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# Stakeholder Communication Strategy

FOR

BUILDING RESILIENCE OF COMMUNITIES LIVING  
INLANDSCAPES THREATENED UNDER CLIMATE  
CHANGE THROUGH AN ECOSYSTEM BASED  
ADAPTATION APPROACH

MARCH 2018



## **Stakeholder Communication Strategy**

**For**

**Building resilience of communities living in landscapes  
threatened under climate change through an  
ecosystem-based adaptation approach**

**Enhanced Direct Access Project  
Financed through the Green Climate Fund**



**March 2018**

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## Glossary of Terms

<b>CBA</b>	<i>Community Based Adaptation</i>
<b>CBNRM</b>	<i>Community Based Natural Resource Management</i>
<b>CBOs</b>	<i>Community Based Organisations</i>
<b>CCA</b>	<i>Climate Change Adaptation</i>
<b>CCU</b>	<i>Climate Change Unit</i>
<b>CF</b>	<i>Community Forest</i>
<b>CSO</b>	<i>Civil Society Organisation</i>
<b>DEA</b>	<i>Directorate of Environmental Affairs</i>
<b>DOT</b>	<i>Directorate of Tourism</i>
<b>EbA</b>	<i>Ecosystem based Adaptation</i>
<b>EDA</b>	<i>Enhanced Direct Access</i>
<b>EIA</b>	<i>Environmental Impact Assessment</i>
<b>EIF</b>	<i>Environmental Investment Fund</i>
<b>EMP</b>	<i>Environmental Management Plan</i>
<b>ESMF</b>	<i>Environmental Social Management Framework</i>
<b>ESS</b>	<i>Environmental Social Safeguards</i>
<b>GCF</b>	<i>Green Climate Fund</i>
<b>GHG</b>	<i>Greenhouse House Gas</i>
<b>GRN</b>	<i>Government of the Republic of Namibia</i>
<b>INP</b>	<i>Indigenous Natural Products</i>
<b>ITCZ</b>	<i>Inter-Tropical Convergence Zone</i>
<b>IRDNC</b>	<i>Integrated Rural Development and Nature Conservation</i>
<b>IRR</b>	<i>Internal Rate of Return</i>
<b>IPCC</b>	<i>Intergovernmental Panel on Climate Change</i>
<b>LGM</b>	<i>Logical-Framework Matrix</i>
<b>MET</b>	<i>Ministry of Environment and Tourism</i>
<b>NACSO</b>	<i>Namibian Association of Community Based Natural Resource Management Support Organisations</i>
<b>NCCC</b>	<i>National Climate Change Committee</i>
<b>NGO</b>	<i>Non-Governmental Organisation</i>
<b>NPV</b>	<i>Net Present Value</i>
<b>NSA</b>	<i>Namibia Statistics Agency</i>
<b>PMU</b>	<i>Project Management Unit</i>
<b>RFP</b>	<i>Request for Proposal (documents)</i>
<b>SMEs</b>	<i>Small and Medium Enterprises</i>
<b>UNFCCC</b>	<i>United Nations Framework Convention on Climate Change</i>

## 1. Introduction

The project will implement a combined communication-dissemination strategy addressed to a diversified targeted public: the National Designated Authority (NDA) (Ministry of Environment and Tourism), Government entities, Community Based Natural Resources Management (CBNRM) entities, Basin management and Landscape management committees actively operating in the eight (8) Namibian landscapes and unique ecosystems identified under the Feasibility study for the Ecosystem adaptation project (EbA). The communication and dissemination activities will raise the awareness of the project. The strategy is largely informed by inputs gathered during regional consultations with the stakeholders across the vast expanse of the country conducted during the month of July 2017. The main aim of the regional stakeholder consultative workshops was to establish the status quo of existing initiatives and facilitate establishment of regional priorities and possible interventions in the development and implementation of the proposed project. The Communication strategy of the project outlines key messages, target audience, mechanisms and activities related to facilitating the dissemination of information.

## 2. Description and objectives of the project

The project will work on integrating climate change resilience into livelihood activities of communities living in landscapes threatened by climate change and implementation of ecosystem-based adaptation measures. Considering the importance of ecosystem services and activities to the national economy and to community livelihoods, this project will effectively contribute to the goals of the National Development Plan Five (NDP 5), as outlined in the desired outcomes under the Economic Progression pillar and environmental sustainability.<sup>1</sup>

This project will also contribute to other national priorities, especially considering adaptation in rural areas and vulnerable communities, also related to agriculture, health and biodiversity conservation issues. The project is structured to finance additional capacity building activities that are required to fully integrate climate and disaster risks into decision-making and development implementation.

The main project objective is:

***to increase climate change resilience of productive landscapes in Namibia through implementation of ecosystem-based adaptation actions that strengthen social and ecological systems to sustain livelihoods at local level and facilitate value chains of natural resources.***

The project targets natural resource reliant communities and stakeholders involved in biodiversity conservation on climate change risks, adaptation options, and enhanced policy and financial instruments, because of the enabling activities (EbA planning, technical guide development, recommendations on financial and risk transfer mechanisms, support to community level Early Warning Information dissemination), and the implementation of on-site measures involving communities. Climate change resilient conservancies and community forests within the identified Landscapes will lead to sustainable livelihoods of communities some of which are the poorest and live in risk prone areas including women and children. The following impact indicators will support this objective:

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<sup>1</sup> NDP5. (2017), *Namibia's 5<sup>th</sup> National Development Plan (NDP5)*. National Planning Commission, GRN: Windhoek

- i. Strengthened institutional systems as well as multi-stakeholder participatory decision-making for greater landscape resilience.
- ii. Increased climate resilience and building a conducive environment for biological corridor network operationalization
- iii. Food security in the target landscapes enhanced by increasing productivity and sustainability of agro-ecosystems to support livelihoods.
- iv. Improved awareness among stakeholders on ecosystems-based adaptation.

Better landscape level adaption practices are needed so institutions operating within these ecosystems can employ best land, water and waste management practices to protect the natural capacity of the sensitive ecosystems on which their livelihood is based. Maintaining the health of natural barriers enables communities to adapt and increase the resilience of the ecosystem value chains to address climate-related shocks and stresses.

The project components are designed to address climate change and disaster risks through an integrated approach, combining engagement of local communities through site-specific risk assessments and adaptation planning, implementation of on-the-ground adaptation measures in the key identified Namibian landscapes, as well as knowledge management processes.

## 2.1 Overall objective of the communication strategy

Kotler and Keller (2003:21) identify determining communication objectives as a crucial step in the formulation of effective communication programs.

The overall objective of this communication strategy is to facilitate effective communication on increasing climate change resilience through the implementation of EbA actions. The strategy further aims at facilitating the sharing of climate change information at all levels of this GCF financed project in order to enhance the management of climate change impacts and explore associated opportunities.

## 2.2 Specific objectives of the communication strategy

To achieve the above overall communication objective, the following are the specific objectives identified for this strategy:

- 2.2.1 To raise awareness on climate change and its impact on Namibia's key biodiversity landscapes;*
- 2.2.2 To raise awareness on and promote climate change resilient ecosystem management and production practices to sustain livelihoods and value chains;*
- 2.2.3 To create awareness on the existence of a climate resilient grants facility in support of EbA; and promote access to such facility.*
- 2.2.4 To actively report on the project activities and outcomes to all stakeholders.*

## 2.3 Scope of the Strategy

The communication strategy focuses on communication of general knowledge on climate change, adaptation, mitigation, gender and environmental social safeguards. It provides a framework for delivering key messages on climate change issues to targeted project audiences.



## 2.4 Target Audience

This communication strategy targets the project proponents as identified in the project proposal and feasibility study. The stakeholders of the project come from a broad range of the targeted subsection of the CBNRM subsector in Namibia and include:

- *the NDA;*
- *project beneficiaries, envisaged to be landscape management committees and related institutions, communal conservancies and community forests, traditional authorities,*
- *non-governmental organisations.*

The Communication strategy draws particular reference to how the project implementing agency will communicate the project's objectives, activities and outcomes to this wide range of stakeholders. A full list of the stakeholders and an analysis of their interests in the EbA project is enclosed in Annex 1.

## 3. Approaches of the communication strategy

The strategy provides a framework for generating and delivering key messages on climate change, resilience and adaptation of ecosystems to various audiences in Namibia at different levels. The following are key considerations of the strategy which provide a general guide in devising and preparing appropriate messages for communicating climate change in the context of ecosystem-based adaptation in Namibia:

### 3.1 Emphasize the sense of urgency

Climate change and its associated impacts on natural resource reliant communities needs to be communicated at different levels as a matter of urgency. The affected communities, organizations and individuals in key decision-making positions across the biodiversity management, CBNRM and basin management sectors need information necessary to help them create resilience to climate change.

### 3.2 Link Climate Change and Ecosystem based Adaptation to Sustainable Development

The Strategy emphasizes that climate change should be perceived and communicated as a socio-economic, geo political, security and environmental issue as opposed to traditional conception where it was communicated as a complex scientific environmental issue. In the same vein the concept of Ecosystem based Adaptation (EbA) should be seen as an all-encompassing strategy to attain sustainable development.

### 3.3 Promote and demonstrate best practice

The Strategy stresses on promoting and demonstrating best practice as a way of facilitating learning at different levels and informing policies. It promotes models of best practices on adaptation at ecosystem level that can be scaled up and replicated at different levels and areas through communication.

### 3.4 Information communication to decision makers

The Strategy facilitates provision of information on climate change to decision makers/leaders so as to facilitate informed decision-making process on matters relating to adaptation and mitigation at different levels including to community and religious leaders.

### 3.5 Enhance the capacity of media on climate change

The Strategy intends to enhance the capacity of the media to equip them with adequate knowledge and thus, ensure that climate change issues and their impacts on landscapes are appropriately communicated at different levels.

### 3.6 Facilitate public engagement

The Strategy promotes public participation in the exchange of ideas and information on climate change through various fora including social media. Fora for public engagement and clear key messages need to be developed and communicated at national, regional, district, village and community levels. It should also facilitate private sector, research and academic institutions participation in adaptation and mitigation actions through various partnerships from a better-informed perspective.

## 4. Key themes for the strategy

In the rolling out of this strategy, particular attention will be paid to understanding the audiences' mentality, level of understanding of climate change, interests, values, and concerns. Accordingly, the message content, and language will be tailored to address their specific information needs, pre-existing knowledge, and concerns.

Key themes to guide communication are based on the multifaceted and dynamic nature of climate change effects on biodiversity, ecosystem goods and services, landscape management, socio-economic aspects and sustainable development. In addition, human vulnerability as well as costs of climate change, and especially of inaction, both support the urgency of the messages; and opportunities deriving from regional and international response to climate change.

The following specific themes will provide guidance for communications:

- *General knowledge on climate change;*
- *Ecosystem based adaptation;*
- *Climate change financing;*
- *Gender; and*
- *Environmental social safeguards.*

## **5. Information Generation, Management and Key Messages**

### **5.1 Information Generation**

The Strategy Implementation Matrix in Section 7 of this strategy describes the strategic framework for communicating climate change information which is expected to be generated at different levels per project beneficiary. At national level, information on climate change will be derived from policies, multilateral and bilateral environmental agreements; research reports; national and international meetings' reports; and Government directives.

At regional and community levels, information on climate change will be generated from best practices in project pilot areas; community experiences on climate change adaptation; indigenous knowledge; and documented evidence of climate change affected landscapes and ecosystems. The EIF as the implementing agency will lead this process of collating lessons learnt from similar projects such as the UNDP/GEF funded Scaling up Community Resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children (SCORE Project), the Sustainable Management of Namibia's Forested Lands (NAFOLA) project and the Green Climate Fund (GCF) Enhanced Direct Access project "Empower to Adapt: Creating Climate Change Resilient Livelihoods through CBNRM in Namibia".

### **5.2 Information Management**

In implementing this strategy, the key actors, i.e. the NDA, EIF and the project beneficiaries, will adhere to the key components of information management systems which include; people, culture, process, content, technology and storage as explained below:

#### **5.2.1 People**

Key actors and target audience will be identified, and their effective participation and empowerment will be given priority.

#### **5.2.2 Culture**

In the implementation of the strategy, due consideration will be given to indigenous knowledge, cultural beliefs and perceptions in communicating climate change issues to ensure its effectiveness.

#### **5.2.3 Process**

Generation and coordination of climate change information and communication activities will be done at each respective level from village to national levels while at national level, the NDA will be the overall coordinator and facilitator of key dialogues.

#### **5.2.4 Content**

Information packaging will be based on key messages whose framework will be developed specifically for each target audience during the activities identification phase of the project. The information packaging will also take into consideration information needs and interests of each target audience.

#### **5.2.5 Technology**

Relevant communication tools will be explored and used in generating and communicating climate change information while considering target audience, cultural setting, and inherent ethics and values.

### 5.2.5 Knowledge management and information storage

Different information storage facilities including database, website and online social networks will be used.

### 5.3 Key Messages

Implementation of the strategy will be guided by key messages as provided in Implementation Matrix (Section 2.6). These messages are only generic with the aim of providing a broad framework for developing specific messages. Each stakeholder will have an opportunity to develop specific messages that suit specific audiences and context.

These messages should be:

- *Solution-oriented;*
- *Short, simple and clear;*
- *Credible and trustworthy; and*
- *Present best information, tools and options.*

## 6. Communication Channels, Dissemination and Information Flow

### 6.1 Communication Channels and Dissemination

Communication channels are defined as media through which message are transmitted to the intended audiences. Some of the specific channels include electronic media (television, radio, email); print media (newspapers, brochures, leaflets, newsletter, fact sheets), social media (e-mail, Facebook, Twitter); websites, meetings, drama, speech, community outreach, and telephone.

Each communication channel is appropriate and effective to a given time, audience and setting. As explained by Guffey and Loewy (2016:42) profiling your audience is important as it helps in determining what language is appropriate, whether you are free to use specialised technical terms, whether you should explain the background and so forth. It is therefore important to consider the advantages and disadvantages of a channel when deciding on possible options. For instance, when intending to change attitude, it is recommended to choose more than one channel to reinforce messages.

The regional stakeholder consultation workshops held during the month of July 2017 throughout the Namibia revealed a pattern of communication needs that confirmed the need to combine communication channels. The following is the overview of channels that will be used in the Communication Strategy for the EbA project:

#### 6.1.1 Electronic Media

According to Mefalopulos and Kamlongera (2004:50), radio and television are mass media channels that have been introduced in the contemporary world for information and persuasion purposes. In the Namibian context, television and radio provide broad reach and are effective in increasing awareness of relevant issues amongst specific segments in Namibia. These mass media channels provide an easy and accessible means of communicating information to the end user and soliciting feedback. Radio, therefore remains the most popular, viable, accessible and cost-effective means of communication for urban and rural people in Namibia.

Moreover, radio frequencies in Namibia are accessed well and radio therefore overcomes barriers of distance, illiteracy and language diversity better than any other media. Ultimately, these channels should be used to create a dialogue with listeners and amongst listeners themselves in both the official as well as the indigenous languages, actively inviting people to contribute through mass media programmes on climate change.

#### 6.1.2 Print Media

Print media are essential channels for communicating climate change issues. It includes channels such as newspapers, newsletters, brochures, posters, and promotional messaging tools such as desk and wall calendars and diaries. These channels convey information and key conclusions generated through the format of the publications. However, taking into account the rural location of most landscape management committees and working groups, they have to be adjusted to specific audiences and distributed both in printed and electronic versions that will also be made available on the website

and social media networks for maximum impact. Print media has the advantage of making a longer impact on the minds of the reader, with more in-depth reporting and analysis.

### 6.1.3 Social Media

Social media are popular channels used for communication and interaction in facilitating exchange of ideas and accessing various publications. Stakeholders are expected to use their websites to communicate climate change issues. Social media such as Facebook and Twitter link audiences to internet resources and possibly a forum for discussion on climate change.

### 6.1.4 Community Information Centres, Outreach Platform

To provide cost-effective information services in places where computers, phone lines or the Internet is not often accessible, this strategy suggest the possibility of strengthening community information centres particularly around the landscape areas like national parks and conservancies and outreach platforms with up-to-date technology. Assessments will be made of what is already in place at the different project sites to increase their capacity to collect, store and effectively disseminate information on climate change.

### 6.1.5 Meetings and social gatherings

Meetings and social gatherings are platforms where the public gather with the aim of acquiring knowledge on issues which affect people's well-being. The knowledge acquired can be provided in the form of speeches on specific themes of the project. Some groups of conservancies and community forests already have a place that could be used as entry points. Through these avenues, communication on climate change impacts and new knowledge on resilience and adaptation can be enhanced. This has proven a fairly successful approach with previous donor funded projects such as the GEF SGP Community-based adaptation (CBA) projects implemented in Namibia over the past 6 years.<sup>2</sup>

Current institutional meeting set-ups such as Livestock Farmers Associations and Basin Management Committees can be revitalized in order to create a platform where project progress and lessons learnt can be shared.

## 6.2 Information Flow

Climate change information is expected to flow from national, regional, and community level and vice versa. It should also flow horizontally among members at a given level. It is therefore important to sustain smooth information flow over time by enhancing the capacity of media practitioners. Equally, there is a need to make use of trusted, consistent, credible and recognized voices on climate change. In this regard, a local celebrity endorsement could be considered as the project ambassador.

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<sup>2</sup> Huq S, Faulkner L. 2013. *Taking Effective Community-based Adaptation to Scale: An assessment of the GEF Small Grants Programme CBA Project in Namibia*, ICCAD: GEF/UNCCD

## 7. Strategy Implementation Matrix

The Strategy Implementation Matrix describes the strategic framework for communicating climate change information. It covers theme/issues; key messages to be delivered to the audience; target audience; media and channels of communication; and responsible actors for each theme.

Theme / Issue	Key messages	Target audience	Means/ tools/ channels of communication	Responsible
<b>7.1 GENERAL KNOWLEDGE ON CLIMATE CHANGE</b>	i. General knowledge on climate change, its causes and impacts on landscapes, vulnerability, adaptation and mitigation strategies as well as associated opportunities.	General public; journalists; community leaders; schools,	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders.	NDA, EIF, Project Management Unit
	ii. Linkages of climate change to sustainable development			Project beneficiaries
<b>7.2. ECOSYSTEM BASED ADAPTATION</b>  <b>7.2.1</b> <b>Food security within the context of communities reliant on ecosystem services</b>	i. Impacts of climate change on landscape & ecosystem management ii. Best practice ecosystem management practices (site identification, water storage); iii. early warning systems;	CBRNM, local communities, conservancies and community forests, media and farming communities;	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders.	NDA, EIF, Project Management Unit and Project beneficiaries

Theme / Issue	Key messages	Target audience	Means/ tools/ channels of communication	Responsible
<b>7.2.2 Livestock within the context of communal conservancies (input from regional workshops)</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on livestock</li> <li>ii. Sustainable pasture and range management systems</li> <li>iii. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> <li>iv. Impacts on community livelihood</li> </ul>	CBNRM, local communities and conservancies, media and farming communities;	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	NDA, EIF and Project beneficiaries
<b>7.2.3 Forestry</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on forestry resources</li> <li>ii. Establishment of nurseries.</li> <li>iii. Afforestation and reforestation</li> <li>iv. Forest carbon assessment and monitoring</li> <li>v. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> </ul>	Landscape management committees, local communities and conservancies, media and farming communities, traditional authorities.	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	<p>NDA, EIF and Project beneficiaries</p> <p>NAFOLA project PMU</p> <p>CRAVE project PMU</p> <p>Empower to Adapt PMU</p>
<b>7.2.4 Water</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on water resources</li> <li>ii. Conservation of water catchments and water sources</li> <li>iii. Rainwater harvesting technologies</li> <li>iv. Water efficient technologies</li> <li>v. Waste water recycling</li> <li>vi. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge.</li> </ul>	Water Basin Management Committees, local communities and conservancies, media and farming communities;	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	<p>NDA, EIF and Project beneficiaries</p> <p>SGP CBA beneficiaries</p>



Theme / Issue	Key messages	Target audience	Means/ tools/ channels of communication	Responsible
<b>7.2.5 Wildlife</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on wildlife.</li> <li>ii. Appropriate methods for conservation of climate change threatened species.</li> <li>iii. Community based wildlife management practices e.g. Wildlife Management Areas (WMA)</li> <li>iv. Wildlife migration</li> <li>v. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> <li>vi. Early warning systems</li> </ul>	<p>CBNRM, local communities and conservancies, media and farming communities; Tourism establishments, traditional authorities,</p>	<p>Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders</p>	<p>PMU, NDA, DWNP, EIF and Project beneficiaries, Traditional authorities, Tourism establishments</p> <p>NACSO</p>
<b>7.3 Environmental Social Safeguards</b>  <b>7.3.1 Infrastructure and Human Settlements</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on infrastructure and human settlements</li> <li>ii. Acquisition and use of efficient technologies in households and public facilities.</li> <li>iii. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> </ul>	<p>CBNRM, local communities and conservancies, media and farming communities; Tourism establishments, traditional authorities</p>	<p>Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders</p>	<p>NDA, EIF and Project beneficiaries, Traditional authorities, Tourism establishments</p> <p>GBCN</p> <p>Empower to Adapt PMU</p>

Theme / Issue	Key messages	Target audience	Means/ tools/ channels of communication	Responsible
<b>7.3.2 Tourism</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on tourism</li> <li>ii. Eco-tourism</li> <li>iii. Integrated and participatory conservation of tourist sites</li> <li>iv. Diversify tourism destinations which are less sensitive to climate change</li> <li>v. Alternative livelihood to tourism dependent communities</li> <li>vi. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> </ul>	CBNRM, local communities and conservancies, media and farming communities; Tourism establishments, traditional authorities.	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	NDA, EIF and Project beneficiaries, Traditional authorities, Tourism establishments.
<b>7.3.3 Land use</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on land use;</li> <li>ii. Effective land use planning at all levels</li> <li>iii. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> </ul>	CBNRM, local communities and conservancies, media and farming communities; Tourism establishments, traditional authorities.	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	PMU, NDA, EIF and Project beneficiaries, Traditional authorities.

Theme / Issue	Key messages	Target audience	Means/ tools/ channels of communication	Responsible
<b>7.3.4 Energy</b>	<ul style="list-style-type: none"> <li>i. Use of renewable energy in the national grid and off-grid</li> <li>ii. Switching to cleaner energy sources</li> <li>iii. Exploitation of geothermal</li> <li>iv. Energy efficient technologies and practices in demand and supply sides</li> <li>v. Sustainable consumption and production practices</li> <li>vi. Sharing of any best practices and lessons learnt e.g. traditional/indigenous knowledge</li> </ul>	CBNRM, local communities and conservancies, media and farming communities; Tourism establishments, traditional authorities.	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	PMU, NDA, EIF and Project beneficiaries, Traditional authorities, Tourism establishments.
<b>7.4 GENDER AND VULNERABLE GROUPS</b>	<ul style="list-style-type: none"> <li>i. Impacts of climate change on gender and vulnerable groups</li> <li>ii. Participation of women and other vulnerable groups in planning, decision making and implementation of climate change initiatives</li> <li>iii. Empowerment of Women and other vulnerable groups</li> <li>iv. Sharing of gender sensitive best practices and lessons learnt</li> </ul>	CBNRM, local communities and conservancies, media and farming communities; traditional authorities, NTB.	Radio; TV; flyers; posters; newspapers; booklets; community meetings; workshops; and outreach; websites; social media; letters; promotional materials; climate change champions and influential leaders	<p>NDA, EIF and Project beneficiaries, Traditional authorities, UNAM</p> <p>SCORE</p>

## 8. Monitoring and Evaluation

Monitoring and evaluation is important for measuring performance in various areas of the strategy. Gonçalves and Lerda (2012:27) attribute measurement and monitoring to "... the ability to adapt your strategy and making it increasingly effective in reaching desired outcomes". The monitoring and evaluation processes will be guided by EIF.

The following are output and outcome indicators which will be used for monitoring and evaluation of the communication strategy:

### 8.1 Output indicators

- i. Number and types of channels used;
- ii. Number and types of messages disseminated;
- iii. Number and types of audience reached;
- iv. Frequency of communication;
- v. Number and types of interventions on climate change adaptation;
- vi. Number of best practices and lessons learnt on EbA in Namibia.

### 8.2 Outcome indicators

- i. Improved awareness among stakeholders on ecosystems-based adaptation Level of awareness of the community on climate change resilience;
- ii. Improved knowledge and demonstrated practice on increasing productivity and sustainability of agro-ecosystems to support livelihoods.
- iii. Strengthened institutional systems as well as multi- stakeholder participatory decision-making for greater landscape resilience

## 9. Communication tools

### 9.1 Project Stakeholder Engagement

Stakeholder Engagement
<b>Tool description</b> The stakeholder engagement strategy is intended to ensure a constant and effective exchange and share of information between the key partners as well as an effective and shared management of the knowledge generated by the project's activities.
<b>Involved beneficiary/s</b> PMU, EIF, MET
<b>Indicators of achievement</b> 1 Multi-stakeholder engagement strategy
<b>Timeframe</b> <b>01/03/2019 – 28/02/2023</b> The Stakeholder Engagement Strategy will be realized by the end of February 2019 and used for the entire project's duration.

## 9.2 Dissemination Strategy and Media Relations

### Communication and dissemination Plan and Media Relations

#### **Tool description**

The Project Management Unit will prepare a communication and dissemination plan as part of the project's work plan on an annual basis or quarterly. This is for the purposes of reaching stakeholder and target groups in each of the target regions. On the basis of a common template prepared by EIF, the PMU will prepare a list of people and bodies to be touched and informed by communication tools, as well as a list of media houses to be involved with the aim of broadcasting and publishing to a wider public about the project scopes, activities and results.

#### **Involved beneficiary/s**

The PMU will prepare its own communication and dissemination plan on an annual or quarterly basis.

#### **Indicators of achievement**

- 12 x Project dissemination plans
- 12 x media conferences (1 final+ 1 by each quarter), 12 articles,
- 12 x interviews on TV/radio.

#### **Timeframe**

**01/03/2019 – 28/02/2023**

## 9.3. Project webpage on EIF website and social media

### Project webpage and social network

#### **Tool description**

The internet has become a powerful tool for reaching wide set of groups of people and websites provide the best way of transmitting information. It is very important for the project, to reach its goals, to have its own webpage. The proposed domain of the webpage is [www.eifnamibia.com/projects/EbA](http://www.eifnamibia.com/projects/EbA). The webpage will contain an internal section which will be used only by partners, to upload project work documents. The open section will contain information on the project and public outputs and deliverables, while the public section will be structured as proposed by the Environmental Investment Fund and confirmed by the Project Management Unit. The webpage will be in English language.

The project webpage structure is the following:

- *Home*
- *About the EbA project*
- *Grants application guidelines*
- *Project reports*
- *Downloads*
- *Gallery*
- *Links*
- *Media Releases*

**Social media:**

A project Facebook page will be activated in order to promote and coordinate the EbA project.

To increase the webpage indexing particular attention will be put on the contents updating as well as on the animation of a dedicated Facebook group linked to existing social media pages managed by the Environmental Investment Fund within which information reported into the webpage can be spread and discussed with a wider public. A Twitter account will also be added for breaking news. Following accounts such as GCF's Twitter handle and EIF's will contribute towards shared information.

***Involved beneficiary/s***

EIF will create webpage and Facebook page, and will take care of publishing all documentation about the project (with support of all the PMU). EIF in conjunction with the M&E component of the project will monitor the progress and the achievements of the project in order to spread the relevant information to all stakeholders. All other partners are responsible for sending all relevant project documents, pictures, videos, brochures, layman's report, etc., to EIF so they can be uploaded to project webpage.

***Indicators of achievement***

1 Project webpage  
1 Facebook page  
1 Twitter account

***Timeframe***

**01/03/2019 – 28/02/2023**

Project website and Facebook page and Twitter account will be activated by the end of March 2019 and will be used for the duration of the project.

## 9.4. Movie - Documentary

### Movie-Documentary

#### Tool description

Preparation and broadcast of one movie-documentary of the project that documents the main project phases, to be broadcasted on TV and on Internet (project webpage, YOUTUBE, other high visibility channels) and shared on the Facebook and Twitter pages.

#### Involved beneficiary/s

EIF and Project Beneficiaries.

#### Indicators of achievement

1 movie-documentary

#### Timeframe

**01/03/2019 – 28/02/2023**

## 9.5. Project brochure

### Project brochure and national project brochures

#### Tool description

The EbA project will develop one project brochure in English containing only the main information about the project and an overview of the project areas, to be downloaded from the webpage and available for printing. The brochure will be short and have just basic information because all other information and project result will be given in layman's report at the end of the project. Generally, the project brochure represents a relevant communication tool that can be used to promote the project towards a larger audience during all the type of public events organised within the project and also not strictly related to the implementation of project activities, such as for example the attendance to international events.

Additionally, 3 sets of grants guideline brochures (one for each of the Thematic Areas targeted for grants) containing the main information about grants procedures, application processes and outlining eligible projects should be developed. Furthermore to promote and disseminate the project in an effective manner, together with the content management in six local languages within the project webpage, local brochures have to be developed. They are focused on specific actions that will be implemented by projects as well as on the concrete impacts that the project will generate. The brochures will be particularly useful to guarantee a wide dissemination of the project's objectives and goals.

Particular attention should be paid to the positioning of the project logo as well as of the other two official logos, trying to combine the respect of compulsory visibility requirements with an attractive and easily recognizable layout.

#### Involved beneficiary/s

EIF and PMU



### **Indicators of achievement**

- 1 project brochure in English (containing the main information about the project and an overview of the different project areas)
- 3 product brochures (one for each thematic grant area), containing grant application guidelines, eligible projects and
- project brochure in local languages (6 languages)
- 

### **Timeframe**

**01/03/2019 – 28/02/2023**

Project brochures in English and editions in local languages will be released by the end of May 2019.

## **9.6 E-newsletters**

### **E-newsletters**

#### **Tool description**

E-newsletters are aimed at promoting a general update on the project's activities and results as well as on the main news strictly related to the themes addressed by the project. E-newsletters can be also considered a useful tool to attract the attention of a wide public towards other communication tools used within the project, such as the webpage, Facebook and Twitter providing links to its specific sections, and social networks.

#### **Involved beneficiary/s**

EIF and Project Beneficiaries; all partners deliver local e-newsletters

#### **Indicators of achievement**

4 x E-newsletters per annum for project duration

#### **Timeframe**

**01/03/2019 – 28/02/2023**

E-newsletters will be issued quarterly

## **9.7 Promotional materials**

### **Promotional materials**

#### **Tool description**

Whatever promotional material the MPU chooses, should be suitable to disseminate information about the project and its main expected results in the concerned area. The main features of the project public image defined with the development of the corporate identity have to be respected as well as all the compulsory communication and visibility requirements.

#### **Involved beneficiary/s**

The PMU will develop 1 set of general promo materials (flyers, posters, panels, paperboards, pull-ups, USB sticks, etc.). The MPU can decide which promotional materials are going to make taking into consideration their budget.

**Indicators of achievement**

13 sets of promo material set by the PMU

**Timeframe**

**01/03/2019 – 28/02/2023**

Promo materials will be issued during project life-cycle

## 9.8 Project layman's report

### Project layman's reports in each national language

**Tool description**

Preparation on 1 project layman's reports in each local language to increase the number of people reached by the message at local level: layman's report describes the complex/technical issues pertaining to the EbA Project using words and terms that the average individuals can understand, so that they may comprehend the issue to some degree.

**Involved beneficiary/s**

The PMU will prepare 1 layman's report, translated to local languages; providing the technical description of the project achievements and production.

**Indicators of achievement**

Layman's report issued by the PMU

**Timeframe**

**01/03/2019 – 28/02/2023**

Layman's report will be prepared at the end of project life-cycle

## 9.9 Annual communication assessment

### Annual communication assessment (performance indicators)

**Tool description**

The annual communication evaluation will monitor the activities developed compared with those planned by the communication-dissemination strategy, by using some performance indicators (such as the number of webpage visits, of attendees to events, questionnaires or evaluation sheets to be distributed to the general public during the realization of events).

**Involved beneficiary/s**

The EIF and the Project Management Unit will be responsible for the development of the communication evaluation format and the related working documents. Project beneficiaries will co-operate for the realization of the report, by providing the needed information timely.

**Indicators of achievement**

Annual communication assessment for each project beneficiary

**Timeframe**

**01/03/2019 – 28/02/2023**

## 10. Outputs

Qualitative and quantitative description of the Communication Strategy's outputs

Outputs	Measurement unit	Target value
Project webpage and Facebook and Twitter social network	Existence of webpage, Facebook pages and Twitter account	1
Project brochure in English (1) + local editions in local languages	Number of project brochures produced	8
Project communication strategy (1) and local dissemination plans	Number of internal/external plan	13
Media conferences (12 +1), 4 articles (1 by each partner), 4 interviews and TV radios (1 by each partner), releases	Number of communication performances	133
Annual communication assessment (performance indicators)	Number of Project partners who have filled in the performance questionnaire	5
E-newsletters	Number of newsletters Produced	20
Movie-documentary on the project DVD support that documents main project phases	Number of DVDs produced	1
Preparation of 1 layman's report for each project area	Number of Publications produced	TBD

## 11. Budget

The total proposed budget for the implementation of this strategy over the project duration is US\$120,000.00 which is 15% of the execution budget.

Year	Reporting period	Spending forecast in USD
Year 1	01/03/2019 – 28/02/2020	<b>36,000,00</b>
Year 2	01/03/2020 – 28/02/2021	<b>12,000,00</b>
Year 3	01/03/2021 – 28/02/2022	<b>24,000,00</b>
Year 4	01/03/2022 – 28/02/2023	<b>20,000,00</b>
Year 5	01/03/2023 – 28/02/2024	<b>28,000,00</b>
<b>TOTAL</b>		<b>120.000.00</b>

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## ANNEX 1: Stakeholder matrix

Stakeholder	Profile/Interest	Expectation	Perceived relationship	Contact person/s
Ministry of Environment and Tourism (Directorate of Environmental Affairs) Division of Multilateral Environmental Agreements (MEA)	DEA serves as the national level focal point to multilateral agreements and such as the United Nations Framework Convention on Climate Change (UNFCCC), and more specifically the NDA for the Green Climate Fund.	Sufficient consultation is done in support of the climate change projects and that all relevant environmental policies and legislations related to sustainable land management and climate change are adhered to.	Advisory role Very supportive	Mr. Petrus Muteyauli Climate Change Focal person pmuteyauli@yahoo.co.uk pmuteyauli@met.na Tel: 061 2842701
Ministry of Environment and Tourism (Tourism Directorate)	The DOT develops and facilitates the implementation of national tourism policies and promotes general tourism development. It also facilitates community-based tourism development	Sufficient consultation is done in support of community-based tourism development	Advisory role Very supportive	Mr. Sem Shikongo s_shikongo@hotmail.com sshikongo@met.na
Ministry of Environment and Tourism (Wildlife & National parks)	To promote the conservation of natural resources and wildlife habitat in Namibia and to ensure the sustainable use of wildlife resources	Project alignment with protect and facilitate the sustainable use of biodiversity outside of protected areas (in commercial and communal areas) as a basis for sustainable development;	Advisory role Very supportive	Mr. Colgar Sikopo (Director) Tel: 061 284 2518 colgar.sikopo@met.gov.na
Ministry of Environment and Tourism (CBNRM Division –Southern Kunene)	Overseeing CBNRM activities in southern Kunene Region. Assist with site identification and alignment with MET Concessions Policy	Project alignment with overall Concession policy. Regular consultation.	Very supportive	Mr N. Howoseb

Stakeholder	Profile/Interest	Expectation	Perceived relationship	Contact person/s
NACSO and its Working Groups	Umbrella organization representing communal conservancies and community forests	Requires ongoing and consistent consultation	Supportive	Ms. Maxi Louis NACSO Executive Director Tel: 061 230 888 maxi@nacso.org.na
IRDNC	Rural development and nature conservation NGO operating in Kunene Region. Collaborate for integrated rural development plans	Collaborative efforts	Supportive	Ms. Karen Nott knott@iafrica.com.na  Mr R. Collinson
WWF	Reference institution on alternative livelihoods, tourism, hospitality and climate change issues	Capacity building and collaborative efforts	Supportive and could serve as technical support partner	Mr Chris Weaver MD Tel: 061 239 945 cweaver@wwflife.org cweaver@wwf.na
Namibia Nature Foundation	Northern-eastern representative on CBNRM.	Capacity building	Supporting and facilitating role	Mr Andrew Malherbe CBNRM Manager am@nnf.org.na
<b>Landscape stakeholders</b>				
<ul style="list-style-type: none"> <li>• Kavango West and East Landscape</li> <li>• Kunene North Landscape</li> <li>• Central Northern Landscape</li> <li>• Eastern Landscape</li> <li>• Kunene South Landscape</li> <li>• Southern Landscape</li> <li>• Zambezi East</li> <li>• Zambezi West and Kyaramacan Landscape</li> </ul>	Communities looking at managing the resources sustainably for the benefit for all members.	Capacity building, economic empowerment opportunities, livelihood diversification opportunities	Supportive	Ms Anastasia Naiteta NACSO Tel: +264 61 230 888 annastasian@nacso.org.na
Basin management committees				

Stakeholder	Profile/Interest	Expectation	Perceived relationship	Contact person/s
Other key stakeholders				
Save the Rhino Trust	NGO leading the protection of the Rhino. Identification of biodiversity protection concepts within community tourism	Enhanced CBNRM capacity of partners to protect the Rhino species	Supportive	Mr. Simson Uri-Khob Tel: +264 64 403829 srt@rhino-trust.org.na
Namibia Tourism Board	Registrar of tourism establishments in Namibia. Registration of new tourism products or concepts. Skills development.	Economically viable tourism enterprises and products that can pay the tourism levy to NTB	Supportive, possibly collaborative	Mr. Digu Naobeb CEO Tel: +264 61 290 6000 DiguN@namibiatourism.com.na
Ministry of Agriculture, Water and Forestry: Directorate of Forestry	Custodian of agriculture, water and forestry resources. Regulator of Community Forests	Alternative agribusiness production options and value chains along community tourism	Very Supportive	Ms. T. Nakanga Director of
Water Resource Management	Regulator of water resources.	Efficient water harvesting and utilization options		Deputy Director: Water Basin Management Mr. Leopoldt Niipare
Rural Water Supply				
Legal Assistance Centre (LAC)	Independent legal Centre. Interested in community rights to land and natural resources	Legal compliance and fairness in the development of project concepts	Supportive	Mr Willem Odendaal Coordinator, Land, Environment & Development (LEAD) Project  Tel: 061 223356 wodendaal@lac.org.na
UNAM Multi-disciplinary Research Centre (MRC)	Research Centre of the University of Namibia. Bring together researched concepts across the areas of gender	New applied research	Supportive	Prof. Nelago Indongo  apick@unam.na

Stakeholder	Profile/Interest	Expectation	Perceived relationship	Contact person/s
	aggregation and documentation			Tel: 061 206 3052
Governors, Regional Councillors, Constituencies	Regional governance structures supporting government programme implementations at local level.	Key to supporting buy-in and coordination of our regional meetings and work in the regions	Supportive and advisory	



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