



# Conservation of Arctic Flora and Fauna

## Communications Plan

Prepared by  
Courtney Price  
Communications Officer  
CAFF  
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## Context

This communications strategy seeks to provide guidance to CAFF on how develop, package, deliver and evaluate communications activities pertaining to CAFF's projects, programs, messages of conservation and target audiences.

This document has been informed by its predecessor, entitled *Conservation of Arctic Flora and Fauna: an outline of a communications strategy*, which is now over 10 years old. It is intended as a complementary expansion of the original communications document, while aligning the communications approach with the newly developed Arctic Council communications guidelines. It also provides an expansion into new media tools and techniques.

Communications materials and messages must be audience relevant and based on user-needs. To the best of CAFF's ability, communication will respond to user-preferred timelines, language, content, style and dissemination.

Due to limited resources, and diverse subject matter relevant to many audiences, it is necessary to focus communications activities on priority programs and audiences at a given time, and further identify activities that have the most potential to influence, in order to provide measurable and defensible communications deliverables.

Principles behind communication:

- *Tailored communication to audience needs*: Provide the information audiences need for decision making; not just specifically what we want to tell them
- *Credibility*: Ensure we highlight the credibility of data and confidence levels
- *Avoid overload*: Do not overwhelm messages with irrelevant details
- *Consistent messages*: Consistency bolsters credibility
- *Multi-channel approach*: When partnered properly, utilizing various communications vehicles can increase effects of message
- *Act on feedback*: Feedback received will inform future activities

What do we mean by strategic communication?

Strategic communication is planned and accomplishes a purpose.

Strategic communication is targeted to a particular audience or audiences.

Strategic communication is designed and delivered to produce the desired outcomes which may be changes in policy, practices of an organisation or individual behaviour. Strategic communication aims to achieve results with the best possible use of time and resources.

## Goals

CAFF's mandate is to address the conservation of Arctic biodiversity, and to communicate the findings to the governments and residents of the Arctic, helping to promote practices which ensure the sustainability of the Arctic's resources.

As such, communication goals are to:

- Provide target audiences with timely, accurate, clear and complete information on conservation issues for use in policy and scientific decision-making.

- Increase the understanding and profile of Arctic biodiversity amongst target audiences and work to incorporate biodiversity conservation across various sectors, ensuring the sustainable use of the Arctic's natural resources.
- Raise CAFF's profile amongst target audiences as a credible, reliable and authoritative voice in Arctic biodiversity research and policy.
- Strategically employ a variety of ways and means to communicate, recognizing user needs, and the effectiveness of various channels.
- Provide adaptive, responsive and proactive communications support to CAFF audiences.

## Target Audiences

Target audiences are relatively homogenous groups of people (in terms of current knowledge, attitudes or practices or interest in the issue). Each target audience requires a different communication approach according to their motivations. Target audiences are instrumental in solving the problem of biodiversity loss.

Frequently made mistakes in communication planning:

- Focusing on the general public rather than on the main target audience. (i.e., the people who can really make a difference to solve the issue)
- Trying to convince stakeholders rather than listening and taking on board their points of view, understanding their motivations and how they relate to the issue
- Seeing stakeholders in biodiversity issues as 'enemies', rather than agents of change and interest groups that are as legitimate as the sustainable development experts

To avoid these mistakes, the specific target audiences identified below have been identified as major actors that can utilize CAFF information to help halt biodiversity loss. Messaging to these audiences will centre on their values and motivations pertaining to biodiversity.

*Please note that these are examples of target audiences. The CAFF communications officer is compiling an extensive database of relevant organizations, publications and their contact information. Suggestions, contact information and reclassification of audiences are welcomed, (i.e., are they all within the proper categories? Note that some organizations will have both policy and scientific staff, and will be included in two+ categories depending on the individuals within the organization.)*

Policy and decision makers that influence natural resource, land and wildlife management in the Arctic.
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CAFF wants policy makers that influence natural resource, land and wildlife management in the Arctic to use CAFF information to:

- understand the significant changes occurring in Arctic biodiversity
- consider impacts on Arctic biodiversity when developing cross-sectoral policy decisions

- support and apply CAFF recommendations in local, national and international venues
- develop effective laws, regulations, practices and policies to support the sustainable use of Arctic resources
- enhance resources and support for Arctic biodiversity research, monitoring, assessments, protected areas and conservation activities

Examples are not exhaustive, but include:

- Senior Arctic Officials and Permanent Participants
- Arctic Council members, staff, working groups
- CAFF Board
- Observer countries
- CAFF observer organizations (if not already listed below)
- Ad Hoc observers
- International, national and local governments, environmental regulators, policy and decision makers, land-use planners, and natural resource managers working to understand, conserve and manage Arctic wildlife and habitats, which have not been identified on CAFF Board. Many organizations are likely contributors to CAFF projects and programs.
  - The Arctic Parliamentarians (SCPAR)
  - Nordic Council of Ministers (NCM)
  - Northern Forum
  - Convention for the Protection of the Marine Environment of the North East Atlantic (OSPAR)
  - Convention on Biological Diversity (CBD)
  - UN Framework Convention on Climate Change (UNFCCC)
  - Convention on Wetlands of International Importance (RAMSAR)
  - The Global Earth Observation System of Systems (GEOSS, GEOBON)
  - The United Nations Educational, Scientific and Cultural Organization (UNESCO)
  - The United Nations Environment Programme Global Resource Information Database (UNEP GRID – Arendal)
  - The United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC)
  - The United Nations Environment Programme- Conservation of Migratory Species (UNEP-CMS)
  - International Centre for Reindeer Husbandry (ICRH) Association of World Reindeer Herders
  - The Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA)
  - North American Bird Conservation Initiative (NABCI)
- Major non-profit, non-partisan organizations that seek to bridge the science-policy divide (many may also fit into the second audience)
  - The Pew Charitable Trust
  - Pembina Institute
  - Canadian Science Policy Centre
  - European Policy Board

Arctic wildlife and ecosystem research and monitoring communities.

CAFF wants Arctic wildlife and ecosystem research and monitoring communities to use CAFF information to:

- apply CAFF data in scientific decision-making: formulate and manage research, monitoring, and program activities to focus on CAFF recommendations and priority species and habitats

- utilize and contribute to CAFF programs, partnerships and data sources
- circulate Arctic biodiversity information and recommendations to their sphere of influence
- address scientific knowledge gaps and contribute knowledge on issues of Arctic biodiversity

Examples include:

- CAFF expert groups and program participants
- Arctic and species specific scientists, NGOs and research consortiums not covered as observers- scientists and communications staff
  - International Arctic Science Committee (IASC)
  - International Union for the Conservation of Nature (IUCN)
  - The Zoological Society of London (ZSL)
  - Wetlands International
  - World Wildlife Fund (WWF) specifically Arctic
  - NOAA Arctic
  - International Polar Year
  - BirdLife International
  - Society of Canadian Ornithologists (SCO)
  - US Marine Mammal Commission-NAMMCO
  - Polar Bears International
  - Ducks Unlimited
  - Nature Conservancy
  - ArcticNet
- Arctic academia, museums, institutions, etc.
  - UArctic
  - UNUs
  - Universities in Arctic countries or centres of Arctic studies in Universities
- Students and early career scientists
  - Association of Early Polar Career Scientists (APECS)

Arctic residents: Indigenous and non- Indigenous

CAFF wants Arctic residents (Indigenous and non-Indigenous) to use CAFF information to:

- understand the significant changes occurring in Arctic biodiversity
- communicate and contribute traditional knowledge
- understand which activities constitute a conservation concern for Arctic species and ecosystems, and adjust activities to support conservation
- communicate to peers and governments the importance of Arctic biodiversity conservation
- be inspired, and become involved in stewardship/conservation programs and activities

Examples include:

- Arctic media and journalists
- Major international media
- National media of participating countries and organization
  - Science Media Centre of Canada
  - Society of Environmental Journalists
- Arctic residents
  - Communities
  - Community leaders
- Arctic associations (peoples, community, professional, industry, etc.)

- o Polar Conservation Organization

Influential business and industry working in the Arctic  
(comments\discussion welcomed?)

CAFF wants influential business and industry working in the Arctic to use CAFF information to:

- be aware of CAFF and utilize CAFF data (specifically monitoring information) in company decision making
- understand the significant changes occurring in Arctic biodiversity
- understand which industrial activities constitute a conservation concern for Arctic species and ecosystems, and adjust activities to support sustainable use
- circulate Arctic biodiversity information and recommendations to their sphere of influence
- invest in CAFF programs (donate, in-kind support) on a case by case basis to be addressed by the CAFF board

Examples include:

- International forestry, shipping, mining, oil and gas professional organizations
  - o Working group of the International Petroleum Environmental Conservation Association (IPICEA)
- National organizations, partnerships and coalitions for sustainable resource use in Arctic environments (subject matter relevant)
  - o Canadian Boreal Forest Agreement (coalition of 20+ industry and nine environmental groups)
- Major shipping, energy, mining, oil and gas professional organizations in member countries
  - o Canadian Association of Petroleum Producers
  - o Forest Producers Association of Canada

## Some Audience Opportunities and Challenges

Policy and decision makers that influence natural resource, land and wildlife management in the Arctic	
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Already aware\engaged in CAFF</li> <li>• CAFF has authoritative and credible voice</li> </ul>	<ul style="list-style-type: none"> <li>• Integrating products into user preferred channels</li> <li>• Audience bombarded with information; how to stand out</li> <li>• Reworking material to reflect their values</li> <li>• Integrating CAFF into internal organizations communications networks</li> <li>• User timelines\channels\language</li> </ul>
Arctic wildlife and ecosystem research and monitoring communities	
Opportunities	Challenges

<ul style="list-style-type: none"> <li>• Leverage CBMP data with this audience</li> <li>• Have a strong connection to this audience through CBMP mailing list</li> <li>• Have good connections through CAFF scientists</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate strategic communications activities throughout scientific projects</li> </ul>
Arctic residents: Indigenous and non- Indigenous	
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• TEK knowledge</li> <li>• CAFF willingness to integrate information</li> </ul>	<ul style="list-style-type: none"> <li>• TEK integration</li> <li>• Reporter education about biodiversity, news cycle, news values</li> <li>• Integration into organizational communications materials</li> </ul>
Influential business and industry working in the Arctic	
Opportunities	Challenges
<ul style="list-style-type: none"> <li>• In their interest</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a basis for mutual understanding</li> </ul>

## Messages

Broad organizational messages reflect the organization’s communication goals and objectives for each audience. Organizational messages are about knowledge, attitudes and practices and are different to conservation targets, which refer to size of a population conserved, or area of an ecosystem protected.

CAFF’s broad organizational messages include:

- CAFF’s programs and projects provide science-based information for use in policy and scientific decision-making.
- CAFF serves as a vehicle for all Arctic stakeholders to cooperatively develop common responses on issues of importance to Arctic ecosystems and peoples.
- CAFF is a credible, reliable and authoritative voice in Arctic biodiversity research and policy, made especially strong by its focus on international scientific cooperation.

Key messages for each program and project will be tailored to specific audiences, the communication vehicle and the project\program’s scientific findings. They will be developed with the intention to be SMART: specific, measurable, acceptable, realistic and time-related.

## Coordination, Roles and Timeline

### Communications Activities

Specific communications activities will seek to reach audiences on their own schedules, in their preferred channels and in a language that is meaningful for their context.

<i>Target audience</i>	<i>Use CAFF info for:</i>	<i>Audience considerations</i>	<i>Potential delivery\channel</i>
Policy makers that influence natural resource, land and wildlife management in the Arctic	International, national and local government decision making, planning. Regulation development land-use planning, resource management.	Short, credible, actionable messages. Communicate the "need" for biodiversity (often economic, legislative responsibilities, quality of life, security). Priority actions identified. Verbal and visual delivery. Risk and confidence levels.	<p>DIRECT</p> <ul style="list-style-type: none"> <li>• Policy briefs on: Synthesized Scientific and Technical Reports</li> <li>• Policy briefs on: Synthesized Strategies and Action Plans</li> <li>• Direct mail (email and print)</li> <li>• Presentations</li> <li>• Meetings</li> <li>• Field trips</li> <li>• Arctic Council publications (updated delivery channel to SAOs)</li> <li>• Policy section on website</li> <li>• Policy-help desk</li> </ul> <p>INDIRECT</p> <ul style="list-style-type: none"> <li>• Media pressure</li> <li>• Junior staff and advisors</li> <li>• Economic stakeholders</li> <li>• Public concern</li> <li>• Expert subject matter contact database</li> </ul>
Arctic wildlife and ecosystem research and monitoring communities	Developing organizational focus\ direction, research and program priorities and education efforts.	Scientifically sound messages. Showcase scientific advancements. Technical in nature. Access to data. Appropriate and reliable indices. Confidence levels. Advanced language and understanding of issues.	<p>DIRECT</p> <ul style="list-style-type: none"> <li>• Scientific and Technical Reports</li> <li>• Strategies and Action Plans</li> <li>• Conferences</li> <li>• Presentations</li> <li>• Workshops</li> <li>• Databases</li> <li>• Web-based applications</li> <li>• Website</li> <li>• Twitter</li> <li>• Facebook</li> <li>• Newsletters</li> <li>• Email</li> </ul> <p>INDIRECT</p> <ul style="list-style-type: none"> <li>• Partnerships with engaged professional associations and publications</li> <li>• Scientific media</li> <li>• Professional development opportunities</li> <li>• Funding opportunities</li> </ul>

			<ul style="list-style-type: none"> <li>• Student projects</li> </ul>
Arctic residents (Indigenous and non-Indigenous)	<p>Public pressure to influence decision making.</p> <p>Media coverage.</p>	<p>Accessible language. Actionable messages. Communicate the “love” message for biodiversity (inspiration, cultural, etc.) Easily identifiable trends. Localized information. Integrate pride in local places and wildlife. Ease of access to information. Showcase success stories, especially where audience is involved. Clear messages that match news values. Story-telling.</p>	<p>DIRECT</p> <ul style="list-style-type: none"> <li>• Major reports (overviews)</li> <li>• Website</li> <li>• Web-based applications</li> <li>• Email</li> <li>• Displays</li> <li>• Video</li> <li>• Workshops</li> <li>• Twitter</li> <li>• Facebook</li> </ul> <p>INDIRECT</p> <ul style="list-style-type: none"> <li>• Media centre: TV, Radio, Print media, story-pitching, press releases</li> <li>• Engagement with community leaders and everyday role models</li> </ul>
Influential business and industry working in the Arctic	<p>Be aware of CAFF and utilize CAFF data (specifically monitoring information) in company decision making.</p> <p>Industry pressure to influence decision making.</p>	<p>Economic argument to be made to their constituents. Combine economic message with an action message. Priority actions identified. Risk and confidence levels. Scientifically sound messages. Access to data.</p>	<p>DIRECT</p> <ul style="list-style-type: none"> <li>• Access audience through professional associations</li> <li>• Databases</li> <li>• Workshops</li> <li>• Presentations</li> <li>• Scientific and Technical Reports</li> <li>• Conferences</li> <li>• Industry events</li> <li>• Funding requests</li> </ul> <p>INDIRECT</p> <ul style="list-style-type: none"> <li>• Partnerships with engaged professional associations and publications</li> <li>• Industry specific media</li> <li>• Newsletters</li> </ul>

## Specific Priority Projects and Timelines

Policy makers that influence natural resource, land and wildlife management in the Arctic.

- Subject matter experts at CAFF (searchable aspect of website) **Website: February 2012**
- Policy Brief Series (website and email “updates”) **Website: January 2012**
- New ‘CAFF Progress Reports’ to SAOs **November 2011.**
- Policy relevant documents accompanying each major CAFF report\product. **Ongoing as reports are produced.**
- Policy help-desk at the CAFF Secretariat: Specialized response to policy assistance, connecting audiences and staff, experts and policy makers based on requests from policy-based audiences: **Established in time for release of ABA 2013**
- Field trips (physical and virtual): Organize field trips and\or video experiences to show at conferences\meetings for policy relevant audiences. **UNEP project.**
- Audience expansion: engage organizations linking science and policy in members countries: publication\article writing campaign in relevant trade publications. **December 2011-May 2012.**
- Mainstream media campaign: Issue regular story pitches to major news sources on newsworthy issues of importance to CAFF, ensure CAFF is a source in the story. Development of media templates **November 2011.** Website ‘press centre’ revamp **November 2011.**
- Strong presence at UN\AC\international meetings: regular reporting\updates\materials of policy relevance to be presented and highlighted at each meeting- build linkages with CBD, presentations, media events, etc. Ongoing as events are identified. Key upcoming events include:
  - SBSTTA 15<sup>th</sup> meeting of CBD, Montreal, Canada: **November 7-11, 2011**
  - IPY From Knowledge to Action, Montreal, Canada. **April 22-27, 2012**
  - SBSTTA 16<sup>th</sup> meeting of CBD, Montreal, Canada: **April 30-May 4, 2012**
  - Ramsar COP11, Bucharest, Romania. **June 19-26, 2012**
  - IUCN Congress, Jeju, Korea. **September 6-15, 2012** (proposal due October 2011)
  - CBD COP11, Hyderabad, India. **October 8-19, 2012**
- **Major project focus:** Arctic Biodiversity Assessment, Circumpolar Biodiversity Monitoring Program

Arctic wildlife and ecosystem research and monitoring communities

- Subject matter experts at CAFF (searchable aspect of website) **Website: February 2012**
- Expansion of data portal **As data becomes available** through CBMP. Announcements to each target audience accompany each major integration of data
- Student engagement project: Article writing campaign in partner scientific and environmental publications, student events, internship\work opportunities, virtual learning\distance education portal (VIT) **December 2011-May 2012**
- Continued development of CAFF publication series: research, writing, coordination, development and distribution. **Ongoing**
- Engagement and partnership in various projects with target audience communications departments and personnel (presentations, articles, website links) **Ongoing**
- **Major project focus:** CAFF branding, Arctic Biodiversity Assessment, Circumpolar Biodiversity Monitoring Plan, Arctic Species Trend Index

#### Arctic residents (Indigenous and non-Indigenous)

- Website revision: media centre to be re-organized **November 2011**
- Website revision: create online space for Indigenous audience, develop working group with permanent participant representatives to decide if valuable and how best to develop **January 2012**
- Development of media ‘templates’ for standard use **October 2011**
- Media campaign in Northern communities: focus on print\radio **Ongoing** as projects and information become available.
- Increased social media presence: daily twitter and FB updates of relevant articles, post interactive content **Ongoing**.
- Media monitoring **Ongoing**.
- **Major project focus:** CAFF branding, Arctic Biodiversity Assessment, Circumpolar Biodiversity Monitoring Program

#### Influential business and industry working in the Arctic

- Contact key personnel in major professional associations and invite them to sign up for the CBMP newsletter **November 2012**
- Facilitate potential funding opportunities
- CAFF media campaign in industry professional publications **December 2011-May 2012**
- Online “tours” of data portal for industry professionals **Pending**
- **Major project focus:** CAFF branding, Circumpolar Biodiversity Monitoring Program

## Implementation

CAFF’s communications officer, under the guidance of CAFF’s Executive Secretary, will initiate communications activities for CAFF and program areas. He\she will work in partnership with key contacts in relevant and interested parties and establish working groups when necessary. He\she will seek appropriate levels of approval under the guidance of CAFF’s Executive Secretary.

#### Immediate tasks include:

- Develop contacts database of target audiences relevant to CAFF (including media),
- Monitor and track biodiversity discourse from target audience websites, reports, workshops, media, etc.
- Select organisations to cooperatively work on CAFF priority issues and where CAFF will gain the most leverage,
- Establish contact—by telephone or meetings—with key partners and audiences, discuss how to incorporate CAFF information into their communication products
- Offer to provide coordination, information and strategic input. Link groups working on similar aspects to reduce duplication and assist them to learn from each other. Explore ways to include important groups that are being missed. Provide opportunities for the different actors to exchange knowledge and to explore avenues for collaboration and partnerships.
- Maintain and expand internal communication activities, templates, website, ongoing products, etc.,
- Develop media templates and media section of website,
- Approach UNAK Polar Law program and APECs with writing assignment project for third party publications,

- Develop new format for 'CAFF Progress Report to SAOs',
- Develop side events for major international biodiversity meetings.

## Resources

All CAFF projects and activities have allocated resources for communications components, which will be directed towards projects and audiences that show the potential for most impact. CAFF continues to explore the possibility of funding and in-kind support for communications activities.

## Evaluation of Goals

Individual projects will produce their own specific communications goals, and thus have specific measurements to evaluate those goals. However, at an organizational level, it is important to assess the effectiveness of overall communications materials and adapt to be more effective.

Further evaluation can be refined to measure the specific communications goals for particular audiences utilizing the chart below, but substituting the goals for those specific to your audience.

<i>Goal</i>	<i>Potential measures and indicators</i>	<i>Potential data collection strategies</i>
Provide target audiences with timely, accurate, clear and complete information on conservation issues for use in policy and scientific decision-making.	CAFF recommendations applied at international, national and local government decision making and planning. Regulations developed. Protected areas, species given new priority. Increased requests for information from target audiences. Increased presence of biodiversity issues at AC negotiations table. Increase # of contacts in policy circles. Use of CAFF documents in scientific study. Bibliometrics on CAFF data. Scientific studies and programs filling knowledge gaps.	Data collection: Records, logs, journals, attendance lists. Polling. Policy and issue tracking. Evaluation of SAO audience (preferences on communication- how, when to receive CAFF info). Bibliometric study. Junior staff interviews. Testimonials, anecdotes, observations.
Increase the understanding and profile of Arctic biodiversity and work to incorporate biodiversity conservation across various sectors, ensuring the sustainable use	#of articles on CAFF in professional publications. # of requests from # of organizations. # of users on data portal. Increased information on data portal. Increased mention of biodiversity amongst various AC working groups\industry\other spheres of influence. Increased awareness amongst science-policy circles, and professional association partnerships. Increased industry subscriptions to CAFF information.	Media Tracking and Issue Trend Analysis. Information request tracking. Distribution tracking. Develop and track media campaign to feature CAFF in publications of professionals. Increased attention from non-traditional audiences. Google analytics of databases. Bibliometric

<p>of the Arctic's natural resources.</p>		<p>analysis. Twitter tracking and increase in high-profile followers.</p>
<p>Raise CAFF's profile amongst target audiences as a credible, reliable and authoritative voice in Arctic biodiversity research and policy.</p>	<p>Expand audience composition. Increased # of media hits. Positive news coverage. Increased participation of students in projects. Increase mention of CAFF data/information in bibliometrics. Increase distribution of printed materials. Increase website visits. Increased links to CAFF website. Increased invites to present/attend meetings. # of new audience members.</p>	<p>Distribution tracking. Event/Activity/Staff tracking. Media monitoring. Target audience monitoring. Social media monitoring. Policy and issue trend analysis. Media content and framing analysis.</p>
<p>Employ a variety of ways and means to communicate, recognizing user needs, and the effectiveness of various channels.</p>	<p>Increase website visits. Update and maintain new media. Increase number of projects that add multi-media elements to their distributions/activities. Increased presence on FB/Twitter/YouTube channel (more postings and more audience). For projects, develop different communications materials for different audiences (i.e., policy documents and summaries for community/Indigenous audience specific information). More planning/time into comms activities and message delivery. Increased opportunity for story-telling. Increased attention to media/revamp media section on website to better reflect media needs. Increased story pitching to community newspapers. Increased media requests/interviews.</p>	<p>Media monitoring. Google analytics. Develop a campaign to contact various target audiences and develop collaborative communications initiatives. Live stream presentation series.</p>
<p>Provide adaptive, responsive and proactive communications support to CAFF audiences.</p>	<p>Provide space for evaluation measures. Prompt response to requests for information. Website re-organization for ease of access to information. Positive feedback from audience.</p>	<p>Expert review of program, audience observation, staff self analysis, staff performance. Develop a searchable database of audiences. Track user feedback and develop internal system to incorporate into future projects. Materials quality: Readability, pre-tests, test, observation.</p>