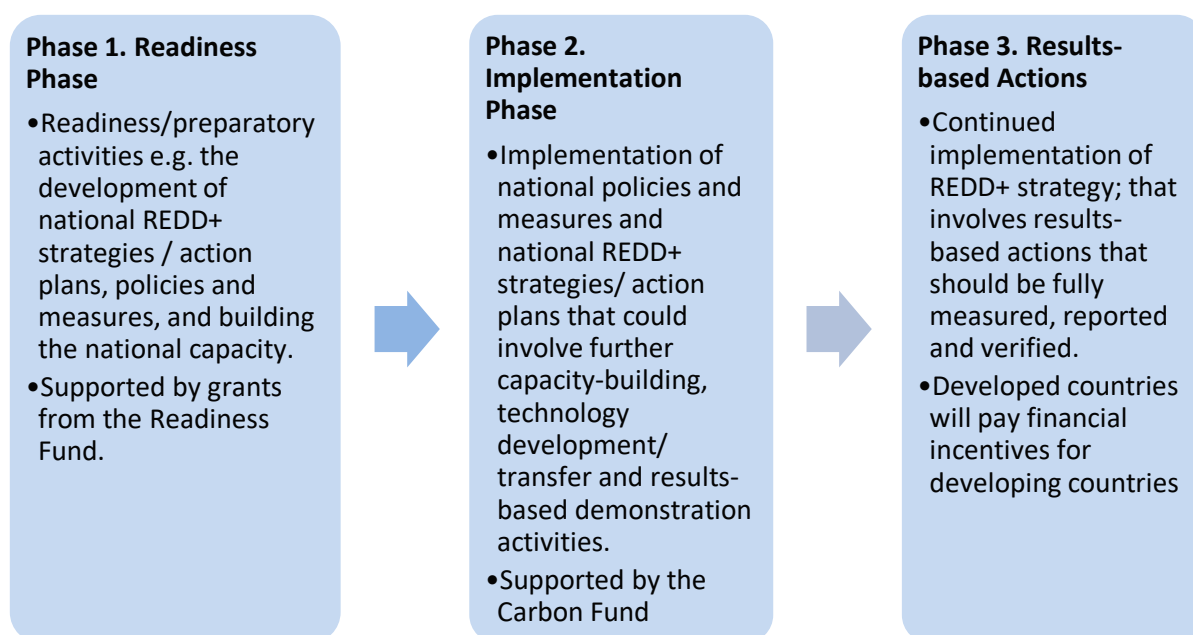
The process of developing this communication strategy included desk review and preliminary meetings followed by Stakeholders Training and Consultation Workshop. The draft Strategy has first been submitted to the REDD+ Secretariat and the FNC Extension and Mass Media Unit for preliminary review and comments. Then a one- day Validation Workshop was conducted to present the Communication Strategy to relevant stakeholders and to solicit their inputs into the strategy. Eventually, the strategy has been finalized taking into account comments and outcome of the Stakeholders Validation Workshop.

## 2. CONTEXT

### 2.1. The Global REDD+ Process

The Forest Carbon Partnership Facility (FCPF) of the World Bank, which became operational in June 2008, is a global partnership that provides technical assistance and supports developing forest countries in the preparation and subsequent implementation of their national REDD+ strategies. The support to countries for engaging in REDD+ activities is provided through two mechanisms within the FCPF, the Readiness Fund and the Carbon Fund.

Implementation of the REDD+ Program is a three-phase process as follows:



**Phase 1: Readiness Phase:** where a country undertakes readiness/preparatory activities such as the development of national REDD+ strategies or action plans, policies and measures, and building the national capacity. This phase is supported by grants from the Readiness Fund.

Support under the Readiness Fund includes:

- (i) Developing a national reference scenario for REDD+;
- (ii) Adopting a national socially and environmentally sound REDD+ strategy that would reduce emissions and at the same time conserve biodiversity, enhance the livelihoods of forest-dependent peoples and other forest dwellers;
- (iii) Setting up implementation management framework for the effective and efficient implementation of REDD+; and
- (iv) Designing and implementing accurate measurements, monitoring and verification systems to enable countries to report on emissions from deforestation and forest degradation.

The REDD+ readiness process should ensure that implementation of proposed programs and activities will not cause adverse social and environmental impacts, while striving to enhance benefits for local communities and the environment.

**Phase 2: Implementation Phase:** Implementation of national policies and measures and national REDD+ strategies or action plans that could involve further capacity-building, technology development/ transfer and results-based demonstration activities.

This phase is supported by the Carbon Fund through (a) grants or other financial support for capability building, and enabling policies and measures and (b) payments for emission reductions (performance-based payments for emission reductions programs).

**Phase 3: Results-based Actions:** Continued implementation of REDD+ strategy; that involves results-based actions that should be fully measured, reported and verified; in the context of low-carbon development, payments for verified emission reductions and removals.

All of the three phases could potentially tap into various funding sources such as GCF, Norway's International Climate and Forest Initiative, and in the broader sense GEF.

REDD+ strategies aim to make forests more valuable standing than they would be cut down, by creating a financial value for the carbon stored in trees. Once this carbon is assessed and quantified, the final phase of REDD involves *developed countries paying developing countries carbon offsets for their standing forests i.e.* developing countries would receive financial incentives from developed countries for reducing the rate of deforestation and forest degradation, conserving forests through sustainable management, and increasing areas under forest cover.

## 2.1. Country Context\*

Sudan is situated in north-eastern Africa with a coastline bordering the Red Sea. It is the third largest country in Africa with a population estimate of 42 million.

Like in other Sahelian countries, livelihoods in Sudan depend heavily on soil, water and vegetation resources. It is estimated that agriculture (crops, livestock and forestry) contributes 35-40 percent of GDP (with livestock accounting for 50 percent of the production) and employs more than 80 percent of the total population. Traditional farming accounts for 60-70 percent of the agricultural output, and is largely subsistence production based on shifting cultivation and livestock rearing.

The majority of the population (about 70%) is rural and many are considered forest dependent (e.g. by having wood as the main source of energy and depending on round timber and poles for buildings).

The contribution of forests to the national economy is under-estimated where the formal national accounts reveal an under-estimation of the forestry sector to the GDP in the range of 3 percent. The 1994 energy consumption study confirmed that the per capita consumption of fuel wood is 0.7 m<sup>3</sup>/annum which, when converted into Ton/Oil Equivalent (TOE), could be valued at nearly 2.0 Billion US dollars. Moreover, Non Wood Forest Products (NWFP) such as Gum Arabic are diverse and make substantial contribution to livelihoods at the household level as well as to the national economy.

Land use activities including forest and range sectors are well recognized for their vital contribution to sustainable development in Sudan, where these sectors support the livelihoods of more than 70% of the population, provide habitat for wildlife and grazing material for the national livestock herd. A recent report prepared with support from the African Development Bank highlighted land use activities including forestry and range resources as some of the high priority sectors for mitigation activities and low carbon development strategy in Sudan.

A wide variation of rainfall and soils has rendered Sudan with a variety of forests and related vegetation types. Unfortunately, there is no official assessment of forest cover and forest cover change after the secession of South Sudan. However, the Forests National Corporation (FNC) estimates indicate that the current forest cover is approximately 19.2 million ha. This amounts to just over 10

---

\* This section is mainly derived from the Readiness Preparation Proposal Assessment Note of the World Bank, February 2015

percent of the national territory, with a deforestation rate of 174 415 ha/yr (0.9 percent loss). The FNC estimates that other wooded lands make up an additional 20.7 million ha with a deforestation rate of 186,610 ha/yr (0.9 percent loss). Thus, over four million ha of forest has been lost since 1990, of which over 21 percent (872,000 ha) has occurred since 2010.

The major drivers of deforestation and forests degradation in Sudan are:

- Agricultural expansion (mechanized and traditional rain-fed and irrigated agriculture): the conversion of natural forests to cropland and pasture.
- Wood extraction for energy consumption: wood extraction for fuel and charcoal for household, services and industrial energy source. The demand for wood fuel has increased in the last four decades due to rapid population growth, urbanization and shortage in supply of other forms of energy.
- Wood extraction for other uses: include livelihoods, construction, maintenance and furniture wood.
- Increasing demand from livestock: With the second largest livestock population on the continent and open grazing system, (over) grazing by livestock has caused serious impediment to the natural restocking of forest stands.
- Other drivers of deforestation include:
  - drought and desertification;
  - pressure from refugees and internally displaced populations;
  - poor forest policy (such as lack of afforestation plans); and
  - lack of concerns for forest resources by other sectors (e.g. agriculture, energy and mining)

Climate change poses significant challenges to Sudan. Not only will many of its important ecosystems and natural resources be adversely affected, but its farmers and pastoralists - spread over thousands of villages from northern desert regions to southern forests - will face increasing difficulty in wresting their livelihoods under conditions of rising heat stress and recurrent drought. Throughout much of the country, water resources are limited, soil fertility is low, and drought is common. These underlying conditions are exacerbated by a range of human pressures, creating a situation in which Sudan is already highly vulnerable to recurrent climatic shocks - and apart from taking adaptive measures - will become even more vulnerable in the face of future climate change.

Sudan has been actively seeking to mainstream adaptation to climate change through its 10-year Comprehensive National Strategy (1992-2002) and 25-year comprehensive National Strategy that require the inclusion of climate and vulnerability issues into development policies. There are many ongoing national policy processes that have parallel aims to climate change adaptation such as the poverty reduction strategy, water harvesting programs, etc. It is understood by the government that Sudan needs both adaptation and mitigation measures in order to combat climate change.

### **2.3. REDD+ Context in Sudan**

Preparation for REDD+ will enhance Sudan's ability to contribute to mitigating the impacts of climate change in addition to enhancing the sustainable management of its forests. The REDD+ readiness preparation activities would lay the foundations for more sustainable forest management, to meet Sudan's national goals, eventually providing benefits to the millions of people that depend on the forest for their livelihoods and wellbeing. The long-term protection of forests, better land use planning, practices and governance, restoration of degraded land, and improvements in local livelihoods and resilience will also contribute to the achievement of Sudan's broader development, environmental and climate change goals.

The Government of Sudan started to initiate the REDD+ in Sudan in collaboration with the UNEP, UNDP and FAO in 2009. Since then, the preparation of a Readiness Preparation Proposal (R-PP) has started with a highly consultative process. Sudan was selected as a REDD+ country participant in the

FCPF in 2012. Sudan's R-PP states that Sudan is aiming to achieve REDD+ Readiness by the end of 2017. The R-PP presents all activities that the Government of Sudan envisages in order to achieve REDD+ readiness. The R-PP of Sudan, which was approved in Lima in July 2014, will cost about US\$ 8 million to implement. The World Bank, as Trustee of the FCPF, has provided US\$ 3.8 million for the implementation of key activities identified in consultation with the REDD+ stakeholders in Sudan. In this context, the FCPF grant will fund a first phase of readiness preparation activities.

The REDD+ Readiness Program was launched in September 2015 and includes the following interventions:

- development of national REDD+ Strategy or Action Plan
- stakeholders consultation and participation
- Support for REDD+ readiness management and institutional arrangements
- capacity building
- development of reference levels
- development of a national forest monitoring system
- social and environmental safeguards analysis

For a Country to become "Ready for REDD+", it is required to develop a National REDD+ Strategy ensuring effective consultation and participation of all stakeholders including government institutions, civil society organizations (CSOs), private sector, academic and research institutions as well as local communities (particularly indigenous people, forest- dependent communities and vulnerable groups).

### **3. SITUATION ANALYSIS**

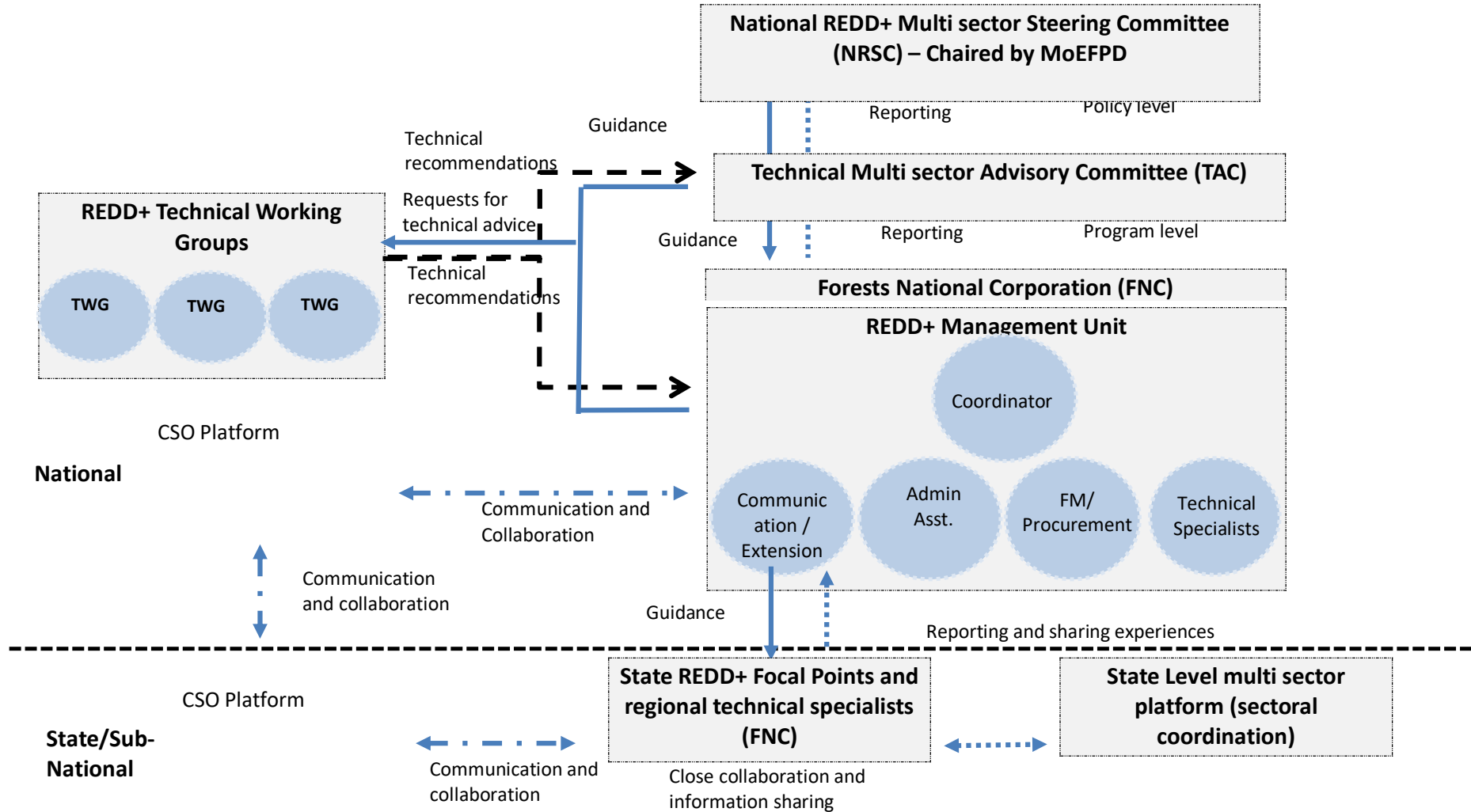
#### **3.1. Institutional Context for REDD+ in Sudan**

Sudan has acknowledged the importance of putting in place effective multi- sectoral and inclusive institutional arrangements for REDD+ to lead the coordination, management and monitoring of the REDD+ readiness process in Sudan.

The institutional arrangement as described in the Readiness Preparation Proposal Assessment Note of the World Bank is as follows:



**Institutional Arrangement for implementing REDD+ Program in Sudan**



Source: Readiness Preparation Proposal Assessment Note of the World Bank, February 2015

The government administrative structure in Sudan is composed of a federal government, 18 states and 176 local government councils (localities).

For the purpose of this institutional structure, the 18 states of Sudan have been clustered into five geographical zones/ sectors (Northern, Eastern, Central, Kordofan and Darfur sectors).

The process of the REDD+ Readiness has three main levels of decision making and participation as follows:

- National level
- Sub-national level /local level (state / provincial)
- Program level

The National REDD+ Secretariat/ REDD+ Management Unit (PMU) is housed in the Forests National Corporation (FNC) under the Ministry of Agriculture and Forestry, the REDD+ Readiness Program implementing agency, is the main governmental institution responsible for the conservation of forest cover in Sudan. The National REDD+ Secretariat is responsible for providing day-to-day operations and management as well as secretariat and logistic support for readiness preparation activities.

The REDD+ Program is overseen by National REDD+ Steering Committee (NRSC), Technical Advisory Committee (TAC), and ad hoc REDD+ Technical Working Groups (RTWGs). These are the structures responsible for leading the execution and strategic planning of the REDD+ process and for providing technical inputs and guidance.

At the national level, the Extension and Mass Media Unit of the Federal FNC is liaising with the PMU to manage and monitor the communication activities of the REDD+ Readiness Program.

At the sub- national level, decentralized implementation arrangements at the state level exist. Each state has an assigned REDD+ State Focal Point from FNC while each sector has a Sector Focal Point.

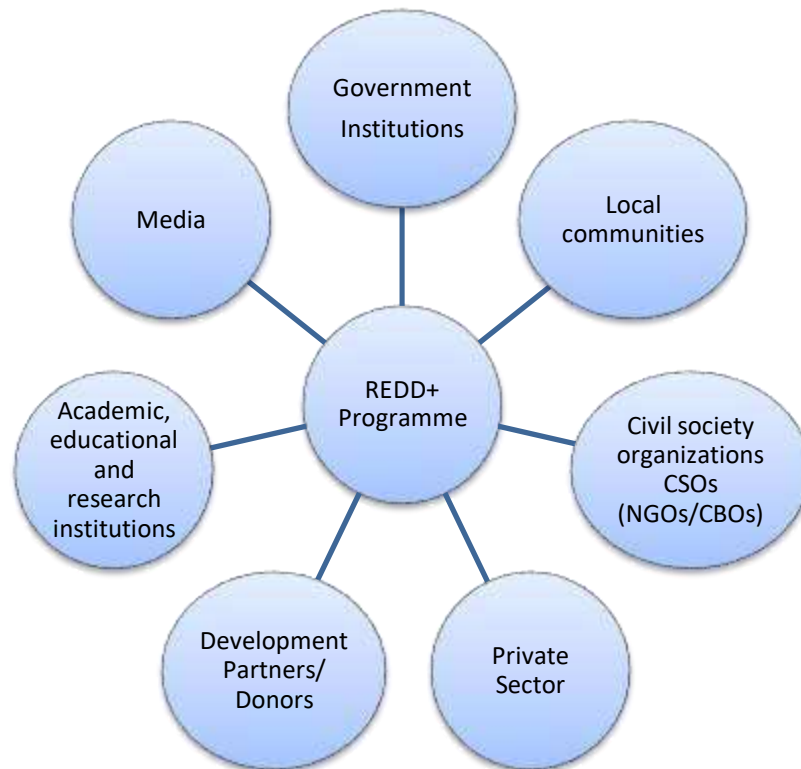
REDD+ is a multispectral process targeting the forestry, energy, land and agriculture sectors. The current structure for sectoral coordination includes:

- State Level multi- sector Platform
- Civil Society Organizations (CSO) Platform

### **Proposed Institutional Arrangement for implementing REDD+ Readiness Communication activities**

The stakeholders targeted at the federal, state, locality and community levels are grouped into the following categories/ groups:

- Government institutions
- Civil society organizations CSOs (NGOs, CBOs)
- Local communities (forest-dependent communities, indigenous people, vulnerable groups)
- Private Sector
- Development Partners/ donors
- Academic and research institutions



The current institutional structure can be used to carry out the REDD+ Readiness communication activities. However, the following is proposed to improve the institutional arrangements for effective and efficient implementation of REDD+ communication activities:

- ❑ Establish a Communication Coordination Group at the national, state and locality levels. The Group should include representatives from state/ Government and non- state/ CSOs stakeholders groups described above.
- ❑ Appoint REDD+ Focal Points at each locality.
- ❑ Define clear Terms of Reference for Sector Focal Points and State/ Locality Focal Points with clear lines of responsibilities. It is suggested that all activities pertaining to the communication to be undertaken by the State and Locality Focal Points, while the Sector Focal Points should assume coordination role.
- ❑ At the locality level, active participation of the local communities should be ensured. This can be facilitated by involving community leaders, community development committees, community- based organizations such as women and youth groups, etc.
- ❑ There is a need to build the capacity of the national communication staff at national and sub-national (state) levels.

### 3.2. Current Status of Communication on REDD+

Communication on REDD+ in Sudan has taken various avenues, through federal, state, locality and community levels. Communication briefings were circulated by the FNC PMU via media, internet and direct contact. A dedicated website for REDD+ in Sudan has been developed. However, the website needs to be improved and updated on regular basis. Some promotional materials have been produced including Program logo, letterheads, envelopes, etc.

In addition, the Extension and Mass Media Unit within the Forests National Corporation (FNC) at the federal level has played a key role in coordinating activities pertaining to outreach, communication

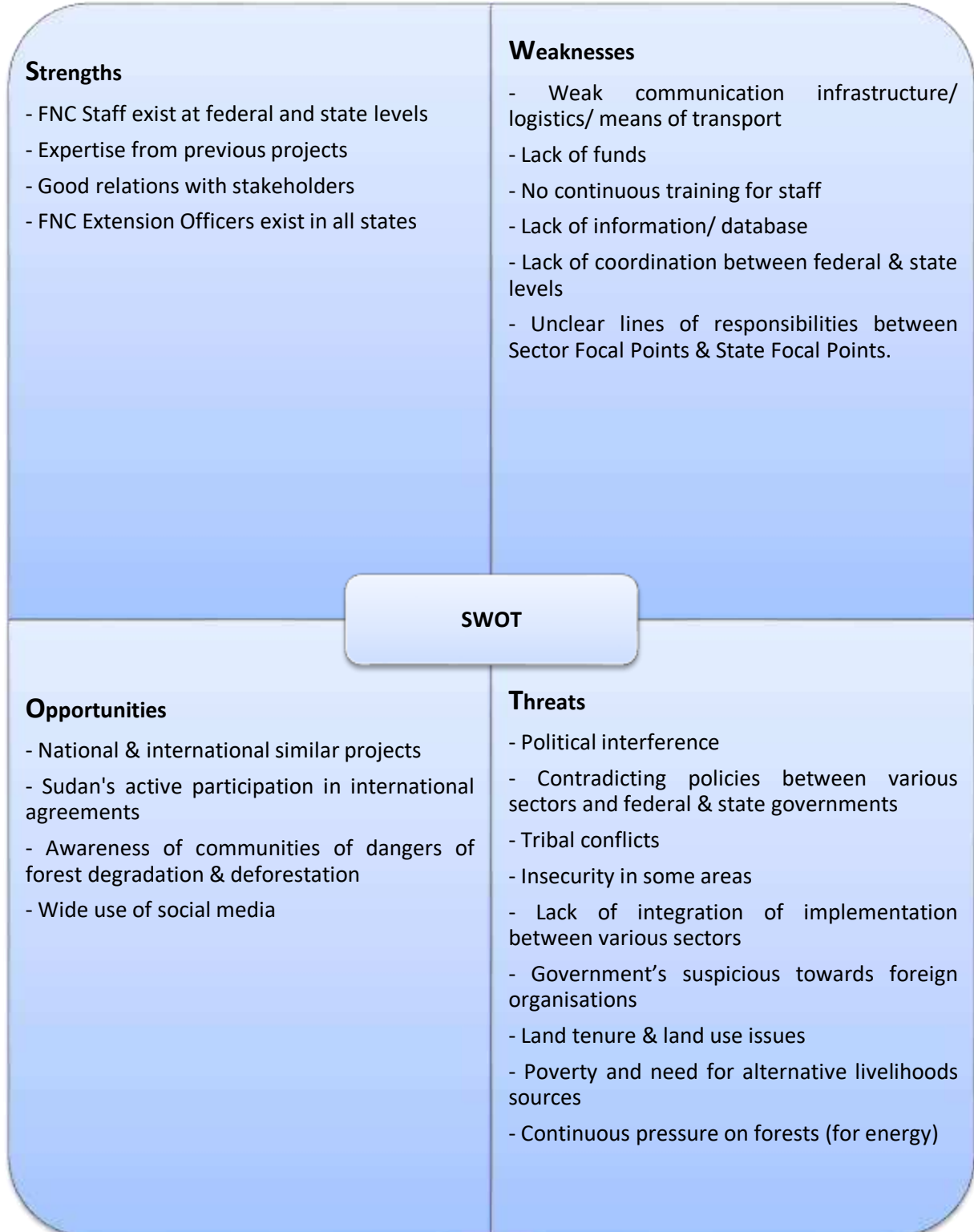
and dissemination of REDD+. They have successfully involved the decentralized State level extension officers within the Mass Media Units using various medium and channels of communication to carry out outreach, consultations and to serve as feedback loop. To date, the use of media, community radio, newsletters, pamphlets, local diagrams, etc. have been utilized for communication and dissemination on the REDD+ Program. The Unit will continue to play a lead role in assisting in coordinating and managing information dissemination and collecting stakeholder feedback in a centralized manner.

However, there is a need for a communication strategy that provides a framework to manage and coordinate the wide variety of communication activities that take place during the Program. The strategy would serve as a guide/ roadmap for all communication activities to help achieve the overall Program objectives.

Moreover, the national capacity is not adequate to address the uniqueness and complexity of REDD+ process and requirements. There is a need to build the capacity of the communication staff at all levels; particularly for the FNC Extension and Mass Media Unit. Preliminary capacity gaps for communication were identified, following the Consultant's desk review and the Stakeholders Consultation Workshop (presented in Annex 1). Once the national capacity is strengthened, this would enable effective implementation and monitoring of REDD+ communication activities.

### SWOT Analysis of Program Communication

Based on the analysis of the current situation of REDD+ Program communication and the outcomes of the Stakeholders Consultation and Validation workshops the following summarizes the strengths and Weaknesses internal to the REDD+ Program and the Opportunities and Threats external to the Program:



#### **4. JUSTIFICATION FOR THE COMMUNICATIONS STRATEGY**

In order for Sudan to prepare for the REDD+, it is required to develop a REDD+ national strategy. The process emphasizes country ownership through active involvement of all stakeholders. Thus the national REDD+ Strategy pays particular attention to the FCPF and UNREDD requirements for effective engagement and participation of all stakeholders; including government institutions, civil society organizations (CSOs), private sector, academic and research institutions as well as local communities (particularly indigenous people, forest- dependent communities and vulnerable groups).

This involvement would be realized when the public and stakeholders are informed of the REDD+ process and requirements for preparing Sudan's Readiness and when they are mobilized to support the Program. Equally important is the fact that Sudan needs to effectively communicate with the stakeholders to regularly update them on the progress towards readiness for REDD+.

There is a great need to enhance existing awareness, address major challenges through communication in order to enhance stakeholder engagement and support.

Hence, the proposed strategy and actions will facilitate communication and awareness raising about REDD+ process and progress to the stakeholders and will be used as a tool to mobilize stakeholders' participation in the process.

The Communications Strategy has been developed as an integral component of the R-PP process for Sudan; and together with the Participation and Consultation Plan will constitute the National REDD+ Readiness Strategy that will prepare Sudan for REDD+ implementation. The Communication Strategy would guide the process of stakeholder consultation and participation. The Strategy would therefore contribute to inclusive, effective and informed consultation and participation of all concerned stakeholders.

The purpose of this document is to describe a communication strategy aimed to increase awareness and knowledge of REDD+ in Sudan. This is the description of the Objectives, Outputs and Means of Communication. The Communication objectives would be geared towards achieving the overall Program objectives.

The goal of the Communications Strategy is to create the favorable conditions for a successful REDD+ readiness process in Sudan. It serves as a guide/ roadmap to manage and coordinate all communication activities that take place during various program development stages. Engagement of the communications component at all stages of program development and implementation would contribute to achieving program objectives and eventually contribute to the success of the overall Program.

## **5. GOAL, OBJECTIVES AND OUTCOMES OF THE STRATEGY**

### **5.1. Goal**

To enhance communications with different stakeholders to raise awareness and knowledge on REDD+ in order to mobilize stakeholders support and participation in the REDD+ process in Sudan.

### **5.2. Objectives**

The Communication Strategy seeks to achieve the following objectives:

1. To strengthen the national capacity to undertake communication activities within the framework of REDD+ Program.
2. To raise public and stakeholders' awareness and understanding of REDD+, deforestation, forest degradation and climate change issues.
3. To enhance knowledge sharing, information dissemination and communications on REDD+ with key stakeholders to enhance their support, participation and full engagement in REDD+.

### **5.3. Outcomes of the Communication Strategy**

Successful implementation of the Strategy will result in:

- ⇒ National capacities of the communications staff is strengthened and are effectively and efficiently implementing REDD+ Readiness communication activities.
- ⇒ Public and stakeholders' awareness and understanding of REDD+, deforestation, forest degradation and climate change issues enhanced.
- ⇒ Public and stakeholders' awareness and understanding of benefit-sharing/benefits of REDD+ and forest conservation
- ⇒ Stakeholders are supporting and actively participating in the REDD+ Program.

## 6. COMMUNICATION COMPONENTS

The communication strategy comprises of the following major components:



### **Awareness Raising**

Awareness raising will focus on creating and enhancing the existing awareness and understanding among key stakeholders and general Sudanese public on REDD+ Program, the role of forests in climate change and mitigation, and its benefits and usefulness. Newspaper articles, features, video clips, brochure, the website materials and other communication materials—in both print and electronic formats—will be used to create awareness on REDD+ at national and local levels.

### **Advocacy and Effective Stakeholders Engagement**

The communications strategy should shape the Program's outreach to all of its key stakeholders, ensuring that engagement is properly targeting, meaningful and understandable to each critical audience in order to achieve the Program objectives. This will be done through newsletter, interactive dialogue, forums, stakeholders exchange visits, etc.).

The benefits that REDD+ will bring to each of the stakeholder groups must be clearly and convincingly projected if their support and participation is to be fully acquired.

Advocacy actions will focus on informing and motivating leadership to create a supportive environment to achieve Program objectives and development goals and to build both policy makers, management and other stakeholders' commitment to, and 'ownership' of, the Program. This will be done through briefing meetings, policy briefs, etc. using the civil society and media as a platform for policy dialogue, legal and institutional reforms that address concerns of the indigenous and forest-dependent communities among other stakeholders.



### **Image Building and branding**

The strategy needs to create a strong and credible brand identity for REDD+ Program, establishing/maintaining a consistent and distinctive positive image. That would provide the Program with a robust identity and visibility among key stakeholders; positioning REDD+ in the national development context. Various communication products tailored to the various stakeholders will be used such as brochure, website, FAQ, etc.

### **Media Relations**

It is important for positive awareness to be built among all stakeholders and the general public through the Sudanese media. The activities have been structured in a way as to foster appropriate and effective media relations for enhancing the feasibility of the project. Relationship building will focus on media to support awareness raising and effective engagement of media in achieving the Program objectives, ensuring that all media have access to accurate and balanced information about REDD+. This will be done through media briefings, press tours, Press Release, TV/ Radio announcements; features, etc.

### **Knowledge Sharing and Management**

The Strategy would aim at providing consistent, relevant, up- to- date and user friendly information, ensuring that knowledge generated during REDD+ readiness activities is properly documented and shared effectively with relevant stakeholders. Sharing knowledge on REDD+ includes disseminating information on National REDD+ process and progress to key stakeholders. Knowledge management will make information more easily accessible to key stakeholders and communications will make that process easier by packaging and developing information outputs. The strategy would ensure effective knowledge management systems to build a learning organization through documenting practices and improving the culture of disseminating lessons learned and innovative practices. To that end, progress reports, quarterly newsletter and other communication materials—in both print and electronic formats—will be used. The REDD+ Sudan website will provide a platform to share news and information about the Program activities with target audiences, including the general public. In addition, a stakeholders' mailing list will be updated regularly and will be used to send pertinent reports to key stakeholders via e-mail. The Program will also communicate and facilitate knowledge sharing by maintaining a database of REDD+ stakeholders that can be used for outreach, organizing relevant workshops and developing communications materials to highlight REDD+ trends, important findings and national-level achievements.

### **Capacity Building**

Capacity building will focus on enhancing capacities of REDD+ Focal Points, relevant government officers, civil society organizations and media personnel who would be involved in communication and awareness raising activities on REDD+. Communication skills development training for stakeholders and media sensitizing sessions will be used in managing communications.

This component will enhance communication capacity and knowledge on REDD+ through workshops, training activities and technical assistance. Whenever possible, the Program should support the participation of national staff to attend regional and international REDD+ training (workshops, seminars, knowledge and learning events, etc.) to facilitate cross fertilization with other REDD countries and experts.

### **Communication Management**

The key aim of communication management will be maintaining consistency in communicating messages and information relevant to each stakeholder group in order to achieve the overall Program objective. This Communication Strategy and Work Plan would represent a framework for guiding communication activities of the REDD+ Program in addition to the Program Style Guide (provided in the Annex).

## Risks/ Critical Issues Management

The complexity of the Program necessitates constant and careful assessment of a wide range of issues associated with REDD, taking into consideration the many different opinions expressed by various stakeholders. Risk and crisis communication management will be an integral part of communication management, and would be achieved through inclusiveness, transparency and timely information dissemination.

## 7. TARGET AUDIENCE

Potential audiences have been identified, prioritized and segmented into groups with similar needs, preferences and characteristics. It is important to target audiences for approaches and messages to be designed and tailored to achieve maximum resonance and relevance for each particular group.

The audiences targeted in this Communication Strategy/ Plan and the purpose of communicating with each audience group is provided in the table below:

Audience Group/ Category	Description	Purpose of Communication
<b>Government institutions</b>	Policy makers, decision makers and practioners of line ministries: Ministry of Agriculture and Forestry Ministry of Environment, Natural Resources and Physical Development Ministry of Animal Resources, Fisheries and Range Ministry of Water Resources, Irrigation and Electricity Ministry of Oil and Gas Ministry of Minerals Ministry of Tourism, Antiquities and Wildlife Ministry of Welfare and Social Security Ministry of Information Ministry of Justice Ministry of Finance Lands Commission  And other relevant government agencies and related institutions at the National, State and Locality levels	Setting and enforcing policy & regulations supporting the REDD+ Program Support, consultation and participation in all phases of the Program Positioning the Program in the national government agenda/ priorities
<b>Local communities</b>	Project beneficiaries Indigenous People Forest-dependent communities Marginalized and vulnerable groups Women Youth Community leaders Religious leaders Pastoralists and farmers who depend on forests for livelihoods Local communities located in forest & agricultural areas	Awareness raising & mobilization Consent and participation

<b>Audience Group/ Category</b>	<b>Description</b>	<b>Purpose of Communication</b>
<b>Civil society organizations CSOs (NGOs/CBOs)</b>	Farmers Union Pastoralists Union Charcoal Production Union Gum Arabic Producers Association Sudan Social Forestry Society Sudanese Environment Conservation Society Practical Action National Gender Network Women's Union Environmentalists Society Village Development Committees (VDCs) Village councils Agricultural cooperatives Women organizations/ associations/ groups at local level Youth groups/ organizations/ associations Traditional and Cultural forums/ institutes Community forest committees Traditional leaders' associations Professional Associations Organizations working in the field of environment and desertification Environmental law enforcement agencies Other relevant Civil society organizations (National & International Non- governmental organizations (NGOs), Community- based organizations (CBOs), grass roots groups and Local/ Community associations.	Community awareness & mobilization Adopting the REDD+ Concept Piloting best practices Lobbying the Government and advocacy for REDD+. Proposing pro- REDD+ policy options.
<b>Private Sector</b>	Small loggers and other logging companies Ranchers Charcoal producers Farmers: small and large scale Industrial timber growers Timber dealers Wood/ timber industry Sugar processing companies Producers of non-timber forest products (i.e. Gum Arabic, honey producers, seed collectors) Other Small & medium forestry and agro-forestry producers Fuel wood & Charcoal Associations (producers, transporters, suppliers) Wood workers associations Trade Unions/ Associations Sudanese Businessmen Federation Service providers Mining Industry Major private sector companies (such as	Adopting and supporting REDD+ particularly through: Mutual benefits of reducing deforestation and forest degradation Sustainable utilization of forests Reforestation Alternative livelihood activities Financial support for REDD+ activities

<b>Audience Group/ Category</b>	<b>Description</b>	<b>Purpose of Communication</b>
	<p>Kenana Sugar Company, DAL Group, Hagggar Company, etc.). Private companies providing direct finance for REDD+ activities (e.g. as part of their Corporate Social Responsibility).</p> <p>And other private sector actors involved in forest development including individuals/ large companies who invest in forestry development as a business in order to make profits from the sale of wood and NWFPs, particularly Gum Arabic.</p>	
<b>Development Partners/ Donors</b>	<p>World Bank UNDP UNEP FAO IFAD DFID Bilateral/ multi-lateral donors Financial agencies/ institutions</p> <p>Other relevant international organizations and potential donors.</p>	Technical and financial support
<b>Academic, educational and research institutions</b>	<p>National Centre for Research University of Khartoum Sudan University of Science and Technology University of Gezira University of Bahri Omdurman Ahlia University</p> <p>And other relevant research institutions, universities, training colleges and vocational training centres.</p>	<p>Source of information Research and innovation Generating and disseminating new knowledge Advocacy</p>
<b>Media</b>	<p>Sudan News Agency (SUNA) Sudanese Media Centre (SMC) Taiba Press Sudanese TV channels (Sudan, Blue Nile, S24, Alshoroog, etc.) Sudanese FM Radio stations Other local, national and possibly International: TV Radio Print: newspapers, journals, magazine, etc. News agencies Media centres Electronic and social media</p>	<p>Publicity/ Public awareness contributing to building mass support for and understanding of REDD+ Lobbying the Government and advocacy for REDD+</p>

<b>Audience Group/ Category</b>	<b>Description</b>	<b>Purpose of Communication</b>
<b>General Public</b>	Sudanese public (women, men, youth and children)	Raise general public awareness

## 8. KEY MESSAGES

Messaging aims at providing relevant, accurate and consistent information to target audience in order to achieve communication objectives and eventually REDD+ Program strategic objectives.

Obviously awareness and communication needs about REDD+ differ among audience groups, requiring different messages. Messages must be tailored to specific audiences group. While there are some common points for all, there are also key content elements specific to each group.

The following are key content elements/ themes of messages for target audience group:

<b>Audience Category</b>	<b>Group/</b>	<b>Key Messages Themes</b>
<b>Government institutions</b>		The REDD+ Program has a clear vision and is delivering significant and tangible, environmental, economic and social benefits to Sudan, while contributing to the country's commitment to play its role in mitigating climate change. Importance and need for government's support to REDD+ Program.
<b>Local communities</b>		The Program works with the local communities/ society to address the needs of local people particularly indigenous people, ultimately delivering real, long-term benefits that have true meaning for communities and the sustainable livelihoods of the local people. The REDD+ Program is designed to provide maximum possible benefits to the local communities and indigenous peoples where it operates and is helping with the empowerment of people and enhancement of community livelihoods.
<b>Civil organizations (NGOs/CBOs)</b>	<b>society CSOs</b>	The REDD+ Program contributes to climate change mitigation while bringing social and economic benefits to the local communities.  The Program is helping the Civil Society with capacity building and development support as well as sharing of expertise.
<b>Private Sector</b>		REDD+ Program brings stability and long-term sustainability of benefit to all, including the private sector; and there is a strong business case for cooperation.  The Program provides mutual benefits and brings new business opportunities for the private sector and enhanced relations with the local communities.
<b>Development Partners/ Donors</b>		The Program helps prepare Sudan for REDD+ implementation and thus provides practical solutions for the country to contribute to the global efforts for climate change mitigation.  REDD+ implementation is fully accountable for Sudanese people and the international community in terms of relevance, process, funding and results obtained as the Program is committed to ensure efficiency, effectiveness and transparency of all its operations. Potential benefits for long-term stability and socio-economic development opportunities of REDD+
<b>Academic</b>	<b>and</b>	The Program helps in climate change mitigation while providing positive

<b>Audience Category</b>	<b>Group/</b>	<b>Key Messages Themes</b>
<b>research institutions</b>		environmental, economic and social benefits.  Importance of the engagement of research and academic institutions in REDD+ in order to provide research findings and best practice demonstrations of the Program in Sudan.
<b>Media</b>		The Program is supported by the Government of Sudan and the World Bank and is the primary source of information on all matters related to REDD+ in the country.  The Program brings positive environmental, economic and social benefits from REDD+ activities to the Sudanese population.  The Program will provide platforms for debate on REDD+ issues to be adopted by media.
<b>General Public</b>		The Program helps in climate change mitigation while providing positive environmental, economic and social benefits to all.

It should be noted that the above are general thematic areas (themes of messages) from which messages can be developed. Specific messages would be formulated at a later stage and need to be context-specific for events, communication products and particular audiences. The Communication Officer in collaboration with the REDD+ Program Focal Points at the state and locality levels would be required to produce timely and accurate messages targeted to each audience group.

When formulating messages, it is crucial to construct Clear, Convincing, Consistent, Credible (key messages) specifically designed for the target audience(s). The message should flow logically from the stated objectives of communication and the desired changes at the level of each target group, taking fully into account its knowledge, attitudes and practices. Messages should be understood by the target audiences and taking into account the information needs of the various groups at each level. For example, when addressing local communities, it would be emphasized that messages should be clear and simple using local dialects, as needed, in conveying messages. On the other hand, when addressing the government, it is important to differentiate between policy makers, decision makers and practioners. Key messages should be tailored to each audience group and delivered with a unified voice appropriate for each level.

## 9. COMMUNICATION CHANNELS AND TOOLS

Communication channel is the best way to effectively reach the target audience to communicate the key messages. Various communication channels can be used to target specific audience. It is effective to use a variety/ mix of communication channels at the same time or simultaneously to best reach the target audience. Communication can be “Internal: among Program staff and “External” between Program staff and other stakeholders.

Hereunder are the communication channels and tools that will be used to reach target audience groups:

### 9.1. Mass Media:

Mass media includes any means of communication that reaches a large amount of people. In order to enhance media coverage, media relations will initially be enhanced through:

- Press releases, media briefings, press soirees, editors dialogue, media orientation sessions, field trips, press tours, special one-on-one interviews.
- Prepare and distribute information package/ press kit
- Assign media ambassadors for REDD+.

Mass media will be used to raise public and stakeholders’ awareness about REDD+ include print and electronic media:

**Print media:** newspapers, magazines, periodicals, journals, etc. that can reach broad literate audience rapidly. Written articles and features, opinion editorials, supplements/pullouts, advertisers notices will be published in newspapers and magazines to enhance awareness and provide specific technical information or human interest stories and news items on REDD+. Small network of key journalists, especially environmental and development journalists will be formed and linked with the Communications Coordination Group for awareness raising.

**Electronic media:** Examples include broadcast (television, radio) and videos. Television and radio can reach larger audiences simultaneously.

- Radio broadcast is the optimum choice to reach broader audiences particularly in rural areas; including illiterate people. This includes REDD+ focus magazine Programs, discussion Programs, jingles, radio features using national, regional, rural and community FM stations.

- Television: This would include REDD+ focus documentaries, discussion Programs, Flash Messages, feature news stories on REDD+.

Public service announcements will also be produced and broadcasted on television and radio channels.

- Video clip and documentaries: An introductory video clip covering REDD+ readiness activities in Sudan will be telecasted on Television. The video documentary will also be used for public screening at workshops and seminars. Documentaries and press coverage (print and electronic) of various events/ activities will be undertaken.

### 9.2. Interpersonal Communication:

Interpersonal communication is the exchange of information that involves person-to-person or small group interaction and exchange. Face-to-face meetings with policymakers, senior government officers and other stakeholders will be used for identifying capacity building needs, raising awareness among key audiences and facilitating lobbying and advocacy. 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 sub-national REDD+ stakeholders including local communities and vulnerable groups.



Interpersonal communication includes various meetings, roundtable discussions, workshops, conferences, forums, trainings, seminars, educational outreach; stakeholders exchange visits and interactive dialogue. The use of teachers, religious and tribal leaders as a means to communicate messages have proven effective in both rural and urban settings.

Public events such as:

- Participation in exhibitions,
- Participation in the celebration of special events and UN Observances (international days); such as the International Day of Forests celebrated on 21 March every year
- It is suggested that an Annual **National REDD+ day** to be initiated in Sudan that would include:
  - Forum: to create platforms where REDD+ issues will be discussed and shared
  - REDD + cross country road show/ rallies
  - Competition: Competitions to engage the general public, especially younger people. Writing, photo and poster competitions could be organized for journalists, school children and university students regarding REDD+ and forests in Sudan.

### **9.3. Publications/ Printed communication materials:**

Printed media and visual materials combine words, pictures and diagrams to convey accurate and clear information. Printed materials include leaflets, hand bills, news bulletin, fact sheets, booklets, bill boards, policy briefs, printed reports, analysis reports, books, posters, etc. these can be produced in Arabic and English, as appropriate.

**Brochure** on “REDD+ in Sudan”, focusing on the Program background, will be prepared.

**FAQ flyer:** Frequently asked questions (FAQs) flyer about REDD+, forest degradation, deforestation and climate change issues will be produced.

**Leaflets** summarize the main points of a talk or demonstration, or provide detailed information that would not be remembered simply by hearing it.

**Newsletter:** A newsletter will be produced on quarterly basis to exchange information focusing on the Program progress, to update readers about latest developments, events, communication materials and reports generated through Program activities. Key technical staff in the Program will be encouraged to submit articles for these newsletters. The newsletter will be circulated in both print and electronic forms.

**Posters** for IPs and people with low level of literacy will be designed using pictures and graphics. The most effective posters carry a simple message, catch people's attention and are easy to interpret.

**Policy & Information Briefs** will include technical information and recommendations especially of the technical reports and studies produced by the Program and would be circulated to policy makers and other relevant stakeholders.

**Fact sheets:** summarizing the findings of research and studies conducted within the framework of the Program.

**Reports:** Progress reports, analysis reports, Monthly Update, etc.

**Bi-annual Pictorial Magazine:** Pictures and short progress reports compiled, edited and produced as a pictorial magazine to reflect the achievements of the REDD+ Program.

Other printed materials, such as **REDD+ Glossary**, will be shared for awareness raising and providing more information on the Program.

Moreover, **promotional materials** (e.g., posters, badges, stickers, calendars, T- shirts, etc.) that should include the Program logo and slogan will be produced and distributed to enhance the branding and image building of the REDD+ Program.

#### **9.4. Digital and Social Media:**

Includes are digitized content - such as video, text, images, and audio - that can be transmitted over Internet, computer, or mobile networks. Internet medium will be used for online communication. Internet is a powerful new mass medium and has become an integral part of other mass media as well as the media supporting industries- public relations and advertising. This channel is suitable for well-educated audiences and can be used mainly to target youth.

**Website:** the website plays an important role with its ability to share information to a wider public and provide opportunities for interactive use. The Sudan REDD+ website (**reddsudan.org**) has already been developed but it needs to be improved and updated regularly (at least every 2 weeks). The website should host various types of media materials, visuals, audio, video, animations, and presentations and provide options for feedback and research. In general, the website needs to be simple to navigate, easy to understand and be visually appealing. The REDD+ Sudan website should be linked with key stakeholders' websites indicating their roles in the Program. It should be seen as another platform for communicating with the REDD-network in Sudan. Messages and links on the homepage and other pages should be kept as simple as possible. In addition the website should include the following:

- **On-line 'Information Centre':** Mindful that most people source much of their information via the Internet, the Program should provide a specific online resource that include regular updates, news, past and upcoming events, current and archived press releases, examples of good media coverage, feature articles, quotes, etc.
- **Photo gallery and video library:** Photographs, video clips and graphics of Program activities should be made available online.

**Emailing:** Email Alerts/ messages should be sent out via direct e-mail to all REDD+ contacts about new materials/publication and/or any upcoming/recent events. All publications and announcements should be shared with key stakeholders and relevant media outlets.

**Mobile phones:** SMS and 'WhatsApp'.

**Social media:** The National REDD+ Program will be promoted through social media channels (Twitter, Facebook, blog, YouTube, etc.) and will be used primarily to drive traffic to the REDD+ Sudan website, and make the Program easier to find in search engine results. E-communication would be used especially to reach the young people.

#### **9.5. Community-based interventions**

Includes interventions that are designed for/with and carried out in communities for community mobilization or advocacy, outreach, etc. These could include local theatre, songs, drama, community radio or television, community events, community dialogue, sports, interactive story- telling, music, video, group discussion, mobile video units, talks and workshops, door-to-door visits, demonstrations and campaigns to schools as well as trips and field visits.

### 9.6. Internal communication

Internal communication is communication among Program staff focusing on supporting the Program implementation team regarding management issues, emerging trends and threats, planning, and coordination between team in national, state and locality levels, to ensure efficient functioning of Program implementation. Internal communication enable staff to share knowledge, experiences and lessons learned/ best practices and thus enhances the quality and efficiency of project implementation through improved internal learning and communication. It also enables project staff to interact effectively with other stakeholders on the basis of a shared foundation of knowledge and commitment.

Tools include internal newsletter, monthly and quarterly reports, bulletin board, face-to-face meetings, Intranet, open discussions and round tables, special briefings organized occasionally to keep staff informed of key Programs achievements, etc.

### 9.7. Audience- specific channels

The means of communication for each target audience are summarized hereunder:

<b>Target Audience Group</b>	<b>Means of Communication (Channels, Tools)</b>
<b>Government institutions</b>	Presentation, video clip, fact sheet, printed materials (leaflets, policy & information briefs, monthly update, progress reports, posters, etc.) and electronic publications (newsletter), website, events (conferences, workshops, etc.), meetings.
<b>Civil Society Organizations CSOs (NGOs/ CBOs)</b>	Conferences, workshops, training, meetings and discussion groups, print materials (leaflets, posters, etc.), website, and social media.
<b>Local Communities</b>	Comics, drama, songs, local theatre, mobile video units, formal and informal meetings, interactive discussion/ dialogue, pictures, dem-plot, Proverbs, metaphors, demonstration, sports, cultural activities, calendar messages, films, posters, Community (environmental) education, campaigns to schools, community radio, mobile phones/SMS (in some areas).
<b>Private Sector</b>	Conferences, workshops, meetings, briefing sessions, seminars, special soiree at respective private sector's venue (Businessmen Federation, Framers Union, etc.), print materials (leaflets, posters, etc.), website, social media.
<b>Development Partners/ Donors</b>	Printed materials (leaflets, policy brief, monthly update, progress reports, etc.), print & electronic Newsletter, Website, Conferences, Workshops, social media.
<b>Academic and Research Institutions</b>	Workshops, seminars, lectures, discussion groups, presentations, open day in universities, competition, publications, website and social media
<b>Media</b>	Media briefings meetings, video clip, conferences (e.g. press conference), press release, Press briefing notes, Press kit.
<b>General Public</b>	Mass media (newspapers, TV, Radio) IEC materials, including print and electronic publications, Public events, exhibitions, banners in public places, Website and social media

## **10. IMPLEMENTATION**

The implementation of the Communication Strategy is guided by an Annual Communication Work Plan through the following implementation arrangements:

### **Establishment of a Communication Coordination Group**

It is crucial to have in place effective multispectral and inclusive institutional arrangements for REDD+ to lead the coordination, management and monitoring of the REDD+ readiness process in Sudan. It is, therefore, recommended that a Communication Coordination Group is established from the onset of the Program. The Group should include representatives from state/ Government and non-state/ CSOs stakeholders groups. Such a team is important to guide the direction of the strategy, as well as to play an essential role in building and sustaining partnerships throughout the life of the Program. Similar group should be established at each state/ locality and coordinated by the REDD+ State/ Locality Focal Point. At the community level, the Program should make use of existing structures and coordinated by community extension agents.

The group should be intersectional and include representatives from key stakeholders and partners in the Program including relevant government institutions, private sector, leading NGOs and CBOs, local communities, media representatives, donors and development partners making use of the formal and informal platforms at both national and state levels.

The group should meet on regular basis e.g. monthly to coordinate and manage communication activities of the REDD+ Program.

### **Developing a communications Work plan**

In order to ensure proper planning for implementation of the communication strategy, it is required to develop an Implementation/ Work Plan. The Plan is developed on annual basis and it should be strategy-driven. The annual communication work plan would describe the main activities at national and sub-national levels as well as resources required, responsible person(s) and time frame. The plan will be a working/ living document that would change as the communication needs of the Program change. Using this Communication strategy and Work Plan as background documents, the Plan can be revised as and when needed taking into account the available resources and local circumstances of each state. When implementing the Work Plan it is important to make prioritization and that implementation is done in phases. A detailed Annual Work Plan is provided in Annex 2.

### **Organizational Structure for implementing REDD+ communication activities**

The current institutional structure as described in section 3.1 of this document can be used to carry out the REDD+ Readiness communication activities. However, the following is proposed to improve the institutional arrangements for REDD+ communication activities:

Establish a Communication Coordination Group at the national, state and locality levels as indicated below.

At the Program level, the Communication Officer at the PMU would undertake day-to-day communication activities and will be in charge of managing and coordinating Program communication activities.

At the Federal level, the Extension and Mass Media Unit within the Forests National Corporation (FNC) would play a lead role in ensuring proper coordination and management of communication activities

At the sub- national/ State level, the REDD+ State Focal Points would be in charge of implementing, coordinating and monitoring the communication activities in collaboration with relevant stakeholders at their respective states. They would be guided by the Extension and Mass Media Unit within FNC at the Federal Level to ensure proper implementation and coordination of communication activities. Furthermore, they would be assisted by the Communication Coordination Group to be established at

each state for coordination of project communication activities. As described above, the Group would include representatives of the concerned stakeholders at the State level.

At the locality level, it is proposed to assign REDD+ focal points at each locality to undertake communication activities and collect stakeholder feedback at the locality level. They would have direct contacts with the local communities in order to ensure their active participation. This can be facilitated by involving community leaders, community development committees, community-based organizations such as women and youth groups, etc.

It is crucial to define clear lines of responsibilities and Terms of References for the Sector Focal Points and State & Locality Focal Points to avoid any overlap or unclear responsibilities.

Moreover, it is essential to strengthen the capacity of the national communication staff at all levels to ensure effective implementation and management of REDD+ communication activities.

### **Capacity Building**

As stated earlier, the national capacity is not adequate to address the uniqueness and complexity of REDD+ process and requirements. There is a need to build the capacity of the national communication staff; particularly of the FNC Extension and Mass Media Unit; at national and sub-national/ state levels to undertake communication activities within the framework of REDD+ Program. Preliminary capacity gaps and training needs are identified and provided in Annex 1. Areas of training include communication skills, monitoring and evaluation, reporting, etc. However, the list is not exhaustive and could be updated during Program implementation based on the emerging training needs. Moreover, there is a need to undertake a comprehensive training needs assessment both at federal and state levels.

This component will enhance communication capacity and knowledge on REDD+ through workshops, training activities and technical assistance. This can be facilitated by conducting training of trainers (TOT) Programmes, so that those trained can train others. Whenever possible, the Program should support the participation of national staff to attend regional and international REDD+ training workshops, seminars, knowledge and learning events, etc. as well as organizing study tours to other countries to facilitate cross fertilization and exchange of knowledge and expertise with other REDD countries and experts.

Though capacity building interventions should focus on REDD+ Focal Points, training should also include, whenever possible, communication staff of key stakeholders and partner organizations particularly the members of the Communication Coordination Group who would be involved in communication and awareness raising activities on REDD+.

Once the national capacity is strengthened, this would enable effective implementation and sustainability of the of REDD+ communication activities.

### **Financial resources and logistics**

It is important for the Plan to be implemented to have enough financial resources. Moreover, it is essential to have logistics in place (e.g. vehicles, etc.) for undertaking the proposed activities.

### **Coordination, Partnership and Networking**

The Program should exploit synergies with similar Projects/ Programs contributing to good coordination across different sectors, both at the national and state levels. This would facilitate policy, technology collaboration and information dissemination. It would also provide opportunities for all stakeholders to communicate with one another to share experiences and showcase effective local Programs thus using communications to help build the capacity through information sharing, highlighting good practice and professional development.

The Program should establish strategic partnerships with other organizations, at the national, regional and international levels, undertaking similar activities. This would help in exchange of information

making use of technical expertise, replicating best practices and lessons learned from complementary initiatives while avoiding duplication of efforts.

The Program should make use of opportunities for networking at all levels. This would contribute smooth implementation, improving the efficiency of communication on REDD+ and facilitate achieving Program objectives.

## 11. MONITORING AND EVALUATION

Monitoring and evaluation (M&E) should be an integral part of all REDD+ communication activities. Implementation of the communication work plan will be monitored and evaluated via the following M&E Framework functions:

**Monitoring:** to track progress of communication activities during Program implementation. Monitoring should be a continuous process of performance assessment that includes formal and informal monitoring activities. This will also facilitate undertaking corrective measures for improvement as well as reporting progress on delivery of planned communications activities. Monitoring should be carried out by locality and State Focal Points to ensure collecting stakeholder feedback in a centralized manner.

**Evaluation:** to evaluate the outcomes/ impact of Program activities and to measure the effectiveness and efficiency of communication activities and outcomes. Evaluation should be conducted annually for feedback and lessons learned on what works and what does not work. Final evaluation should be conducted at the end of Program implementation preferably by an independent consultant.

**Reporting:** Regular reporting will be carried out to chart progress on the basis of the set indicators and to inform decision-making. Progress reports should be prepared on quarterly basis in addition to monthly updates. An annual report should be prepared to evaluate performance and to ensure that corrective action to meet outstanding communication needs is included in the work planning cycle for the coming year.

It is essential to strengthen the monitoring and evaluation system that allows the measurement of communication performance of REDD+ activities and allows for improvement as needed. The progress in the implementation of the Work Plan shall be monitored and evaluated using the M&E framework described in Annex 3.

## 12. IMPLEMENTATION BUDGET

The implementation of the communication strategy and Work Plan will basically require resources to be allocated for the following:

- Information collection / Communication research/ surveys
- Monitoring and evaluation
- Training/capacity-building
- Development and production of print materials: publications (brochures, policy briefs, reports) and promotional materials (posters, banners, etc.).
- Development and production of broadcast materials (e.g. video clip)
- Special events (workshops, celebrations, meetings, media trips).
- Local planning and coordination meetings
- Human resources: Communications Specialist, national consultants, incentive for REDD+ focal points, etc.
- Communication supplies and consumables
- Translation of communication materials
- Travel and transport costs.

It is important to note that there will be a need for detailed budget based on each envisaged activity. This should be provided by the Communications Officer in consultation with the PMU.

## 13. RISK MANAGEMENT

Key risks and critical issues that might have direct and indirect implications on the successful implementation of the REDD+ readiness Program as related to communication activities are described below:

Key Risks/ Challenges	Action/ Mitigation Measures
The REDD+ concept is abstract, complex and confusing	Provide consistent, clear and simple information about general knowledge and technical issues. Clear message on what is REDD+ intervention,
Different desires, needs and high stakeholder expectations (particularly among local communities)	Expectations management Clear and consistent messaging Information sharing and multi-stakeholder consultation process.
Limited financial resources	Working in partnership with relevant regional and international organizations
Lack of ownership and interest	Stakeholder engagement to ensure consultation and participatory process. Awareness and knowledge sharing to enhance political will. Integrate Program activities into national and local government plans and budgets.
weak local staff capacity	Provide training Programs at national and state level
Sustainability of Program activities	Continued government interest and support. Functional institutional setup in place.

## **ANNEXES**



**Annex 1. Preliminary training needs related to REDD+ Communications activities**

<b>Training</b>	<b>Target</b>
Orientation on REDD+ Communication Strategy	REDD+ Focal Points, partners
Communication Skills (writing, reporting, presentation, speaking)	PMU Communications Officer, REDD+ Focal Points
Web development, maintenance and content management	PMU Communications Officer, Extension and Mass Media Unit of the Federal FNC
Monitoring and Evaluation (M&E) of communication activities	PMU Communications Officer, REDD+ Focal Points at State and Locality levels
Training to make basic video and photography of Program activities	PMU Communications Officer, REDD+ Focal Points at State and Locality levels
Training on Participatory Communication	REDD+ Focal Points at State and Locality levels
Graphic Design	PMU Communications Officer, Extension and Mass Media Unit of the Federal FNC

**Annex 2. Annual Communication Work Plan**

<b>Objective 1. To strengthen the national capacity to undertake communication activities within the framework of REDD+ Program.</b>					
<b>Output 1.1</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Institutional framework for delivery of REDD+ communication activities at national, state and locality levels is developed and functional	REDD+ Focal Points at state and locality levels, Representatives of key stakeholders/partners in the Communication Coordination Group	Assign REDD+ focal points at each locality			REDD+ Secretariat, FNC
		Identify representatives of key stakeholders and partners for the Communication Coordination Group.			REDD+ Secretariat, key stakeholders
		Establish a Communication Coordination Group at national, state and locality levels.			REDD+ Secretariat, REDD+ Focal Points
		Organize orientation sessions for Communication Coordination Group	Presentation, video clip	Once for each group at all levels	Communication Officer, REDD+ Focal Points
		Conduct training Programs for communication staff at national, state and locality levels.	Training materials	As required	Outsourced consultant
		Organise regular (e.g. monthly) meetings of the Communication Coordination Group		Monthly	Communication Officer, REDD+ Focal Points

**Objective 2: To raise public and stakeholders awareness and understanding of REDD+, deforestation, forest degradation and climate change issues.**

<b>Output 2.1</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Communication and relationship with the Sudanese news media is strengthened to enhance wider coverage of REDD+ issues.	Local and national media: TV Radio Print: newspapers, journals, magazine, etc. News agencies Electronic and social media	Develop and regularly update a media contact list of the most influential media outlets for targeted and proactive contacts for publicity	Media contact list	Every 4 months	Communication Officer, REDD+ Focal Points
		Establish media ambassadors for REDD+ to communicate effectively on REDD+ issues			
		Organize orientation sessions on REDD+ for media	Video clip, presentation, publications	Media briefings at least 2 times a year	REDD+ Secretariat, Communication Officer, REDD+ Focal Points
		Organize field trips and study tours for selected media persons		2 times a year	REDD+ Secretariat, Communication Officer, REDD+ Focal Points
		Organize editors dialogue to create and strengthen relations with managing editors to enhance reportage on REDD+.		Every 6 months	REDD+ Secretariat, Communication Officer
<b>Output 2.2</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Advocacy and media outreach Programs on REDD+ developed and publicized	All key audience/ stakeholders at national, state and locality levels.	Develop clear and well-informed awareness messages/ information about REDD+ and its importance, deforestation, forest degradation, global warming, and climate change issues			Communication Officer

		Conduct regular media briefings on REDD+	Presentation, briefing note, video	Every 4 months	Communication Officer, REDD+ Focal Points
		Organize media coverage (print and electronic) of various REDD+ events and activities	Press release, media coverage documentary	for various events	Communication Officer, REDD+ Focal Points
		Preparation of a Public Service Announcement ( TV and Radio )	Announcement	Media message every 3 months.	Private company
		Hold Talk Shows on TV	TV show	At least every 4 months and in special events	REDD+ Secretariat, Communication Officer, REDD+ Focal Points
		Organize radio discussions and debates to elicit public understanding and awareness of REDD+	Radio discussion	At least every 4 months and in special events	Communication Officer, REDD+ Focal Points
		Undertake outreach to feature editors with suggested creative ideas to attract their interest and for more in-depth coverage about the Program.	features	Every 4 months	Communication Officer, REDD+ Focal Points
		Issue press releases periodically to update media on new developments on REDD +	Press release	Quarterly and for various events	REDD + Secretariat Coordinator and Communication Officer
<b>Output 2.3</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Public/ stakeholders' awareness and understanding of REDD+ is enhanced.	All key audience/ stakeholders at national, state and locality levels.	Develop consistent, clear and simple awareness messages/ information about REDD+, deforestation, forest degradation, global warming, and climate change issues			Communication Officer, REDD+ Focal Points
		Produce and assemble simplified	Posters, factsheet,		Private company

		communication products such as posters, factsheets, FAQs etc.	FAQs flyer, etc.		REDD+ Secretariat, Communication Officer
		Distribute products to targeted stakeholders			REDD+ Secretariat, Communication Officer, REDD+ Focal Points
		Publish and disseminate brochure on REDD+ in Sudan	Brochure	Once	Private company REDD+ Secretariat, Communication Officer
		Produce video clip on REDD+ in Sudan	Video	Once	Private company REDD+ Secretariat, Communication Officer
		Produce comprehensive documentary on the REDD+ activities and various events in Sudan	Video documentary	For various events	Communication Officer, REDD+ Focal Points
		Develop and regularly update REDD+ web-site including pictures, videos, reports, media releases, etc.	Website	Website to be updated at least every 2 weeks	Website to be developed/ improved by Private company, then to be updated by Communication Officer
		Utilize social media (Social internet (facebook, flicker, twitter, etc.) and SMS through mobile phones		Real time if possible (by sending information via Twitter, upload photo via Instagram, Facebook) or at	Communication Officer, REDD+ Focal Points

				least 12 hours after the event.	
<b>Output 2.4</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Branding/ image building of REDD+ in Sudan is created/ developed that people can easily identify and recognize.	All key audience/ stakeholders at national, state and locality levels.	Promote the visual identity of the REDD+ Program by developing and promoting common Program's logo, slogan/ vision statement, multilingual presentations & templates (letterheads, fax, PPT, etc.)	Logo, slogan		REDD+ Secretariat Coordinator, Communication Officer
		Produce and distribute promotional materials (e.g. badges, stickers, calendars, etc.)	Stickers, badges and other promotional materials	As required	Private company, REDD+ Secretariat, Communication Officer, REDD+ Focal Points
		Post printed materials (posters, banner, comics, etc.) about the project in simple messages in accessible public areas.	Poster, banner, comics		Communication Officer, REDD+ Focal Points
		Organize promotional/ publicity campaign to develop REDD+ branding and image profiling through: - drama, theatre, songs - radio presenters announcements - flash messages on TV	Drama, theatre, songs, radio announcements, flash messages on TV	2 times a year	REDD+ Secretariat, Communication Officer
		Organize an annual national REDD+ Day; activities including - Forum: to create platforms where REDD+ issues will be shared - REDD + cross country road show - Competition: writing, photo and poster competitions for journalists, school children and university students regarding REDD+ and forests in Sudan.	Forum, road show, completion and exhibition	Annually	REDD+ Secretariat/Steering Committee/Comm. Focal Persons

**Objective 3. To enhance knowledge sharing, information dissemination and communication on REDD+ with key stakeholders to enhance their support, participation and full engagement in REDD+.**

<b>Output 3.1</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Stakeholders are well informed of Sudan's REDD+ process and progress and are supporting and actively participating in the Program	Relevant government institutions at national, state and locality levels, CSOs (NGOs/ CBOs), research and academia, development partners	Develop clear messages/ information on the importance, requirements and benefits of stakeholders participation in REDD+ and on the Program process and progress			REDD+ Secretariat, Communication Officer
		Develop a database of all organizations/ institutions involved in REDD+	Database	At the beginning of the Prog. and to be updated regularly	REDD+ Secretariat, Communication Officer
		Develop a series of synthesis reports that provide authoritative information to policy- and decision makers on development, policy issues and analysis related to REDD+.	Synthesis reports		REDD+ Secretariat/ Steering committee
		Prepare monthly reports	Monthly report	Monthly	REDD+ Foal Points
		Prepare quarterly progress reports	Progress report	Quarterly	REDD+ Secretariat
		Develop progress briefings/ updates (print and electronic publications) extracted from progress reports	Updates/ Briefings	Monthly, quarterly	Communication Officer
		Prepare and distribute policy briefs to target audiences	Policy briefs		REDD+ Secretariat, Communication Officer
		Develop a quarterly newsletter (hard copy and electronic)	Newsletter	Quarterly	Communication Officer
		Convene workshops/ briefing sessions for targeted stakeholders	Presentation Video clips	Every 2 months	REDD+ Secretariat, REDD+ Foal Points
				Organize focus group discussions/ forums aimed at providing insight into how the	Discussions, forums

		process fits into the national political goals and objectives/agenda			
<b>Output 3.2</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Understanding, consultation, participation and consent of indigenous people and forest-dependent communities enhanced	Local communities (Indigenous People, Forest-dependent communities, Marginalized/ vulnerable groups, Women, Youth, Community leaders), civil society (NGOs, CBOs, local associations)	Develop simple and clear messages to create awareness of REDD+ potentials and benefits for local communities			Communication Officer, REDD+ Focal Points
		Produce and assemble simplified communication products (such as comics, posters, pamphlets) for local communities	Comics, posters, pamphlets		Private company, Communication Officer
		Organize community- based events that include: songs, drama, mobile theatre, mobile video, etc.	Community songs, drama, mobile theatre, mobile video	Monthly	REDD+ Focal Points, CSOs (NGOS, CBOs)
		Undertake sensitization/ outreach sessions for local communities targeting all segments of the population		At least once a month	REDD+ Focal Points, CSOs (NGOS, CBOs)
		Organize focus group discussions/ interactive dialogue		Quarterly	REDD+ Focal Points, CSOs (NGOS, CBOs)
		Conduct weekly community radio Program to update communities on REDD+ related issues		weekly	REDD+ Focal Points, CSOs (NGOS, CBOs)
<b>Output 3.3</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Private sector is well informed of REDD+ and is supporting and actively participating in REDD+ Program	Fuel wood & Charcoal Associations (producers, transporters, suppliers), Wood workers associations Trade Unions/	Develop clear messages on the mutual benefits of REDD+ and the importance of private sector support and participation in REDD+.			Communication Officer, REDD+ Focal Points
		Develop printed materials e.g. posters, leaflets, etc.) and distribute to private sector unions/ associations for onward transmission to its members	Posters, leaflets, etc.	As required	Communication Officer, REDD+ Focal Points
		Convene briefing sessions for targeted	Briefing notes,		Communication



	Associations Sudanese Businessmen Federation	stakeholders e.g. heads of private sector associations/ unions.	presentation, video clip		Officer, REDD+ Focal Points
		Organize soirees at private sector premises	Presentation, video clip	Quarterly	
<b>Output 3.4</b>	<b>Target Audience</b>	<b>Activity</b>	<b>Tools/ Products</b>	<b>Frequency/ Timeline</b>	<b>Responsibility</b>
Donors and development partners informed of Sudan's progress on REDD+ Readiness and actively supporting the country throughout the REDD+ process	World Bank FCPF UNEP UNDP FAO DFID IFAD And other potential donors and international organizations	Develop Communication messages about Sudan's Readiness Strategies, Actions and implementation plan			Communication Officer
		Prepare and disseminate briefing notes to donors and development partners	Briefing notes	Quarterly	REDD+ Secretariat, Communication Officer
		Organize round- table meetings for in- country donors and development partners	Presentation, video clip, briefing notes	At least 2 times a year	REDD+ Secretariat, Communication Officer
		Prepare and submit progress reports and technical papers	Reports, technical papers	Quarterly	REDD+ Secretariat
		Participate actively in REDD+ FCPF session, related meetings, forums and national & international events.		As required	REDD+ Secretariat
		Provide regular update in the REDD+ website, social media and e-mailing to communicate to donors and development partners Sudan's preparations for becoming ready for REDD+	Update	Regularly, at least every 2 weeks	REDD+ Secretariat, Officer
		Ensure timely submission of Sudan's Readiness Proposal	Sudan R- PP		REDD+ Secretariat

### Annex 3. Monitoring and Evaluation (M&E) Framework

Output	Indicator	Means of Verification	Frequency	Responsibility
Institutional framework for delivery of REDD+ communication activities at national, state and locality levels is developed and functional.	No. of Focal points assigned. Communication Coordination Group established and active.	REDD+ Secretariat Information. Review of documents for establishing the Group. Training reports. Meetings minutes.	Quarterly	REDD+ Secretariat, Communications Officer, REDD+ Focal Points
Communication and relationship with the Sudanese news media is strengthened to enhance wider coverage of REDD+ issues.	% of target media outlets adopted the REDD+ and is publicizing the Program. Number of media representatives participating at briefings/events/tours.	No. & type of media house/outlet involved. No. & type of media tools used. Tracking media coverage.	Bi-monthly	Communications Officer, REDD+ Focal Points
Advocacy and media outreach Programs on REDD+ created/developed.	% of target audience reached. Number of relevant articles/reports published.	No. of awareness and outreach Programs held. Share of ink (print) and share of voice (audio) for free publicity. Media monitoring.	Monthly	Communications Officer, REDD+ Focal Points
Public/stakeholders' awareness and understanding of REDD+ is enhanced.	% of target audiences understanding the REDD+ concept, deforestation, forest degradation and climate change issues.	Random survey. Awareness survey report. Field visits. No. and type of communication materials. Website statistics. Social media statistics.	Quarterly	Communications Officer, REDD+ Focal Points.

<b>Output</b>	<b>Indicator</b>	<b>Means of Verification</b>	<b>Frequency</b>	<b>Responsibility</b>
Awareness of the REDD+ brand/image in Sudan is raised that people can easily identify	% of target audience recognize REDD+ Sudan logo and slogan	Awareness survey report. Direct observation. No. and type of promotional materials produced and distributed. Documentaries. Forum minutes. Competition's winners' products (article, photo and poster).	Quarterly	Communications Officer, REDD+ Focal Points
Stakeholders are well informed of Sudan's REDD+ process and progress and are supporting and actively participating in the Program	% increase in number of stakeholders involved in REDD+ implementation	Total no. of stakeholders participating in the National REDD+ Steering Committee, Technical Advisory Committee and Technical Working Groups. No. & type of institutions and organizations involved in REDD+. Events minutes. Check of website. No. and type of publications and reports produced and distributed.	Bi- monthly	REDD+ Secretariat
Understanding, consultation, participation and consent of indigenous people and forest-dependent communities enhanced	% of target local communities aware of REDD+ and related issues. % of target local communities involved in REDD+ consultation and implementation activities.	Field observation. Random survey. No. of community members reached. No. of community members participating in	Quarterly	REDD+ Focal Points, CSOs (NGOS, CBOs)

Output	Indicator	Means of Verification	Frequency	Responsibility
		REDD+ consultation and implementation activities. No. of CBOs involved in REDD+ activities. Field reports. Events minutes.		
Private sector is well informed of REDD+ and is supporting and actively participating in REDD+ Program.	% of target private sector is aware of REDD+. % of private sector actors supporting REDD+ activities.	No. of private sector actors reached. Reports of events Event evaluation forms. No. of private sector actors supporting REDD+ activities.	Quarterly	REDD+ Secretariat, Communications Officer, REDD+ Focal Points
Donors and development partners informed of Sudan's progress on REDD+ Readiness and actively supporting the country throughout the REDD+ process.	Flow of funding. No. of development partners' organization supporting REDD+. % increase in funds from donors.	Financial reports. Progress reports. Events minutes/ reports	Quarterly	REDD+ Secretariat



**Reducing Emissions from Deforestation and Forest Degradation (REDD+) Readiness Program**