



INTEGRATING NATURAL CAPITAL INTO SUSTAINABLE DEVELOPMENT DECISION MAKING IN UGANDA

Project Communication Strategy (*Final Draft*)

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Foreword

Uganda's natural capital, including biodiversity, contributes substantially to economic growth and well-being of its people and their environment. Natural capital accounting involves the use of consistent and comparable data to show how natural resources contribute to the economy and how the economy affects natural resources. Natural Capital Accounts (NCAs) paint a broader picture of economic development than standard measures such as gross domestic product (GDP).

The importance of NCA is recognized by the Convention on Biological Diversity (CBD). The key decision by the Conference of Parties relevant for NCA includes decision X/2 on the adoption of the Strategic Plan for Biodiversity 2011-2020 and the associated Aichi targets. Strategic goal A of the Strategic Plan deals with addressing the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society. Aichi Target 2 states that by 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.

As per decision XIII/3, paragraph 18 (b) COP invited Parties and other Governments, in collaboration with relevant national and international organisations and initiatives to introduce or scale up the use of environmental-economic accounting and natural capital accounting, as well as diverse methods and methodologies to assess the multiple values of biodiversity. In addition, Uganda's National Biodiversity Strategy and Action Plan (NBSAP) (2015-2025), under Strategic Objective 4 on promoting sustainable use and equitable sharing of benefits and costs of biodiversity, activity 4.1.6 aims to integrate biodiversity accounting into national accounting and reporting processes.

This Strategy will facilitate communication on the importance of natural capital accounting and will thus contribute to the achievement of Government programmes on sustainable development including the National Vision 2040, the National Biodiversity Strategy and Action Plan (NBSAP) and the Uganda Green Growth Development Strategy.

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Abbreviations and Acronyms

GoU	Government of Uganda
IDEEA	Institute for Development of Environmental-Economic Accounting
IIED	International Institute of Environment and Development
M&E	Monitoring and Evaluation
NCA	Natural Capital Accounting
NEMA	National Environment Management Authority
NPA	National Planning Authority
UBOS	Uganda Bureau of Statistics
UNEP-WCMC	United Nations Environment Programme - World Conservation Monitoring Centre
UN-SEEA	United Nations - System of Environmental-Economic Accounting

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1 INTRODUCTION

1.1 Background

Uganda's natural capital, including biodiversity and ecosystems, contributes substantially to economic growth and well-being of its people and their environment (National Planning Authority, 2010; PWC-Uganda, 2017). According to the NBSAPII, past estimates put the gross economic output attributable to biological resource use in the fisheries, forestry, tourism, agriculture and energy sectors at US\$ 546.6 million a year and indirect value associated with ecosystem services and functions at over US\$ 200 million annually (Moyini et al., 2002). These resources and their use and potential use is drastically depreciating (Masiga, Muramira and Kaggwa, 2013). This is fueled by rapid population growth and ill-conceived or unintentionally contradictory development programmes (SIDA, 2013). In the latter case, the programmes have led to the growth of telecommunication, mining, industry, commercial agriculture and transport infrastructure. Ultimately these have led to increased economic growth as shown by the increase in GDP (Bukonya and Hickey, 2019, 2018).

However, this development has escalated environmental degradation. Ecosystems such as forests (Namanve, Kalangala), wetlands (Lubigi, Nakivubo), etc. have been degazetted (Musali, 1998; ACODE, 2004). The degradation has increased catastrophes like famine, drought, crop pests and diseases (IPC, 2009; Ocaido, Muwazi and Opuda, 2009; PWC-Uganda, 2017). Wetland conversion has escalated floods destroying businesses and homes (Mwakubo and Obare, 2009). Freshwater ecosystems like Lake Victoria are constantly polluted by effluent, plastics, etc. (Oguttu et al., 2008) undermining livelihoods and the national economy (PWC-Uganda, 2017). The rural communities (83.2% of the Ugandan population) are more affected given their agrarian livelihoods (Ellis, 2000). Yet still, the natural capitals such as biodiversity further support industries like tourism that was registered as the highest foreign exchange earner for Uganda, contributing over US\$ 1.9 billion to Uganda's GDP (i.e. 7.3%) and employing over 6% of Uganda's labour force (Thornton Grant, 2017).

Unfortunately, despite fetching such foreign exchange amongst other values, many of the natural resources are still undervalued (Moyini et al., 2002). This is evidenced by their unchecked degradation and minimal concern for conservation. It is upon this background that

the Natural Capital Accounting (NCA) Project seeks to front the integration of such resources into the national planning and decision making-cycles and eventually the institutionalisation of such knowledge. This is aimed at promoting natural resource conservation, equity in resource distribution as well as sustainable development.

1.2 The linkage between the NCA project to the communication strategy

As a tropical nation, Uganda is endowed with a vast array of natural resources these include biodiversity, water resources, fertile soils, mineral deposits, among others. These according to Rwakakamba (2009) cover 62% of the nation. Much of the population either directly or indirectly depends on the extraction and use of these natural resources for socio-economic livelihood. It is no wonder, therefore, that the national economy as well considers such resources as the economic linchpin.

The environment or natural capital also has other functional benefits such as air purification, heat moderation, flood risk mitigation, sustenance of the hydrological cycle, water purification, to mention among others. It is imperative, therefore, that such resources are sustainably managed if sustainable national development is to be realised. This inherently calls for resource planners to take stock of what is available so that efficient natural resource management paradigms can be designed and implemented. To this realisation, the Natural Capital Accounting approach is recommended in its various forms. This project particularly follows the United Nations System of Environmental-Economic Accounting (UN SEEA) and the Experimental Ecosystem Accounting (EEA) approach.

This strategy, henceforth, is a guide to how communication and engagement of the different stakeholders will support the implementation of the project on Integrating Natural Capital into Sustainable Development Decision Making in Uganda. The project is funded by the Darwin Initiative through UNEP-WCMC with a goal of supporting the delivery of the Ugandan National Development Plan, Green Growth Development Strategy and NBSAP. The specific project objectives are;

- i. To integrate the value of biodiversity into national reporting, poverty reduction, and planning processes

- ii. To organize biodiversity-related natural capital data (fisheries, land and land degradation and biodiversity and tourism) using internationally endorsed accounting frameworks
- iii. To enable decision-makers to implement integrated environmental-economic planning for green growth, poverty alleviation and attaining the SDGs and Aichi Targets
- iv. To develop the capacity of account compilers and users to institutionalise the accounting approach

1.3 The rationale of the strategy

Given that Natural Capital Accounting (NCA) determines natural resource flows and stocks, it is believed that it will inform government, corporate and consumer decision making as each relates to the use or consumption of natural resources and land, and sustainable behaviour (Voora and Venema, 2008). NCA and its integration into decision making and development planning would lead to a sustainable development pathway. This, however, calls for general appreciation and a combined effort of all stakeholders in the production, dissemination, appreciation and use of NCA.

However, since the approach is generally new to many decision-makers and planners in Uganda as possibly is world-over, there is need to actively engage them so as to convince, interest, train and support them to consider adopting the NCA approach. Natural Capital and Natural Capital Accounts are not well understood and appreciated partly because there are no key messages and examples directly responding and tailored to inform the needs of the different stakeholders, their perceptions, attitudes and expertise. For example, there is need to create a business case for Natural Capital Accounting so as to attract the private sector and other entrepreneurs. Identification and engagement of such stakeholders should, therefore, be well coordinated for effective and efficient communication of information on the integration of natural capital in sustainable development decision-making.

As a roadmap for effective and efficient communication, the strategy, there seeks to inform how a deliberate gender-responsive advocacy and capacity building for stakeholders will be undertaken. It will focus on government officials, academics, civil society organisations (CSOs), the private sector and any other parties identified as key in national development planning.

1.4 Scope of the strategy

This communication strategy is closely linked to the implementation of the NCA project for Uganda, focusing on three (3) natural capital accounts i.e. tourism and biodiversity accounts; land and land degradation accounts and the fisheries accounts. Further, the strategy is aligned with Uganda's National Development Plans, the National Communication Strategy and the Vision 2040 strategy.

1.5 Approach and Methodology

Since the strategy aims to engage multidisciplinary groups of people, an interdisciplinary approach was taken to develop this communication strategy. Firstly, during the inaugural phase of the project, potential stakeholders and interest parties were invited to discuss issues pertaining to the project. It was then that the idea of a communication strategy was conceived. Ideas towards effective compilation and the scope of the strategy were shared. Thereafter, consultative workshops were held with potential stakeholders. The purpose of the consultation was to obtain views, comments and recommendations from these parties. The feedback received was what informed the foundation and focus of the communication strategy. Hereafter, the project team embarked on compiling the first draft that was shared with communication experts and some stakeholders for further insights.

Throughout the development process, aspects of ethic publication, social marketing, participative engagement and impact-driven communication were employed. These attributes of the development process sought to benefit from the broad knowledge base and ensure that an inclusive, gender-sensitive and socially appropriate strategy is produced.

2 SITUATION ANALYSIS

2.1 Overview

This section of the communication strategy highlights the status quo of integrating natural capital in national planning and decision-making process in Uganda. The analysis was done to identify the fundamental issues for communicating the NCA approach to Ugandan stakeholders. The section ends in a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis.

2.2 The relevance of communicating about the NCA approach

This information could support more sustainable decision making across government. It could also be used to improve natural resource users' understanding in communities and in the private sector of the role they can play in sustainably managing the natural resources upon which they rely.

2.3 Understanding the situation

Biodiversity is an essential part of Uganda's natural capital stock (King et al., 2017). Uganda is home to several unique species and ecosystems (Moyini et al., 2002) that directly supply a diverse range of products, services and even co-benefits to the economy and people's livelihoods (Ellis, 2000). The sustainable use of these biodiversity stocks is fundamental to long term economic growth and human wellbeing (PWC-Uganda, 2017). These values notwithstanding, current assessments of economic growth and development planning are incognisant of the pivotal role of natural resources.

This gap in awareness and understanding of the value of natural resources may potentially culminate in decisions and activities that undermine and degrade natural capital. The effect of this is disproportionately felt by poor people in rural areas who largely depend on the exploitation of natural resources for their income (Ellis, 2000).

This challenge is recognised in national development plans and strategies (National Planning Authority, 2010, 2015). Natural capital accounting as a response provides data and economic values of what stocks of natural resources exist, what revenue is being made, and what could

be gained in both the short and long term if natural capital were managed sustainably by clearly identifying trade-offs and entry points for sustainable management.

The situation analysis identified a pressing need for accurate information and training on the NCA approach. Additionally, target audiences were also identified these include but are not limited to central and local governments (ministries, departments, municipalities, etc.), CSOs, International Development Partners, education and research institutions, private sector, the media.

At the project inauguration conference and during several consultative meetings, these groups have expressed a keen interest in engaging and advancing their knowledge of the NCA approach. In their contribution to the strategy, they facilitated the framing of what, where, how, why and how components of the strategy. This was through the identification of what information should be availed, to whom it should be availed, the timing of the information in terms of frequency, how it should be availed and for what reason.

2.4 Focus area to be addressed

The communication strategy is anchored on communicating about the three (3) accounts pertinent to the project on Integrating Natural Capital in sustainable development decision making in Uganda. The accounts are as follows;

- i. Tourism and Biodiversity Accounts
- ii. Fisheries Accounts
- iii. Land (soil) and land (soil) degradation accounts

2.5 Stakeholder mapping

Stakeholder management is key in ensuring that overall project objectives are achieved. To ensure that the project impact is met, therefore, the project team worked together with experts to identify and analyse some potential stakeholders. In doing so, the team will be able to effectively engage and monitor them so that they are in the very least all happy with the project activity. For the purpose of this communication strategy, the table below outlines the potential role of these stakeholders in disseminating information on the NCA approach so as to enhance sustainable development decision-making. See below;

Table 1: Key stakeholders and their roles

Stakeholder	Overall Responsibilities	Communication Role
Lead Agencies (NEMA, UBOS & NPA)	Provide guidance, coordinate data collection and collation, quality assurance supervision, Establishing standards and methodologies, monitoring	-Generate information - Share information - Repackage information
Ministries, Agencies, Local Governments	Implement the NCA principles	-Generate information - Share information - Repackage information
Non-Government Organisations & Civil Society Organisations	Lobbying and advocacy	Share Information
Private Sector	Investment, entrepreneurship and managerial leadership.	Share Information
Academic Institutions and Researchers	Advancing new knowledge and Innovations	Generate & Share Information
Development partners	Finance, technical support, capacity building, international best practices and experiences, cooperation and partnerships.	Share Information
Indigenous Peoples & Local Communities	Provide Indigenous knowledge, users of Natural Capital, Conserve resources	Share and consume information
General Public	Lobbying, Users and managers of natural capitals	Share and consume information
Media	Mobilize, sensitize and create awareness	Disseminate Information
Law-makers (Parliament and local councils)	Policymaking, budgeting and resource allocation and follow-up Provision of strategic direction and vision	Share information; make appropriate laws Ultimate decision-maker

2.6 SWOT Analysis

During the consultative meetings, the project team working with some stakeholders identified some strengths, weaknesses, opportunities and threats for the communication strategy. These items are expected to provide the impetus for communicating the project activities. The SWOT analytical framework identifies the intrinsic qualitative strengths and weaknesses of the project set-up as well as the opportunities and threats that the external environment present. The analysis, therefore, allows the implementers of the strategy to focus their efforts towards

mechanisms that maximise the strengths and opportunities while minimizing and being mindful of the weaknesses and threats of implementing the communication strategy. The activities will, therefore, be designed in such a way so as to maximize synergies and benefits while also mindful of the risks. These are summarised in the SWOT matrix below.

Table 2: A SWOT matrix of the communication strategy

<i>Internal</i>	<i>External</i>
<p data-bbox="405 595 568 629"><i>STRENGTHS</i></p> <ul style="list-style-type: none"> <li data-bbox="237 660 608 694">➤ Cooperation and support <li data-bbox="237 703 778 784">➤ Institutional collaboration and partnerships <li data-bbox="237 792 778 873">➤ Trained and experienced technical staff <li data-bbox="237 882 772 916">➤ Requisite legal and policy frameworks 	<p data-bbox="1011 595 1232 629"><i>OPPORTUNITIES</i></p> <ul style="list-style-type: none"> <li data-bbox="842 660 1390 784">➤ The willingness of NGOs/CSOs, Government and Development partners <li data-bbox="842 792 1059 826">➤ Availability of <li data-bbox="842 835 1187 869">➤ International standards <li data-bbox="842 878 1150 911">➤ Receptive audiences <li data-bbox="842 920 1390 1001">➤ New Communication platforms (social and traditional media)
<p data-bbox="400 1048 584 1081"><i>WEAKNESSES</i></p> <ul style="list-style-type: none"> <li data-bbox="220 1113 778 1193">➤ Capacity gaps (human, technical, financial e.t.c) <li data-bbox="220 1202 754 1236">➤ Communication gaps and challenges <li data-bbox="220 1245 679 1279">➤ Slow response by stakeholders <li data-bbox="220 1288 528 1321">➤ Differing mandates 	<p data-bbox="1059 1048 1182 1081"><i>THREATS</i></p> <ul style="list-style-type: none"> <li data-bbox="842 1113 1390 1193">➤ Many competing government priorities <li data-bbox="842 1202 1294 1236">➤ human activity and settlements <li data-bbox="842 1245 1262 1279">➤ Information overload/fatigue

3 COMMUNICATION STRATEGY AND ACTIVITY PLAN

3.1 Overview

This section of the communication strategy spells out the various activities that will be undertaken to ensure effective and efficient communication of the project activities and essentially the NCA approach in Uganda. It outlines the principles on which the communication is founded followed by the objectives (general and specific) of the communication strategy. The section also touches upon key elements relating to the focal groups, their level of influence, mode of engagement and the design of messages.

3.2 Overarching principles of the communication strategy

This communication strategy is founded on the basic principles of development communication. The principles can be summarised as relating to the creating awareness, stimulating behavioural change (institutional), sharing knowledge and information, stimulation of environmentally sound practice and promoting national development, democracy, good governance and accountability.

3.3 Objective of the Communication Strategy

3.3.1 Overall objective

To raise awareness on Natural Capital and Natural Capital Accounting and its importance to sustainable national development

3.3.2 Specific objectives

- i. To guide the production and dissemination of materials for creating awareness on natural capitals and the natural capital accounting approach among stakeholders
- ii. To build awareness and understanding of the significance of natural capital to sustainable socio-economic development among stakeholders
- iii. To promote the use of the natural capital accounting approach and the production of natural capital accounts among selected stakeholders

3.3.3 Key activity areas

- a) Identification of target audiences, key messages and appropriate modes of communication/engagement
- b) Developing and implementing a clear and elaborate Communication Monitoring and Evaluation framework for the communication strategy

3.3.4 Desired outcomes

The desired outcomes are hereinbelow:

- Increased number of people in the media, academia and in government Ministries, Departments and Agencies (MDAs) with knowledge of and advocating for the use of NCA
- Increased and regular production of natural capital accounts for key natural resources and ecosystems with a focus on the three accounts implemented on the project
- Values of biodiversity-related Natural Capital reflected in National Statistical Accounts
- Creation of a platform to learn and share information and/or data on NCA amongst the interested parties

3.4 Target audiences, power relations and communication entry points

The stakeholder mapping process identified policy/decision-makers, policy implementers, academics and researchers, data producer (e.g. UBOS), users of natural resources (farmers, fishers, loggers), the media, the general public, religious and cultural leaders, business community, civil society organisations and International Development partners as the key audience for this information. These were then further categorised as either Champions; Blockers; Preachers or Sleepers, depicting their level of interest and perhaps their power.

Champions are audiences that understand and are interested in what Natural Capital Accounting is by virtue of their mandate and day to day operations. The Project seeks to empower the Champions by providing them with information. Such information will include but not limited to local, regional and international case studies, innovative techniques and regular updates in the field of NCA. All this is to enhance their activities as champions.

Preachers are audiences comprising institutions and people who are concerned about the environment and may already be doing their own communications, possibly with a differing but not contrary focus. They are likely to be willing to spread the message about the importance of Natural Capital Accounting but need to be supported with information. This strategy seeks to empower them by providing them with information that they can then use in their day-to-day operations so further amplify our specific messages.

Sleepers are audiences that are currently indifferent about the concept of Natural Capital Accounting. They are simply unaware, aware but disinterested and/or do not understand, do not care and may not want to learn about Natural Capital Accounting. This strategy seeks to

avail information to the sleepers through engagement. It is hoped the information can “awaken” their interest and/or equip make them with appropriate information to actuate their positive action towards Natural Capital Accounting.

Blockers, on the other hand, comprise people that either actively or passively undermine progress on natural capital accounting. They may deliberately not want better quality information on natural resources to be made widely available to the public and other interested parties by proponents and advocates of sustainable natural resource use. Their attitude may be because they have low awareness of the value of the natural capital approach or because they believe the approach is contradictory to their operational mandate. The strategy seeks to engage with them and bolster their understanding of the concept of natural capital accounting, its merits in economic planning and continuously avail updates and experiences to ensure that they make are informed decisions.

- **Champions:** we want to build a strong relationship with them and empower them by providing them with information, including case studies, keeping in touch and then supporting them to be champions (so they may need regular tailored info depending on the type of people they are meeting).
- **Blockers:** we need to engage with them to find out why they are blockers, how we can improve their understanding, keep in touch and over time, if possible, move them to a new position (even if that is neutral rather than anything actively supporting)
- **Preachers:** we need to empower them by providing them with information that they can then use in their own work to help to amplify the messages from the Darwin project – so WAVES, for example, can do this for us
- **Sleepers:** again, need more information through engagement to move them from a ‘sleeping’ position to one that is more active.

It was ultimately decided that given the differing interest and power of these stakeholders, they out to be engaged differently. The tables below summarize the above information.

Stakeholder	Interest	Role	Level of influence
Development partners (Donors)	High	Champions & Preachers	Extremely high

Lead Agencies (NEMA, UBOS, NPA)	High	Champions	Extremely high
The Media	Moderate	Preachers	High
Leaders (traditional opinion, cultural, civic, political, religious leaders)	High	Preachers & Sleepers	Moderate
Service providers (Civil society, Civil servants, Educators, Trainers, Academicians, teachers, researchers, schools, institutes, universities)	High	Preachers	Moderate
General Public	Moderate	Sleepers	Low
Policymakers and implementers	High	Champions, Peachers & Sleepers	Extremely high
Business Community (Entrepreneurs & Investors)	Low to moderate	Sleepers & Blockers	High

Table 3: Stakeholders, their levels of interest and potential influence

3.5 Means of communication and/or engagement

Audience	Stakeholders	Message	Method
Policy/decision-makers	<ul style="list-style-type: none"> Ministry of Agriculture Animal industry and fisheries Ministry of Finance Planning and Economic Development Ministry of Tourism Wildlife and antiquities Cabinet 	Concepts, use of NCA is important in decision making	<ul style="list-style-type: none"> One on one meetings Cabinet memos Policy briefs Seminars Presidential Economic Council papers Benchmarking/demonstrations Social media platforms
Policy implementers	<ul style="list-style-type: none"> NPA NEMA UWA UNRA URA Etc. 	<p>Development of NCA is critical for better planning</p> <p>Mainstreaming NCA in sector plans will improve resource</p>	<ul style="list-style-type: none"> One on one meetings Cabinet memos Policy briefs Seminars Presidential Economic Council papers Benchmarking/demonstrations Dialogues

		allocation,utilization and mobilisation	<ul style="list-style-type: none"> • Social media platforms
Researchers & academia	<ul style="list-style-type: none"> • Makerere University Institute of research • Kyambogo University • Mbarara University of science and technology • Busitema University • Muni University 	<p>Provide methodologies of inventories, valuation of natural resources and their integration into the NCA system</p> <p>Translate NCA into policies</p>	<ul style="list-style-type: none"> • Seminars • Public lectures • Dialogues • Benchmarking • Workshops • Conferences • Short courses • Social media platforms
Data producers	<ul style="list-style-type: none"> • National Environment Management Authority • National Forestry Authority • Uganda Wildlife Authority • Uganda Tourism Board 	NCA Data requirements & standards	<ul style="list-style-type: none"> • Seminars • Benchmarking • Workshops • Conferences • Short courses • Social media platforms
Media	<ul style="list-style-type: none"> • NTV • NBS TV • UBC • New Vision • Daily Monitor • Capital FM • KFM • Simba • Dembe FM 	Essential for media and for policymakers and agenda setters to have clear case studies about how the data translate into implications for natural resource management and for people and therefore new policies	Media field trip to area under threat to see for themselves and talk to people about impact of land cover change, fishing practices, etc.
Agenda setters (Influential stakeholders)	<ul style="list-style-type: none"> • Religious leaders (Catholic, Anglican and Muslim leaders) • Advocates, activists, artistes • Tourism companies 	The use of NCA in decision making and fronting natural resource conservation and sustainable development	<ul style="list-style-type: none"> • Seminars • Workshops • Conferences • Social media platforms

4 IMPLEMENTATION PLAN

4.1 Overview

This section of the communication strategy explains what the actual roles are of the different actors. It offers information on how they will help support project objectives by communicating about the NCA approach and its potential to foster sustainable development in Uganda by informing the decision-makers and implementers.

4.2 Key Messages

These are the messages that will ‘speak’ to the various priority audiences, alongside the methods that are most appropriate for engaging and communicating with each group. The ‘message’ in this context can be as much about listening; for instance, “we want to hear your thoughts on x or y”, or “please engage in the dialogue” as about sharing information “we want to tell you about the project, new accounts etc.”

4.3 Strategy/ tactics

Implementation of this strategy takes into consideration the most appropriate methods of communication to the respective audiences depending on the situation. In some instances, a combination of more than one method will be used.

The channels considered are through traditional media including TV, radio and newspapers; however, these will be actively supported by technologies in the new information age; including sharing communication material on social media channels such as Facebook, Twitter, WhatsApp groups, Telegram, blogs and websites. Social media can be utilised as a channel to retrieve immediate and spontaneous feedback in regard to our communication.

The other method is through static communication using printed material in the form of posters, flyers, armbands, stickers, banners, newsletters, branded material e.t.c. These will be used to communicate to specific audiences; and will be translated into languages that are comprehensible by the communities within which they are intended to be distributed.

4.4 Key Institutions

Table 4: Stakeholders and their assigned roles for the communication strategy

Stakeholders	Functions in Communicating NCA Information
Lead Agencies	<ul style="list-style-type: none"> - Generate authentic information that can be used by other stakeholders to foster the NCA approach - Be in charge of monitoring and evaluation of the distribution of content and material about the different natural resource accounts - Be the focal group that brings together the different stakeholders for meaningful engagement on natural resources accounting - Facilitate in translating, regulation and implementation of policies so that they are aligned to the NCA approach
Development Partners	<ul style="list-style-type: none"> - Facilitate the generation of information and offer technical guidance to the production of authentic materials - Create channels that will help catalyze and repackage information for specific audiences - They may also use the information used by lead agencies
Civil Society Organizations	<ul style="list-style-type: none"> - Facilitate the regeneration of information and availing it to those that need it - Lobby and advocate for the use of information generated by lead agencies by government and other concerned stakeholders in national planning - They may also use the information used by lead agencies
Private sector	<ul style="list-style-type: none"> - Use information provided in informing their own organisation policies and also share experiences from the application of the NCA approach in decision making
Media	<ul style="list-style-type: none"> - Facilitate the distribution of information generated by lead agencies - Help identify and share misunderstandings that could be exhibited by stakeholders in the messages they relay about the NCA approach - Create appropriate channels of communication; Catalyze and rebrand information for specific audiences; be consumers and users
Academic and research institutions	<ul style="list-style-type: none"> - Facilitate in generating authentic information generation about the NCA concept - Facilitate in fact-checking of experiences shared about the use of the NCA approach - Hold policymakers accountable for the neglect to use the approach - Participate in translating, regulating and implementing policy obligations - They may also use the information used by lead agencies
Cultural and Religious Leaders and Other opinion leaders	<ul style="list-style-type: none"> - Provide or/and enhance indigenous knowledge, re-generate information, disseminate and mobilization

4.5 Information and Material Flow

All information will have a source and end-users, who are the generators and target audiences respectively. The principal sources of NCA information will be the Ugandan lead agencies on the project (i.e. NEMA, UBOS and NPA). Critical insights will also be sought from international project partners such as IIED, UNEP – WCMC, IDEEA and others. Appropriate communication channels will be designed to allow for two-way means of communication. This is to allow for learning and improvement through knowledge sharing. The project team will directly be responsible for managing the entire communication mechanism i.e. what information is produced, where it is produced, for whom it is produced, how much is produced amongst other aspects.

4.6 Coordination of the Strategy

The overall responsibility to coordinate the communication strategy will be as project document i.e. responsibility of the Ugandan implementing partners with close collaboration with the IIED, the IDEEA group and the other international project partners. The local partners will ensure the creation of proper synergies and mechanisms in implementing the strategy.

The communications work will deploy both ‘push’ and ‘pull’ strategies. There is a great need to build an understanding of the term ‘Natural Capital’ and of ‘Natural Capital Accounting’, including the potential of the latter, as well as its limits.

This will be done through activities such as sharing basic information sheets, presentations and short video explanations, both in person and via social media channels. These activities will also serve to build the profile of the Darwin project and how it links with other natural capital initiatives such as WAVES.

The project will not only develop new case studies but also use the case studies already collected by WAVES as examples of what is done in other countries: www.wavespartnership.org The strategy will be clear that we all have a common aim and are collaborating with each other as we prepare natural resource accounts across different sectors.

Raising awareness and profile could also be done through ‘pull’ activities such as workshops with different sectors of government, business and civil society, and one-to-one meetings with

particularly influential and/or high-risk stakeholders, or with groups of the same, through short, focused events.

Regular ongoing engagement with all categories of stakeholders will be important to build rapport and understand their data needs, concerns and knowledge gaps. This is important for creating information packages for each different stakeholder group that respond to that group's specific position or demands. For example, an output for business people will be very different from one for civil society in terms of the implications of the data are expressed. The initial stage of the project will serve to create an 'enabling environment' for when the tourism/biodiversity, fisheries and land accounts begin to be published. At that stage, further tailored messages will need to be prepared for the stakeholder groups that will use particular accounts data.

By the end of the project, we want to see a change in a diverse group of stakeholders from local to a national level, supporting and even championing the use of natural capital accounting in decisions for sustainable development.

4.7 Reporting Arrangements

All reporting regarding the extent of communication as well as other activities undertaken on the project shall be based on the stipulation of the project document as agreed upon by the partners.

5 MONITORING AND EVALUATION

The proposed Monitoring and Evaluation (M&E) plan for the communication strategy will be in line with overall project M&E plan and it will seek to streamline the communication components of the project on the NCA approach. An M&E framework template, hereinbelow, will be used to assess the effectiveness of this strategy.

	DESCRIPTION	INDICATOR	DEFINITION <i>How is it calculated?</i>	BASELINE <i>What is the current value?</i>	TARGET <i>What is the target value?</i>	DATA SOURCE <i>How will it be measured?</i>	FREQUENCY <i>How often will it be measured?</i>	RESPONSIBLE <i>Who will measure it?</i>	REPORTING <i>Where will it be reported?</i>
Objective 1	To produce and disseminate materials to create awareness on natural capitals and the natural capital accounting approach								
Outcomes		Increased proportion of available and accessible information on NCA to target stakeholders in the media, academia and in government Ministries, Departments and Agencies (MDAs)	Total number of people who have accessed NCA information (x) divided by the total number information produced (y) multiplied by 100 $\frac{x}{y} \times 100$	x	y	Surveys	Annually	NEMA	Survey report
Output		Static media channels like flyers, posters, banners, branded materials, brochures (with translated versions)	Number of information materials produced	0	100,000		Quarterly	NEMA, UBOS, NPA	Progress report

Objective 2	To build awareness and understanding of the significance of natural capital to sustainable economy and society, using accounts as a tool								
Outcomes		More stakeholders at national and sub-national level aware of the importance of managing natural capital for the sustainable future of the economy and society	Total number of people who are aware of NCA/total number of people reached by 100 $\frac{x}{y} \times 100$	x	y	Surveys and literature/ web-analyses number of mentions in speeches, conferences, etc. by target groups referencing NCA that they haven't said that before?	Annually	NEMA	Survey report
Output		No. of interviews held with stakeholders to determine their level of undertaking of material distributed on NCA		0	10000	Analysis reports	Quarterly	NEMA, UBOS, NPA	Progress reports

Objective 3	To promote the use of the Natural Capital Accounting approach and the production of natural capital accounts								
Outcomes		The proportion of target stakeholders in the media, academia, government MDAs, etc. ably using and/or advocating for the NCA approach	Total number of people using the NCA approach/total number of people trained by 100 $\frac{x}{y} \times 100$	x	y	Survey	Annually	UBOS	Survey report
Outputs		Number of stakeholders in the media, academia, government MDAs, etc. using NCA approaches		0	1000	Activity Reports	Quarterly	NEMA, UBOS, NPA	Project progress report

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