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ECOSYSTEM BASED ADAPTATION TO CLIMATE CHANGE



**Communication Strategy for Ecosystem Based
Adaptation in the Mt. Elgon Ecosystem
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ACRONYMS

CWG	–	Communication Working Group
CBO	–	Community-Based Organisation
COC	–	Communication Coordinator
COMESA	–	Common Market for Eastern and Southern Africa
DLG	–	District Local Government
EAC-CCSMP	–	East African Community Climate Change Strategy and Master Plan
EAC-PENR	–	East African Community Protocol on Environment and Natural Resources
EBA	–	Ecosystem-Based Adaptation
FBO	–	Faith-Based Organisation
IGAD	–	Inter Governmental Authority for Development
IUCN	–	International Union for the Conservation of Nature
KAP	–	Knowledge, Attitudes, and Practices
M&E	–	Monitoring and Evaluation
MDAs	–	Ministries, Departments, and Agencies
MWE	–	Ministry of Water and Environment
NAPA	–	National Adaptation Programmes of Action
NDP	–	National Development Plan
NEPAD	–	New Partnerships for African Development
NGO	–	Non-Governmental Organisation
NPC	–	National Programme Coordinator
NSC	–	National Steering Committee
PMU	–	Project Management Unit
UNCBD	–	United Nations Convention on Biological Diversity
UNDAF	–	United Nations Development Assistance Framework
UNDP	–	United Nations Development Programme
UNEP	–	United Nations Environment Programme
UNFCCC	–	United Nations Framework Convention on Climate Change
VIA	–	Vulnerability Impact Assessment

EXECUTIVE SUMMARY

The goal of this Communication Strategy is to increase awareness, knowledge, and adoption of ecosystem-based adaptation to climate change among vulnerable communities of the Mt. Elgon ecosystem which will ultimately improve the livelihoods of the local communities who depend on the natural resources of this ecosystem. The estimated cost of implementing the strategy over two years is Uganda Shillings 518,000,000.

UNDP – on behalf of the partnership involving IUCN, UNEP, UNDP, and the Government of Uganda – supported the development of a communication strategy as a framework to facilitate communication, information exchange, and understanding of EBA issues among communities, stakeholders, and partners in the Mt. Elgon ecosystem. The strategy will back up the various activities carried out as part of the fight against climate change in the region and the mountainous areas at large and as part of efforts to help local populations adapt.

The information and data that make up the building blocks of the strategy were gathered through desk research, analysis of secondary sources, key informant interviews with diverse actors, focus group discussions with community representatives and selected beneficiaries, a knowledge, attitudes, and practices (KAP) survey, and rapid rural appraisal in project sites. The field work was conducted in November 2013.

This strategy is grounded in a comprehensive analysis of the communication needs of the overall EBA programme and forms the basis for setting the communication objectives and targets. The analysis of existing communications related to EBA in the Mt. Elgon area was undertaken to determine how best to support and complement the activities of the implementing partners. The analysis entailed a detailed review of the current communication priorities, practices, policies, products, and capacities. It identified the settings, channels, key messages, stakeholders, and media for reaching the critical publics that the communication strategy is targeting. The resident communication capacities of the implementing partners and those needed to implement the strategy were also identified as were the communication capacity building needs for the project implementation staff and other stakeholders. A monitoring and evaluation framework for the strategy has been provided as well as guidance on control of the quality of communication efforts and products.

Section 2.0 introduces the goal, the programme-level objectives, the macro-level outcomes, the rationale, and the methodology. Section 3.0 presents the findings from the survey of knowledge, attitudes, and practices which was conducted to provide insights into perceptions and behaviour related to various aspects of climate change and ecosystem-based adaptation. Section 4.0 articulates the communication challenge that the strategy seeks to address by pinpointing the priority issues, identifying the audiences and partnerships, and describing the foundation of messages and content that will drive the strategy. Section 5.0 presents the four primary strategic interventions, namely, advocacy and public education, community mobilisation and dialogue, media and publicity, and promotion and social marketing. Section 6.0 lays out the communication objectives, expected results, and strategic matrix for each audience. Section 7.0 gives a breakdown of the management plan for the strategy, which entails the lead agency, the

coordination mechanism, the crisis communication management guidelines, the implementation plan, the indicative budget, and the M&E framework.

A validation exercise for this strategy was conducted as part of the communication capacity building workshop which took place in Jinja from 2 to 4 December 2013. The participants in the workshop represented the following districts: Bukwo, Bududa, Bulambuli, Kapchorwa, Kween, Manafwa, Mbale, and Sironko. Agencies represented were the Ministry of Water and Environment and the Territorial Approach to Climate Change project. The 40 or so participants included district EBA focal persons, natural resource officers, planning officers, community development officers, chief administrative officers, and representatives of selected EBA grantees. A working paper on strategy design, which laid out the core communication interventions that would drive the strategy, was circulated, discussed, and endorsed.

ACKNOWLEDGEMENTS

Numerous people contributed to the work that went into the development of this strategy. Focus groups were organised and coordinated by Rogers Wangoda in Zesui, Bosco Kisaali in Bugitimwa, and Samuel Chemusto in Kween. A number of experts and officials offered interviews that were essential in expounding on the priority issues and setting the stage for the field research that informed the strategy. These included: Xavier Mugumya of the National Forestry Authority; Sophie Mbabazi, Barbara Bugembe, and Richard Gafabusa of IUCN; Stephen Muwaya of Ministry of Agriculture, Animal Industry and Fisheries; Rebecca Nanjala of Mbale TACC; Simon Nyangas of Kapchorwa District Land Care; Godfrey Satya of Kapchorwa DLG Department of Forestry; members of Masaba Integrated Bee Keeping Organisation in Zesui; members of Mt. Elgon Bee Keeping Community in Bugitimwa; administration officials of Sironko DLG led by the Assistant CAO Peter Gidongo; community members in Lusha; administration officials of Bulambuli DLG led by the Assistant CAO; members of Kasongo Kaska Women's Group in Sanzara; Awadh Chemangei and Sylvester Ojangole of Kapchorwa DLG; and members of Binyin Jerusalem Women's Association in Kween. The whole exercise was coordinated by staff of EBA Project Unit: Paul Nteza the National Programme Coordinator; Henry Nsubuga the Project Officer; Ms. Irene A. Muiiri the Programme Associate and Edgar Mwesiga the intern.

1.0 INTRODUCTION

1.1 Background

Climate change is putting the resilience of Uganda's ecosystems under severe strain, yet these systems are already under enormous pressure from human activity. The Ecosystem-Based Adaptation (EBA) approach is considered singularly appropriate in helping to deal with the adverse effects of climate change. The Mt. Elgon ecosystem was selected to pilot a model for building the country's capacity for resilience in the face of vulnerabilities caused by the impacts of climate change.

The EBA project is jointly implemented by UNDP, IUCN, and UNEP in the Mt. Elgon region of eastern Uganda and targets the districts of Sironko, Bulambuli, Kapchorwa, and Kween. It is funded by the German Federal Ministry of Environment and Nuclear Safety.

The overall objectives of the project are:

1. To strengthen Uganda's capacity for promoting EBA options;
2. To reduce the vulnerability of communities to climate change impacts with particular emphasis on the Mt. Elgon ecosystem.

To attain these objectives, UNDP and its partners are supporting Uganda and local communities in the target districts to adapt to the adverse impacts of climate change. The adaptation is expected to happen through improved biodiversity and ecosystem services, while taking into account risk management and resilience enhancement as part of overall adaptation strategies locally and nationally.

Specifically, the EBA project supports:

1. The development of methodologies and tools for mountain ecosystems.
2. The application of the above methodologies and tools at the national level.
3. The implementation of EBA pilots at the ecosystem level.
4. The building of an economic case for EBA at the national level.

Climate change is defined in the National Adaptation Programmes of Action (NAPA) as "a change in climate attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods." NAPA recognises that highland ecosystems are particularly vulnerable to climate change impacts, with the occurrence of landslides concentrated in highland ecosystems and flooding in lowland ecosystems. The Mt. Elgon ecosystem has in the most recent past experienced devastating landslides in Bududa and Bulambuli districts and floods downstream in Teso and Butaleja areas.

Globally, the impacts of climate change are evident through its various effects on the environment, society, and economies. Climate change effects and the attendant occurrences such as flooding, famine, drought, wildfire, insects, and ocean acidification are said to be stretching the resilience of ecosystems worldwide to their limits. These occurrences are being exacerbated by human activities such as land use, pollution, over-exploitation of natural resources,

consumption, population growth, urbanisation, and industrialisation. While different countries have different capacities to cope with the effects of climate change, adaptation and mitigation initiatives, when properly planned to reinforce each other, can substantially minimise the risks of climate change.

The just concluded vulnerability impact assessment (VIA) for the Mt. Elgon ecosystem looked at the links between ecosystems and people and concluded that “the main predisposing factors that determine people’s exposure to climate-related hazards and perturbations are elevation and population density.” There is a correlation between ecosystems and people’s livelihoods because population density affects human welfare. In the Mt. Elgon area, the most densely populated communities tend to be situated at the higher altitudes compared to the lowlands which tend to be sparsely populated. As such, population density affects aspects of human wellbeing such as sanitation quality and land productivity. In particular, the VIA noted that “people-environment relations on Mt. Elgon vary markedly across slope levels as do problems associated with changing climatic conditions.”

The Mt. Elgon system, shared with Kenya, is one of Uganda’s three major trans-boundary mountain systems. The others are Mt. Rwenzori shared with the Democratic Republic of Congo and the Mt. Mufumbira ranges. These mountain systems are important biodiversity protection areas too. The Mt. Elgon National Park is one of the most important water towers and biodiversity areas for both Uganda and Kenya. The Rwenzori and Mufumbira ranges lie in the Albertine Rift, which is one of Africa’s most important biodiversity hotspots.

The most significant future climate change challenges for the mountain ecosystems of Uganda are increased glacial recession, floods, and landslides, all of which come with impacts on the health, food security, and economic development potential of the population. Unless adaptation is implemented in the Mt. Elgon area, emergency operations such as the one in response to the 2010 landslides will be routinely required. In addition to the economic costs of drought, landslides, and flooding, the costs on human life and the environment are incalculable. Preventing a disaster certainly costs far less than responding after it occurs.

The EBA project is designed to complement efforts by the government in implementing the different action plans outlined in the NAPA in line with climate change adaptation and mitigation. These action plans are at different stages of implementation by the government and the private sector. However, implementation is hampered by lack of tools and methodologies that suit the local conditions in Uganda.

The project contributes to the UNDAF outcome of promoting sustainable livelihoods and is in line with the following National Development Plan (NDP) objectives:

- Increasing household incomes and promoting equity
- Enhancing the availability and quality of gainful employment
- Improving stock and quality of economic infrastructure
- Promoting science, technology, innovation and ICT to enhance competitiveness
- Promoting sustainable population and use of the environment and natural resources

The communication strategy, planned for implementation from 2014, is a harmonized framework for coordinating the communication activities of the various actors working on climate change issues in the Mt. Elgon ecosystem. Situated in a communication analysis of EBA project activities, the strategy is designed to promote awareness, understanding, and adoption of EBA measures.

1.2 Organisation of the Strategy

Section 2.0 introduces the goal, the programme-level objectives, the macro-level outcomes, the rationale, and the methodology. Section 3.0 presents the findings from the survey of knowledge, attitudes, and practices which was conducted to provide insights into perceptions and behaviour related to various aspects of climate change and ecosystem-based adaption. Section 4.0 articulates the communication challenge that the strategy seeks to address by pinpointing the priority issues, identifying the audiences and partnerships, and describing the foundation of messages and content that will drive the strategy. Section 5.0 presents the four primary strategic interventions, namely, advocacy and public education, community mobilisation and dialogue, media and publicity, and promotion and social marketing. Section 6.0 lays out the communication objectives, expected results, and strategic matrix for each audience. Section 7.0 gives a breakdown of the management plan for the strategy, which entails the lead agency, the coordination mechanism, the implementation plan, the indicative budget, and the M&E framework.

2.0 GOAL OF THE STRATEGY

The goal of the communication strategy is to increase awareness, knowledge, and adoption of ecosystem-based adaptation to climate change among vulnerable communities of the Mt. Elgon ecosystem which will ultimately improve the livelihoods of the local communities who depend on the natural resources of this ecosystem.

This will be achieved by facilitating the participation of beneficiary communities, local governments, and non-state actors in the development, testing, dissemination, and adoption of EBA tools and methods.

The strategy is in response to a range of needs, namely:

1. To raise the public profile of the EBA programme nationally and with identified audiences.
2. To ensure effective lobbying and advocacy with critical stakeholders.
3. To support and further the effectiveness of the activities identified in the annual work plans of the implementing partners.
4. To anticipate and respond to the concerns of communities and actors in the Mt. Elgon ecosystem.
5. To nurture perceptions of EBA that will motivate individuals to adopt the recommended practices.
6. To enlist the support and active engagement of policy makers, external stakeholders, and influential actors at the national and sub-national levels.
7. To mobilise community members, groups, and leaders to work together to identify their common problems and needs and solutions to the challenges they collectively face.
8. To build consensus on what to do about climate change and commitment to take appropriate individual and collective action.

2.1 Objectives

The programme-level objectives of the strategy are:

1. To propagate climate change messages and content that will generate and reinforce positive knowledge, attitudes, and practices related to climate change among EBA project beneficiaries.

2. To coordinate the sharing and flow of information about activities and processes intended to support public understanding of climate change and the uptake of EBA measures and services.
3. To create a platform for advocacy aimed at initiating, changing, promoting, and popularising EBA policies, norms, and practices among decision makers, implementers, and stakeholders.

2.2 Outcomes

The macro-level outcomes of the strategy are:

1. Sustained positive change in knowledge, attitudes, and practices related to EBA and climate change leads to widespread adoption of recommended measures to mitigate and adapt to impacts and maximise benefits.
2. Regular and consistent engagement through dialogue leads to broad and constructive community participation in developing EBA solutions, monitoring their implementation, and evaluating their value.
3. Growth in public awareness of the impact of climate change on Uganda's natural resource assets and livelihoods of vulnerable communities leads to greater appreciation of and demand for EBA goods and services.
4. Robust political commitment to tackling climate change leads to nationwide public support for and uptake of policies and measures designed to adapt to impacts and support vulnerable communities through EBA investments.

2.3 Rationale

The communication strategy is a framework that will facilitate communication, information exchange, and understanding of EBA issues among communities, stakeholders, and partners in the Mt. Elgon ecosystem. The strategy will back up the various activities carried out as part of the fight against climate change in the region and the mountainous areas at large and as part of efforts to help local populations adapt. As such, the strategy contributes directly to the attainment of the EBA project objectives by supporting:

1. The rollout of initiatives and policies to counter the negative impacts of climate change.
2. The building of a business case for EBA at the national level.
3. The presentation of legislation and regulations for the fight against climate change.
4. The introduction of groundbreaking technical, institutional, financial, and other EBA options including outreach to contain global warming and its impacts.
5. The raising of awareness of climate change and the need to adapt.
6. The advocacy activities aimed at promoting the values of adaptation by reaching out to key development partners and influential actors.
7. The mobilisation of partners at all levels.
8. The documentation and sharing of EBA experiences and lessons learnt.

The immediate outcome of the strategy, when implemented in tandem with other ecosystem interventions, will be to enhance the receptiveness and adoption of recommended EBA practices. The long-term impact will be sustained social and behavior change in the way beneficiaries perceive and exploit the Mt. Elgon ecosystem on which they depend for their livelihoods and which is so critical to the stability of the region's climate.

2.5 Methodology

The information and data that make up the building blocks of the strategy were gathered through desk research, analysis of secondary sources, key informant interviews with diverse stakeholders and actors, focus group discussions with community representatives and selected beneficiaries, a KAP survey, and rapid rural appraisal in project sites. The field work was conducted in November 2013.

3.0 SURVEY OF KNOWLEDGE, ATTITUDES, AND PRACTICES

A KAP survey was conducted in order to build an evidence base for the communication strategy. Perceptions and behaviour are at the core of adaptation. They play a significant role in enhancing communication about natural resource and environmental management. Understanding the trends and patterns in people's knowledge, attitudes, and practices is essential to designing appropriate behaviour change strategies. It is in this context that the KAP survey was conceived and carried out.

The data was collected from 11 – 15 November 2013 in the districts of Sironko, Bulambuli, Kapchorwa, and Kween where project activities are being implemented. Given the geography of the Mt. Elgon region, the sampling was by convenience and dictated primarily by the ease with which respondents could be reached and their locations accessed. Even then, particular measures were taken to ensure that the respondents were representative of the community in terms of gender distribution. It should be noted, however, that the selection targeted communities where there are active EBA projects.

The objectives of the survey were:

Knowledge

1. To gauge individual understanding of measures for ecosystem-based adaptation to climate change.
2. To assess the community's level of knowledge in regard to ecosystem-based adaptation to climate change.

Attitudes

3. To assess the community's attitudes/perceptions with regard to specific ecosystem-based adaptation measures.
4. To identify community attitudes/beliefs affecting the adoption of ecosystem-based adaptation measures.
5. To assess the community's willingness to support ecosystem-based adaptation measures.
6. To assess the community's readiness to adopt recommended ecosystem-based adaptation measures.

Practices

7. To establish the current uptake of recommended measures for ecosystem-based adaptation to climate change.
8. To assess common practices that hinder or enable the adoption of appropriate ecosystem-based adaptation measures.
9. To identify factors that would motivate the communities to adopt recommended ecosystem-based adaptation measures.

Socio-economic aspects

10. To identify the general socio-economic determinants and obstacles that hinder or facilitate the adoption of recommended ecosystem-based adaptation practices.

Characteristics of respondents

Responses were sought from a convenient sample of respondents in five localities: Lusha, Zesui, Kween, Sanzara, and Bugitimwa. The highest proportion of respondents was from Zesui (30.6%), followed by Bugitimwa (29.6%), Sanzara (17.4%), Lusha (14.3%), and Kween (8.2%). There was no major variation among respondents with regard to their gender. Pertaining to age, the highest proportion was in their 40s (32.6%) followed by those in their 30s (29.5%). The rest were either aged above 50 years (26.3%) or below 30 years (11.6%). The sample comprised almost equal numbers of male and female respondents. Table 1 presents a distribution of the respondents by location, age, and gender.

Table 1: Distribution of respondents by location, gender, and age		
Location	Frequency	Percentage
Lusha	14	14.3
Zesui	30	30.6
Kween	8	8.2
Sanzara	17	17.4
Butigimwa	29	29.6
Total	98	100.0
Gender	Frequency	Percentage
Male	50	51.0
Female	48	49.0
Total	98	100.0
Age	Frequency	Percentage
29 Below	11	11.6
30-39	28	29.5
40-49	31	32.6
50 Above	25	26.3
Total	95	100.0

Experience of weather changes

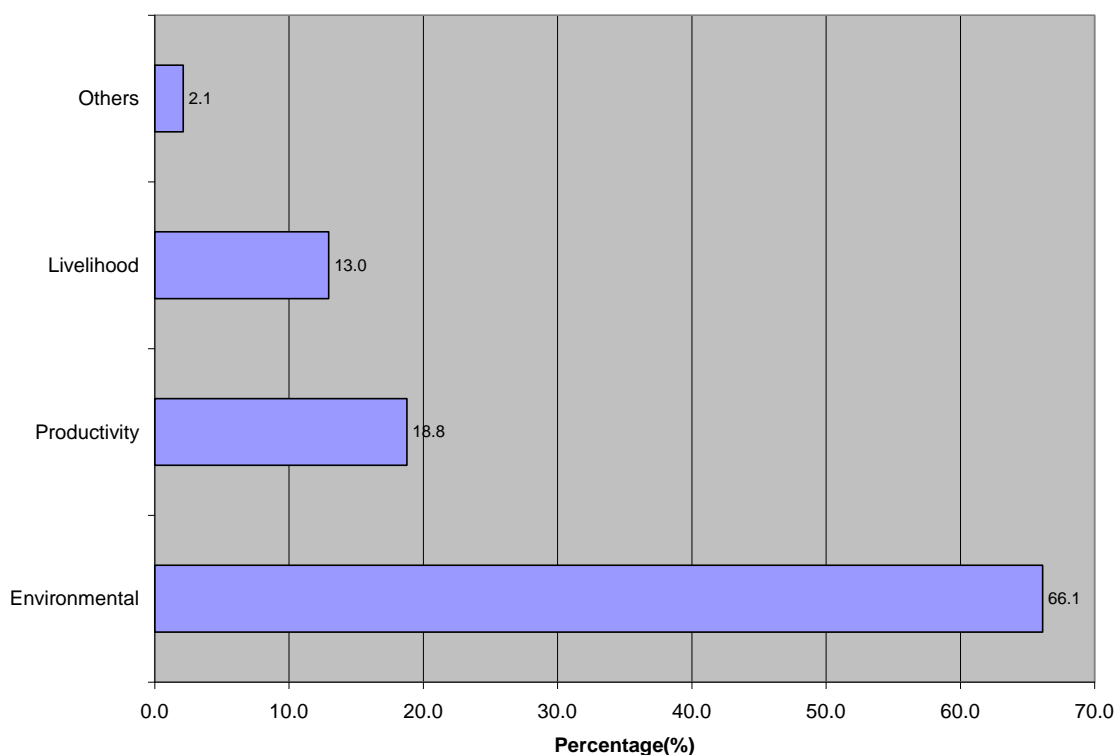
The respondents were asked whether they had noticed any weather changes in their areas over the last few years and, if so, what these changes were. The vast majority of respondents (95.9%) affirmed that they had experienced weather changes in their areas during the recent period. Table 2 presents the responses on weather changes noticed while Figure 1 classifies these changes in four broad categories: environmental, productivity, livelihood, and others.

Table 2: Distribution of weather changes experienced		
Weather change aspects	Frequency	Percentage
Higher incidence of landslides	49	51.0
Seasonal changes	38	39.6
Too much rainfall	37	38.5
Poor soils	37	38.5
Low crop production	35	36.5
Increased soil erosion	21	21.9
Lower quality of life	20	20.8
Better farming practices	18	18.8

More use of pesticides & fertilizers	15	15.6
Higher incidence of floods	14	14.6
Rise in cost of living	14	14.6
Higher incidence of drought	13	13.5
Deforestation	11	11.5
Better quality of life	11	11.5
Too much sunshine	9	9.4
Afforestation	8	8.3
Others	8	8.3
Less rainfall	6	6.3
Lower incidence of drought	5	5.2
Population growth	4	4.2
Poor transport	4	4.2
Strong winds	3	3.1

Note. Multiple responses were captured - percentages are based on individuals who affirmed having noticed weather changes (n=95), not responses provided.

Figure 1: Categorisation of weather changes noticed



Further assessment was made to establish the impact of the weather changes on respondents' livelihoods and related aspects. Overall, slightly less than one in every three individuals (28.6%) indicated that the changes had had a positive impact positively on their livelihoods. Figure 2 presents the various forms in which the changes had impacted positively on individuals' livelihoods. According to the findings, the highest proportion of respondents who reported that weather changes had improved their livelihoods (n = 28) cited having good yields (24.7%) and receiving training in farming techniques (14.3%). These results suggest that there is a need to

popularise the opportunities that climate change can bring about as it opens up access to resources and services that were unavailable. The good yields cited by respondents could, for example, have been a result of having more water available for production both in aquaculture and farming. Table 3, on the other hand, reflects respondents' perceptions of how changes in weather had impacted negatively on their livelihoods. According to the results, the majority of those who felt that their livelihoods had deteriorated due to changes in whether mentioned food shortage (58.8%), followed by increase in human and animal diseases (51.3%), poor yields (45%), and lower income (41.3%).

Figure 2: How weather changes have improved livelihood

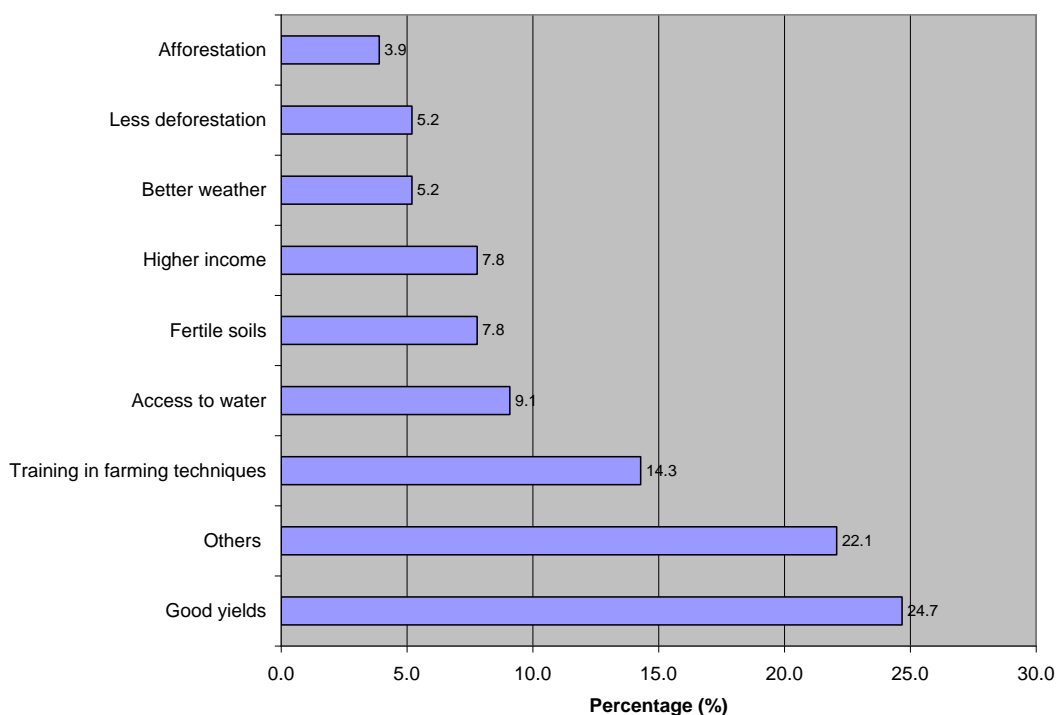


Table 3: How weather changes have worsened livelihood		
Aspects	n	Percentage (%)
Food shortage	47	58.8
Increase in human and animal diseases	41	51.3
Poor yields	36	45.0
Lower income	33	41.3
Poor standard of living	24	30.0
Increase in land fragmentation	23	28.8
Increase in poverty & cost of living	22	27.5
Disappearance of traditional medicine	20	25
Poor transport	14	17.5
Others	12	15.0
Soil erosion	7	8.8
Landslides	6	7.5
Increase in food prices	5	6.3

Deforestation	4	5.0
Lack of pasture	3	3.8

Note. Multiple responses were captured - percentages are based on individuals who affirmed to having weather negative impacts (n=80), not responses provided.

Another line of analysis of how the changes had impacted people's livelihoods was made by comparing respondents' characteristics of residence, age and gender. Table 4 presents a distribution of responses by these variables.

Table 4: Distribution regarding the impact of weather changes by respondents' characteristics			
Characteristics	N	Impact of weather changes (%)	
		Positive	Negative
Location			
Lusha	14	-	100.0
Zesui	30	13.3	86.7
Kween	8	75.0	25.0
Sanzara	17	94.1	5.9
Bugitimwa	29	6.9	93.1
Fisher's exact p-value = 0.000			
Gender			
Male	50	34.0	66.0
Female	48	22.9	77.1
$\chi^2 = 1.47, p - value = 77.08$			
Age			
29 Below	11	45.5	54.6
30-39	28	25.0	75.0
40-49	31	12.9	87.1
50 Above	25	44.0	56.0
Fisher's exact p-value = 0.034			

With the exception of age, significant variations regarding the impact of weather changes were noted by location and age ($p < 0.05$). With regard to location, the majority of respondents reported a negative impact of weather changes: Lusha (100.0), Zesui (86.7%), and Bugitimwa (93.1%). These are the more rural and harder-to-reach areas which also tend to be poorer than the rest. This has implications for how to best communicate with the audiences in these remote locations. For instance, interpersonal approaches that involve face-to-face interaction and direct feedback would be the most suitable communication methods here.

The results were different for respondents from Kween and Sanzara. This implies that although communication messages tend to be uniform, there is a need for further audience segmentation to address precisely the impacts of climate change as they affect, and how they are perceived by, different populations according to locality and other demographic characteristics such as age and gender. Conversely, the majority of respondents reporting a negative impact of weather changes were those aged 30-39 (75.0%) and 40-49 (87.1%). Those aged below 30 and above 50 years were to a great extent indifferent about the impact of weather changes. Uganda's demographics indicate that the youth make up the highest percentage of the population. Such a crucial population being indifferent to climate change calls for more serious efforts in sensitising and

equipping them with the knowledge and the available EBA options to improve the likelihood for adaptation to the effects of climate change. Just slightly more than a half of respondents in the age groups reported a negative impact of climate change.

Knowledge and attitudes

To get an understanding of their self-efficacy (an individual’s feeling of being in control), the survey sought respondents’ opinions on whether they felt that they could do anything to improve their livelihoods and environment amidst the changing weather. Additional questioning focused on whether they were aware of any measures they could adopt to improve their livelihoods. Table 5 and Table 6 present a descriptive summary of responses on these aspects.

Table 5: Knowledge and attitude towards improving livelihood		
Aspects of livelihood	n	Percentage
Awareness of measures to improve livelihood amidst changing weather		
Yes	91	92.9
No	7	7.1
Total	98	100.0
Opinion on whether respondent can do anything to improve their livelihood		
Yes	93	94.9
No	4	4.1
Don't Know	1	1.0
Total	98	100.0

Table 6: Knowledge and attitudes towards improving environment		
Aspects on environment	n	Percentage
Awareness of measures to improve the environment amidst changing weather		
Yes	97	99.0
No	1	1.0
Total	98	100.0
Opinion on whether respondent can do anything to improve their environment		
Yes	97	99.0
No	1	1.0
Don't Know	.	.
Total	98	100.0

The findings reveal that the vast majority of respondents felt that they could do something to improve their livelihood (94.9%) and environment (99.0%). Likewise, the vast majority affirmed that they were aware of measures to improve their livelihoods (92.9%) and environment (99.0%). In both cases of livelihood and the environment, tree planting was the most familiar method of adaptation, as the results in Table 7 and Table 8 show, respectively.

Aspects	n	Percentage
Tree planting/afforestation	64	70.3
Agro-forestry	24	26.4
Use of contours	22	24.2
Demonstration activities	22	24.2
Conserving river banks	22	24.2
Mixed farming	20	22.0
Sustainable agriculture	20	22.0
Water conservation	16	17.6
Soil conservation	15	16.5
Zero grazing	15	16.5
Planting grass	10	11
Energy saving stoves	9	9.9
Diversification of activities	8	8.8
Sensitization and training	8	8.8
Business	7	7.7
Bee keeping	7	7.7
Improved land use	7	7.7
Irrigation	6	6.6
Animal rearing	5	5.5
Formation of groups/SACCOs	5	5.5
Organic farming	4	4.4

Note. Multiple responses were captured - percentages are based on individuals who were aware of any measure to improve livelihood (n=91), not responses provided.

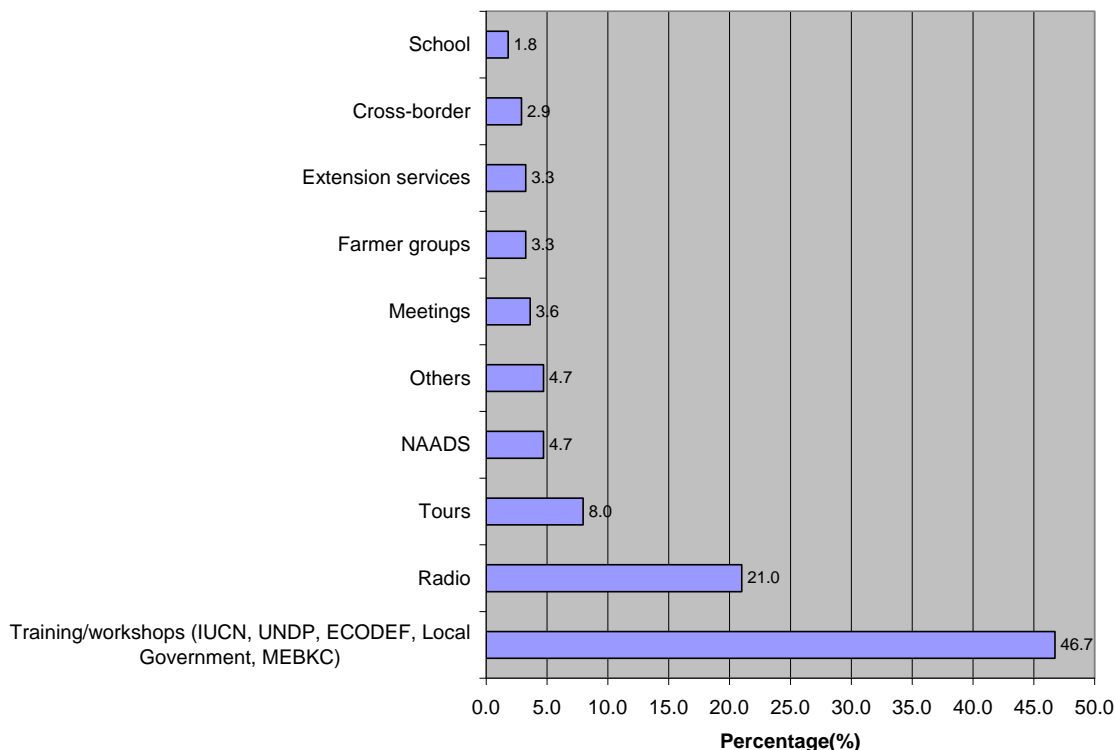
Aspects	n	Percentage
Tree planting/afforestation	93	96.9
Agro-forestry	28	29.2
Digging contours	26	27.1
Planting grass	25	26.0
Using unbaked bricks for housing	23	24.0
Others	23	24.0
Protecting river banks	21	21.9
Soil conservation	16	16.7
Firewood conservation	15	15.6
Using cooking stoves	15	15.6
Digging trenches	11	11.5
Bee keeping	9	9.4
Inter-cropping	8	8.3
Terracing	8	8.3
Sensitization	7	7.3
Water harvesting	4	4.2

Note. Multiple responses were captured - percentages are based on individuals who were aware of any measure to improve environment (n=96), not responses provided.

Transmission of knowledge

To assess the transmission of knowledge in the communities, respondents were asked to indicate how they acquired the knowledge they had about ways to improve their livelihoods and the environment. For the majority (46.7%), training events were the primary vehicle through which they acquired knowledge about how to adapt to climate change, followed by radio (21%), and study tours (8%). The results are summarized in Figure 3.

Figure 3: Sources of knowledge about measures to improve livelihoods and environment



Actions undertaken to improve livelihood

Knowing what to do to adapt to climate change is one thing; actually doing something about it is a different matter altogether. The survey therefore probed the respondents to indicate the actions they undertook to improve their livelihoods in the face of climate change. As the findings presented in Table 9 show, tree planting (63.9%), farming (44.3%), and bee keeping (38.1%), were the most common activities undertaken by the respondents as measures of adaptation to climate change.

Table 9: Actions undertaken to improve livelihood		
Aspects	n	Percentage
Tree planting/afforestation	62	63.9
Farming	43	44.3
Bee keeping	37	38.1
Crop rotation	29	29.9
Soil conservation/management	24	24.7

Protecting river boundaries	20	20.6
Keeping livestock	15	15.5
Digging contours/trenches/terraces	14	14.4
Land conservation	12	12.4
Planting grass	12	12.4
Irrigation	11	11.3
Agro-forestry	10	10.3
Business	10	10.3
Zero grazing	8	8.2
Others	5	5.2
Use of pesticides	4	4.1
Water conservation	3	3.1

Note. Multiple responses were captured - percentages are based on individuals who were undertaking actions to improve livelihood (n=97), not responses provided.

Motivation for actions undertaken to improve livelihood

To appreciate what motivates respondents to take specific actions in order to improve their livelihoods amidst challenges prompted by climate change, the survey sought to uncover the reasons behind the actions undertaken, which are summarized above in Table 9. As the findings presented in Table 10 demonstrate, increasing income (57.3%) was the main factor that compelled the respondents to act; this was followed by the need to adapt to environmental changes (46.9%) and the desire to increase food security (41.7%).

Aspects	n	Percentage
Increase income	55	57.3
Environmental change	45	46.9
Increase food security	40	41.7
Employment	30	31.3
Reduce poverty	16	16.7
Control soil erosion	15	15.6
Increase soil fertility	12	12.5
Others	12	12.5
Provide firewood	8	8.3
Demonstration	8	8.3
Application of knowledge	7	7.3
Soil and water conservation	6	6.3
School fees	5	5.2
Improve yields	5	5.2
Wind breakers	4	4.2
Limited land	3	3.1
Control mudslides	2	2.1
Improve health	2	2.1

Note. Multiple responses were captured - percentages are based on individuals who had started undertaking activities (n=96, not responses provided).

Satisfaction with results from actions undertaken

What did the respondents feel about the actions they undertook in efforts to deal with the effects of climate change? Were they satisfied or dissatisfied with the results of their actions? From Figure 4, we note that for those who expressed satisfaction, it was principally because the actions they took either brought them a higher standard of living and earned them a higher income. This was the reason quoted by 67.3% of respondents followed by better soil (36.5%). The computation is based on the number of individuals (n = 52) who reported being satisfied with the results from the actions they undertook. This could be attributed to the short-term incentives that people would like to see. On the other hand, as the analysis presented in Figure 5 indicates, those who were not satisfied attributed their dissatisfaction largely to lack of support in terms of materials/inputs (61.5%) followed by lack of human capacity (50%).

Figure 4: Reasons why satisfied with results from actions undertaken

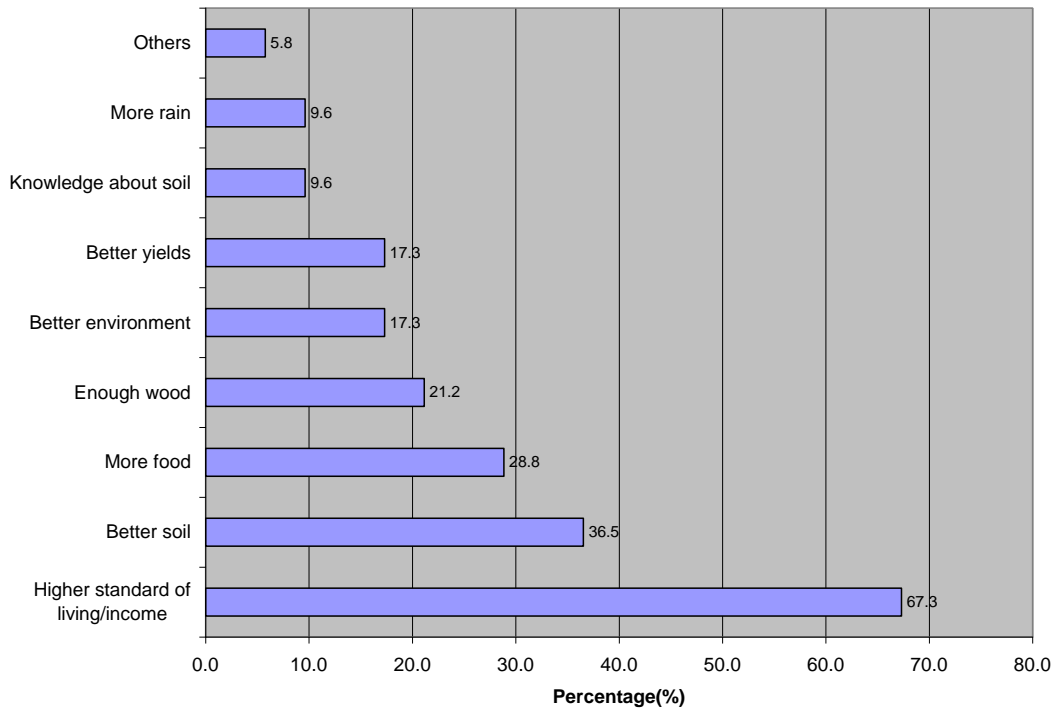
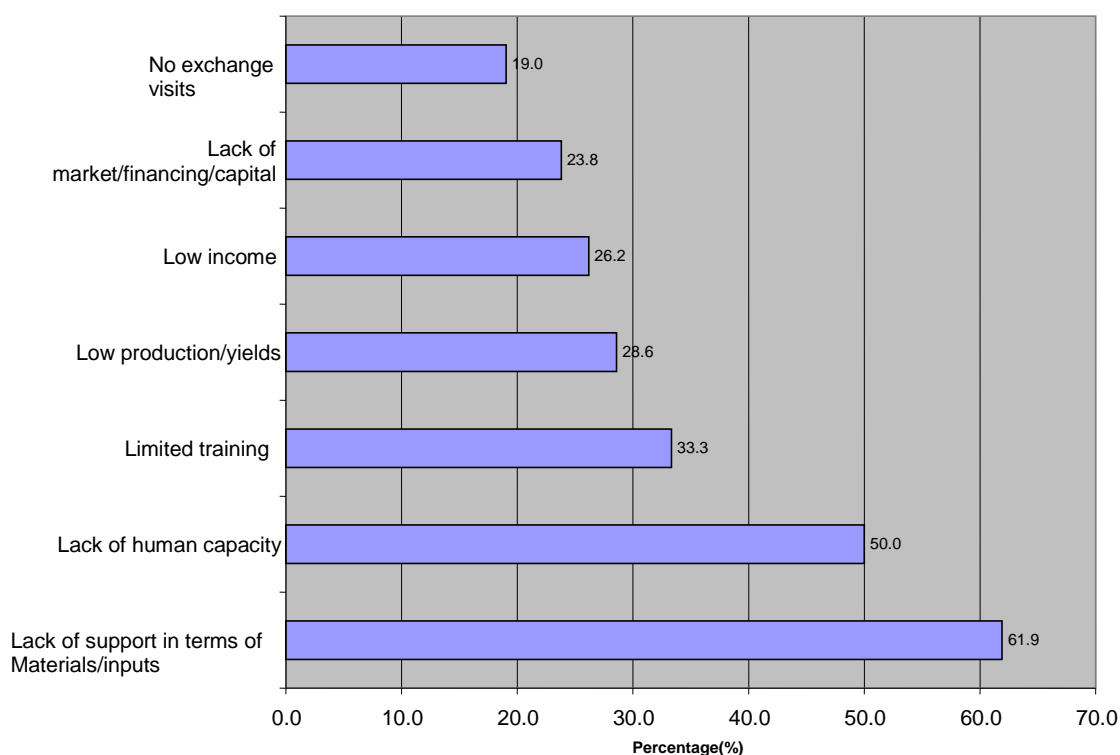


Figure 5: Reasons why dissatisfied with results from actions undertaken



Support needed to deal with weather changes

If anything was to be done to support the respondents to improve their capacity to deal with climate change, the survey asked them to suggest what it would be. As the findings in Table 11 show, provision of training, knowledge, and information was the most common choice (60%) followed by access to capital (37.9%), and supply of animals and poultry.

Aspects	n	Percentage (%)
Training/knowledge/information	57	60
Capital (finance)	36	37.9
Animals/poultry	30	31.6
Nursery beds for trees	26	27.4
Inputs	24	25.3
Soil conservation	22	23.2
Weather consultants	21	22.1
Improve standards of living	20	21.1
Employment	19	20.0
Bee keeping	18	18.9
Markets/marketing	11	11.6
Water harvesting	7	7.4
Tours	7	7.4
Energy	6	6.3
Relief food	6	6.3

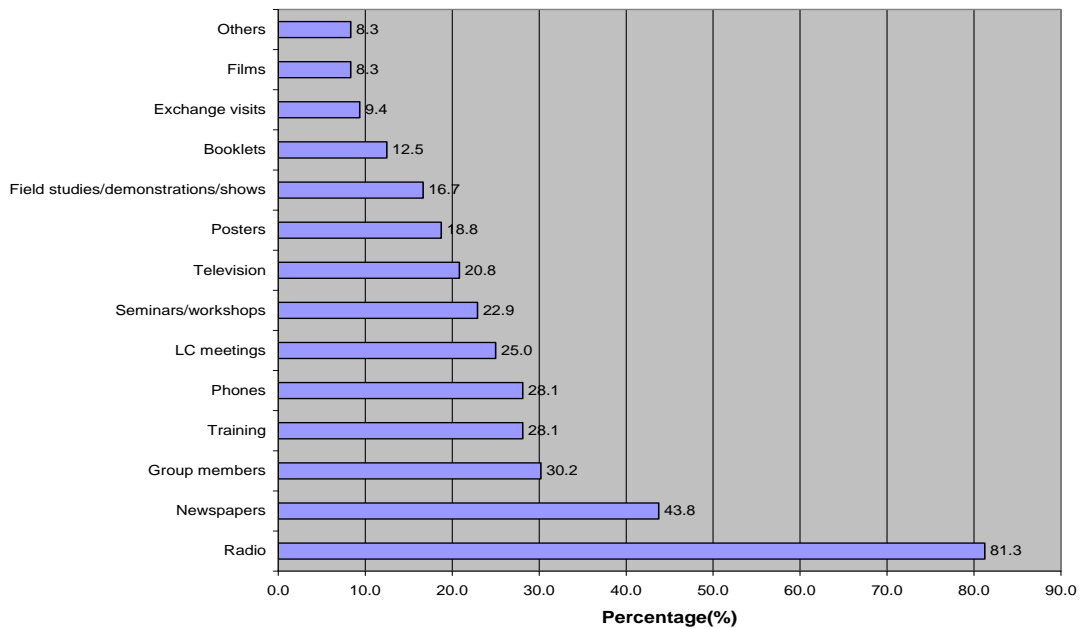
Irrigation schemes	6	6.3
Value addition to land	6	6.3
Form more groups	4	4.2

Note. Multiple responses were captured - percentages are based on individuals who responded to the need for support (n = 95), not responses provided.

Sources of information

The favourite source of information for the majority of respondents was radio (81.3%) followed by newspapers (43.8%) and group members (30.2%).

Figure 6: Preferred sources of information



4.0 THE COMMUNICATION CHALLENGE

This strategy is grounded in extensive consultations with a wide range of stakeholders and actors and in research that was undertaken to elucidate the prevailing communication landscape and issues in the Mt. Elgon ecosystem. Against that background, a comprehensive analysis of the communication needs of the overall EBA programme was carried out; and it is these needs that form the basis for setting the communication objectives and targets of the strategy.

An analysis of existing communications related to EBA in the Mt. Elgon area was conducted to determine how best to support and complement the activities of the implementing partners. Using data and information gathered through key informant interviews, focus group discussions, and the KAP survey, the analysis entailed a detailed review of the current communication priorities, practices, policies, products, and capacities. It identified the settings, channels, key messages, stakeholders, and media for reaching the critical publics that the communication strategy is targeting. The resident communication capacities of the implementing partners and those needed to implement the strategy were also identified as were the communication capacity building needs for the project implementation staff and other stakeholders. A monitoring and evaluation framework for the strategy has been provided as well as guidance on control of the quality of communication efforts and products.

The assessment of communication capacity building needs for project staff and stakeholders resulted in a three-day training workshop which was designed to engage the participants in practical application of the proposed mechanisms for implementing the communication strategy. From the review of current communication practices, policies, products, and capacities, four communication interventions – the pillars of the strategy – were identified. These interventions, which are elaborated in Section 5.0, are the primary vehicles for delivering the strategy. Within each of these interventions, the applicable channels/media, audiences, outcomes, and activities are outlined in Section 6.0.

4.1 Priority Issues

In general, adaptation is considered essential as a measure for moderating the impacts of climate change and for boosting resilience to imminent impacts. When approached as complementary initiatives, adaptation and mitigation measures have the potential to substantially lessen the risks that climate change poses. Similarly, they can generate opportunities for local development in a variety of undertakings such as improvement of access to energy, employment and wealth creation, as well as rehabilitation of degraded ecosystems.

In Uganda, the rates at which climate change impacts are unfolding and ecosystems being degraded are particularly alarming. For example, in 2007 the International Climate Risk Report listed Uganda among the least prepared and most vulnerable countries globally. In fact, the impacts of climate change are presently evident in many parts of the country: frequent droughts, famine, floods, and landslides. The debilitating effects of these occurrences on natural resources, agriculture, food security, and livelihoods generally are all too visible.

Yet, there is still room for Uganda to stem the rate and magnitude of climate change by deploying strategies that will enable communities to adapt to and cope with its impacts and others aimed at trimming down greenhouse gas emissions.

According to the UN Framework Convention for Climate Change, *adaptation* refers to taking the appropriate measures to reduce the negative effects of climate change or to exploit the positive ones by making the necessary adjustments or changes. In 2009, the Government of Uganda estimated that average temperatures at the time would increase by between 0.7°C and 1.5°C by the 2020s. It was anticipated that this rise in temperatures was likely to step up the frequency and gravity of natural impacts such as glacial melting, droughts, floods, and landslides. Likewise, it was likely to result in serious socio-economic repercussions for food security, health, and economic development. Evidence of the effects of a warming climate in Uganda is unmistakable.

Glacial melting is manifest in the loss of glacial cover on the Rwenzori Mountains. By 2008 the icecaps had receded by 40% compared to 1955. The icecaps continue to retreat by tens of metres every year. This trend has largely been attributed to the rise in air temperature.

Drought is the foremost manifestation of climate change in Uganda, according to the NAPA. The frequency of drought has been escalating over the years, with seven severe incidents occurring between 1991 and 2000. The erratic, extreme, and intense weather conditions and patterns experienced have resulted in crop failure, poor livestock productivity, and declining food security especially in the north-eastern region.

Floods are occurring with increasing severity particularly in eastern Uganda. The Teso region experienced its heaviest rainfall in 35 years in 2007. It is estimated that as many as 50,000 households were affected as their first and second season harvests were wiped out and as water and sanitation facilities were severely disrupted. In March 2010, floods in Butaleja district submerged crop fields and some vital infrastructure including roads, schools and houses.

Landslides have been the bane of the population in the Mt. Elgon area. Abnormally heavy rains in 2010 triggered landslides in Bududa district that buried three whole villages, displaced hundreds of households, and caused numerous deaths on top of destroying critical facilities like schools and a health centre. Bulambuli district almost suffered a similar fate in 2011 when homes and crops were destroyed by landslides. These landslides, on virtually a yearly basis, affect some 490,000 out of the 1,330,000 people living in the Mt. Elgon area.

The consequences of Uganda's vulnerability to climate change are innumerable and not all are fully quantifiable. They include: decline in agricultural production and exports notably coffee; loss of income and livelihoods; exposure to health hazards especially malaria and water-borne diseases; destruction or interruption of water supplies; drop in the water levels of Lake Victoria leading to disruption of hydro power generation; and damage to the transport system.

Uganda's economy and the livelihoods of its peoples are intertwined with climate, making the country exceptionally vulnerable to climate change and variability. Whereas the general economy and all segments of the population are susceptible to the vagaries of the weather, poor people bear the most brunt of the impacts of climate change because of their limited capacities to cope with the effects.

Mountain and highland ecosystems are among the areas most affected by climate change because they are fragile, densely populated, and intensively cultivated. This imposes significant pressure on land resources leading to soil erosion, landslides, as well as general land and environmental degradation. These conditions ultimately undermine the capacity to adapt to climate change effects. Eastern Uganda experiences a bimodal rainfall pattern but the durations of the two seasons alternate randomly. This unpredictability causes crop regular failures that culminate in frequent threats of food insecurity. Besides, soils in this area easily lose moisture through evaporation, which quickly leads to drought during dry spells.

Climate change is bound to exacerbate food insecurity and consequently hunger and malnutrition owing to its detrimental effects on livelihoods and agricultural productivity. Moreover, an increase in the intensity and frequency of heavy rains and floods exposes the population to water-borne diseases such as cholera and diarrhoea. Similarly, temperature change affects health and agriculture. For instance, highland areas that in the past were free of mosquitoes are now prone to malaria due to the rise in temperature. These impacts are aggravated by inappropriate land use practices like cultivation of steep slopes and lack of contour ploughing and terracing.

Other ecosystems that are particularly vulnerable to climate change are dry lands and water basins. An ecosystem-based approach to tackling climate change is therefore crucial considering that climate change and ecosystem degradation and the attendant risks and hazards tend to be linked in a vicious cycle.

4.2 Audiences and Partnerships

The audiences targeted by this strategy appear in five segments:

1. **Beneficiaries:** These are the direct beneficiaries of the EBA projects and services. They include individuals, households, groups, and communities whose livelihoods are dependent on the natural resources and ecosystems of Mt. Elgon. These are the people who directly suffer the costs or reap the benefits that arise from the failures or successes, as the case may be, of dealing with climate change impacts.
2. **Community and Civic Leadership:** These are the local leaders in different social domains. They include holders of elective political or civic positions as well as religious, cultural, community, and other occupational or interest groups such as farmers', women's, and youth associations.
3. **Technical and Political Leadership:** These are the policymakers, decision makers and implementers, legislators, technocrats, and officials in the central and local governments, and in various government ministries, departments, and agencies. These are the people who directly or indirectly shape or influence the policies enacted and decisions taken at different levels of intervention.
4. **The Media:** This category comprises the local and national news organisations.

5. Non-State and Private Sector Actors: This category includes a wide range of non-profit and commercial actors such as NGOs, CSOs, FBOs, CBOs offering various EBA goods and services, schools, and companies participating on commercial grounds.

The EBA Project will form or consolidate partnerships with related international and regional organisations, institutions, and treaties based in and outside Uganda. These could include UNFCCC, UNCBD, EAC-PENR, EAC-CCSMP, NEPAD, COMESA, and IGAD.

4.3 Key Messages and Core Content

Content development will take into account the results of the KAP survey. As summarised in Figure 1, respondents' perceptions of climate change fall in three primary categories: environmental (66.1%), productivity (18.8%), and livelihood (13%). The fourth category (others, 2.1%) was insignificant. This distribution will be used as a rough guide to the relative weight that might be assigned to different types of content

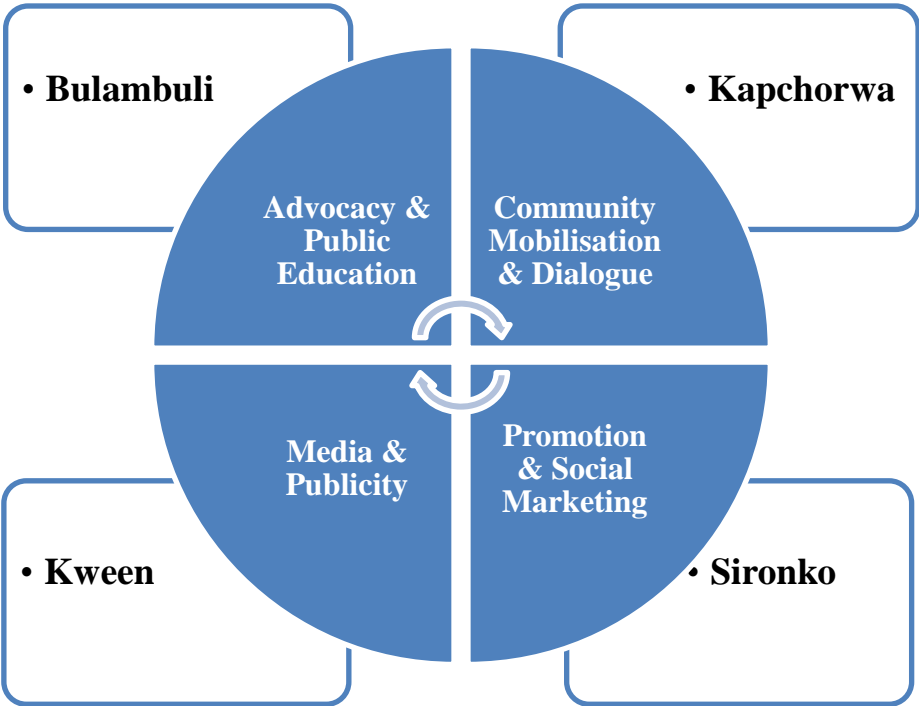
KEY ISSUE/FACT		KEY PROMISE/BENEFIT
1.	Adverse effects of climate change, manifested through occurrence of extreme weather events, are threatening to undo decades of development efforts.	<ul style="list-style-type: none"> • Adaptation is important in order to reduce climate change impacts and increase resilience to future impacts.
2.	An unprecedented combination of climate change effects and associated disturbances such as flooding, famine, drought, wildfires, insects, and ocean acidification has stretched the resilience of many ecosystems.	<ul style="list-style-type: none"> • When planned to complement each other, adaptation and mitigation initiatives can significantly reduce the risks and bring opportunities like local development, improved energy access, employment, wealth creation, and rehabilitation of degraded ecosystems.
3.	Uganda is one of the least prepared and most vulnerable countries in the world.	<ul style="list-style-type: none"> • The rate and magnitude of climate change and its impacts can be minimised through initiatives that help communities to adapt to and mitigate its impacts.
4.	Although climate change has serious implications for the nation's economy in which both the rich and poor participate, the poor and vulnerable are likely to suffer most from the repercussions of climate change.	<ul style="list-style-type: none"> • Strategies to deal with climate change should be especially responsive to the conditions and needs of the poor because of their limited capacity to take measures to overcome its effects.
5.	Approximately 75% of Uganda's land is ideal for cultivation as it is relatively fertile and receives sufficient rainfall for rain-fed cropping or pasture.	<ul style="list-style-type: none"> • Policies, laws, regulations, and measures should be enacted, enforced, and promoted to guarantee sustainable and productive exploitation of the country's land and ecosystems.
6.	Whereas most of Uganda's land is arable, land degradation is a serious environmental problem with estimates that 4-12% of the country's wealth is lost due to environmental degradation; 85% of this loss is attributed to soil erosion, nutrient loss, and reduction in crop yields.	<ul style="list-style-type: none"> • Awareness of the roots and costs of the problems of ecosystem degradation, acquiring knowledge about the remedies, and getting equipped to act will ensure that the ecosystems and populations most affected by land degradation, notably mountain and highland areas, are protected.
7.	Uganda's mountain and highland ecosystems are particularly fragile, densely populated, and intensively cultivated, thus creating significant pressure on land resources resulting in soil erosion, landslides, and general land and environmental degradation.	<ul style="list-style-type: none"> • Harmonious co-existence with the ecosystem and acquisition of knowledge and information about the options available will motivate and empower people and communities in vulnerable areas to demand the necessary EBA goods and services.

8.	<p>Temperature changes have significant impacts on health and agriculture; climate change has led to a decline in food security resulting in hunger and malnutrition because of its adverse effects on agricultural productivity; an increase in the intensity and frequency of rains and floods exposes the population to water-borne diseases like cholera and diarrhoea; highland areas which were previously malaria-free are now prone to malaria due to the rise in temperature.</p>	<ul style="list-style-type: none"> • The ecosystem-based approach is recommended because ecosystem degradation and climate change-related risks and hazards are linked and tend to reinforce each other.
9.	<p>Communities in areas that are vulnerable to climate change need to be persuaded to embrace the intrinsic value of EBA by presenting a solid economic case for it. Beyond the primary objectives of community and public information and education, user knowledge, attitudes, and practices need to be reinforced to endure. Cultivating the project beneficiaries and host communities as proactive seekers and consumers of EBA goods and services will purge the perception of themselves and by others as passive recipients of handouts by external donors or benefactors.</p>	<ul style="list-style-type: none"> • Initial climate change adaptation initiatives have tended to concentrate on the design of climate-resilient infrastructure and other physical engineering structures. EBA, on the other hand, is more cost-effective because its approach is to build healthy ecosystems that will in turn play a fundamental role in helping people adapt to climate change and sustain their livelihoods.

5.0 COMMUNICATION STRATEGIES

This communication plan is driven by four primary strategies: (i) Advocacy and Public Education; (ii) Community Mobilisation and Dialogue; (iii) Media and Publicity; and (iv) Promotion and Social Marketing. These strategies are complementary. The communication activities planned under each strategy are designed to reinforce one other, as are the strategies themselves. For each strategy, this section provides a descriptive overview, outlines the targets, and lays out the communication tools and channels for operationalising the strategy.

Figure 7: Core communication interventions



5.1 Advocacy and Public Education

Overview

There will be a coordinated public education effort to initiate, change, redefine, promote, and popularise policies, norms, and practices designed to activate and support the uptake of ecosystem adaptation measures and services by targeted beneficiaries in the EBA project areas. Key influencers like decision makers and leaders at all levels, including in and outside the project areas, will be encouraged to listen to other stakeholders, to pay attention and to speak up on EBA issues. In so doing, they will draw attention to the realities of climate change, bring recognition to the EBA approach, lobby for or shore up efforts to attract new and additional

resources meant to develop or reinforce the adaptive capacities of affected areas and communities. Similarly, the audience for the advocacy strategy will contribute to the realisation of EBA goals by defending new ideas and policies before the communities that need to hear about and embrace them, and by pointing decision makers towards pragmatic and sustainable solutions.

The proposed advocacy efforts will contribute to the creation of an enabling environment for progressive change in perceptions of EBA among influential actors, and in policies and regulations affecting the livelihoods of individuals, households and communities. Local government leaders and duty bearers, civic, religious, political, and cultural leaders, and national policy and decision makers will be mobilized and supported to advocate on behalf of EBA, to lobby for resources, and engage with other stakeholders from informed positions.

The advocacy and public education strategy aims to bring on board and secure the buy-in of a large network of stakeholders. These will be provided with information and evidence needed to support their advocacy activities. The advocacy will be geared towards creating an enabling environment in support of policies and actions that have an impact on the Mt. Elgon region's capacity to respond to climate change adaptation initiatives. Advocacy activities will include participation in community-based planning and process reviews, special events, and leadership briefings.

Targets

The audiences for the advocacy and publicity strategy will be targeted with *messages* and *communication products* aimed at:

1. Raising awareness, educating the public, and increasing access to information about climate change and EBA.
2. Facilitating information sharing and strengthening the enabling environment for sustained positive change and action in EBA programmes and resources.
3. Promoting and maintaining supportive attitudes and practices towards EBA in order to strengthen and broaden the appreciation, appeal, and reach of climate change programmes.
4. Seeking and maintaining consensus on policies, programmes, targets and budgets, and on implementation, coordination, monitoring, and evaluation mechanisms.
5. Mobilising resources to address gaps and needs in ecosystem services and investments.
6. Building new and strengthening existing partnerships with local networks in the project areas, and fostering dialogue and political will in support of mutually agreed implementation mechanisms.
7. Working through established structures such as schools and interest groups to facilitate learning about productive use and exploitation of ecosystems.

Communication Tools and Channels

- a) A dossier of standard *messages, information, and talking points* on climate change and EBA will be developed to support advocacy and public education activities by various stakeholders at different levels through a consultative process. PMU and CAT will use

the process of developing the dossier to guide stakeholders in identifying relevant messages, to recognise the significance of clear and consistent messaging, and to promote consensus on the national climate change and EBA message platform.

- b) *Communication products* carrying messages and content for advocacy and public education will be produced and disseminated. To ensure consistency, uniformity, and coordination in creative development, messaging, branding, quality, and decision-making, the planning process will be centralised. The Communication Coordinator will supervise the process and the CAT will oversee the implementation. These products will be produced in sufficient quantities to support all stakeholders to broaden and deepen their outreach activities. The following products will be produced:
- *Information profile* of the EBA Project in form of a handy booklet translated in selected indigenous languages for audiences in mountain ecosystems countrywide.
 - *Factsheets* containing basic information on climate change and EBA translated in selected indigenous languages for audiences mountain ecosystems countrywide.
 - Issue-specific *backgrounders* containing general technical information and case studies on climate change and EBA intended for policy- and decision-makers in the central and local governments, non-state partners, stakeholders, and influencers.
 - Issue-specific *policy briefs* on specific climate and EBA issues intended for policy- and decision-makers in the central and local governments, legislators, non-state partners, stakeholders, and influencers, with each brief exploring in relative detail a single policy issue.
 - Databank of standard *speeches, speaking notes, and PowerPoint presentations* which are modifiable for a variety of formal and informal, public and closed events and purposes e.g. media appearances (interviews, press conferences, talks shows), meetings, conferences, workshops, etc.
 - *Educational booklet* – pictorial or illustrated – on climate change and EBA for school children and young people.
 - *Documentary* in form of a series on climate change/EBA best practices and lessons learned to be adapted for TV, YouTube, DVD, and other popular digital viewing formats.
- c) A *school programme* on climate change and EBA will be developed in collaboration with the scientific community. The programme will consist of a basic climate change/EBA curriculum targeting the upper primary school; an annual essay competition targeting secondary schools; an annual climate change/EBA project competition targeting secondary schools, tertiary institutions, and universities, which will be pegged to a national or international calendar event or milestone; induction workshops for the schools selected to receive funding and technical support to deliver the curriculum; and procurement/provision of learning resources. Appropriate prizes will include financial incentives, funded internships, and sponsorship to attend high-profile national and international events.
- d) An integrated *electronic platform* will be developed to link all electronic communications of the EBA Project. The Communication Coordinator will supervise the process and the CAT will oversee the implementation. The following products will be included: (i) *Web*

portal to serve as a hub and clearinghouse for climate and EBA information; (ii) Monthly *e-newsletter* for distribution by email among all stakeholders; (iii) *SMS* platform to broadcast climate change and EBA updates, alerts, notifications, and news flashes; (iv) *Blogs* written by guest bloggers from across the community of climate change professionals, practitioners, and activists.

5.2 Community Mobilisation and Dialogue

Overview

Beyond the provision of services, the success of EBA will depend significantly on the extent to which it encourages community involvement through a sustained participatory process. Therefore, the community mobilisation and dialogue strategy will emphasize an approach that brings project implementers and beneficiaries together to identify goals, build partnerships, and seek out solutions that fit the community and address local priorities.

Dialogue will be essential as the basis for community mobilization efforts intended to build the capacity of community members, groups, and organisations to plan, implement, and evaluate activities. As a form of participation, meaningful dialogue will engender a real sense of ownership and guarantee long-term sustainability of EBA projects. Participation in the dialogue will give people a voice in decision-making and enhance access to information and services related to climate change and EBA. In the process, the underlying causes of ecosystem degradation will be identified and participants will be motivated to come up with solutions that they can own. Besides, dialogue will offer opportunities to forestall and resolve conflicts and tensions that often crop up due to misunderstanding caused by misinformation and information gaps.

Mobilising communities to participate through dialogue will result in community-owned and sustainable solutions to climate change problems that have been prioritized by the intended beneficiaries of EBA investments. Dialogue will help in confidence building and social networking, which in turn will engage and encourage people to take advantage of the available opportunities and resources, to seek information, and to be receptive to EBA initiatives.

Through focus group discussions and rapid appraisals on the ground, the research that informs this strategy identified some active social groups as well as formal structures and networks through which outreach to individuals could be channeled.

Targets

The community dialogue and mobilisation strategy will target the beneficiaries in EBA project areas with *messages* and *communication products* aimed at:

1. Building confidence in EBA methods, collectively identifying and generating consensus on priorities and options, and motivating beneficiaries to act on the information provided.
2. Reinforcing prevailing information and knowledge, exposing community members to new and alternative ideas, and creating opportunities for peer-to-peer learning and exchange of ideas.

3. Empowering community leaders to take the lead in problem-solving, promoting adoption of innovative EBA solutions to climate change, initiating and moderating dialogue, and soliciting regular feedback.
4. Supporting communities to embrace EBA by facilitating the transfer of knowledge and adoption of recommended practices.
5. Enhancing the capacity of communities to demand for and benefit from EBA projects by providing accurate information and imparting skills on how to access EBA resources and opportunities.

Communication Tools and Channels

- a) *Community barazas* will be organised as platforms for community dialogue and participation. One baraza will be organized every quarter in each project area. Participants will exchange information, swap personal stories and experiences, candidly express perspectives, clarify viewpoints, and build consensus about solutions climate change problems. The dialogue will emphasize listening to deepen understanding, develop common perspectives and goals, and allow community members to express their own interests. Participants in the barazas will represent the community's diversity in terms of demographics and economic interests. Community members, leaders, organisations, and institutions will work together with external facilitators and PMU staff to identify and resolve problems. The conversations envisaged will take different forms and involve any number of people - from handful of people in a town hall-type meeting to a gathering of hundreds at a local government facility.
- b) *Leadership sensitisation workshops* will be held that will bring together local leaders and influencers (political and civic) and district local government leaders and influencers (political and civic) and technical staff. One workshop lasting a day will be organized every six months involving representatives from each project area. These workshops will offer the opportunity to provide information, build bridges between the two centres of authority, to chart a common agenda, to agree on priorities, and to harmonise policy positions. During the workshops, community-based participants will share local context and knowledge while external facilitators from the district will complement the local knowledge with strategies, practices, and experiences grounded in scientific evidence and rigorous policy analysis.
- c) *Field study tours* will be arranged to provide the kind of experiential learning opportunities that are best conveyed through direct interaction and hands-on experience. Evidence gathered during research for this communication strategy spoke volumes for the power of a demonstration effect on those who have participated in these tours. These tours will serve as opportunities for information dissemination and exchange.
- d) *Best practice awards* will be created as incentives for behavior change towards recommended EBA practices. Healthy competition with a fun element will be a strong motivator that will inspire individuals and household seek information, to demand EBA goods and services, and rise up as models. Recognition of model adopters of good EBA practices and elevating them as community-based EBA champions will reinforce the

project's key messages and raise its profile at the local level. An annual competition to identify and recognise individuals, households, and communities that best demonstrate the application of EBA will be sponsored in every project site. The various communities represented by their leaders will participate in developing the concept, its inauguration, and execution. There is evidence to help in deciding among possible prize options. For example, the findings of the KAP survey indicate that learning opportunities (training/knowledge/information) are highly sought (see Table 7: Support needed to deal with weather changes). The community should have a say in these decisions.

5.3 Media and Publicity

Overview

Evidence from the survey of knowledge, attitudes, and practices as they relate to climate change and EBA in selected project areas indicates that radio is the most widely used source of information. Public outreach efforts will be undertaken through the media by bringing journalists on board and collaborating with them to develop and produce programmes on climate change and EBA issues.

The flexibility and immediacy of radio will allow the implementers of the projects to overcome constraints of time and distance by making it possible to reach out to beneficiaries through different types of programming such as spots, interactive talk shows, documentaries, and sponsored programmes dedicated to EBA.

The media will be engaged to publicise EBA to a wide range of stakeholders at the international and national levels and in the districts. The publicity will be designed to share experiences and lessons learnt and to contribute to creating the conditions for replication in other mountain ecosystems in Uganda and other countries.

Targets

The media and publicity strategy will generate and disseminate *messages* and *communication products* aimed at:

1. Developing and managing relations with the media, keeping journalists regularly updated about and engaged with EBA issues and developments, spotlighting EBA milestones, and showcasing EBA success stories to the public.
2. Systematically monitoring the media to survey public perceptions, gather feedback, anticipate issues, and respond.
3. Increasing the availability of and access to information about EBA among stakeholders in mountain ecosystems and countrywide.
4. Pro-actively framing the coverage of EBA and climate change issues, positioning climate change as a government priority, and demonstrating government's commitment to enhancing rural prosperity and local economic development through EBA.

Communication Tools and Channels

- a) *A multi-media campaign* to spotlight the productive use of ecosystem resources as its central message will be laid on. Special consideration will be given to ensuring that the campaign reaches the hardest-to-reach sites; and that it reaches all priority audiences in appropriate formats and with relevant messages and content as determined by their respective information needs, demographic characteristics, and psychographic attributes. *Radio* will anchor the campaign with quarterly *talk shows* (live or recorded with phone-in capabilities where practical), *spots*, and a *documentary*. Radio stations with the widest coverage in the Mt. Elgon area will be identified to carry the campaign. *Visual materials* – i.e. a *poster*, an *illustrated booklet*, and a *photo diary* in the format of a wall chart – will be produced with messages and content in the most widely used or accepted indigenous languages of the communities in the Mt. Elgon ecosystem. The concept behind the photo diary will be to visualise various meteorological or climatic events such as weather and seasonal changes and how they relate to specific EBA interventions.
- b) *Media kit* containing essential information for journalists will be developed. It will include an exhaustive contact list, hard and soft copies (PDFs on memory stick) of all the products described above as well as a stock of editable photos, infographics, video footage, and sound clips they can use to accompany their print, broadcast, and digital stories.
- c) *Media monitoring* will be undertaken to establish the quality and quantity of coverage of climate change and EBA issues. Monitoring will provide a basis to ensure accurate and consistent reporting on climate change and EBA events, activities, and issues. The monitoring exercise will sample content from two national daily newspapers in biannual rotation (one daily every six months); two local radio stations in each of the four participating districts; and two TV stations with the largest viewership in the Mt. Elgon region (at least one must be a national channel). Employing basic methods of media content analysis, the aims of monitoring will be to quantify the amount, scope, and quality of coverage, to cultivate interested journalists, to identify problematic and exemplary reporting, and to devise appropriate responses and response mechanisms. With a clear understanding of the coverage, the CAT will be able to choose from a range of editorial options, for example: letters to the editor; opinion pieces and commentaries; expert analysis; pitching story ideas; press releases; news conferences; newspaper supplements and advertorials; blogs; issue-based video vignettes for electronic and manual dissemination; etc).
- d) *Recognition of excellence in reporting* by journalists and media houses whose coverage of climate change and EBA issues and activities are outstanding will raise their profile. As added value, this recognition will also foster constructive relations with reporters and media houses. As performance incentives, awards will motivate journalists who are already covering climate change to stay engaged and to up their game, and will also attract new ones to the field. It will be neither feasible nor pragmatic for PMU to create and launch an independent award. The cost-effective option is to sponsor a climate change category within an established award as long as its credibility and integrity can be

ascertained. PMU should consider the newly created annual Uganda [National Journalism Awards](#).

5.4 Promotion and Social Marketing

Overview

To reinforce the economic cases for EBA and ensure its sustainability of EBA as a practice, it will be crucial to create conditions that will guarantee continuity of the benefits gained from the pilot projects. For the social and individual changes in behavior to endure in the communities over the long-term, it will be crucial to persuade and provide people with incentives that will promote a sense of ownership by encouraging personal investment in EBA goods and services.

EBA will be promoted and marketed as a social good. The promotion and social marketing strategy will be employed to create incentives for EBA beneficiaries to invest their own resources to access ecosystem goods and services such as low-cost energy products, seedlings, and farm inputs. This will be an important intervention in dealing with what some stakeholders have described as the “handout mentality” among beneficiaries of programmes such as EBA.

The social marketing strategy will emphasize the social value of ecosystem goods and services when they are made widely available to vulnerable populations who would otherwise not have access to them. Social marketing efforts will promote specific consumer behaviour goals, especially when particular goods and services are required and being promoted for the implementation of projects like energy-saving stoves.

Promotion and social marketing techniques will be used to generate and raise demand for EBA goods and services. The strategy will apply the methods of commercial marketing to improve the welfare of the beneficiary communities in a campaign that will aim at influencing the voluntary adoption of selected good and services. The strategy provides for time and room to understand the dynamics of marketing EBA goods and services.

Targets

Implementers and beneficiaries in the project areas will be targeted with *messages* and *communication products* aimed at:

1. Generating consumer awareness of EBA goods and services, and ensuring sustainable exploitation of the ecosystem by enabling consumers to make informed choices in seeking and utilising EBA resources.
2. Promoting a sense of ownership and identification with climate change projects in host communities by repositioning beneficiaries as active consumers of EBA goods and services.
3. Supporting the economic case for EBA and encouraging the participation of the private sector on its own initiatives and through public-private partnerships.

Communication Tools and Channels

- a) *Roadshows* designed to promote and popularise EBA will traverse towns and villages in project areas in the four participating districts. Roadshows will be conceived and packaged as one cohesive activity but divided into individual tours. By this design, each tour will be grounded in a common creative template. The aim will be to simultaneously entertain and educate. Moreover, each tour will have some details modified or slightly retooled – not overhauled – to give it a local flavour depending on the destination. In planning the roadshows, PMU will collaborate with and engage the services of the local entertainment industry and people or groups with native knowledge and intelligence. This will guarantee that the tours, wherever they are destined, capitalise on and appeal to local values and tastes and that they do not offend the audiences they aim to inform and educate.

6.0 OBJECTIVES AND RESULTS BY AUDIENCE

This section outlines the communication objectives, expected results, and a strategic matrix for each of the five audience segments that the strategy aims to reach. The strategic matrix integrates and organises into one planning tool the strategic interventions designed for each audience, the targets related to the particular intervention, and the appropriate strategic actions which are derived from the selected communication tools and channels.

6.1 Beneficiaries

Communication objectives

1. To improve awareness and understanding of the need for and benefits of EBA among communities in the project areas.
2. To increase participation in EBA activities and uptake of recommended measures.
3. To increase the supply and diffusion of user-friendly and evidence-based information and knowledge about EBA and climate change.

Expected results

1. Increased demand for and utilisation of EBA information.
2. More people gain better understanding of the risks posed by climate change and the means to contain its impacts.
3. A growing number of people in the project areas adopt EBA practices.
4. Communities have greater access to relevant scientific and economic information about EBA and climate change.
5. More people demonstrate accurate and scientifically proven knowledge of recommended EBA practices.

Strategic matrix

Strategy	Targets	Strategic Actions
Advocacy and public education	Raising awareness, educating the public, and increasing access to information about climate change and EBA.	Develop a dossier of key facts, messages, and talking points on climate change and EBA; circulate the draft among stakeholders, collect inputs, incorporate feedback, and secure multi-stakeholder endorsement; disseminate the final version electronically. Develop content, design, produce, and disseminate an information profile of the EBA project, factsheets, and an educational booklet; disseminate the materials in hard copy and electronically.
	Promoting and maintaining supportive attitudes and practices towards EBA in order to strengthen and broaden the appreciation, appeal, and reach of climate	Develop content, create, and produce an educational documentary on climate change/EBA; disseminate via TV, YouTube, DVD, and other popular digital

	change programmes.	media formats.
	Working through established structures such as schools and interest groups to facilitate learning about productive use and exploitation of ecosystems.	Develop a school programme on climate change/EBA through multi-stakeholder collaboration; draw up a promotional plan and roll out the programme.
Community mobilization and dialogue	Building confidence in EBA methods, collectively identifying and generating consensus on priorities and options, and motivating beneficiaries to act on the information provided.	Organise a baraza in each project site every quarter; mobilise community members to participate; disseminate information through various communication products.
	Reinforcing prevailing information and knowledge, exposing community members to new and alternative ideas, and creating opportunities for peer-to-peer learning and exchange of ideas.	Organise a field study tour for one group every quarter; involve communities in determining criteria for participation ensuring that women and youth are represented.
	Enhancing the capacity of communities to demand for and benefit from EBA projects by providing accurate information and imparting skills on how to access EBA resources and opportunities.	Organise an annual best practice award competition open to all participating districts; structure the award to include an overall winner, district winners, and thematic categories.
Media and publicity	Increasing the availability of and access to information about EBA in mountain ecosystems countrywide.	Develop, produce, and roll out a multi-media campaign targeting communities in mountain ecosystems: (i) quarterly radio talk shows targeting communities in project sites on a rotational basis; (ii) radio spots to promote planned activities; (iii) a national radio documentary for nationwide broadcast; (iv) a poster; (v) an illustrated booklet; (vi) a photo diary in the format of a wall chart.
Promotion and social marketing	Generating consumer awareness of EBA goods and services, and ensuring sustainable exploitation of the ecosystem by enabling consumers to make informed choices in seeking and utilising EBA resources.	Week-long roadshows will be organised in each of the four districts in collaboration with local leaders and groups; planning and creative design will be guided by principles of entertainment-education.

6.2 Community and Civic Leadership

Communication objectives

1. To improve awareness and understanding of EBA issues among local leaders in the project areas.
2. To equip local leaders with knowledge and skills to act as EBA change agents and mobilisers in their communities.
3. To build confidence in EBA projects through community dialogue and participation.

Expected results

1. Local leaders increasingly take the initiative to bring community members together to identify problems and find solutions through dialogue.
2. An increasing number of community leaders motivated to take the lead in problem-solving and encouraging innovative solutions to climate change impacts.
3. Climate change issues are regularly addressed in community gatherings and forums.

Strategic matrix

Strategy	Targets	Strategic Actions
Advocacy and public education	Building new and strengthening existing partnerships with local networks in the project areas, and fostering dialogue and political will in support of mutually agreed implementation mechanisms.	Share information products developed for project beneficiaries i.e.: information profile of the EBA project, factsheet, educational booklet.
Community mobilization and dialogue	Empowering local leaders to take the lead in problem-solving, promoting adoption of innovative EBA solutions to climate change, initiating and moderating dialogue, and soliciting regular feedback.	Organise bi-annual leadership sensitisation workshops in every district for local leaders and influencers from project sites; invite local government technocrats to participate and facilitate; use the workshops to develop and evaluate local EBA work plans.

6.3 Technical and Political Leadership

Communication objectives

1. To supply decision makers and political leaders with relevant technical, economic, and scientific information and data on climate change and EBA.
2. To facilitate sharing of information among project implementers and technocrats about the policy options and tools for national planning and programming related to climate change and EBA.
3. To deepen understanding of the linkage between climate change and economic development and of the impact of climate change on the environment and natural resource assets of the country.
4. To promote recognition among political leaders and decision makers of the benefits from EBA in vulnerable regions of the country.

Expected results

1. Leaders have timely access to climate change information and evidence in user-friendly formats.
2. Increased awareness and knowledge of the benefits of investing in EBA among district and national leaders.
3. The EBA Project is perceived as the national model and reference point for best practices in mitigating the impacts of climate change.
4. Increased inter-agency and inter-sectoral collaboration and information sharing on EBA and climate change.

5. EBA receives higher priority and political support at the highest levels of government and among development partners.

Strategic matrix

Strategy	Targets	Strategic Actions
Advocacy and public education	Seeking and maintaining consensus on policies, programmes, targets, and budgets, and on implementation, coordination, monitoring, and evaluation mechanisms.	Develop, produce, and disseminate: (i) backgrounders; (ii) policy briefs.
	Mobilising resources to address gaps and needs in ecosystem services and investments.	Develop, produce, and disseminate: (i) speeches; (ii) speaking notes; (iii) PowerPoint presentations.
	Facilitating information sharing and emergence of an enabling environment for sustained positive change and action in EBA programmes and resources.	Create an integrated electronic platform comprising: (i) web portal; (ii) monthly e-newsletter; (iii) SMS platform; (iv) blogs.
Media and publicity	Systematically monitoring the media to survey public perceptions, gather feedback, anticipate issues, and respond.	Develop and deploy a media monitoring methodology to track coverage of climate change and EBA issues; analyse and disseminate the results and devise mechanisms to act on the findings.
	Pro-actively framing the coverage of EBA and climate change issues, positioning climate change as a government priority, and demonstrating government's commitment to enhancing rural prosperity and local economic development through EBA.	

6.4 The Media

Communication objectives

1. To increase media practitioners' understanding of and engagement with climate change issues and EBA.
2. To raise the profile of EBA and climate change on the media and public agendas.

Expected results

1. An active core group of local and national journalists focusing on climate change issues formed and nurtured.
2. Higher media visibility and prominence of success stories in areas most affected by climate change.
3. Increase in frequency of coverage and in-depth analyses of climate change issues by the media.
4. Public is better informed about climate change and EBA issues leading to more favourable public and community perceptions of EBA.

- Media mobilised to embrace and promote the EBA agenda as a national response to climate change risks.

Strategic matrix

Strategy	Targets	Strategic Actions
Media and publicity	Developing and managing relations with the media, keeping journalists regularly updated about and engaged with EBA issues and developments, spotlighting EBA milestones, and showcasing EBA success stories to the public.	Develop, produce, and disseminate a media kit in print and digital formats. Develop and deploy a media monitoring methodology to track coverage of climate change and EBA issues; analyse and disseminate the results and devise mechanisms to act on the findings.
	Increasing the availability of and access to information about EBA among stakeholders in mountain ecosystems and countrywide.	Plan and organise award for recognition of excellence in reporting and coverage of climate change and EBA issues.

6.5 Non-State and Private Sector Actors

Communication objectives

- To increase the participation of non-state and private sector actors in EBA initiatives.
- To provide user-friendly and comprehensive information for use in advocacy, technical support, community mobilisation, education, and other functions.
- To create more opportunities for groups involved in climate change to share their knowledge, experience, and lessons learnt with other stakeholders.

Expected results

- Higher level of participation by non-state actors in climate change and EBA planning and implementation processes.
- Non-state actors, the EBA Project Unit, the Climate Change Unit of MWE, and local governments exchange information about each other's plans, coordinate their activities, and collaborate in mutual support.
- Central and local government officials and experts are invited to support and participate in events organised by non-state actors and vice versa.
- Government plans on climate change and EBA receive substantive inputs from non-state actors.
- EBA Project strategies as well as policy issues and perspectives are included or reflected in the information and communication materials produced by non-state actors.
- Schools and educational institutions incorporate climate change and EBA issues into their programmes.

Strategic matrix

Strategy	Targets	Strategic Actions
Community mobilization and dialogue	Supporting communities to embrace EBA by facilitating the transfer of knowledge and adoption of recommended practices.	Involve non-state actors in bi-annual leadership sensitisation workshops for community and civic leaders and influencers in project sites; involve non-state actors in facilitating and supporting communities to develop, monitor, and evaluate local EBA work plans.
Promotion and social marketing	Ensuring sustainable exploitation of the ecosystem by enabling consumers to make informed choices in seeking and utilising EBA goods and services.	Involve and collaborate with non-state and private sector actors in planning and organising the roadshows; encourage non-state and private sector actors to sponsor or conduct complementary activities around the roadshow.
	Supporting the economic case for EBA and encouraging the participation of the private sector on its own initiatives and through public-private partnerships.	

7.0 MANAGEMENT PLAN

7.1 Institutional Arrangements

This communication strategy is a tool for District Local Governments (DLG) and implementing partners. It is designed to be a flexible and decentralised communication plan, with every district and partner embracing and adapting it to its own realities, capacities, and needs. Implementation and funding should therefore be approached as shared responsibilities among the DLGs and collaborating partners. It is anticipated that every DLG will mainstream communication in its development and EBA activity plans and in its budget. This implies that different DLGs may prioritise different elements of the communication strategy depending on their development and EBA plans and the financial and human resources available to them at any given time. To the extent possible, the management and financing of this communication strategy shall be integrated within existing administrative structures and budgeting processes, respectively.

Where there is a District Information Officer (DIO), it is recommended that the DIO be designated as the person responsible for overseeing and coordinating the implementation of the communication strategy. In DLGs that have no DIOs or implementing partners where no dedicated communication position exists, the Chief Administrative Officer (CAO) or chief executive may nominate and designate a member of the technical staff to serve as the Communication Coordinator. For that matter, the DIO or Communication Coordinator, as the case may be, shall be the focal point who will lead the communication planning process and through whom all information related to the implementation of the strategy will flow.

In this anchoring role, the DIO or designated Communication Coordinator will:

- a) Initiate and administer the communication management plan.
- b) Review existing information, education, and communication materials and identify possible areas for improvement and gaps to fill.
- c) Mobilise other communication actors and share roles and responsibilities.
- d) Ensure that all activities are in line with the strategy.
- e) Keep all implementing partners involved and up-to-date with relevant information.
- f) Coordinate with key stakeholders.
- g) Implement the strategy according to the approved schedule and budget.
- h) Ensure that the strategy remains current and on track.
- i) Initiate, follow up, and obtain all necessary approvals for activities.
- j) Produce and issue status reports.
- k) Alert the NSC and collaborating partners to problems and issues that require attention.
- l) Set up clear timelines and deliverables including decision-making approval points.
- m) Support the lower-level local governments and build their capacity through the day-to-day work of implementing the communication strategy.

7.2 Coordination Mechanism

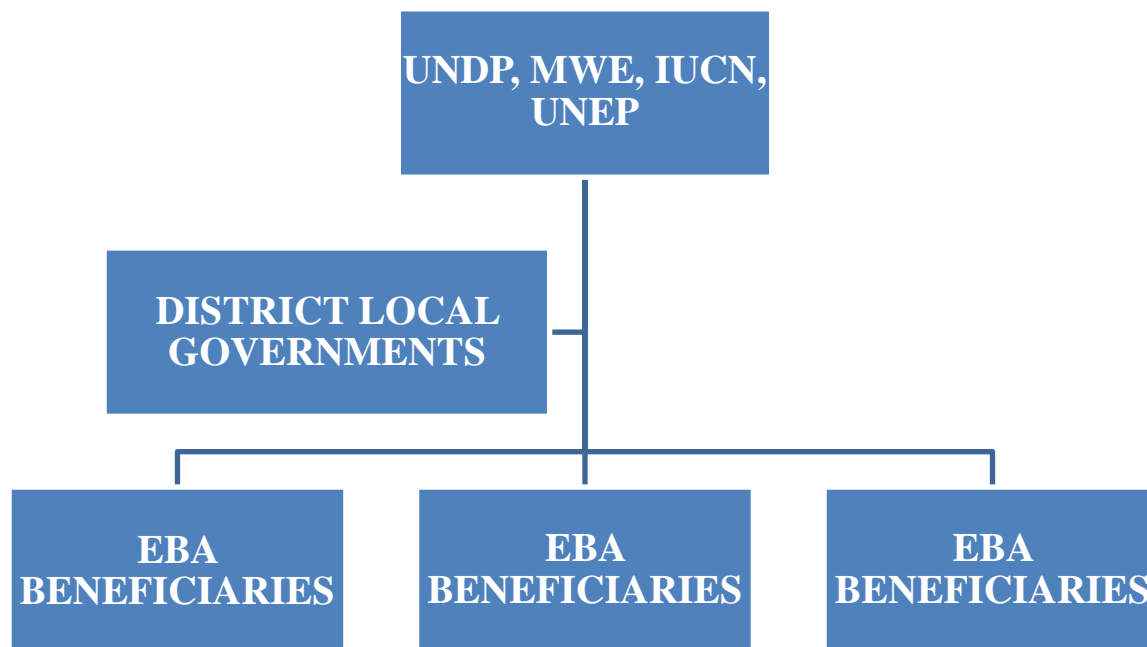
At the district level, an advisory Communication Working Group (CWG) will be established to guide the implementation of the strategy and to provide back-stopping support on all technical aspects. Members of CWG will include the DIO or Communication Coordinator, representatives

from MTWE, IUCN, UNEP, and NGOs, and from the project sites. The members will nominate a chair and secretary from amongst themselves. PMU will organize quarterly meetings with a joint forum of all CWGs, give them logistical support to facilitate their core activities, and share information with them.

The district CWG, with the DIO or Communication Coordinator playing an anchoring role, will:

- a) Supervise the implementation of the communication strategy in the district.
- b) Offer technical advice and guide the DIO or Communication Coordinator on implementation modalities.
- c) Serve as the link between PMU and the DLGs and partners on the ground.
- d) Guide the planning, design, and execution of M&E activities.
- e) Assure the quality of messages, content, and information products.
- f) Assist in identifying and resolving policy obstacles.
- g) Assist in identifying and addressing emerging gaps and needs within the parameters of the strategy and in the overall EBA communication landscape.
- h) Hold strategy sessions to discuss and prepare to execute agreed plans.

Figure 7: Implementation coordination mechanism



7.3 Crisis Communication Management Guidelines

The Mt. Elgon region is particularly susceptible to landslides triggered by abnormally heavy rains. The pattern of these occurrences indicates that their impact on livelihoods and infrastructure can be contained or mitigated with the right kind and level of preparedness. Dealing with crises of any kind, including natural disasters, is by definition a cross-sectoral challenge that requires the involvement of a wide range of stakeholders as well as coordination among various government and non-governmental agencies. For this coordination to be effective

at the operational level, the individuals and entities responsible for managing crises ought to be guided by the same template and to share a common understanding of the right approach.

The Government of Uganda Communication Strategy lays out a set of principles that are relevant to managing crises brought about by natural causes. These principles assert that to successfully manage a crisis, Government has to be prepared to:

- a) Invest time in systematically monitoring issues as they emerge;
 - b) Develop and update a comprehensive issues management plan.
- Speak with a single voice and
 - a) Create an environment of open, transparent and timely internal communication;
 - b) Centralize external communication;
 - c) Have a disciplined approach to communicating with the media and the general public.
 - Engage stakeholders early to
 - a) Ensure consistent information sharing;
 - b) Enable early detection of emerging issues and correct misinformation.
 - Treat the media as a communication partner and
 - a) Ensure openness; transparent, timely and consistent messaging at the same time.

Similarly, the public health field has long experience in dealing with crises and offers good lessons in best practice. The EBA Project can borrow useful lessons from the World Health Organisation's Outbreak Communication Guidelines, which revolve around five key principles:

- Trust:
“Communicate with the public in ways that build, maintain or restore trust.”
- Announcing early:
“To prevent rumours and misinformation and to frame the event, it is best to announce as early as possible.”
- Transparency:
“It allows the public to ‘view’ the information-gathering, risk-assessing and decision-making processes associated with outbreak control.”
- The public:
“It is nearly impossible to design successful messages that bridge the gap between the expert and the public without knowing what the public thinks.”
- Planning:
“Have a risk communication plan ready before it is needed.”

The following proposals will help the EBA Project manage communication in the event of crisis in the Mt. Elgon ecosystem:

- 1) Conduct an environmental scan to identify events that could potentially result in a crisis for the area.
- 2) In consultation with non-state actors line government MDAs, ensure that a crisis communication plan is an integral part of the national crisis management policy and strategy.
- 3) Gather, screen, synthesize, and approve all public information about a crisis to ensure that it is accurate, consistent, timely, packaged in accessible formats, and disseminated appropriately.
- 4) Monitor the public's reaction to crises and respond in ways that educate and inspire confidence in the government's ability to successfully manage the events and humanitarian issues.

7.4 Implementation Plan

Activities/Tasks	January	February	March	April	May	June	July	August	September	October	November	December	Responsibility
	2014												
ADVOCACY AND PUBLIC EDUCATION													
1. Dossier of messages, info, and talking points													COC, CWG, PMU
2. Communication products:													COC, PMU, vendor/contractor
Information profile													
Factsheets													
Backgrounders													
Policy briefs													
Databank of speeches, speaking notes, PPT													
Educational booklet													
TV documentary													
3. School programme													COC, CWG, PMU, DLGs
4. Integrated electronic platform													COC, PMU, vendor/contractor
COMMUNITY MOBILISATION AND DIALOGUE													
1. Community barazas													COC, PMU, DLGs, communities
2. Leadership sensitisation workshops													COC, PMU, DLGs, leaders
3. Field study tours													COC, PMU, communities
4. Best practice awards													COC, CWG, PMU, communities
MEDIA AND PUBLICITY													
1. Multi-media campaign:													COC, CWG
Radio talk shows													
Radio spots													
Radio documentary													
2. Media kit													COC, PMU, vendor/contractor
3. Media monitoring													COC, CWG, vendor/contractor
4. Recognition of excellence in reporting													COC, CWG, PMU
PROMOTION AND SOCIAL MARKETING													
1. Roadshows													COC, CWG, PMU, DLGs

7.5 Indicative Budget

Outputs	Units	Cost per Unit	Total	Notes on Costs
ADVOCACY AND PUBLIC EDUCATION				
1. Dossier of messages, info, and talking points	1	500,000	500,000	One-off expenditure on development (e.g. stakeholder consultations, travel, communication, meetings)
2. Communication products:				
Information profile	2,000	1,500	3,000,000	One-off expenditure on development & production; translation; printing; distribution
Factsheets (x3)	6,000	1,000	6,000,000	One-off expenditure on development & production; printing; distribution of 2,000 copies of 3 different factsheets
Backgrounders (x3)	6,000	1,000	6,000,000	One-off expenditure on development & production; printing; distribution of 2,000 copies of 3 different backgrounder
Policy briefs (x3)	6,000	1,000	6,000,000	One-off expenditure on development & production; printing; distribution of 2,000 copies of 3 different backgrounder
Databank of speeches, speaking notes, PPT	1	500,000	500,000	One-off expenditure on development (e.g. stakeholder consultations, travel, communication, meetings)
Educational booklet	5,000	10,000	50,000,000	One-off expenditure on development & production; translation; printing; distribution
TV documentary	1	25,000,000	25,000,000	One-off expenditure on development; filming; production; sponsorship of 3 national TV broadcasts; media products (e.g. DVDs)
3. School programme	1	60,000,000	60,000,000	One-off expenditure on development (e.g. consultants, stakeholder consultations); materials production, acquisition, & distribution; promotion; administration & coordination; monitoring & evaluation; facilitation
4. Integrated electronic platform (web portal, e-newsletter, SMS platform, blogs)	1	20,000,000	20,000,000	One-off expenditure on portal development; content development; ongoing maintenance, updating, & technical support
Sub-Total			177,000,000	
COMMUNITY MOBILISATION AND DIALOGUE				
1. Community barazas	12	2,000,000	24,000,000	Administration & coordination; venues; meals & refreshments; communication; transport; materials; facilitation
2. Leadership sensitisation workshops	6	5,000,000	30,000,000	Administration & coordination; venues; meals & refreshments; communication; transport; materials; facilitation
3. Field study tours	6	3,000,000	18,000,000	Administration & coordination; venues; meals & refreshments; communication; transport; materials; facilitation

4. Best practice award	1	40,000,000	40,000,000	Event management; venue; communication; promotion & publicity; transport; prizes; entertainment
Sub-Total			112,000,000	
MEDIA AND PUBLICITY				
1. Multi-media campaign:				
Radio talk shows	9	1,500,000	13,500,000	Development; production; sponsorship of broadcast airtime for 9 different talks shows on local stations
Radio spots	9	500,000	4,500,000	Development; production; purchase of broadcast airtime for 3 different spots each airing 3 times on local stations
Radio documentary	1	7,000,000	7,000,000	One-off expenditure on development; recording; production; sponsorship of 3 national radio broadcasts; media products (e.g. CDs)
Posters	6,000	1,500	9,000,000	One-off expenditure on development & production; translation; printing; distribution of 2,000 copies of 3 different posters
Illustrated booklet	5,000	10,000	50,000,000	One-off expenditure on development & production; translation; printing; distribution
Photo diary	5,000	3,000	15,000,000	One-off expenditure on development & production; translation; printing; distribution
2. Media kit	50	500,000	25,000,000	Development & production; distribution
3. Media monitoring	2	15,000,000	30,000,000	Design of methodology; data collection, analysis, & reporting; consultancy services for 2 rounds of monitoring
4. Recognition of excellence in reporting	1	15,000,000	15,000,000	Event management; venue; communication; promotion & publicity; prizes; entertainment
Sub-Total			169,000,000	
PROMOTION AND SOCIAL MARKETING				
1. Roadshows	4	15,000,000	60,000,000	Event management; venue; communication; promotion & publicity; transport; materials; entertainment
Sub-Total			60,000,000	
TOTAL			518,000,000	

7.6 Monitoring and Evaluation Framework

BENEFICIARIES		
Expected Results	Activities or Outputs (i.e. Strategic Actions)	Indicators
1. Increased demand for and utilisation of EBA information.	Develop, produce, and roll out a multi-media campaign targeting communities in mountain ecosystems: (i) quarterly radio talk shows targeting communities in project sites on a rotational basis; (ii) radio spots to promote planned activities; (iii) a national radio documentary for nationwide broadcast; (iv) a poster; (v) an illustrated booklet; (vi) a photo diary in the format of a wall chart.	<ul style="list-style-type: none"> • Radio talk show produced and broadcast {Audience reach of each talk show in Mt. Elgon area} • Radio spots produced and aired {Audience reach of spots in Mt. Elgon area} • National radio documentary produced and broadcast {Audience reach of the documentary country-wide} • Flagship poster produced and distributed {Number of beneficiaries who receive the poster} • Illustrated educational booklet produced and distributed {Number of beneficiaries who receive the booklet} • Photo diary produced and distributed {Number of beneficiaries who receive the diary}
2. More people gain better understanding of the risks posed by climate change and the means to contain its impacts.	Develop content, create, and produce an educational documentary on climate change/EBA; disseminate via TV, YouTube, DVD, and other popular digital media formats.	<ul style="list-style-type: none"> • Educational documentary produced and broadcast {Number of TV stations airing the documentary; Number of YouTube views; Number of DVDs distributed}
3. A growing number of people in the project areas adopt EBA practices.	<p>Organise a field study tour for one group every quarter; involve communities in determining criteria for participation ensuring that women and youth are represented.</p> <p>Week-long roadshows will be organised in each of the four districts in collaboration with local leaders and groups; planning and creative design will be guided by principles of entertainment-education.</p>	<ul style="list-style-type: none"> • Field study tours conducted {Number of beneficiaries taking part; Number of tours organised; number of women and youth participating; Number of beneficiaries who report positive experience from the tours} • Roadshows organised in each of the four pilot districts {Distances covered by the roadshows; Number of people participating; number of people actively seeking and receiving information; Number of participants who report positive feedback of the experience}

4. Communities have greater access to relevant scientific and economic information about EBA and climate change.	Organise a baraza in each project site every quarter; mobilise community members to participate; disseminate information through various communication products.	<ul style="list-style-type: none"> Barazas organised in communities {Number of barazas conducted; Number of people participating; Number of people actively seeking and receiving information; Number of participants who report positive feedback of the experience}
5. More people demonstrate accurate and scientifically proven knowledge of recommended EBA practices.	Organise an annual best practice award competition open to all participating districts; structure the award to include an overall winner, district winners, and thematic categories.	<ul style="list-style-type: none"> Annual best practice award competitions organised {Level of interest in the competition; Number of entries received; Number of entries that meet the minimum standards of practice}

COMMUNITY AND CIVIC LEADERSHIP

Expected Results	Activities or Outputs (i.e. Strategic Actions)	Indicators
1. Local leaders increasingly take the initiative to bring community members together to identify problems and find solutions through dialogue.	Develop content, design, produce, and disseminate an information profile of the EBA project, a factsheet, and an educational booklet; disseminate the materials in hard copy and electronically.	<ul style="list-style-type: none"> EBA information profile, factsheets, and educational booklet produced and disseminated {Utility of the information; Number of products distributed; Number of recipients; Percentage of users reporting positive feedback about the utility of the products}
2. An increasing number of community leaders motivated to take the lead in problem-solving and encouraging innovative solutions to climate change impacts.	Organise bi-annual leadership sensitisation workshops in every district for local leaders and influencers from project sites; invite local government technocrats to participate and facilitate; use the workshops to develop and evaluate local EBA work plans.	<ul style="list-style-type: none"> Sensitisation workshops conducted {Number of workshops conducted; Number of local leaders participating; Number of local government officials participating; Level of participation by local leaders in developing and evaluating work plans; Number of participants who report positive feedback of the experience}
3. Climate change issues are regularly addressed in community gatherings and forums.	Share information products developed for project beneficiaries i.e.: information profile of the EBA project, factsheet, educational booklet.	<ul style="list-style-type: none"> Information products made available at designated access points {Number of information products distributed; Number of local leaders actively seeking and receiving information}

TECHNICAL AND POLITICAL LEADERSHIP		
Expected Results	Activities or Outputs (i.e. Strategic Actions)	Indicators
1. Leaders have timely access to climate change information and evidence in user-friendly formats.	Develop a dossier of key facts, messages, and talking points on climate change and EBA; circulate the draft among stakeholders, collect inputs, incorporate feedback, and secure multi-stakeholder endorsement; disseminate the final version electronically.	Dossier compiled and validated through a consultative process {Number of stakeholders who receive and acknowledge the dossier; Percentage of stakeholders who report using the dossier in their work}
2. Increased awareness and knowledge of the benefits of investing in EBA among district and national leaders.	Develop, produce, and disseminate: (i) backgrounders; (ii) policy briefs.	Backgrounders and policy briefs on different aspects produced {Number of copies circulated; Number of recipients; Percentage of recipients who report using the tools; Percentage of recipients who report positive feedback on the utility of the tools}
3. The EBA Project is perceived as the national model and reference point for best practices in mitigating the impacts of climate change.	Develop, produce, and disseminate: (i) speeches; (ii) speaking notes; (iii) PowerPoint presentations.	Speeches, speaking notes, and PPT presentations on different aspects produced {Number of recipients; Percentage of recipients who report using the tools; Percentage of recipients who report positive feedback on the utility of the tools}
4. Increased inter-agency and inter-sectoral collaboration and information sharing on EBA and climate change.	Create an integrated electronic platform comprising: (i) web portal; (ii) monthly e-newsletter; (iii) SMS platform; (iv) blogs.	Web portal, e-newsletter, SMS platform, and blog created {Catalogue of material uploaded on the portal; Frequency/regularity of newsletter; Number of newsletter subscriptions; Number of newsletter recipients; SMS messages developed: Number of SMS recipients; Number of bloggers signed up; List of blog topics; Percentage of agreed blog topics covered}
5. EBA receives higher priority and political support at the highest levels of government and among development partners.	Develop, produce, and disseminate: (i) backgrounders; (ii) policy briefs.	See indicators for #2 above
THE MEDIA		
Expected Results	Activities or Outputs (i.e. Strategic Actions)	Indicators
1. An active core group of local and national journalists focusing on climate change issues formed and nurtured.	Develop, produce, and disseminate a media kit in print and digital formats. Develop and deploy a media monitoring	Comprehensive media kit developed and regularly updated {Physical and electronic versions produced; List of material included in the kit; Number of journalists and media houses

	methodology to track coverage of climate change and EBA issues; analyse and disseminate the results and devise mechanisms to act on the findings.	receiving the hard and soft copies of the kits) Media monitoring methodology in place {Frequency/regularity of monitoring reports; Percentage of recipients of the reports who use the findings in their work; Percentage of recipients who express positive feedback on the utility of the reports}
2. Higher media visibility and prominence of success stories in areas most affected by climate change.	Mobilise journalists to participate and cover the barazas.	Journalists invited and facilitated to cover the barazas/field tours/award competitions (Number of events covered by the media; Number of stories generated from the events; Amount of coverage received by the events)
3. Increase in frequency of coverage and in-depth analyses of climate change issues by the media.	Mobilise journalists to participate and cover the field study tours. Mobilise journalists to participate and cover the best practice award competition.	
4. Public is better informed about climate change and EBA issues leading to more favourable public and community perceptions of EBA.	Develop, produce, and disseminate a media kit in print and digital formats.	See indicators for #1 above
5. Media mobilised to embrace and promote the EBA agenda as a national response to climate change risks.	Plan and organise award for recognition of excellence in reporting and coverage of climate change and EBA issues.	Award created and handed out every year

NON-STATE AND PRIVATE SECTOR ACTORS

Expected Results	Activities or Outputs (i.e. Strategic Actions)	Indicators
1. Higher level of participation by non-state actors in climate change and EBA planning and implementation processes.	Involve non-state actors in bi-annual leadership sensitisation workshops for community and civic leaders and influencers in project sites.	Participation in sensitisation workshops {Number of non-state participants; Contribution to the workshop agenda and proceedings; Level of satisfaction with the workshops}
2. Non-state actors, the EBA Project Unit, the Climate Change Unit of MWE, and local governments exchange information about each other's plans, coordinate their activities, and collaborate in mutual support.	Mobilise non-state actors to participate in facilitating and supporting communities to develop, monitor, and evaluate local EBA work plans.	Participation in community work plans {Number of non-state participants; Contribution to the work plans; Level of community satisfaction with non-state actors' contribution}
3. Central and local government officials and experts are invited to support and participate in events organised by non-state actors and vice versa.	Involve and collaborate with non-state and private sector actors in planning and organising the roadshows; encourage non-state and private sector actors to sponsor or conduct complementary	Participation in the roadshow {Level of participation by non-state actors; Number of activities sponsored/conducted; Degree of satisfaction with the outcomes}

	activities around the roadshow.	
4. Government plans on climate change and EBA receive substantive inputs from non-state actors.	Involve non-state actors in creating and regularly contributing to the different media that make up the integrated electronic platform comprising.	Content contributed by non-state actors {Number of contributors; Frequency/regularity of contributions; Number of actors engaged in disseminating communication products }
5. EBA Project strategies as well as policy issues and perspectives are included or reflected in the information and communication materials produced by non-state actors.	Involve non-state actors in developing, producing, and disseminating technical communication products i.e. the backgrounders and policy briefs.	
6. Schools and educational institutions incorporate climate change and EBA issues into their programmes.	Develop a school programme on climate change/EBA through multi-stakeholder collaboration; draw up a promotional plan and roll out the programme.	School programme launched {Number of schools adopting the programme; Number of students participating in related activities; Percentage of participating students who express satisfaction with the programme }



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