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COMMUNICATION STRATEGY FOR ACCESS AND BENEFIT SHARING IN INDIA



**A HANDBOOK FOR DECISION-MAKERS
AND PRACTITIONERS**

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COMMUNICATION STRATEGY FOR ACCESS AND BENEFIT SHARING IN INDIA

A HANDBOOK FOR DECISION-MAKERS AND PRACTITIONERS

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CLIMATE CHANGE



MESSAGE

The Biological Diversity Act, 2002 has been enacted by the Parliament of India to inter-alia fulfil commitments made under the United Nations Convention on Biological Diversity (CBD). The CBD, with its three objectives, emphasise the need for sustainable development through the conservation of biological diversity, sustainable use of its components and the fair and equitable sharing of benefits derived from the utilisation of genetic resources or Access and Benefit Sharing (ABS).

To achieve the objectives of the Biodiversity Act and to harness its potential to benefit the society, it is vital to bring a multitude of stakeholders together to fulfil their mandated role. Given the varied roles and interests of many stakeholders in ABS there is need to build their capacity to be able to fulfil their roles.

ABS, however, is a not a very easy process to understand and often poses practical challenges in its implementation. Communicating ABS is about leading, coordinating and facilitating negotiation processes among diverse stakeholders. This requires a strategic approach to communication. Acknowledging this, India is taking a multidimensional approach to ABS communication that differentiates and caters to the needs of different groups and goes beyond merely disseminating information about the Biological Diversity Act.

The Ministry of Environment, Forest and Climate Change (MoEFCC) and the National Biodiversity Authority have been proactively engaging with the stakeholders to build awareness, facilitating dialogues to create better understanding of the law and devising mechanisms for effective implementation of the Biological Diversity Act. This publication ***“Communication Strategy for Access and Benefit Sharing in India - A Handbook for Decision Makers and Practitioners”*** is an outcome of several dialogues with stakeholders, direct experience from engaging with multitude of stakeholders.

I compliment officers of MoEFCC the National Biodiversity Authority and GIZ for their concerted efforts in preparing this publication. I am confident that this publication will help the State Biodiversity Boards, Biodiversity Councils and training institutions in effectively communicating ABS.

New Delhi, 11th December, 2020

B. V. Umadevi



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National Biodiversity Authority

भारत सरकार
Government of India

FOREWORD

Access and Benefit sharing (ABS) is essentially a process of bringing in social change. The concept of ABS inherently involves myriad of biological resources (such as plants, animal, and microorganisms), its inextricably linked traditional knowledge, innovations of communities, scientists and researchers used in a variety of sectors (such as agriculture, biotechnology, cosmetics, pharmaceuticals, research). ABS was introduced as one of the three principles of the Convention on Biological Diversity. The Nagoya Protocol is a supplementary agreement to the Convention on Biological Diversity adopted on 29 October 2010, provides a transparent legal framework for the effective implementation of the fair and equitable sharing of benefits arising out of the utilisation of genetic resources or ABS. India became a party to Nagoya Protocol in October 2014 and notified ABS Regulations in November 2014.

This publication "Communication Strategy for Access and Benefit Sharing in India– Handbook for Decision-makers and Practitioners" present results of a two-year process of stakeholder consultation. The National Biodiversity Authority involved all relevant stakeholder groups from the earliest stages of ABS communication strategy development, and results were presented to the State Biodiversity Boards in India in workshops held in 2019. The communication strategy on ABS takes a comprehensive approach to communicate ABS by taking into account current ABS-related knowledge, attitudes and practices of 10 stakeholder groups and provides insights for designing messages, selecting communication channels.

I appreciate the officers NBA, State Biodiversity Boards, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for their diligent efforts in preparing this publication. I am grateful to the Federal Ministry for Economic Cooperation and Development (BMZ), Government of the Federal Republic of Germany and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH for support through the Access and Benefit Sharing Partnership Project.

Chennai, 14th December, 2020

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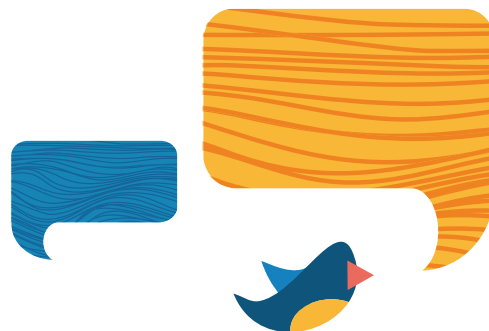
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ABOUT THIS HANDBOOK

The 'Communication Strategy for Access and Benefit Sharing in India– Handbook for Decision-makers and Practitioners' offers practical guidance on communicating Access and Benefit-Sharing (ABS) to a range of stakeholders. It provides a stepwise approach for targeted communication starting from identification of stakeholders, their role and interests in ABS, assessment of Knowledge-Attitude-Practice, to setting communication objectives, drafting a strategy, designing messages and products, and finally operationalising the strategy.

ABS is an outcome of partnerships among an array of actors, right from the grassroots to the national level, from the local people and government to private actors. It also touches many technical topics in diverse sectors. Some actors may already know about ABS but may not engage in the process. Others may be knowledgeable and willing but may lack the practical skills to fulfil their role. Yet others may be open and willing but may have never heard of ABS. In each case, the communication approach needs to be different.

In **Chapter 1**, a brief history of ABS is presented. ABS is one of the three objectives of the Convention on Biological Diversity (CBD). CBD is a legally binding international treaty adopted in 1992 which recognised the country's sovereignty over its biological resources. This chapter also briefly touches upon the ABS framework in India and the importance of ABS.

Chapter 2 highlights the importance of strategic communication and explains India's strategic approach to ABS communication. Chapters 3-5 form the core of the communication strategy for ABS.

In **Chapter 3**, the stakeholders in ABS are identified, and the process of developing a communication strategy is covered methodically. The process outlined in this chapter draws extensively from 'Strategic Communication for ABS – A Conceptual Guide and Toolkit for Practitioners', an ABS Capacity Development Initiative publication. The six phases of developing a communication strategy are explained with an example of 'Biodiversity Management Committee (BMC)', one of the key stakeholders in ABS in India. In-depth analysis of BMC's roles and interest in ABS, their current state of Knowledge, Attitude and Practice (KAP), and future state of Practice, Attitude and knowledge (PAK) to achieve ABS goals, all support the development of specific communication objectives. Appropriate channels and tools are then identified to suit the different stakeholder groups. Specific messages and associated communication products are designed and paired with the most suitable communication channels. Subsequently, an action plan is developed to operationalise the strategy.

Chapter 4 provides a ready-to-use communication strategy for ten key stakeholders in ABS: BMCs, national companies, international companies, industrial association, researchers, legal professionals, technical support groups (TSGs), forest department, government line departments dealing with biological resources and the customs department.

Finally, **Chapter 5** highlights the need for regular monitoring of strategic outcomes and evaluation of impacts. A summary version of the 'Communication Strategy for ABS in India' is available on the website <https://indo-germanbiodiversity.com/>

This Handbook was developed based on two national workshops conducted by the Indo-German 'Access and Benefit Sharing (ABS) Partnership' project implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The national consultation workshop in May 2018 was an important milestone in facilitating the participatory analysis of the most relevant stakeholders in ABS. The participants discussed the characteristics of each stakeholder group, their knowledge, attitudes, and practices regarding ABS, and developed key points for the communication approach to each group. At the second workshop in July 2019, officers from the National Biodiversity Authority and State Biodiversity Boards received training on developing a communication strategy for different stakeholders and a draft communication strategy developed by the 'ABS Partnership' project was also presented to them.

TARGET GROUP

This Handbook is meant for the State Biodiversity Boards (SBBs) and Biodiversity Councils, organisations authorised by them to support the implementation of the Biodiversity Act and ABS or institutions which are mandated to conduct capacity development programmes. There are two ways to use this Handbook. One is to directly adopt the communication strategy for the key stakeholders as presented in Chapter 4. Other is to familiarise oneself with all the steps involved in developing the communication strategy (chapter 3). This is particularly relevant for the resource persons/organisations and communication experts, multimedia companies that are supporting the NBA/SBBs/Biodiversity Councils in developing communication tools.

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CHAPTER 1

ACCESS AND BENEFIT SHARING A BRIEF HISTORY

Biological diversity or biodiversity is the variety of genes, species and ecosystems in a region. The tangible components of biodiversity used by people are called biological resources. For instance, an estimated four billion people (of the 7.8 billion global population) rely on natural medicines for their health. Over 70% of drugs used in cancer treatment are from natural sources, or artificially synthesised based upon the structure of natural compounds. However, due to the impact of human activities, many of these genes, species and ecosystems are likely to be lost in the future.

The Global Assessment Report on Biodiversity and Ecosystem Services published by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) in 2019 indicated that populations of native species have declined on average by 25% across most biomes, and over 85% of wetland ecosystems have been destroyed. The current extinction crises where over one million species, which constitutes 25% of all species on earth are likely to go extinct due to human activities alone, together with global warming¹.

This is primarily caused by the emissions of greenhouse gases into the atmosphere, leading to a rise of global temperatures by 0.2°C per decade resulting in the rise of sea levels and climatic anomalies, and are predicted to lead to the collapse of global support systems.

Loss of biodiversity is caused by destruction of forests, wetlands and other ecosystems, overharvesting of natural resources, pollution, invasive species and the impact of other human activities. For example, marine plastic pollution, which has increased by tenfold since 1980, now affects 87% of sea turtles, 44% of seabirds and 43% of marine mammals. It also enters the human food chain through microplastics, that could have a harmful impact on people, particularly children.

Despite these heavy losses, biodiversity (or biological diversity) continues to provide vital support to human societies, in terms of economic, social and cultural benefits. It encompasses all species, along with the many sub-species, varieties and plant and animal breeds.

BIODIVERSITY

According to the Convention on Biological Diversity, “biological diversity” means the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems.





Photo Credits: UN Photo/Michos Tzovaras

The first major international meeting to address environmental degradation and sustainable development was the United Nations Conference on Human Environment in Stockholm, Sweden, in 1972.

UNITED NATIONS CONFERENCE ON HUMAN ENVIRONMENT, STOCKHOLM, 1972

The Conference called attention to the role of all people to develop and conserve the human environment. The principles adopted in the Conference encouraged sustainable development. This concept focuses on all people having a better quality of life without compromising countries preserving their natural resources for current and future generations. It also highlighted that countries have sovereign rights to exploit their natural resources based on their environmental policies as long as these practices do not damage another country's environment or an area outside their jurisdiction. The Conference discussed the development of international law or multilateral agreements to ensure that all nations work at common standards towards achieving goals of sustainable development.

The Stockholm Conference laid the foundation for addressing global environmental challenges. The heads of state and high-level government representatives from 144 countries participated,

culminating in adopting 26 Principles and an Action Plan to safeguard the environment and promote sustainable development.

Sustainable Development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs"². Sustainable development requires us to find solutions for the challenges we face in the development of our countries while ensuring the continued availability of our natural resources.



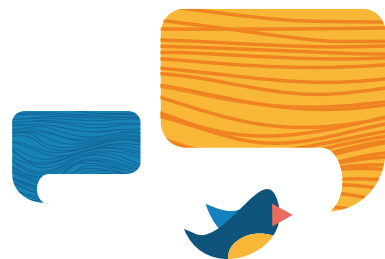


RIO 'EARTH SUMMIT'

The United Nations Conference on Environment and Development (also known as the Earth Summit) took place in Rio de Janeiro, Brazil, in 1992. At the Earth Summit, they developed and adopted the non-binding action plan Agenda 21 for sustainable development and the Rio Declaration on Environment and Development³.

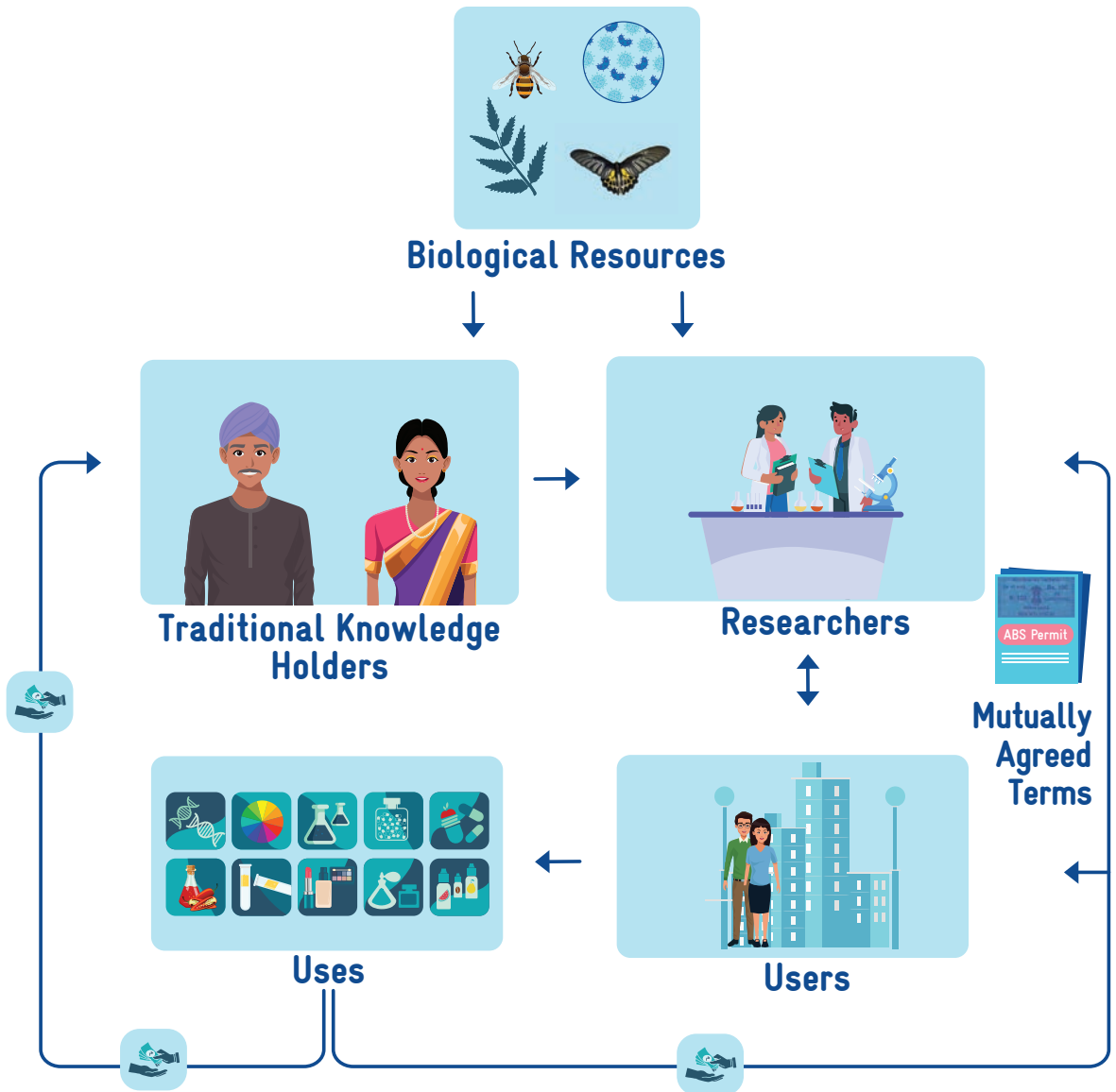
Two legally binding instruments opened for signature, and negotiations for the third legally binding instrument began at this Summit⁴. They focus on distinct aspects of the environment but are interlinked and aim at achieving global sustainable development.

1. *United Nations Framework Convention on Climate Change (UNFCCC): This set up an overall framework for intergovernmental efforts to tackle the challenge posed by climate change.*
2. *United Nations Convention on Biological Diversity (CBD): The CBD has three objectives – the conservation of biological diversity, the sustainable use of the components of biological diversity, and the fair and equitable sharing of benefits arising out of the utilisation of genetic resources.*



The scope of the discussion in this handbook is limited to the Convention on Biological Diversity. Considered too ambitious to achieve, the objectives of the CBD received several objections initially. Today, it is one of the most widely accepted international treaties, having near-universal membership, with 196 countries being party to it. In subsequent years, two protocols were developed to address specific aspects and help implement the CBD. The Cartagena Protocol on Biosafety aims at averting species loss due to biotechnological interventions. The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation addresses the third objective of the CBD – and is the focus of this handbook.





NAGOYA PROTOCOL ON ACCESS TO GENETIC RESOURCES AND THE FAIR AND EQUITABLE SHARING OF BENEFITS ARISING FROM THEIR UTILISATION

The Nagoya Protocol is a global agreement, adopted in 2010 as a supplementary agreement to the Convention on Biological Diversity. It sets international standards for accessing genetic resources and equitably sharing the benefits arising from their utilisation. Currently, there are 128 countries, including India, as parties to the Nagoya Protocol. It aims at contributing to the conservation of biological diversity and sustainable use of its components through the fair and equitable sharing of benefits arising from the use of genetic resources. It also reaffirms the sovereign rights of countries regarding their natural resources.



ACCESS AND BENEFIT SHARING (ABS) LEGISLATION IN INDIA

In line with India's commitments to the CBD, the Parliament of India enacted the Biological Diversity Act in 2002, which established the legal framework for implementing ABS. Further, the ABS procedure and mode of benefit-sharing have been prescribed in the Guidelines on Access to Biological Resources and Associated Traditional Knowledge and Benefits Sharing Regulations adopted in 2014. These Guidelines mandate 95% of benefits obtained from ABS agreements to be channelled back to the local communities from where the bio-resources collected from or to the benefit claimer who shared the traditional knowledge. The legal framework emphasises empowering local communities by recognising their rights over biological resources found in their jurisdictions.

The Indian Biological Diversity Act, 2002 has a broader scope than the Nagoya Protocol, which opens it up for many actors, diverse uses and bio-resources. For instance, India legislation covers all biological resources, a wide range of activities such as commercial utilisation, research, IPR, transfer of research results etc.

WHY IS ABS IMPORTANT?

Tapping into the provisions of the Biological Diversity Act, 2002 can significantly contribute to the conservation and sustainable use of bio-resources. It

also holds considerable potential for the economic development of local communities.

ABS essentially regulates the use of bio-resources and associated knowledge across a wide range of actors and sectors. The ABS process ensures the fair and equitable sharing of benefits arising from the sustainable use of bio-resources; and recognises the rights of communities and knowledge holders.

Traditional knowledge is intricately linked to local biodiversity and caters to specific needs such as food, fodder, medicine and the local culture while protecting nature. This knowledge is passed down through generations and is often quite complex.

Traditional knowledge and practices fostered by indigenous and local communities have contributed to advances in medicine, agriculture and animal husbandry practices over centuries. Securing the continued availability of these bio-resources and the associated knowledge will require radical changes in the way we manage our biodiversity.

Mainstreaming the ABS process will pave the way to secure significant benefits while ensuring sustainable use of biodiversity. India has an established legal and institutional framework with an administrative process for ABS implementation. However, the potential of ABS is yet to be fully explored. For this, awareness about ABS and the role of stakeholders in this process is critical. To achieve this, ABS needs to be strategically communicated.



HOW DO WE COMMUNICATE ABS?

In India, the statutory bodies, namely, the National Biodiversity Authority (NBA), the State Biodiversity Boards (SBBs) and Biodiversity Councils (in Union Territories), and Biodiversity Management Committees (BMCs) at every local body are established for the implementation of ABS.

ABS is an outcome of partnerships between providers, users and regulators. The broad scope of the ABS provisions in the Biological Diversity Act, 2002 opens it up for a large number of actors, uses and sectors. India is home to 1.3 billion people from all levels of society who use bio-resources in some form

or other. For ABS implementation, there needs to be cooperation between the different actors involved. Understanding the ABS process and its contribution to biodiversity conservation is essential to establish successful ABS partnerships.

In partnership with the National Biodiversity Authority and three pilot State Biodiversity Boards of Maharashtra, Tamil Nadu and Uttarakhand, the ABS Partnership Project developed a communication strategy for ABS in India. The strategy aims to help regulators communicate ABS more effectively with stakeholders. This publication provides the communication strategy for ten stakeholders and guidance on its development.





CHAPTER 2

STRATEGIC COMMUNICATION FOR ABS

Communication is an integral part of everyone's lives. We connect with the world in many ways – using language and images or through our behaviours and gestures – to convey a message. These multiple communication methods can transmit different messages to different audiences, where the message is often specific to the context.

Some Food for Thought⁵

The Latin verb “communicare” means to share, do together and involve – much more than just to speak to or write to. Before looking into the significance of communicating strategically for ABS, it is useful to spend a few moments recalling some general characteristics of communication.



1. YOU CANNOT NOT COMMUNICATE.

Everything we do – and don't do – communicates something to others. The way you look and behave, who you interact with, and how, the words and images you use – all of this is observed by others who put meaning to it. This means that, even if you decide not to communicate something actively, it will mean something to others. For example, if you choose not to address certain stakeholders in the ABS process, this alone will convey a message to them and others – and a bad one.

2. PERCEPTION IS THE ONLY REALITY.

Our interpretation of other people's messages is shaped by our own background, world views, experiences, culture, etc. Words do not mean the same to all of us. For instance, a person from Uttarakhand will have a different idea of 'heat' and 'cold' than someone from Tamil Nadu. The two

will think of different things when they hear the word 'fruit'. Consider what that means for abstract concepts like 'freedom', 'justice', or 'sustainability'. Also, we tend to judge other people's statements by the quality of our relationship with them. For example, we are usually more ready to accept advice or opinions from people we trust than from those we do not know well or distrust. Therefore, trust and credibility in communication can hardly be overestimated.

3. COMMUNICATION IS A TWO-WAY PROCESS – NOT ONE-WAY INFORMATION FLOW.

Communication is subjective: the meaning that one person, the sender, puts in a message is not the same that another person, the receiver, takes out from the same message. The receiver interprets the message according to his or her own perceptions – not according to the sender's intentions. Only feedback and exchange can create shared meaning. Therefore, it is crucial to go beyond producing brochures or posters and to approach communication interactively and strategically. Moreover, a multi-stakeholder process like ABS is not limited to one sender and a couple of receivers. Rather, different stakeholder groups will need to engage in a dialogue with each other, exchanging views as both senders and receivers. In those instances, the role of, e.g., State Biodiversity Boards, will include facilitating dialogues rather than just sending out one-way information.

4. VICTORIES ARE NOT GAINED WITH WORDS BUT WITH IMAGES AND SOUNDS.

We often use brain-appealing words to exchange information – but when it comes to decisions on new ideas, our emotions, and practical concerns are often stronger. Images and sounds that appeal to our hearts and hands play an important role. We all know this from hard-to-resist TV commercials or from how hard it is to follow an anti-smoking campaign through from 'said' to 'done'. Hence, to motivate and mobilise people to contribute to ABS, we need to appeal to what they know but also to what they feel and do about ABS. So – go beyond words, work with rich images and sounds, attract attention, and reach people's heads, hearts and hands.

**"Said – Done" or the difference
between head, heart and hand.**

**Said is not heard.
Heard is not understood.
Understood is not approved.**



WHAT IS STRATEGIC COMMUNICATION?

Strategic communication is the purposeful planning of communication to achieve a specific goal or an outcome. In other words, communication is strategic when all aspects of the communication process are carefully tailored to a particular audience. It involves clearly defined objectives, well-designed messages, and appropriate communication channels for each target group. An inappropriate combination of these factors can result in miscommunication and unintended, potentially adverse consequences.

To communicate effectively, we need to influence our audience's perceptions and actions towards a new idea or concept, in our context, ABS. This requires us to understand their existing perspectives, interests and concerns.

HERE IS AN EXAMPLE OF WHAT DIFFERENT STAKEHOLDERS HAVE ON THEIR MINDS WHEN THEY THINK OF ABS:



POLITICIAN – What does ABS contribute to conserving our biodiversity? How does it improve people's lives?



REGULATOR – How can we make the ABS process work? How can we make all those stakeholders comply with the law and regulations?



COMMUNITY – How can we participate and contribute to this? What is in it for us? How can we make sure we will not be cheated?



RESEARCHER – Can I still conduct research in another country? I am only conducting basic research; what does that have to do with ABS?



COMPANY – How can we comply with all these rules? Will they sue us if we make a mistake? What exactly are the rules? How much will it cost?

WHY DO WE NEED STRATEGIC COMMUNICATION?




Implementing ABS is a process of social change. ABS involves various levels and a great diversity of stakeholders. It touches upon many expert issues and affects diverse sectors and markets.

The range of actors required for ABS to work extends from policymakers, regulators and legal experts, via scientists, businesses and NGOs, to local groups and communities. Each group has a specific role in the ABS process – and they need to cooperate. However, they all have their worldviews and perspectives, speak their languages, and have their own interests and objectives. Consequently, they require different capacity needs to be able to fulfil their roles.

ABS is at once a political arena, a policy field and a practical challenge. Communicating ABS is about leading, coordinating, and facilitating negotiation processes among diverse actors. A clear-cut regulatory framework can reduce the complexity of ABS, but only if all actors arrive at a mutual understanding of how to implement the process. This requires a strategic approach to communication.

ELEMENTS OF STRATEGIC COMMUNICATION: UNDERSTANDING WHAT WORKS

Strategic communication is using the right communication package, i.e., tools, messages, and delivery, to evoke the desired transformation in the target stakeholder. For instance, once we identify what motivates each stakeholder group, how they look at themselves, and how they make their decisions, we obtain a picture of their expected responses and the methods through which they can be approached. Strategic communication requires changes in the environment of the stakeholders and associated actors for it to be effective⁶. For this, we need to address their heads, hearts and hands.

KAP	3H APPEALS	COMMUNICATION BARRIERS
 Knowledge (K)	Head cognitive	<ul style="list-style-type: none"> • Said is not heard • Heard is not understood
 Attitudes (A)	Heart affective	<ul style="list-style-type: none"> • Understood is not approved
 Practices (P)	Hand action-oriented	<ul style="list-style-type: none"> • Approved is not done • Done is not sustained

THE MANY DIMENSIONS OF ABS IN INDIA

ABS inherently involves a broad range of sectors, actors, topics – from IPR, trade of bio-resources, use of traditional knowledge, indigenous people, ethics and equity, to sectors such as pharmaceutical, food, biotechnological, and cosmetics.

The CBD defines biodiversity as *“the variability among living organisms from all sources, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems”*. Therefore, biodiversity is not limited to forest ecosystems but includes every living organism from all land and water-based ecosystems. Biological resources (or bio-resources) are the tangible components of biodiversity which have “actual or potential use or value for humanity” as defined by the CBD.

India is one of the 17 mega-diverse countries in the world and home to 7-8% of the world’s recorded species. India has recorded over 7000 species of medicinal plants on which the different Indian systems of medicine have evolved over millennia. India also holds vastly diverse agro-ecosystems, with many indigenous crop species and varieties and several local livestock breeds developed by people.

To regulate the use of such rich biodiversity, the ABS regulations in place require a common and shared understanding of obligations among various actors. For example, a researcher’s role and responsibilities will be different from that of a company, which in turn differs from that of a local community. However, they all need to cooperate to operationalize ABS in India.



Photo Credits: Aravind Madhyastha

How do we communicate ABS to various actors? And what do they need to know about ABS? The communication strategy provides answers to these questions. However, it is not possible to solve all ABS implementation challenges through communication alone.



INDIA'S STRATEGIC APPROACH TO ABS COMMUNICATION

Acknowledging the above, India is taking a multi-dimensional approach to ABS communication. This approach differentiates among and caters to the needs of different stakeholders. Not everyone needs to know everything, and not everyone can be approached the same way. Merely imparting knowledge about the Biological Diversity Act, 2002 and ABS will not motivate the stakeholders to fulfil their obligations.

The basic premise of the ABS communication strategy is that merely conveying knowledge is not enough. ABS is a matter of heads, hearts and hands, which reflects knowledge, attitudes and practices.

Some actors may already know a lot about ABS but may, for some reason, be reluctant to engage in the process. Others may be knowledgeable and willing but may lack the practical skills to fulfil their role. Yet others may be open and willing but may never have heard of ABS. In each case, the communication approach needs to be different. The ABS communication strategy aims to cater to these diverse needs.



THE ITERATIVE PROCESS OF DEVELOPING THE COMMUNICATION STRATEGY

The ABS communication strategy was developed through an iterative process, with the analyses of the strategic role of stakeholders, planning and implementation going hand-in-hand and feeding into each other. The strategy was further developed for each stakeholder group, sharpening communication objectives and indicators, selecting suitable mixes of communication channels, and designing messages to suit the channels through which messages need to be delivered.

All along, several communication activities were implemented. For example, a series of dialogues between regulators and users were organised to share essential information about ABS and learn about the users' needs. Also, initial training was undertaken for field-level Forest Department and district-level officials from other government departments to equip them to support BMCs and effectively implement the Biological Diversity Act, 2002 in their districts.

These activities were planned based on the information gained from the participatory stakeholder analysis in May 2018 and the subsequent workshop with State Biodiversity Boards in July 2019. The national-level workshop in May 2018 included

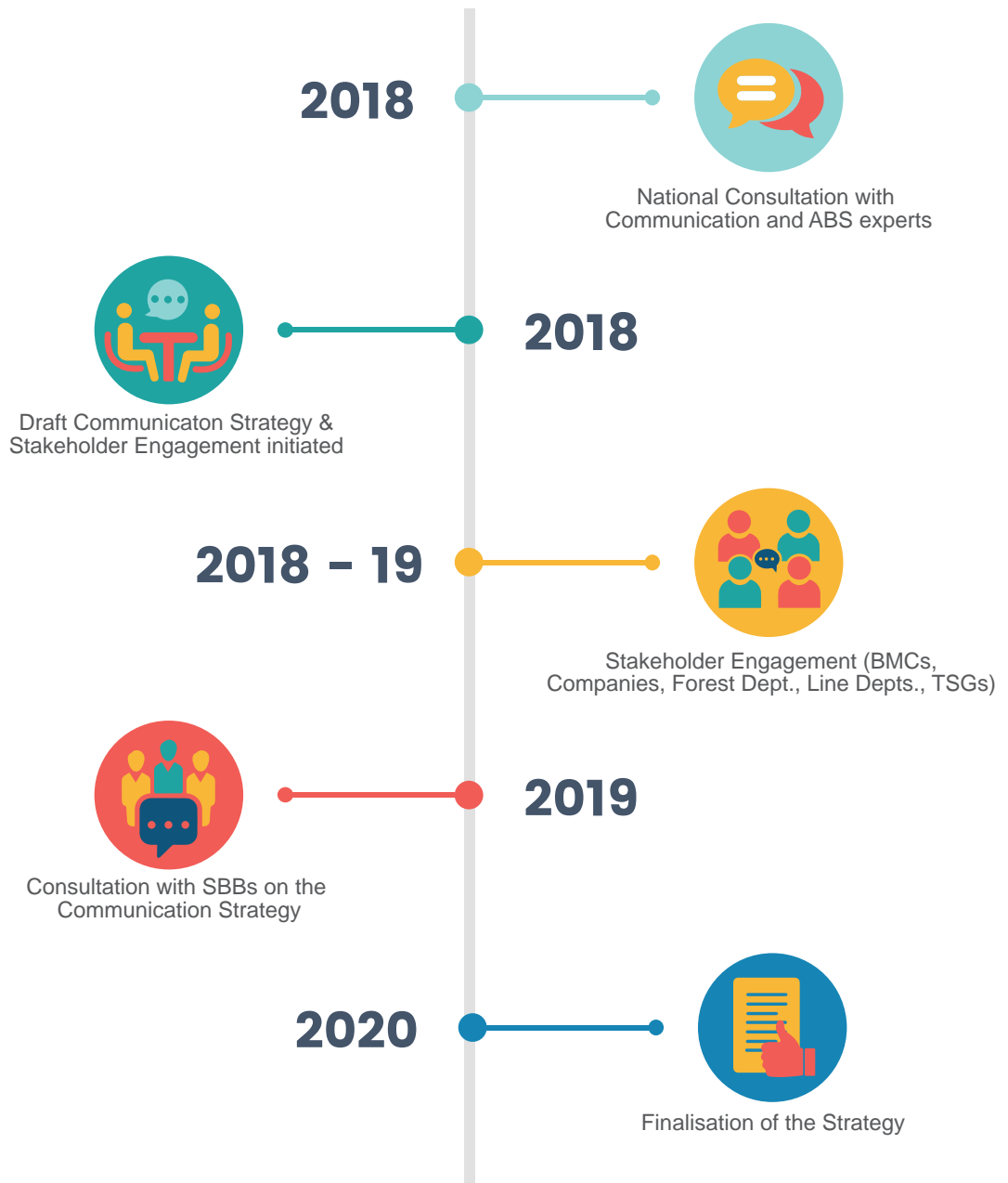
representatives from the National Biodiversity Authority, State Biodiversity Boards, legal professionals, domain knowledge experts, Indian institutes specialising in development communication, media professionals, companies using bio-resources from India, and other ABS projects in India. In turn, interaction with different ABS actors during the initial dialogues and training programmes brought about new insights and provided feedback into the further development of the communication strategy, thus underlining its iterative nature.

The constituents of the ABS Partnership Project – the NBA, three pilot SBBs and GIZ – further refined the communication strategy, including operational planning and product design. The project also supported the three partner SBBs in creating pools of trainers for future capacity building of BMCs and Technical Support Groups (TSGs), and engaging in capacity building for selected pilot BMCs to develop good practices that can be used as communication tools with other bodies.

The document at hand is a result of this process, guiding strategic communication to bridge the gap between the existing ABS framework and its implementation on the ground. The outcome of implementing the strategy rests with the regulating authorities, the NBA and SBBs, and various other actors who play a pivotal role in the ABS mechanism.

DEVELOPMENT OF COMMUNICATION STRATEGY FOR ABS IN INDIA

TIMELINE







CHAPTER 3



UNFOLDING THE COMMUNICATION STRATEGY

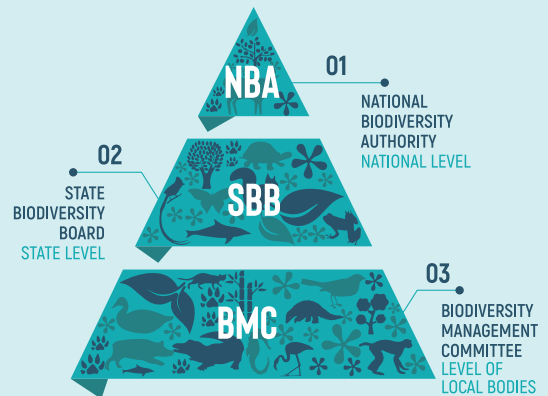
WHO IS A STAKEHOLDER?

A stakeholder is a person or a group of people with a stake in a particular action, outcome or process. It describes individuals or groups without whose support the entity or process would cease to exist. One definition describes stakeholders as “any identifiable group or individual who can affect the achievement of an organisation’s objectives or who is affected by the achievement of an organisation’s objectives”⁷. In the ABS context, a stakeholder may be conceived as an individual or entity who is directly involved in any part of the ABS process or indirectly supports any part of it⁸.

THE ABS STAKEHOLDER LANDSCAPE IN INDIA

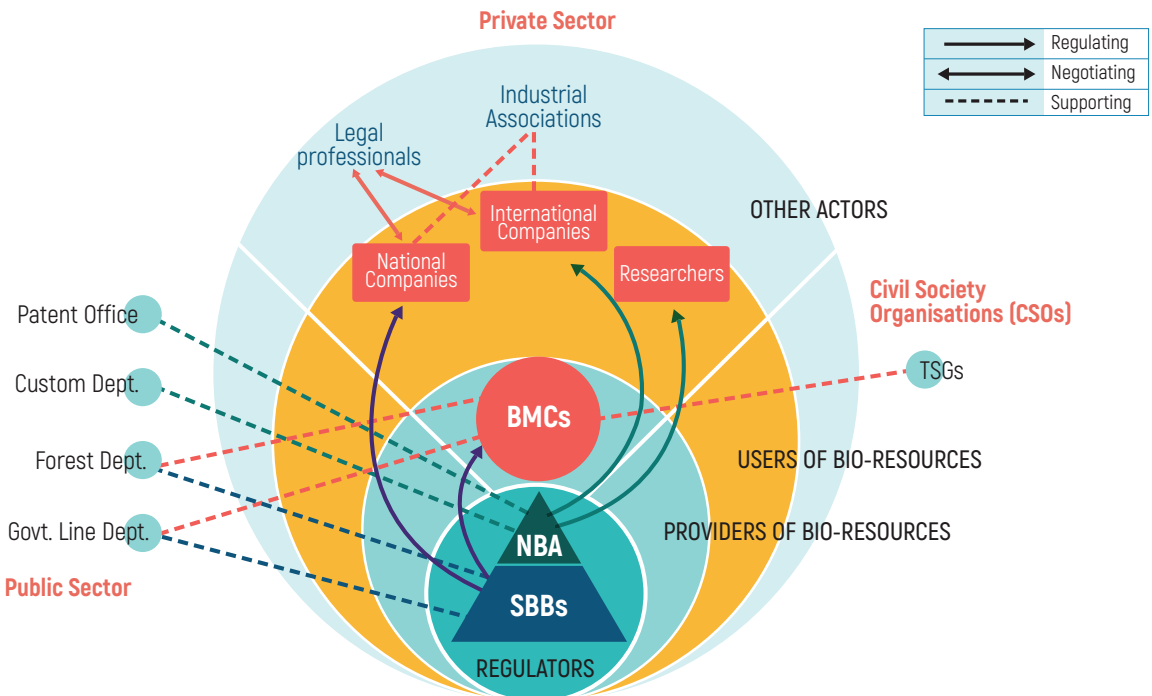
As in most other countries, the range of actors required for ABS to function is broad and complex. A peculiarity of India is the size of the country, its population and its sophisticated federal system. This structure is reflected in the Indian ABS landscape.

THREE-TIER INSTITUTIONAL MECHANISM



India has established an institutional mechanism to implement the Biological Diversity Act, 2002, with regulatory authorities at three levels – National Biodiversity Authority at the national level, State Biodiversity Boards at the state level, Biodiversity Councils in Union Territories and, at the local level, Biodiversity Management Committees.

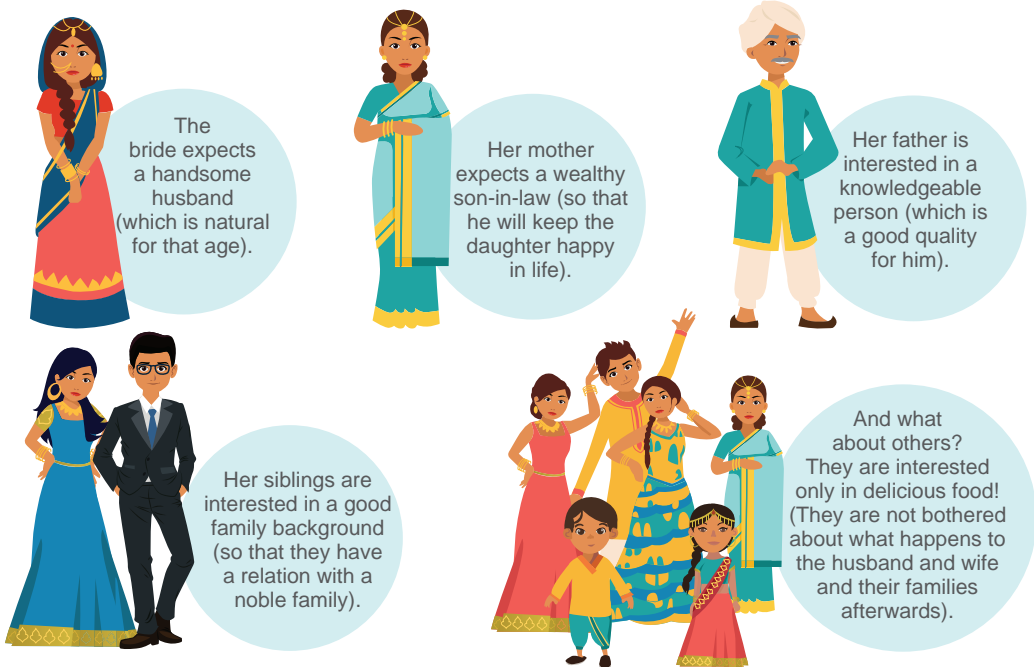
STAKEHOLDER LANDSCAPE



The NBA and SBBs, as regulators of the Biological Diversity Act, have a shared responsibility to implement the Act and its regulations uniformly across all states of India. These institutional mechanisms closely regulate the ABS process – with the NBA and SBBs functioning as authorities granting consent for users to access bio-resources, and BMCs providing feedback on access to bio-resources, taking into account the availability of those resources and, where applicable, the holders of associated traditional knowledge.

Besides the regulatory authorities – NBA, SBBs and BMCs – there are ten key groups of actors to be considered and involved in the ABS process. These can broadly be divided into providers and users of bio-resources and supporting actors. For example, users of bio-resources are categorised into researchers and companies.

EXPECTATIONS OF VARIOUS ACTORS IN AN INDIAN WEDDING



Sanskrit Subhashita (229)

कन्या वरयते रुपं माता वित्तं पिता श्रुतम् ।
बान्धवाः कुलमिच्छन्ति मिष्टान्ने इतरेजनाः ॥

DEVELOPMENT OF THE COMMUNICATION STRATEGY

Any communication strategy needs to be planned to focus on accomplishing its purposes with the best possible use of time and resources. The communication must be targeted to specific audiences and carry well-defined messages through appropriate channels.

With every stakeholder having different ideas on ABS, a stepwise approach to developing the communication strategy is important. Each step brings us closer to identifying and analysing the stakeholders, their behaviour and interests, to effectively deliver messages that ensure they are aware of their role and are willing to make the required changes to adhere to the ABS process.

Each stakeholder group also has a specific relationship with other stakeholders. Therefore, analysing stakeholders also includes identifying the nature and strength of the relationships between them. While some stakeholder relationships are unidirectional, others are mutual. The latter means that they need to cooperate very closely to effectively implement the ABS process.

PROCESS OF DEVELOPING THE COMMUNICATION STRATEGY

PHASE 1

Step 1: Identification of stakeholders

Step 2: Roles and interests in ABS

PHASE 2

Step 3: The current level of Knowledge-Attitudes-Practices (KAP) and the expected Practices-Attitudes-Knowledge (PAK)

Step 4: Points to consider in developing the communication strategy for the target stakeholder group



PHASE 4

Step 7: Options for communication channels

Step 8: Message design

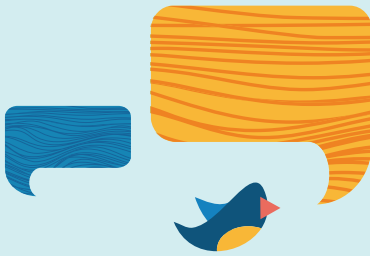
Step 9: Assessment of communication products

PHASE 3

Step 5: Defining communication objectives

Step 6: Drafting the communication strategy

(see Chapter 5 for Phase 6: Monitoring & Evaluation)



Knowledge is knowing and understanding.

Attitude is being motivated and willing.

Practice is doing and repeating.

PHASE I. SETTING THE STAGE

In the first phase of developing the communication strategy, the stakeholders are identified and their role in the ABS process analysed. The interest, motivation and current actions of each stakeholder contributing to the ABS process are discussed in detail.

Step 1: Identification of stakeholders

Step 2: Roles and interests in ABS

STEP 1. IDENTIFICATION OF STAKEHOLDERS

The stakeholders in the ABS process are identified through their roles and functions. Some guiding questions for this include: Do they have a role in the ABS process? What is their exact role in the process? Can we accomplish the goal without them? Through this process, 11 key stakeholders were identified during the national consultation workshop held in May 2018 in Chennai.



THE KEY STAKEHOLDERS IN THE ABS PROCESS

BIODIVERSITY MANAGEMENT COMMITTEES:

Represent local communities, established at every local body. BMCs function at the local level, maintain records of biodiversity and associated knowledge, knowledge holders in their jurisdiction. BMCs provide feedback on ABS applications submitted by the users to NBA/SBBs requesting access to bio-resources.



NATIONAL COMPANIES:

Users of bio-resources with completely Indian participation in their Board or their shares applying to SBBs for access to bio-resources under Section 7 of the Biological Diversity Act, 2002.



INTERNATIONAL COMPANIES:

Users of bio-resources with non-Indian participation in their Board or their shares applying to NBA for access to bio-resources under Section 3 of the Biological Diversity Act, 2002.



INDUSTRIAL ASSOCIATIONS:

Associations of industries of different sectors who play a major role in influencing the attitudes of user companies and encouraging compliance with the Biological Diversity Act, 2002.



RESEARCHERS:

Users of bio-resources applying for access to bio-resources for research purposes, with no commercial interests.



LEGAL PROFESSIONALS:

Legal professionals aid users of bio-resources on compliance requirements and interpretation of the Biological Diversity Act and its associated regulations.



TECHNICAL SUPPORT GROUPS:

Local-level groups constituting expert members who provide technical support and capacity development to BMC members for the smooth functioning of BMCs.



FOREST DEPARTMENT:

The government department closely associated with the NBA and SBBs with interest in protecting and conserving forests and associated bio-resources.



LINE DEPARTMENTS:

Associated government departments including Agriculture, Horticulture, Sericulture, Animal Husbandry, Fisheries, etc., who work with various aspects of biodiversity and bio-resources.



CUSTOMS DEPARTMENT:

The government department which provides support regarding compliance with the Biological Diversity Act when dealing with the import and export of bio-resources.



PATENT OFFICE:

The Patent Office provides support regarding compliance with the Biological Diversity Act when obtaining patents for inventions that have been created using bio-resources.



STEP 2. ROLES AND INTERESTS IN ABS

The ABS process involves providers and users of bio-resources, regulators (the NBA and SBBs), and other supporting actors (e.g., line departments and legal professionals). The Biological Diversity Act, 2002 and its associated Rules and Guidelines provide detailed information on the role of the providers, users and regulator in the ABS process. However, there are many supporting actors essential to the process who collaborate closely with them as well.



Each stakeholder group also has different motivations and varied levels of interest in the ABS process. The participatory analyses of all stakeholder groups resulted in important insights regarding the current ABS-related knowledge, attitudes and practices of each of these groups, and revealed key aspects to consider in designing the strategic communication approach for each of them.

Detailed information on the roles and functions for other stakeholders in the ABS process is presented in Chapter 4.

Upon identifying the roles and functions of the stakeholders, the next step is to understand their behaviour and describe them based on the following guiding questions.

1. Observable behaviour and openly stated positions: How would you generally describe this group? What do they do? How do they behave? What do they want? What positions do they state?

2. Core interests: What motivates them? What are the driving forces behind the behaviour and positions of this group? What are their beliefs and values? What may be opportunities, risks or incentives for them?

3. Critical practices: What action do you want them to take? What type of behaviour do you need them to adopt?

EXAMPLE: ROLE OF BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES IN THE ABS PROCESS

- Documentation of People's Biodiversity Registers (PBRs).
- Inputs to SBB/NBA on access applications.
- Local area conservation.
- Maintain records of access given to bio-resources and associated traditional knowledge.
- Levy fees for biological resources collected.
- Collate information on industries, entities, persons accessing bio-resources/traditional knowledge from the areas of territorial jurisdiction.

EXAMPLE: OVERVIEW OF BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

Observable behaviour and openly stated positions	<ul style="list-style-type: none"> • Highly heterogeneous: socio-economic, geographical, cultural. • Represent providers of bio-resources and traditional knowledge. • Rural communities. • Large proportion directly work with natural resources. • Many do not pursue conventional academia at universities, etc. • Lives and livelihoods are dependent on bio-resources and healthy ecosystems. • Lack of techno-legal knowledge.
Core interests	<ul style="list-style-type: none"> • Secure livelihoods. • To get some financial benefits. • Maintain traditional beliefs and cultural practices. • BMC members want their time to be respected. • Keep BMC work as clear and simple as possible.
Critical practices	<ul style="list-style-type: none"> • Establishment of BMCs. • People's Biodiversity Registers; data should be maintained for collection of bio-resources by community/individual (inventory and monitoring). • Interacting with the National Biodiversity Authority and State Biodiversity Boards. • Clarify the role of BMCs among other natural resource-related committees in the villages.

PHASE II. STAKEHOLDER ANALYSES

In this phase, each stakeholder's current knowledge, attitudes and practices, in short called KAP, are analysed and compared to the expected practices, attitudes and knowledge for them. Additionally, specific points to consider when developing the communication strategy are discussed.



Step 3: The current level of Knowledge-Attitudes-Practices (KAP) and the expected Practices-Attitudes-Knowledge (PAK)

Step 4: Points to consider in developing the communication strategy for the target stakeholder group

STEP 3. CURRENT LEVEL OF KNOWLEDGE-ATTITUDES-PRACTICES (KAP) AND EXPECTED (FUTURE) PRACTICES -ATTITUDES- KNOWLEDGE (PAK)

This step assesses where each stakeholder stands regarding their roles and responsibilities in the ABS process. This involves the analysis of the stakeholder's *current* knowledge (K), attitudes (A) and practices (P). The following questions for each stakeholder are addressed.

Knowledge (K): What does this stakeholder currently know about the ABS mechanism and their role in the process? Do they have any relevant specific knowledge? Are there any important knowledge gaps or known misunderstandings on facts?

Attitudes (A): How does this stakeholder currently feel about the ABS mechanism? How do they look at ABS-related issues? What opinions do they express? In the case of negative attitudes or possible rejection by this stakeholder group, what are their underlying reasons?

Practices (P): What does this stakeholder currently do about the ABS mechanism? How do they act in their role?

With the current levels of KAP noted, the next question to address is how to enable the stakeholders to initiate the required actions in the ABS process. This means we first look at what actions are required from the stakeholders, i.e., practices. To influence these “Practices”, what shifts in their beliefs and opinions are required, and what knowledge is required to influence both their attitudes and practices. This will now require going from KAP to PAK. Here, we identify what practices (P), attitudes (A) and knowledge (K) they need to fulfil their role in the ABS process.

Practices (P): What does this stakeholder need to do to effectively fulfil their role and make the ABS mechanism work?

Attitudes (A): How does this stakeholder need to feel about the ABS mechanism and their role in it, to be willing adopt the required practices?

Knowledge (K): What does this stakeholder need to know about the ABS mechanism and their role in it, to be able to develop the required attitude?

The order of analysis, i.e., going from the current level of knowledge, attitudes and practices (KAP) to the expected levels of practices, attitudes and knowledge (PAK) is important for it to be truly effective.



PRESENT

FUTURE

3. Practices (P)

What does this stakeholder currently do regarding the ABS mechanism, and how do they act in their role?

4. Practices (P)

What does this stakeholder need to do to effectively fulfill their role and make the ABS mechanism work?

2. Attitudes (A)

How does this stakeholder currently feel about the ABS mechanism?

5. Attitudes (A)

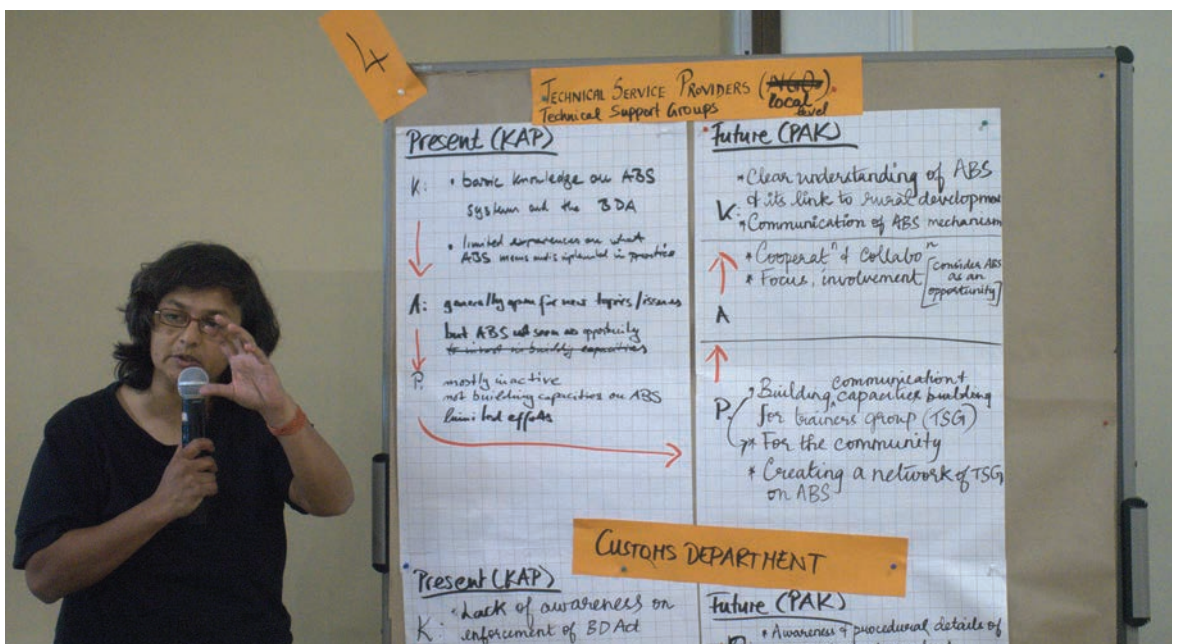
How does this stakeholder need to feel about the ABS mechanism and their own role in it, to be willing to adopt the required practices?

1. Knowledge (K)

What does this stakeholder currently know regarding the ABS mechanism and their own role in the process?

6. Knowledge (K)

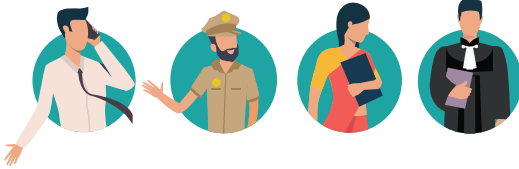
What does this stakeholder need to know about the ABS mechanism and their own role in it, to be able to develop the required attitudes?



STEPS INVOLVED IN DRAFTING COMMUNICATION STRATEGY

PHASE 1. SETTING THE STAGE

Step 1: Identification of Stakeholders



Step 2: Roles and interests in ABS



PHASE 2. STAKEHOLDER ANALYSIS

Step 3: What is the current level of KAP (Knowledge, Attitude, Practice)



Step 4: What is expected PAK (Practice, Attitude, Knowledge)



PHASE 3. SETTING STRATEGIC OBJECTIVES

Step 5: Defining communication Objectives



Step 6: Drafting the communication strategy**PHASE 4. DESIGNING COMMUNICATION PRODUCTS**

Step 7: Options for communication channels





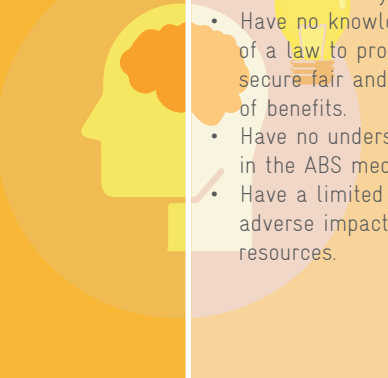
Step 8: Message design



Step 9: Assessment of communication products

**PHASE 5. OPERATIONALISING THE STRATEGY****PHASE 6. MONITORING AND EVALUATION**

EXAMPLE: OVERVIEW OF BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

	PRESENT STATE	FUTURE/ INTENDED STATE
Practices 	<ul style="list-style-type: none"> • Owing to a lack of knowledge, do not seem to have any practices that contribute to ABS. However, local communities do make livelihoods out of selling bio-resources to traders/companies. • Practice indigenous medicine in the villages. 	<ul style="list-style-type: none"> • Undertake documentation of bio-resources traded and access to traditional knowledge from areas of the BMC's jurisdiction. • Keep up-to-date records of traders/intermediaries and the bio-resources they trade and persons accessing traditional knowledge. • Informed decisions on access applications sent to them by the NBA/SBBs for access to bio-resources or traditional knowledge. • Maintain records as required for operationalising ABS. • Establish a network with other BMCs in the region/districts to integrate ABS efforts and exchange information horizontally. • Sensitise the public about the importance of biodiversity. • Demarcate and propose conservation of habitats. • Establish a procedure for levying collection fees for accessing bio- resources.
Attitudes 	<ul style="list-style-type: none"> • Owing to a lack of knowledge, do not seem to have any practices that contribute to ABS. However, local communities do make livelihoods out of selling bio-resources to traders/companies. • Practice indigenous medicine in the villages. • Afraid of government authorities • Hide information of income they generate from the sale of any bio-resources. • TK holders are afraid of the police as they do not hold a licence to treat patients. 	<ul style="list-style-type: none"> • Consider themselves as key stake holder in the ABS process. • Proactive in the ABS process • Be open to learn from and share learnings and expertise with other BMCs. • Willingness to undergo training and capacity building measures.
Knowledge 	<ul style="list-style-type: none"> • Basic knowledge on species traded. • Have no clarity on their role in ABS. • Have no knowledge of the existence of a law to protect biodiversity and secure fair and equitable sharing of benefits. • Have no understanding of their role in the ABS mechanism. • Have a limited understanding of the adverse impacts of depletion of resources. 	<ul style="list-style-type: none"> • Comprehensive understanding of ABS and framework for their engagement and participation in the decision-making process, documentation of PBRs, etc. • Appropriate and non-technical information on their role in the ABS process. • Case studies on ABS promoting conservation and its benefits to local communities. • Knowledge of accounting procedures. • Regulatory authorities and their role in ABS. • ABS is important for the conservation of bio-resources as well as to secure the interests of TK holders.

The head, heart and hands principle, expressed through the KAP-PAK analysis, provides the foundation to develop the communication strategy on ABS. It defines the target stakeholders and helps identify the key objectives that need to be changed concerning their knowledge, attitudes and practices. This analysis will be the basis for setting communication objectives in Step 5.

ADDRESSING THE HEAD, HEART AND HANDS

It is important to understand what the target stakeholders currently know, how they feel and what they do about ABS to understand where the stakeholder stands regarding the ABS process. This is what addressing their head, heart, and hands means.



HEAD: Knowing what the Biological Diversity Act, 2002 and ABS are, what their role in the process is, who the other stakeholders are, and what needs to be done.



HEART: The motivation to engage and cooperate for conservation and livelihoods i.e., what is in it for them.



HANDS: The ability and skills to fulfil their role in ABS, cooperate with others, follow the rules, and do what is required.

STEP 4. POINTS TO CONSIDER IN DEVELOPING THE COMMUNICATION STRATEGY

Based on the KAP-PAK analysis, we draw some initial, preliminary conclusions for each target stakeholder group and how best to communicate with them. While preliminary, these conclusions are essential to define and develop clear and achievable communication objectives.

Depicted below is the example for the points to consider in developing the communication strategy for the previously discussed stakeholder – the BMC/Local Communities.

EXAMPLE: POINTS TO CONSIDER IN THE COMMUNICATION STRATEGY FOR BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

- BMCs are a core stakeholder group that is essential for the ABS mechanism.
- Encourage them to seek support from TSGs, SBBs and other institutions or individuals, and include them in capacity building.
- Networking with and/or exposure visits to other BMCs for efficient functioning and information exchange.
- A high degree of interaction is required to communicate with BMCs (not just distributing documents).
- Communication and capacity development may need to be based on / combined with trust-building.
- Consider the limitations of communication (e.g., some institutional/ procedural issues may not be resolved by communication alone).
- Demonstrate the benefits of ABS for communities; develop and showcase good-practice examples.
- Currently, there is a considerable divergence between the present and future/intended state at all levels (KAP).

PHASE III. SETTING STRATEGIC OBJECTIVES

This phase moves towards developing the objectives of the strategy. To get to this stage, it is essential that the first two phases are as accurate as possible and conducted in consultation with the stakeholders themselves. The communication objectives defined in this phase rely exclusively on the KAP-PAK analysis of the target stakeholder.



Step 5: Defining communication objectives

Step 6: Drafting the communication strategy

STEP 5. DEFINING COMMUNICATION OBJECTIVES

A communication objective is a statement that defines the intended effect of the communication strategy on the target stakeholder. It expresses the desired outcome or solution to a specific issue based on the target stakeholder's existing knowledge, attitudes and practices.

A communication objective should not be confused with a project objective or a specific ABS objective. For instance, the project objective may be effective management of biological resources, but the communication objective is that BMC members familiarise themselves with tradeable biological resources in their jurisdiction. Achieving the communication objective plays a part in achieving the project objective – however, there are many aspects other than communication required to achieve the project objective.

Communication is a means to an end and not the end itself. Communication objectives are the desired outcomes of communication activity. They are not to be confused with communication itself. For instance, the communication objective for BMCs is to increase their knowledge of the ABS process. This is achieved through communication activities, such as brochures and workshops, which define how you communicate.

Therefore, it is essential to remember that communication objectives are defined by those who design and implement the strategy. For example, BMCs have a limited understanding of their role in the ABS process. The communication objective for implementors of the strategy is to increase the number of BMCs that are aware of their role in the ABS process within a defined period of time. A target value for change accompanies the objective – 50 BMCs are aware of their role in the ABS mechanism by March 2020/within 6 months of implementing the strategy.

The communication objectives are derived from the KAP-PAK analysis and the initial conclusions for each stakeholder. The objective identifies the expected changes in each stakeholder's behaviour, over what time and to what extent. The objectives should differentiate and specify what exactly is to be accomplished, i.e., increasing knowledge, influencing attitudes and/or changing the practices of stakeholders regarding a particular ABS issue.

The following questions help define the communication objectives of each stakeholder group. Note that this is restricted to only what communication can achieve and not what a programme or project achieves as its outcome or impact. *Essentially, this means that the PAK from the above analyses needs to be broken down, prioritised and made as specific as possible.* The communication objectives are defined based on the PAK analysis and what we want to achieve as a result of the communication efforts with the following guiding questions.

PRACTICES – What specifically do you want each stakeholder group to do to support the ABS mechanism as a whole?

ATTITUDES – What motivation does each stakeholder group need to adopt to be willing to implement these specific practices?

KNOWLEDGE – What exactly does each stakeholder group need to know so that they are ready to adopt the required attitudes?

EXAMPLE: COMMUNICATION OBJECTIVES FOR BMCs/LOCAL COMMUNITIES

	Communication Objectives	Target Value	Time Horizon
Practices	Pilot BMCs collect levy fees from persons accessing bio-resources for commercial purpose from areas falling within their territorial jurisdiction.	X pilot BMCs	Month/Year
	Pilot BMCs actively take part in the documentation on PBRs.	X pilot BMCs	Month/Year
	Pilot BMCs record persons/entities accessing BR or a list of TK practitioners.	X pilot BMCs record at least X persons/entities	Month/Year
	Pilot BMCs make themselves known.	X activities per pilot BMC	Month/Year
Attitude	BMCs attend workshops/pieces of training conducted by SBBs and other technical cooperation projects/organisations.	X BMCs	Month/Year
	BMCs consult the SBBs/NBA to seek support /advice on matters related to the objectives of BDA, the process of ABS, or report cases of access/levy fees, etc.	X BMCs	Month/Year
Knowledge	The number of BMCs informed about their role in the ABS process is increased.	Increase of X % (Base value: existing survey results)	Month/Year
	A majority of access applications at NBA and SBBs have inputs from BMC consultation.	X % of access applications per state	Month/Year
	BMC members can explain the difference between BMCs and other committees.	X % of BMC members in Y pilot BMCs	Month/Year

STEP 6. DRAFTING THE COMMUNICATION STRATEGY

Communication objectives identify exactly what needs to be changed in terms of the stakeholder's knowledge, attitudes or practices. Once defined, the next steps in strategic communication involve the “what, who, where, when and how” of the objective. In other words, we need to draft a first summary overview of the strategy by answering the following guiding questions.

- Based on the KAP-PAK analysis, what is the current situation (low, medium or high) of the stakeholder's knowledge, attitudes and practices regarding the specific ABS issue?
- Based on the current situation of the stakeholder's knowledge, attitudes and practices, what is the main purpose (informative, motivational or action-oriented) of the communication strategy?
- How can you summarise the main approach for each stakeholder group, and which questions should the communication strategy address for them?
- What are the suitable communication channels to use with each stakeholder group?

APPROACH TO DRAFTING THE COMMUNICATION STRATEGY FOR BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

IF		THEN				
STATUS		→ FOCUS of Communication Strategy			→ FOCUS on Communication channels	
Current Situation		Main Purpose	Main Approach	Questions to address	Options for: Information dissemination (one-way)	Options for: Interactive communication (two-way)
K	Low	Informative	Create awareness. Build basic knowledge	What	Simple brochures Good-practice examples Process charts	Exposure visits Dialogues & Networking opportunities
A	Low	Motivational	Identify needs. Build trust	Why	Good-practice examples Radio/TV shows/stories	Exposure visits Dialogues & Networking opportunities
A	Low	Action-oriented	Train capacities	How	Simple brochures Process charts	Pieces of training Exposure visits

As shown above, the IF-THEN tool provides a concise summary of the required actions. For example, IF the target stakeholder already has a high level of knowledge and willingness (i.e., attitude) to contribute to the ABS process, THEN the strategy should focus on action to turn them into practices. In this case, there is no need to focus on stakeholder's knowledge or attitudes. However, IF the knowledge of the stakeholder is still low and/or attitudes are rather negative, THEN you may need to first focus on those, to set the preconditions for a change of practices.

PHASE IV. DESIGNING COMMUNICATION PRODUCTS

With the objectives and the draft strategy formulated, this phase walks through the process of choosing the right communication channels, designing the messages and finally assessing the advantages and disadvantages for each of the proposed communication products. This process helps choose the most appropriate combination of the message, channel and product for each stakeholder.



7. Options for communication channels
8. Message design
9. Assessment of communication products

STEP 7. OPTIONS FOR COMMUNICATION CHANNELS

A communication channel is everything that carries a message – from a telephone call or meeting to a leaflet, poster or brochure, to a workshop, training or dialogue. It is important to choose suitable channels to carry specific messages to the target stakeholders. The communication channel can be one-way information dissemination or two-way interactive communication. The choice depends on the outcome that needs to be achieved. For example, influencing behavioural shifts typically requires two-way communication i.e., dialogues and interactive workshops initially, while follow-up activities may be one-way, i.e., audio-visual aids, street plays, etc.

A multi-channel approach, combining one-way and two-way communication, is most effective. Different communication channels can complement or reinforce one another. For example, TV and radio are useful for emotional appeals to influence attitudes and may complement input of knowledge or information provided through print media. When the communication objective is to raise awareness on a straightforward topic, regular public alerts on the radio or through mobile phones are appropriate.

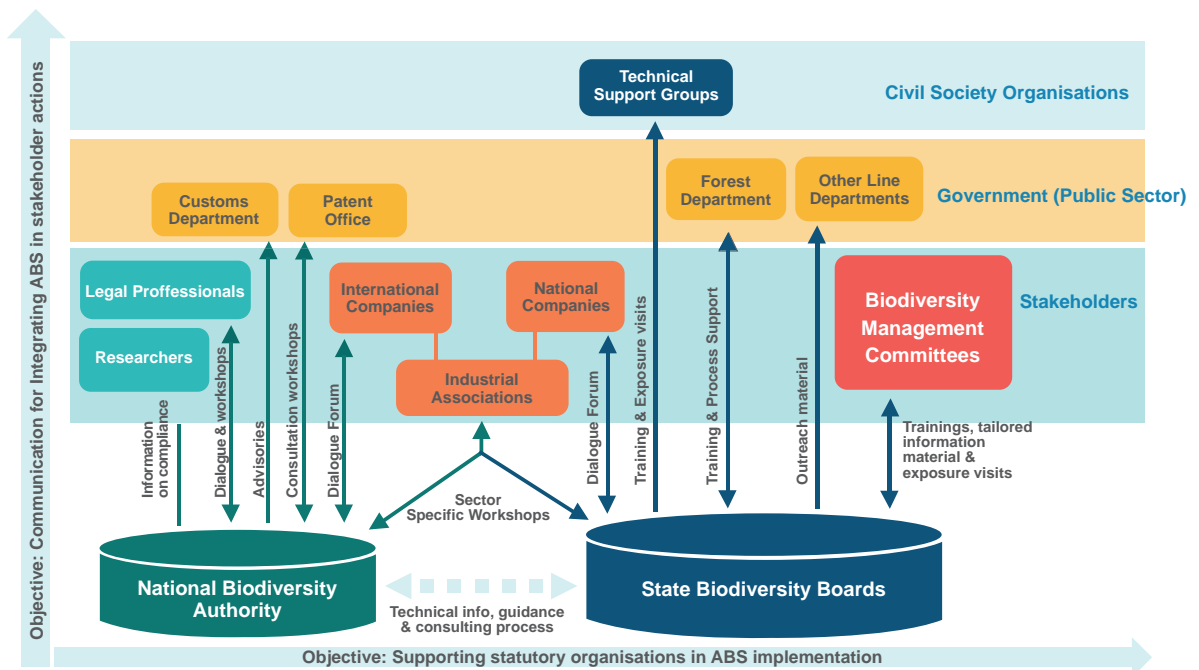
However, if the objective is facilitating knowledge and information sharing among stakeholders, or changing attitudes on more complex issues, then interactive workshops or dialogues are required.

To choose appropriate communication channels, the following questions should be considered.

- Which channels does the target audience typically use and prefer?
- Is the channel appropriate to transmit the intended message (verbal, audio, visual)?
- Do the messages require repeated or frequent exposure?

For instance, industries prefer information that is brief, concise and to the point, therefore, a short email or article, with actionable points, may be the best way to attract their attention or interest. However, approaching a person from the local community in the same way, may have detrimental effects on achieving the goal.

To identify the best and most appropriate communication channels for each stakeholder, we need to discuss the advantages and disadvantages for each target audience.



EXAMPLE: OPTIONS FOR COMMUNICATION CHANNELS FOR BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
Simple brochures containing basic information about ABS and its benefits for communities	<ul style="list-style-type: none"> • If short and well done may be more inviting for 'ordinary' people to read than long 'legal' exposures. • May be easily translated into local languages. 	<ul style="list-style-type: none"> • Without additional explanation: Risk of over-simplification or misleading messages.
Summaries of good-practice examples	<ul style="list-style-type: none"> • May increase motivation by showing advantages for communities / BMCs of engaging in ABS procedures. 	<ul style="list-style-type: none"> • Examples/cases may not yet be available.
Simple process charts (local level)	<ul style="list-style-type: none"> • Help people understand what they need to do when and how. 	<ul style="list-style-type: none"> • Without additional explanation: Risk of over-simplification or misleading messages.
Radio/TV shows/stories	<ul style="list-style-type: none"> • Reach large audiences. • If well done may help increase overall awareness and emotional affinity to ABS issues. 	<ul style="list-style-type: none"> • Risk of over-simplification or misleading messages. • Need to involve journalists as an additional layer of comm. • May invoke others to counter broadcast negative messages.
Training	<ul style="list-style-type: none"> • Opportunity to impart knowledge and train practical skills in direct contact with stakeholders. 	<ul style="list-style-type: none"> • Relatively high financial and personnel investment.
Exposure visits	<ul style="list-style-type: none"> • Opportunity for communities / BMCs to learn not only from trainers but also from each other. • Supports trust-building. 	<ul style="list-style-type: none"> • Relatively high financial and personnel investment.
Dialogues & Networking opportunities	<ul style="list-style-type: none"> • Opportunity for communities / BMCs to learn not only from trainers but also from each other. • Supports trust-building. • Can be combined with training. 	<ul style="list-style-type: none"> • Relatively high financial and personnel investment.

STEP 8. MESSAGE DESIGN

The clarity of the take-home message is a decisive factor for the effectiveness of the strategy. The message should be concise, attractive and combined with the appropriate channel to achieve the desired outcome.

It is crucial to note that a "message" is not what you actually say or write. Rather, it is the main idea that you want the target audience to internalise – and it needs to be specified for each audience.



To take a simple example, if people should understand that physical exercise is important, a key message to specific audiences may be:



For teenagers: “Sports is fun”.

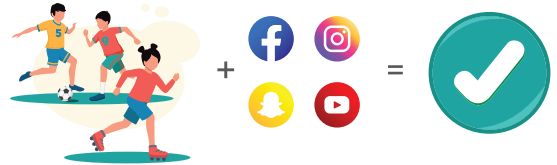


For retirees: “Sports helps you remain healthy”.



For working people: “Sports helps you relax”.

But, just telling young people that something is fun will not convince them. You will need to wrap your message into appropriate channels (e.g., video clips on social media) and show them all the fun they can have.



However, you still need to be clear about the message you want to convey to the target audience. If you take the wrong message, you can wrap it any way you want, and it will still not reach the target audience. To remain in the example, the message that “Sports helps you remain healthy” may not motivate teenagers, no matter how fancy the message delivery.









Similarly, choosing the appropriate message for teenagers (“Sports is fun”) but wrapping it into the wrong channels for them (e.g., a newspaper article) will be as ineffective as wrapping the wrong message into the right channel.



In essence, messages need to be designed to suit the specific characteristics, intellectual background as well as values and aspirations of the target stakeholders. Designing messages is a creative and challenging process involving logical and analytical thinking. An effective message should prompt the stakeholder to take the required action and/or evoke certain emotions in the target stakeholder by appealing to their social or psychological aspects and, for example, working with change agents, promising rewards and incentives, or simply appealing to their civic duty.

BELOW ARE SOME EXAMPLES OF MESSAGES DESIGNED FOR BMCS/LOCAL COMMUNITIES.

EXAMPLE: MESSAGE DESIGN FOR BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES		
COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APEAL (INFORMATION, MOTIVATION, OR ACTION?)	COMMUNICATION CHANNELS
Practices <ul style="list-style-type: none"> Pilot BMCs levy collection fees from persons accessing bio-resources for commercial purpose from areas falling within their territorial jurisdiction. Pilot BMCs actively take part in the documentation on PBRs. Pilot BMCs record persons/entities accessing BR or list of TK practitioners. Pilot BMCs organise training on biodiversity and ABS for local communities. 	<ol style="list-style-type: none"> "Safeguard our natural heritage by documenting it." (→ motivation, action) "Documentation increases legal certainty for communities." (→ information, motivation, action) "ABS helps generate income for communities." (→ information, motivation, action) 	Simple brochures  Simple process charts  Case examples  Training  Dialogues 
Attitude <ul style="list-style-type: none"> BMCs attend workshops/training conducted by SBBs or the ABS partnership project. BMCs consult the SBBs/NBA to seek support /advice on matters related to objectives BDA or process of ABS or report a case of access/levy fees etc. 	<ol style="list-style-type: none"> "You have a unique responsibility under the Act." (→ information, motivation) "The government authorities (NBA/SBBs) are here to support you in the process." (→ motivation, trust-building) "Working together will make the mechanism function for the benefit of communities." (→ motivation, trust building) 	Training  Dialogues  Exposure visits 
Knowledge <ul style="list-style-type: none"> The number of BMCs informed about their role in the ABS process is increased. A majority of access applications at NBA and SBBs have inputs from BMC consultation. BMC members can explain the difference between BMCs and other committees. 	<ol style="list-style-type: none"> "In order to benefit from the ABS mechanism, fulfil your roles and obligations, and be aware of your rights." (→ information, motivation) "Government authorities and BMCs should work together to make the process work properly." (→ information, motivation, trust-building) "BMCs are autonomous and statutory bodies that are part of a larger system." (→ information) 	Simple brochures  Simple process charts  Case examples  TV/Radio shows/stories  Dialogues  Training 

STEP 9. ASSESSMENT OF COMMUNICATION PRODUCTS

A well-coordinated approach to implementing the communication strategy increases the chances of success. Before implementing the strategy, several communication products and processes need to be developed based on the requirements identified earlier.

Communication products include posters and brochures, street plays and audio-visual films, interactive workshops, dialogues, and written articles. Based on the communication channels identified in the previous step and an assessment of their effectiveness, actual communication products can be prioritised and developed.

Now that the communication strategy has been developed, the next stage of the process is implementing the strategy. Once operationalised, the strategy is then monitored and evaluated for its impact on the target stakeholders.

PHASE V. OPERATIONALISING THE STRATEGY

At this stage, the implementors of the strategy develop an action plan to roll out the strategy. For this, the budget, including finances, staffing and logistics, as well as the time required for implementing the strategy, are taken into account to develop an effective plan. The following guiding questions will help develop an action plan to implement the strategy and achieve the desired communication objectives.

- Which communication products or processes are we going to develop?
- Who is going to produce or implement which of them?

- When and where is each objective to be accomplished?
- How do we measure progress and impact through measurable indicators?
- What resources will be needed (budget, staffing, time, logistics), and how can these be obtained?



BELOW ARE SOME EXAMPLES OF MESSAGES DESIGNED FOR BMCS/LOCAL COMMUNITIES.

EXAMPLES: OF MESSAGES DESIGNED FOR BMCS/LOCAL COMMUNITIES

COMMUNICATION PRODUCTS (MEDIA/ PRODUCTS/EVENTS)	RESPONSIBILITY (FOR PRODUCTION/ DISTRIBUTION/ IMPLEMENTATION)	PARTNERS (IN PRODUCTION, DISTRIBUTION AND/OR IMPLEMENTATION)	BUDGET/ RESOURCES (FINANCE, STAFF, LOGISTICS)	TIMING
Dialogue with businesses and regulators	ABS Partnership Project	NBA SBB Dept of Industries and Commerce GIZ	₹₹₹₹₹	Jan 2018,
Handbook of communication strategy	ABS Partnership Project	NBA SBB GIZ Communication expert ABS experts		June 2018
Film on Biodiversity Management Committees	ABS Partnership Project	Animation consultants NBA GIZ		April 2019

IDENTIFYING STRATEGIC PARTNERS

Often, communicating with a specific stakeholder is not a stand-alone activity but is inter-related with other activities conducted by a different stakeholder who may or may not have a direct role in the ABS mechanism. Identifying such strategic stakeholders/partners is essential to invest resources efficiently and achieve the ultimate communication objectives.

For instance, there are a large number of BMCs in each state of India. The SBBs may not have the workforce or budget required to train thousands of BMCs. In such a scenario, collaborating with institutions with the mandate to conduct training and other capacity development activities would help in the process. As an example, the Tamil Nadu Biodiversity Board (TNBB) collaborated with the State Institute of Rural Development (SIRD) to train trainers who will, in turn, build the capacities of BMCs in all villages of Tamil Nadu.

TRAINING BMCs ON BIODIVERSITY IN PARTNERSHIP WITH STATE INSTITUTE OF RURAL DEVELOPMENT, TAMIL NADU

The Tamil Nadu Biodiversity Board collaborated with the State Institute of Rural Development, Tamil Nadu to develop and implement training programmes on the Biological Diversity Act, 2002 in the state. These training programmes are designed using participatory training methods. The TNBB selected trainers empanelled as district-level trainers for various rural development programmes to undergo a five-day training in two phases on the Biological Diversity Act, 2002. SIRD, with this network of 50 trainers covering all districts of Tamil Nadu, is supporting the capacity development of BMCs across the state.

Here is another example. For ABS compliance, conducting dialogues with companies in partnerships with industrial associations is the key to achieving a wider outreach to thousands of companies using bio-resources.

The operationalisation of the communication strategy should take into account the need to conduct specific training and capacity development activities for the identified strategic partners.

IDENTIFYING THE PARTICIPANTS

Implementing communication activity or collaborating with other organisations/institutions requires the appropriate selection of target groups. For instance, all government line departments have officers at the district, block and village-levels with distinct roles. Conducting training programmes for all of them together may not be as effective as conducting the training programme exclusively for executive officers at the village-level.

Groups of stakeholders who have similar functions in the ABS process may be grouped together for communication interventions when effecting collaboration between them may be necessary. For example, Tamil Nadu has designated members of Technical Support Groups (TSGs) to include district officers from various government line departments such as forest, agriculture, horticulture, sericulture, animal husbandry and fisheries.

DESIGNING AND DEVELOPING COMMUNICATION ACTIVITY

Strategic communication is designed based on the requirements of the target stakeholder. Therefore, all products/events should be developed/conducted in a language suitable for the target group. They may be in English for companies or government departments but should always be produced or conducted in a vernacular language for activities at the village-level.

When conducting workshops or training programmes, the sessions should move away from conventional lectures to be more interactive, using a combination of input presentations and practical exercises. The use of activities such as role-plays, case studies and short quizzes ensure engaged participation during workshops and training programmes. Encouraging interactions through discussions and dialogues on

issues concerning the participants helps increase their interest and motivation towards ABS compliance.

Another example is, when developing an animated film for a village-level audience, it is important to move away from stereotypes and provide the information in an engaging style in the vernacular language. Providing accurate information in a simple form is key to achieving the objectives of the communication strategy.

Communication products and events can also be conducted by 'piggy-backing' on existing platforms. For example, conducting a short session in large industrial conclaves or sector-specific conferences (i.e., biotechnology, pharmaceuticals, cosmetics, etc.), or performing a street-play during annual village festivities in villages. Such 'piggy-backed' activities help spread awareness about the ABS mechanism and can encourage increased compliance.

PRE- AND POST-ASSESSMENTS

Before implementing the communication strategy, it is especially useful to conduct a pre-assessment

survey. This pre-assessment serves as a feedback loop by confirming the derived KAP-PAK analysis and sets the baseline for each stakeholder group. This way, it serves as a basis for effective monitoring to check if the products or activities need any adjustments.

Feedback from participants on delivered communication products or events, i.e., post-assessment, is equally important. It serves as a tool to gather the target audiences' views and obtain suggestions for improvements. This feedback also helps identify if certain interventions or activities are not useful to the target stakeholder and what sort of activities will be ideal for them.

Feedback helps refine the content of past and future communication activities. For example, in Tamil Nadu, the pre-assessment survey and post-workshop feedback from a workshop conducted for Block Development Officers clearly show the changes in the attitudes of the participants towards BMCs and the Biological Diversity Act, 2002.

EXAMPLE: FEEDBACK FROM WORKSHOP FOR BLOCK DEVELOPMENT OFFICERS IN TAMIL NADU

Question: Do you think it is possible to provide office space for BMCs on the premises of the local body?

ASSESSMENT	YES	NO	MAYBE
Pre-training (n=271)	49%	9%	42%
Post-training (n=275)	68%	4%	28%

As shown in the table above, the number of participants who agreed to provide office space for BMCs after the training increased indicating that the communication activity was successful in influencing the attitudes of the participants towards the ABS process.

To ensure the sustainability of the conducted communication activities, particularly after events such as workshops and training programmes, it is essential for participants to be provided with a follow-up task. This will ensure that they put into practice the new skills learnt or use the information gained and absorb it into their routine working practices. It also helps check whether the interventions are effective or not.





CHAPTER 4

COMMUNICATION STRATEGY FOR KEY STAKEHOLDERS

The ABS Partnership Project developed communication strategies for ten key stakeholders involved in the ABS process in India. The strategies were developed based on the steps described in Chapter 3 and provide a ready reference for the key stakeholders involved in the ABS process. **The various steps of the ABS process detailed in the communication strategies for each stakeholder include:**

1. Role/Function as Mandated under the Biological Diversity Act and/or Required for Operationalisation of ABS
2. General Features of the Stakeholder Group
3. Analysis of Current Knowledge-Attitudes- Practices → Future Practices-Attitudes-Knowledge (KAP-PAK)
4. Points to Consider in the Communication Strategy
5. Communication Objectives Derived from the KAP-PAK Analysis
6. Drafting the Communication Strategy: Overall Approach
7. Options for Communication Channels
8. Message Design
9. Assessment of Communication Products and Action Plan

The steps detailed above are discussed for each of the following ten stakeholders.

- Biodiversity Management Committees/Local Communities
- National Companies
- International Companies
- Industrial Associations
- Researchers
- Legal Professionals
- Technical Support Groups (TSGs)
- Forest Department
- Line Departments Dealing with Biological Resources
- Customs Department





BIODIVERSITY MANAGEMENT COMMITTEES/LOCAL COMMUNITIES

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Documentation of Peoples' Biodiversity Registers (PBRs)
- Inputs to SBB/NBA on access applications.
- Local area conservation.
- Maintain records of access given to bio-resources and associated traditional knowledge
- Levy fees for biological resources collected
- Collate information on industries, entities, persons accessing BR/TK from the areas of territorial jurisdiction

2. GENERAL FEATURES

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Highly heterogeneous: socio-economic, geographic, cultural
- Represent providers of bio-resources & traditional knowledge
- Rural communities
- Large proportion directly work with natural resources
- Many do not pursue conventional academia at universities, etc.
- Lives and livelihoods depend on bio-resources and healthy ecosystems
- Lack of techno-legal knowledge

CORE INTERESTS

- Secure livelihoods
- To get some financial benefit
- Maintain traditional beliefs & cultural practices
- BMC members want their time to be respected
- BMC work as clear and straightforward as possible

CRITICAL PRACTICES

- Establishment of BMCs
- PBR; data should be maintained for the collection of bioresources by community/individually (inventory & monitoring)
- Interacting with the NBA and SBBs
- Clarify the role of BMC among other natural resource-related committees in the villages



3. ANALYSIS OF CURRENT KNOWLEDGE-ATTITUDE-PRACTICE → FUTURE PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Owing to lack of knowledge, do not seem to have any practices that contribute to ABS. However, local communities do make livelihoods out of selling bio-resources to traders/companies • Practice indigenous medicine in the villages 	<ul style="list-style-type: none"> • Undertake documentation of bio-resources traded and access to traditional knowledge from areas of BMC's jurisdiction • Keep up-to-date records of traders/intermediaries and bio-resource they trade and persons accessing TK • Informed decisions on access applications sent to them by SBBs/NBA for access to BR/TK • Maintain records as required for operationalising ABS • Establish a network with other BMCs in the region/ districts to integrate ABS efforts and exchange information horizontally • Sensitise public about the importance of biodiversity • Demarcate and propose conservation of habitats • Establish a procedure for levying collection fees for accessing bio-resources
A ATTITUDE	<ul style="list-style-type: none"> • Afraid of government authorities • Hide information of income they generate from the sale of any bio-resources • TK holders are afraid of the police as they do not hold a licence to treat patients. 	<ul style="list-style-type: none"> • Consider themselves as a key stakeholder in ABS • Proactive in the process • Be open to learn from and share learnings and expertise with other BMCs • Willingness to undergo training and capacity building measures
K KNOWLEDGE	<ul style="list-style-type: none"> • Basic knowledge on species traded • Have no clarity on their role in ABS • Have no knowledge of the existence of a law to protect biodiversity and secure fair and equitable sharing of benefits • Have no understanding of their role in the ABS mechanism • Have a limited understanding of the adverse impacts of depletion of resources 	<ul style="list-style-type: none"> • Comprehensive understanding of ABS framework is achieved for their engagement and participation in the decision-making process, documentation of PBRs, etc. • Appropriate and non-technical information on their role in the ABS process • Case studies on ABS promoting conservation and its benefits to local communities • Knowledge of accounting procedures • Regulatory authorities and their role in ABS • ABS is vital for the conservation of bio-resources as well as to secure interests of traditional knowledge holders

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY




- BMCs are a core stakeholder group that is essential for the ABS mechanism
 - Encourage them to seek support from TSGs, SBBs and other institutions or individuals, and include them in capacity building
 - Networking with and/or exposure visits to other BMCs for efficient functioning and information exchange
 - A high degree of interaction is required to communicate with BMCs (not just distributing documents)
 - Communication and capacity development may need to be based on / combined with trust-building
 - Consider the limitations of communication (e.g., some institutional/ procedural issues may not be resolved by communication alone)
 - Demonstrate the benefits of ABS for communities; develop and showcase good-practice examples
- Currently, there is a considerable divergence between the present and future/intended state at all levels (KAP)









5. COMMUNICATION OBJECTIVES DERIVED FROM KAP-PAK ANALYSIS

	COMMUNICATION OBJECTIVES	TARGET VALUE	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> Pilot BMCs collect levy fees from persons accessing bio-resources for commercial purpose from areas falling within their territorial jurisdiction Pilot BMCs actively take part in the documentation on PBRs Pilot BMCs record persons/entities accessing BR or list of TK practitioners Pilot BMCs make themselves known 	<ul style="list-style-type: none"> X pilot BMCs X pilot BMCs record at least X persons/entities collecting bio-resources from their jurisdiction X activities per pilot BMC 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> BMCs attend workshops/training conducted by SBBs and other technical cooperation projects/organisations BMCs consult the SBBs/NBA to seek support/advice on matters related to objectives of the Act, the process of ABS, or report cases of access/levy collection fees, etc. 	<ul style="list-style-type: none"> X BMCs X BMCs 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> The number of BMCs well-versed about their role in the ABS process is increased A majority of access applications at NBA and SBBs have inputs from BMC consultation BMC members are able to explain the difference between BMCs and other committees 	<ul style="list-style-type: none"> Increase of X % (Base value: existing survey results) X % of access applications per state X % of BMC members in Y pilot BMCs 	<ul style="list-style-type: none"> Month/Year















6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low	• Informative	• Create awareness • Build basic knowledge	• What	• Simple brochures • Good-practice examples • Process charts	• Exposure visits • Dialogues & networking opportunities
	Low	• Motivational	• Identify needs • Build or deepen trust	• Why	• Good-practice examples • Radio/TV shows/stories	• Exposure visits • Dialogues & networking opportunities
	Low	• Action oriented	• Train capacities	• How	• Simple brochures • Process charts	• Training • Exposure visits

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Simple brochures with basic information about ABS and its benefits for communities	• More inviting for 'ordinary' people to read than long formal explanations • May easily be translated into local languages	• Without interactive communication: Risk of over-simplification or misleading messages
 Simple process charts (local level)	• Help people understand what they need to do when and how	• Without interactive communication: Risk of over-simplification or misleading messages
 Summaries of good-practice examples	• May increase motivation by showing advantages for communities/BMCs of engaging in ABS procedures	• Examples/cases may not yet be abundantly available
 Radio/TV shows/stories	• Reach large audiences • May help increase overall awareness and emotional affinity to ABS issues	• Risk of over-simplification or misleading messages • May invoke others to 'counter-broadcast' negative messages
 Training	• Opportunity to impart knowledge and train practical skills in direct contact with stakeholders	• Relatively high cost (money, staff time)
 Exposure visits	• Opportunity for communities/BMCs to learn from each other • Supports trust-building	• Relatively high cost (money, staff time)

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Pilot BMCs levy collection fees from persons accessing bio-resources for commercial purpose from areas falling within their territorial jurisdiction Pilot BMCs actively take part in the documentation of PBRs Pilot BMCs record persons/entities accessing BR or list of TK practitioners Pilot BMCs organise training on biodiversity and ABS for local communities 	<ol style="list-style-type: none"> "Safeguard our natural heritage by documenting it." (→ motivation, action) "Documentation increases legal certainty for communities." (→ information, motivation, action) "ABS help generate income for communities." (→ information, motivation, action) 	Simple brochures  Simple process charts  Case examples  Training  Dialogues 
A ATTITUDE <ul style="list-style-type: none"> BMCs attend workshops/training conducted by SBBs or the ABS partnership project BMCs consult the SBBs/NBA to seek support/advice on matters related to objectives BDA or process of ABS or report a case of access/levy fees etc 	<ol style="list-style-type: none"> "You have a unique responsibility under the Act." (→ information, motivation) "The government authorities (NBA/SBBs) are here to support you in the process." (→ motivation, trust-building) "Working together will make the mechanism function for the benefit of communities." (→ motivation, trust-building) 	Training  Dialogues  Exposure visits 
K KNOWLEDGE <ul style="list-style-type: none"> The number of BMCs informed about their role in the ABS process is increased. A majority of access applications at NBA and SBBs have inputs from BMC consultation. BMC members are able to explain the difference between BMCs and other committees. 	<ol style="list-style-type: none"> "In order to benefit from the ABS mechanism, fulfil your roles and obligations, and be aware of your rights." (→ information, motivation) "Government authorities and BMCs should work together to make the process work properly." (→ information, motivation, trust-building) "BMCs are autonomous and statutory bodies that are part of a larger system." (→ information) 	Simple brochures  Simple process charts  Case examples  TV/Radio shows/stories  Dialogues  Training 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/products/events)	Responsibility (for production/distribution/implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
--	---	--	--	--------



NATIONAL COMPANIES

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Exercise due diligence to comply with requirements and procedure for access to bio-resources
- ABS agreement with SBBs
- Contribute to conservation and sustainability
- Ensure traceability of BR procurement
- Provide information to regulators on the trade of bio-resources
- Highlight positive aspects and examples of ABS
- Comply with the procedure (domestic and international) while importing from other countries to fulfil the obligation under the Nagoya Protocol

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Highly fragmented supply chain
- Many belong to the unorganised sector
- Many request exemptions for their activities/clarity on interpretations/fast track processing of applications
- Most do not have a dedicated team to deal with regulatory affairs
- Prone to following unsustainable practices

CORE INTERESTS

- Build and maintain business relationships along their value chains (especially international clients)
- Seamless business operations with minimum legal complexities
- Profit-driven

CRITICAL PRACTICES

- Compliance with the law
- Support environmental and social causes
- Highlight ABS as an opportunity, not an obstacle



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

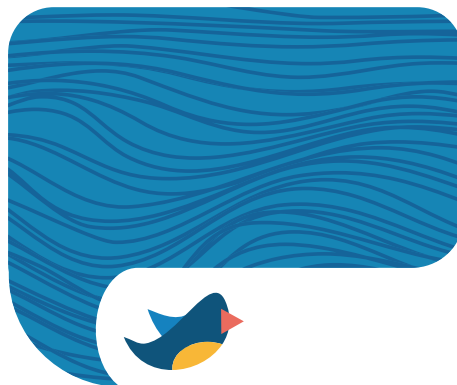
	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Most companies buy bio-resources from traders/intermediaries, have limited capacity to track their usage of BR • Some companies already support local communities by setting up processing units that employ local people • Some companies pay ABS in fear of legal action by SBBs, but unwillingly • Disregard the "notices" sent by the SBBs as there are no legal consequences • Disregard the concept of ABS as they do not see this as a workable model 	<ul style="list-style-type: none"> • Companies comply with ABS procedures • Integrate ABS into corporate policy • Ensure sustainability in the trade of BR • Work with traders to ensure fair practices (e.g., fulfil traceability requirements) in the procurement of bio-resources • Publish success stories of benefit-sharing
A ATTITUDE	<ul style="list-style-type: none"> • Follow the advisories and developments as guided by the associations they are part of • Disregard for compliance due to lack of significant consequences • Perception of ABS as a tax 	<ul style="list-style-type: none"> • Acknowledge the importance of conservation of bio-resources • ABS important for a win-win model • Take pride to be ABS compliant company
K KNOWLEDGE	<ul style="list-style-type: none"> • Partial or no understanding of the law, compliance procedure • Smaller companies do not know of the existence of the Act nor NBA/SBBs • Have no clarity on compliance requirements • Are given by the misconceptions and hearsay • Are aware of SBBs having no mechanism to track them or their using of BR 	<ul style="list-style-type: none"> • Are aware of their business' dependency on biodiversity • Knowledge on objectives of the Act, procedure of compliance, clarity on submission of the application to SBBs • Fully understand the ABS procedure and benefit-sharing

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- Core stakeholder group that is essential for the functioning of the ABS mechanism.
- Seek support from Industrial Associations to reach out to companies.
- Highlight the positive impact of compliance on their businesses and brand image etc.
- Consider sector-specific differences of companies.
- Present case studies of ABS.
- Highlight the consequences of non-compliance and sanctions under the Act.
- Develop guidance documents for procedural clarification.
- Establish helpdesk at SBBs.
- Recognition given to companies that adopt ABS as part of their business model.

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS







	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> Companies comply with the provisions of BDA Companies adopt SOPs for access applications and ABS requirements Companies integrate ABS into their corporate policy Companies share success stories in meetings, workshops and/or publications 	<ul style="list-style-type: none"> X% increase in no. of access applications to SBBs At least X companies At least X companies Documentation of X practice examples 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> Companies consult the SBBs to seek advice on matters related to the ABS process Companies participate in training and dialogues provided by SBBs 	<ul style="list-style-type: none"> X requests for advice from NBA/SBBs X companies participated in dialogues/workshops 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> Companies are aware of and well-versed in the application procedure and exemptions under the Act 	<ul style="list-style-type: none"> X% of applications received with complete documentation 	<ul style="list-style-type: none"> Month/Year



6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low/Med.	• Action oriented	• Provide practical support	• How	• Collection(s) of FAQs	• Helpdesk at SBBs
	Low	Motivational	• Build trust • Show the advantages & consequences of non-compliance	• Why	• Published case examples & success stories	• Sector-specific meetings • Workshops/dialogues (Business – Regulators)
	Med/High	• Informative	• Provide clarity on regulations, procedures	• What	• Sector-specific fact sheets/ brochures and process charts	• Sector-specific meetings • Workshops/dialogues (Business – Regulators)

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 <ul style="list-style-type: none"> • Sector-specific fact sheets/brochures and process charts 	<ul style="list-style-type: none"> • Some collections already exist at the international level, may be used as they are or adapted to India • Very common format • Support understanding as well as motivation • Allow addressing specific challenges • If web-based may be continuously developed as 'real' questions arise • Allow sector-specific information as well as the interaction of companies • Being interactive, support dialogue and trust-building, and help identify sector-specific challenges • Support trust-building and help identify specific challenges • Help companies move forward in cases of doubt or specific challenges, thus ultimately supporting compliance • Support trust-building of companies towards regulators 	<ul style="list-style-type: none"> • Without additional interactive (two-way) communication: may be ignored • 'Success stories' may not yet be abundantly available • Not all answers may be readily available • Given the number of companies, may only reach a small part of businesses • The relatively high cost (money, staff time) • Given the number of companies, may only reach a small part of businesses • Relatively high cost (money, staff time) • Requires corresponding capacities (both business- and regulations-related knowledge) at SBBs • Relatively high cost (money, staff time)
 <ul style="list-style-type: none"> • Published case examples & success stories 		
 <ul style="list-style-type: none"> • Collection(s) of FAQs 		
 <ul style="list-style-type: none"> • Sector-specific meetings 		
 <ul style="list-style-type: none"> • Sector-specific workshops/dialogues (Business – Regulators) 		
 <ul style="list-style-type: none"> • Helpdesk at SBBs 		

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Companies comply with the provisions of BDA Companies adopt SOPs for access applications and ABS requirements Companies integrate ABS into their corporate policy Companies share success stories in meetings, workshops and/or publications 	1. "ABS compliance means, you are contributing to sustainability." (→ motivation, action) 2. "This is new and may seem tricky at first, but it is no rocket science." (→ motivation, action)	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Published case examples & success stories  Collection(s) of FAQs 
A ATTITUDE <ul style="list-style-type: none"> Companies consult the SBBs to seek advice on matters related to the ABS process Companies participate in training and dialogues provided by SBBs 	1. "The authorities are here to help you comply, providing information and support." (→ motivation, trust-building, action) 2. "The regulations are non-negotiable." (→ information, action)	<ul style="list-style-type: none"> Sector-specific meetings  Workshops/ dialogues (Business – Regulators)  'Helpdesk' at SBBs 
K KNOWLEDGE <ul style="list-style-type: none"> Companies are aware of and well-versed in the application procedure and exemptions under the Act 	1. "This is why it's important: ..." (→ information, motivation) 2. "This is how it works: ..." (→ information, action)	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Sector-specific meetings  Workshops/ dialogues (Business – Regulators) 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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INTERNATIONAL COMPANIES

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Exercise due diligence to comply with requirements and procedure for access to bio-resources
- Duly follow the procedure leading to ABS agreement with NBA
- Contribute to conservation and sustainability
- Provide information to regulators on trade and value-chain of bio-resources
- Highlight positive aspects and success stories of ABS
- Comply with access procedures when importing bio-resources from other countries (obligation under the Nagoya Protocol)

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Mechanism mostly in place for traceability of bio-resources
- Request simple ABS procedures/ clarity on interpretations
- Well-established structures to deal with regulatory affairs
- Often engaged in R&D
- Highly conscious about confidentiality/patent rights
- Lobby for their business interests
- Sometimes expand the business operations without social or environmental concerns

CORE INTERESTS

- Brand image-conscious
- Motivated to expand business
- Profit-driven
- Seamless business operations with minimum legal complexities
- Highly interested in legal certainty
- Fear the risk of losing credibility

CRITICAL PRACTICES

- Conscientious about the environment and social issues
- Compliance with BDA
- Furnish complete documentation
- Highlight ABS as an opportunity, not an obstacle



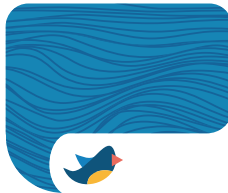
3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Compelled to follow the law of the land as cost of litigation is high and damages the brand image • Comply with national requirements as they have experience of regulatory requirements in other countries from where they source the BR/GR • Apply to NBA as they foresee obtaining IPR/patents 	<ul style="list-style-type: none"> • Submit access applications and be proactive in the process • Integrate ABS into their corporate policy • Invite NBA/SBBs to sensitise biodiversity - based businesses to speak in business forums/meetings and annual events/expo etc. • Support conservation efforts/the local communities in the regions where they access resources from • Provide correct information on locations and volumes of collections of bioresources • Provide transparent cost-benefit analysis to support ABS
A ATTITUDE	<ul style="list-style-type: none"> • Narrow profit margins, ABS is an additional cost • The ABS process is time-consuming and negatively impacts the business • Sceptical that benefit-sharing helps local communities and economic development • There is no difference in ABS and CSR activities • Fearful after some cases of bio-piracy that have dragged big names to the court. Hence they ensure legal requirements are met. 	<ul style="list-style-type: none"> • Consider themselves as one of the stakeholders • Regard ABS as a win-win model to promote conservation and community development rather than a burden on the companies
K KNOWLEDGE	<ul style="list-style-type: none"> • Due to international presence, are aware of access requirements under Nagoya Protocol • Well-versed with the objectives of CBD, Nagoya Protocol and legal framework adopted in various countries • Not aware of the exact procedure of compliance, sometimes are misguided by legal professionals 	<ul style="list-style-type: none"> • Awareness on the role and dependency of business on bio-resources • Conservation and sustainability are essential to secure long term interest of business • Thorough knowledge of regulatory requirements and procedures



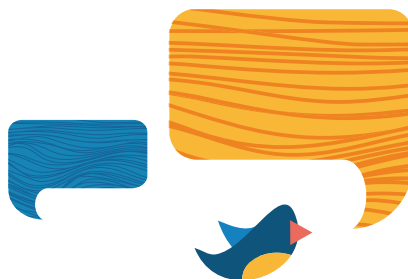
4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP

- Core stakeholder group that is essential for the functioning of the ABS mechanism
- Seek support from Industrial Associations to reach out to companies
- Underline that CBD provides for the sovereignty of nations over their biological resources
→ importance of transparency in obtaining BR
- Highlight the positive impact of compliance on their business and brand image.
- Consider sector-specific differences of companies
- Present case studies of ABS
- Demonstrate the consequences of non-compliance and sanctions under the Act
- Development of SOPs for procedural clarification
- Establish helpdesk at NBA
- Provide opportunities for dialogue and trust-building
- Recognition for companies that adopt ABS as part of their business model






5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS







	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> Companies comply with the provisions of BDA Companies provide information on locations and volumes of BR accessed (traceability) Companies adopt SOPs for access applications and ABS requirements Companies integrate ABS into their corporate policy Companies share success stories in meetings, workshops and/or publications 	<ul style="list-style-type: none"> X% increase in no. of access applications to NBA X% increase in companies that provide info on locations of collections of BR At least X companies adopt SOPs for access applications At least X companies integrate ABS into their corporate policy Documentation of X practice examples 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> Companies consult the NBA to seek advice on matters related to the ABS process Companies participate in training and dialogues provided by NBA Companies trust NBA that confidentiality will be maintained 	<ul style="list-style-type: none"> X requests for advice X companies participated in dialogues/workshops X% of applications with complete information on the nature of activities 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> Companies have complete knowledge of application requirements Companies' interpretations of provisions of the Biodiversity Act are in line with those of NBA 	<ul style="list-style-type: none"> X% of applications with complete documentation X% decrease in no. of unjustified requests for exemptions 	<ul style="list-style-type: none"> Month/Year



6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low/Med.	• Action oriented	• Provide practical support	• How	• Collection of regularly updated FAQs (how-to)	• Helpdesk at NBA
	Med.	Motivational	<ul style="list-style-type: none"> • Build trust • Improve ease of e-applications • Show the consequences of non-compliance 	• How	• Case studies & success stories (online/printed)	<ul style="list-style-type: none"> • Sector-specific meetings • Workshops/ dialogues (Business – Regulators)
	High	<ul style="list-style-type: none"> • Informative • Action-oriented 	• Provide clarity on regulations, procedures	• How	• Sector-specific fact sheets/ brochures and process charts	<ul style="list-style-type: none"> • Sector-specific workshops • Dialogues (Business – Regulators)

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 <ul style="list-style-type: none"> • Sector-specific fact sheets/brochures and process charts 	<ul style="list-style-type: none"> • Some collections already exist at the international level, may be used 'as are' or adapted to India • Very common format 	<ul style="list-style-type: none"> • Without additional interactive (two-way) communication: may be ignored
 <ul style="list-style-type: none"> • Published case examples & success stories 	<ul style="list-style-type: none"> • Support understanding as well as motivation 	<ul style="list-style-type: none"> • 'Success stories' may not yet be abundantly available
 <ul style="list-style-type: none"> • Collection(s) of FAQs 	<ul style="list-style-type: none"> • Allow addressing specific challenges • If web-based may be continuously developed as 'real' questions arise 	<ul style="list-style-type: none"> • Not all answers may be readily available
 <ul style="list-style-type: none"> • Sector-specific meetings 	<ul style="list-style-type: none"> • Allow sector-specific information as well as the interaction of companies 	<ul style="list-style-type: none"> • Given the number of companies, may only reach a small part of businesses
 <ul style="list-style-type: none"> • Sector-specific workshops/dialogues (Business – Regulators) 	<ul style="list-style-type: none"> • Being interactive, support dialogue and trust-building, and help identify sector-specific challenges 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time) • Given the number of companies, may only reach a small part of businesses
 <ul style="list-style-type: none"> • Helpdesk at SBBs 	<ul style="list-style-type: none"> • Support trust-building and help identify specific challenges • Help companies move forward in cases of doubt or specific challenges, thus ultimately supporting compliance • Support trust-building of companies towards regulators 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time) • Requires corresponding capacities (both business- and regulations-related knowledge) at SBBs

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Companies comply with the provisions of BDA Companies provide information on locations and volumes of BR accessed (traceability) Companies adopt SOPs for access applications and ABS requirements Companies integrate ABS into their corporate policy Companies share success stories in meetings, workshops and/or publications 	<ol style="list-style-type: none"> "Yes, we ask you to comply, but it's not as complicated as you may think." (→ motivation, action) "It is a single-window system, and there are defined timelines." (→ motivation, action) 	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Published case examples & success stories  Collection(s) of FAQs 
A ATTITUDE <ul style="list-style-type: none"> Companies consult the NBA to seek advice on matters related to the ABS process Companies participate in training and dialogues provided by NBA Companies trust NBA that confidentiality will be maintained 	<ol style="list-style-type: none"> "NBA is mandated as per the Act to maintain the confidentiality of your information." (→ motivation, trust-building, action) "The regulations are non-negotiable." (→ information, action) 	<ul style="list-style-type: none"> Sector-specific meetings  Workshops/ dialogues (Business – Regulators)  Helpdesk at NBA 
K KNOWLEDGE <ul style="list-style-type: none"> Companies have complete knowledge of application requirements Companies' interpretations of BDA provisions are in line with those of NBA 	<ol style="list-style-type: none"> "This is how it works: ..." (→ information, action) "We can show how ABS has contributed to rural livelihoods." (→ information, motivational) 	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Workshops/ dialogues (Business – Regulators)  Stories from the field 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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INDUSTRIAL ASSOCIATIONS

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Function as change agents
- Cooperation with SBBs/NBA to create awareness on Biodiversity Act and ABS
- Issuing advisory to member companies on legal compliance procedure
- Provide policy advocacy to include ABS as a corporate strategy
- Highlight positive views of ABS and advantages arising from ABS

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS	CORE INTERESTS	CRITICAL PRACTICES
<ul style="list-style-type: none"> • Some are pro-active, while others oppose the new rules and regulations • Some seem to perceive BDA as additional hurdles • Expect streamlined procedures • View ABS as a hindrance to their businesses • Represent specific industry interests (lobby group for the industry) 	<ul style="list-style-type: none"> • Effective in representing industry interests to regulators • Supporting member industries in compliance with regulations and good business practices • Create a positive image (following ethical practices enhances their image) • Unite as many members as possible (→ membership fees) • Minimise risks for negative publicity 	<ul style="list-style-type: none"> • Offer dialogue interface between regulators and industries • Promote and create awareness among companies on ABS • Act as change agents to bring consensus among industries on ABS • Issue advisories and conduct training on compliance



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Some have formed policy groups to identify implementation challenges and hold dialogues with authorities • Some have filed lawsuits against SBBs and await judgements from the court • Tendency to lobby against the implementation of ABS 	<ul style="list-style-type: none"> • Advise member companies to comply and adhere to the law • Guide the member companies on compliance procedure • Incentivise the companies that adopt ABS practices • Encourage companies to share good practices adopted to implement ABS • Hold dialogue forums with member companies • Suggest solutions to implementation challenges
A ATTITUDE	<ul style="list-style-type: none"> • They expect Indian companies to have differential ABS obligations under the Act • Perceive inconsistencies in interpretation of the Act by different SBBs, hence, issue advisories to pay ABS in protest. • Expect exemptions in specific sectors • Some are open and willing to support ABS and work with authorities 	<ul style="list-style-type: none"> • Willingness to help members comply with ABS • Regard ABS as an opportunity for companies to secure their long-term interests • Extend cooperation with authorities
K KNOWLEDGE	<ul style="list-style-type: none"> • Are aware of the law on biodiversity and ABS • No clarity on some definitions used in the BD Act • Interpretations are not consistent with regulators • Have no clarity on the procedure 	<ul style="list-style-type: none"> • Understand the procedures and gain clarity on the roles and responsibilities of different actors in the ABS process • Are aware of specific advantages for their industries of engaging in ABS

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- Key intermediaries/multipliers to reach out to companies
- Function as the bridge between companies and regulators
- Issue advisories and encourage adoption of good practices
- Recognition in the form of awards and highlight successful ABS cases and companies
- Develop standard operating procedures, Voluntary Code of Conduct, certification, labels
- Build a common and shared vision
- Holding dialogue forums between regulators and associations

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS







	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> • Associations conduct events for members to share ABS/BDA experiences • Industry associations enable operationalisation of ABS through their ideas, suggestions to their members and providing feedback to NBA/SBBs 	<ul style="list-style-type: none"> • At least X events are conducted on ABS compliance • At least X associations actively engage with NBA/SBBs 	<ul style="list-style-type: none"> • Month/Year
A ATTITUDE	<ul style="list-style-type: none"> • Industry associations encourage the participation of member companies in meetings/events/workshops conducted by NBA/SBBs • Open, trustful exchanges between regulators and industry associations 	<ul style="list-style-type: none"> • X% increase participation of companies that attend the workshops/ dialogues conducted by SBBs/NBA 	<ul style="list-style-type: none"> • Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> • Increased understanding of sector-specific compliance procedures in ABS • Better understanding of the advantages of ABS 	<ul style="list-style-type: none"> • X applications submitted to NBA/SBBs • X number of positive stories of ABS shared by the companies/SBBs 	<ul style="list-style-type: none"> • Month/Year








6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS		→ FOCUS OF COMMUNICATION STRATEGY			→ FOCUS ON COMMUNICATION CHANNELS	
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Med.	• Action oriented	• Collaborate in offering support to companies	• How	• Letters (to individual associations)	• Meetings with individual associations • Joint organisation of sector-specific workshops/dialogues for member companies
	Med.	• Motivational	• Build trust • Show the advantages & consequences of non-compliance • Clarify roles	• Why	• Published case examples & success stories	• Sector-specific meetings • Workshops/dialogues (Business – Regulators)
	Med.	• Informative	• Provide clarity on regulations, procedures	• What	• Sector-specific fact sheets/ brochures and process charts	• Sector-specific meetings • Workshops/dialogues (Business-Regulators)

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 <ul style="list-style-type: none"> Letters, Meetings 	<ul style="list-style-type: none"> Direct address & communication Helps identify sector-specific needs Preparation for joint action Inexpensive 	<ul style="list-style-type: none"> Associations need to be carefully selected (focused/prioritised) Some sector-specific knowledge required in advance
 <ul style="list-style-type: none"> Published case examples & success stories 	<ul style="list-style-type: none"> Support understanding as well as motivation 	<ul style="list-style-type: none"> 'Success stories' may not yet be abundantly available
 <ul style="list-style-type: none"> Sector-specific fact sheets /brochures and process charts 	<ul style="list-style-type: none"> Some collections already exist at the international level, may be used as they are or adapted to the Indian context 	<ul style="list-style-type: none"> Without additional interactive (two-way) communication: may be ignored
 <ul style="list-style-type: none"> Sector-specific meetings 	<ul style="list-style-type: none"> Help people understand what to do why, when and how Very common format 	<ul style="list-style-type: none"> Given the number of companies, may only reach a small part of businesses
 <ul style="list-style-type: none"> Workshops/dialogues (Business – Regulators) 	<ul style="list-style-type: none"> Allow sector-specific information as well as the interaction of companies Being interactive, support dialogue and trust-building, and help identify sector-specific challenges 	<ul style="list-style-type: none"> Relatively high cost (money, staff time) Given the number of companies, may only reach a small part of businesses
 <ul style="list-style-type: none"> Joint organisation of sector-specific workshops/ dialogues 	<ul style="list-style-type: none"> Support trust-building and help identify general challenges Joint action supports trust-building, capacity building and cost-sharing Allows influencing content and messages to companies 	<ul style="list-style-type: none"> Relatively high cost (money, staff time)

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Associations conduct events for members to share ABS/BDA experiences Industry associations enable operationalisation of ABS through their ideas, suggestions to their members and providing feedback to NBA/SBBs 	<ol style="list-style-type: none"> "Complying with the regulations helps your members be better companies." (→motivation, action) "Let's start by doing this together." (→motivation, action) 	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Published case studies & success stories on the benefits of ABS compliance 
A ATTITUDE <ul style="list-style-type: none"> Industry associations encourage the participation of member companies in meetings/events /workshops conducted by NBA/SBBs Open, trustful exchanges between regulators and industry associations 	<ol style="list-style-type: none"> "The regulations are non-negotiable." (→ information, action) "The authorities are here to help you support your members." (→ motivation, trust-building, action) 	<ul style="list-style-type: none"> Sector-specific meetings  Workshops/ dialogues (Business – Regulators) 
K KNOWLEDGE <ul style="list-style-type: none"> Increased understanding of sector-specific compliance procedures for BDA Better understanding of the advantages of ABS 	<ol style="list-style-type: none"> "These are the objectives: ..." (→ information, motivation) "Here is how the process works: ..." (→ information, action) 	<ul style="list-style-type: none"> Sector-specific fact sheets/ brochures and process charts  Sector-specific meetings  Workshops/ dialogues (Business – Regulators) 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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RESEARCHERS

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Comply with the BDA and ABS provisions
- Address TK related issues
- Support in disseminating the knowledge and advantage of ABS as an economic model to support local communities and conservation
- Highlight positive views of ABS in media, workshops, meeting etc.
- Scientifically prove the ABS works and can contribute to conservation and rural economy

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Highly specialised with limited exposure to things outside their domain
- Do not understand legality or legal language
- Intellectuals
- Emotional and passionate individuals

CORE INTERESTS

- Evade compliance with fear of delays
- Ignorant of consequences
- Motivation: driven by knowledge, novel research ideas, opportunity to publish, Patents, Financial return

CRITICAL PRACTICES

- Follow due compliance procedures
- Not exaggerate the challenges posed by ABS
- Create awareness among other researchers
- Carry out targeted research through funding from many agencies



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> Funding agencies have no mandate for researchers to comply with ABS Most researchers apply to the NBA for ABS compliance while obtaining patents International researchers apply to NBA 	<ul style="list-style-type: none"> ABS requirements integrated into the internal process Submit access applications and be proactive in the process Acquire knowledge on the process Be change agents and opinion leaders who create a supportive environment
A ATTITUDE	<ul style="list-style-type: none"> Reject the idea of ABS, which is reflected in the form published articles that argue ABS doesn't work. Research will help in conservation, not the ABS ABS procedure will delay the research Process is time-consuming 	<ul style="list-style-type: none"> ABS as a part of research ethics ABS provisions protect the knowledge generated from research (both BR and associated knowledge require access permits for category-1 applicants) Proactive in the process Regard ABS as a win-win model to promote conservation and obtain production/use patents
K KNOWLEDGE	<ul style="list-style-type: none"> No/Partial understanding of the procedure for compliance Misconceptions of requirements under ABS 	<ul style="list-style-type: none"> Objectives of BDA and ABS especially in light of protecting the natural heritage, social development etc. Role of researchers in ABS Compliance procedures

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- Require task-based guidelines and advisories
- ABS provide legal certainty for access and protect the rights of researchers
- Opportunities for international cooperation
- Exercising due diligence
- ABS fulfil ethical and legal responsibility
- Online training
- Affinity to written material
- Different “language” of government officials and academic researchers

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS





	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> • Key research funding institutions in India (DST/DBT/ICAR etc.) integrate ABS obligation as part of their MoU with research institutions or obtain an undertaking from the researchers to comply with ABS requirements • No. of access applications received by NBA from R&D companies/ institutions carrying out research are increased 	<ul style="list-style-type: none"> • XX MoUs of funding institutions with NBA • Access applications increase by XX % 	<ul style="list-style-type: none"> • Month/Year
A ATTITUDE	<ul style="list-style-type: none"> • No. of applications from researchers & R&D units for Biodiversity Awards are increased • Universities/research institutions hold workshops/ training on the BD Act and ABS for researchers • Case studies and examples of ABS compliance appear in media/ newsletters 	<ul style="list-style-type: none"> • Increase by XX % • XX workshops/training conducted • XX mentionings in articles/broadcasts/ websites/newsletters 	<ul style="list-style-type: none"> • Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> • Research institutions that collaborate with international entities or obtain international funding are well-versed about the BDA and ABS requirements 	<ul style="list-style-type: none"> • Average of XX % of correct answers in a random national survey of research institutions 	<ul style="list-style-type: none"> • Month/Year









6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low	• Action oriented	• Provide clarity on regulations, procedures	• How	• Brochures/ Guidelines/ Process charts	• Online Trainings Webinars • Training
	Low	Motivational	• Show the advantages & consequences of non-compliance	• Why	• Brochures/ Guidelines/ Process charts	• Workshops/ Dialogues • Exposure visits
	Low	• Informative	• Create awareness	• What	• Brochures/ Guidelines/ Process charts	• Online Training Workshops/ Dialogues • Meetings with authorities

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Brochures/ Guidelines/ Process charts	<ul style="list-style-type: none"> • Familiar channel for scientists • Some material already exists at the international level that may be used 'as is' or adapted to the Indian context 	<ul style="list-style-type: none"> • Without additional interaction may be disregarded • Once published, difficult to adapt according to arising needs
 Online Training	<ul style="list-style-type: none"> • Can be produced in large quantities • Cost-effective production 	<ul style="list-style-type: none"> • Limited group size per occasion
 Workshops/Dialogues	<ul style="list-style-type: none"> • Scalable – may be offered many times • May be adapted to arising needs 	<ul style="list-style-type: none"> • Possibly not suitable for / accepted by some people from 'older' generations • Relatively high cost (money, staff time)
 Exposure visits	<ul style="list-style-type: none"> • Once established, might be outsourced for multiplication • Support trust-building and interactive needs assessment • Opportunity for scientists to learn from communities/authorities • Supports trust building 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time)

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Key research funding institutions in India (DST/DBT/ICAR etc.) integrate ABS obligation as part of their MoU with research institutions or obtain an undertaking from the researchers to comply with ABS requirements No. of access applications received by NBA from R&D companies/institutions carrying out research are increased 	<ol style="list-style-type: none"> "Complying with the regulations promotes your credibility as a researcher." (→ motivation, action) "This is new and may seem tricky at first, but it is no rocket science." (→ motivation, action) 	<ul style="list-style-type: none"> Brochures/ Guidelines/ Process charts  Online training  Training 
A ATTITUDE <ul style="list-style-type: none"> No. of applications from researchers and R&D units for Biodiversity Awards are increased Universities/research institutions hold workshops/ trainings on BD Act and ABS for researchers Case studies and examples of ABS compliance appear in media/newsletters 	<ol style="list-style-type: none"> "The regulations are non-negotiable." (→ information, action) "The authorities are here to help you comply, providing information and support." (→ motivation, trust building, action) 	<ul style="list-style-type: none"> Brochures/ Guidelines/ Process charts  Workshops/ Dialogues 
K KNOWLEDGE <ul style="list-style-type: none"> Research institutions that collaborate with international entities or obtain international funding are well-versed about ABS requirements Researchers know about the compliance under the BDA and ABS 	<ol style="list-style-type: none"> "These are the objectives: ..." (→ information, motivation) "Here is how the process works: ..." (→ information, action) 	<ul style="list-style-type: none"> Brochures/ guidelines/ process charts  Online training workshops/ dialogues 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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LEGAL PROFESSIONALS

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Advice on matters related to legal and procedural aspects of the ABS to a broad range of stakeholders
- Spread awareness
- Highlight the advantages of ABS process to clients/companies
- Undertake legal research on operational aspects of ABS, including defining unclear terms/concepts for operational ease
- Publish opinions on legal aspects drawn from other laws (national and international) for operational ease

2. OVERVIEW / GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Highly technical – go by words in the law book
- Impervious, difficult to convince
- Interpretation differs from person to person
- Theoretical and have no practical knowledge of operationalisation
- Lack of scientific expertise, distant from BDA- and ABS-related reality

CORE INTERESTS

- Motivated by intellectual satisfaction
- Client-oriented

CRITICAL PRACTICES

- Partner with NBA and SBB in awareness-raising on BDA Act and ABS among other legal professionals and interest groups
- Suggest solutions from a legal point of view on implementation
- Be open and willing to acquire knowledge



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Environment/Biodiversity topics are taught as introductory courses in the law universities and colleges • Do not take up cases in biodiversity; hence there are not many case laws • Only highlight problems without suggesting solutions from the legal angle • Take up matters mostly related to IPR and not in aspects of bio-piracy and commercial utilisation 	<ul style="list-style-type: none"> • Universities and institutions offer specialised /certificate courses on ABS and Biodiversity laws • Be open to interpret provisions of Act beyond strict legal terminology but to include technical aspects and spirit of the Act • Act as a bridge between regulators and companies • suggest solutions for the implementation of ABS • Inform clients about ABS is a requirement not just in India but in over a hundred countries • Inform the clients about the topic of countries having sovereign rights over its biological resources as being a signatory to CBD
A ATTITUDE	<ul style="list-style-type: none"> • Lack of clarity in Act is used as a reason for non-compliance • Penal provisions are too serious for a law that has no substance • ABS will lead to access to BR from other countries • CSR should be treated equivalent to ABS • The process is long and difficult for companies • SBBs in different states follow different procedures and requirements; hence it is difficult to comply • Specialisation in environment and Biodiversity related law will not make a good career in law 	<ul style="list-style-type: none"> • See themselves as an important stakeholder who can make a difference • Being open to accepting ABS as an obligation from the part of users • Regard the ABS requirements as a means to secure the interest of local communities and promote conservation
K KNOWLEDGE	<ul style="list-style-type: none"> • Perceive ABS as a royalty/tax and company must get back something in return • Interpretations are not in the light of the spirit of the Act • Knowledge on ABS and BD Act is limited 	<ul style="list-style-type: none"> • Complete and correct interpretation on provisions of the BD Act and ABS including the international perspective • Success stories of ABS in benefitting conservation and enhancing livelihoods of local communities • Clarity on the role of legal professional in ABS

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP

- Technical details presented in the context of law (for eg, the applicability of law in activities undertaken in biotech sectors)
- Training required for legal professionals - Law schools as allies
- Legal professionals are sensitised to advise clients for compliance not for evasion
- Positioning of ABS as trade and IPR issue
- Exposure to the operationalisation of ABS in field or research labs
- Internships to law students to work with BMCs/SBBs/NBA
- Appreciate legal professionals for their expertise → complementarity of knowledge requires collaborative approaches

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS






	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> • Law schools or institutions offer specialised courses on the Biological Diversity Act, 2002 and ABS • Legal professionals advise institutional and private clients on ABS-related matters 	<ul style="list-style-type: none"> • At least X law schools • XX of applications submitted by new companies/ individuals through legal professionals/law firms 	<ul style="list-style-type: none"> • Month/Year
A ATTITUDE	<ul style="list-style-type: none"> • Legal institutions/professionals acknowledge the importance of the Biodiversity Act and ABS • Legal institutions/professionals attend the training/workshops held by SBBs and NBA 	<ul style="list-style-type: none"> • XX Legal institutions/professionals (survey) • XX Representatives of legal institutions per training/workshop 	<ul style="list-style-type: none"> • Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> • The number of legal professionals with expert knowledge on procedural aspects of ABS, including international aspects, has increased 	<ul style="list-style-type: none"> • XX Legal professionals offering advisory services on ABS 	<ul style="list-style-type: none"> • Month/Year















6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
P	Low/Med.	• Action oriented	• Train skills • Coach for action	• What & How	• Books/brochures on specific legal aspects of BD Act and ABS	• Academic courses • (Online) Trainings
A	Med.	Motivational	• Show advantages and benefits of clients' compliance • Offer cooperation	• Why	• Published case examples & success stories • Letters to institutions	• Meetings with institutions
K	Med./High	• Informative	• Create awareness • Promote expert knowledge	• What	• Fact sheets • Books/brochures on general and specialised legal aspects of BD Act and ABS	• Certificate courses • (Online) Trainings

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Books/extended brochures on general and specific legal aspects of BD Act and ABS	<ul style="list-style-type: none"> • 'Classical' approach for legal professionals to acquire knowledge • Allows provision of the required detailed information • Support understanding as well as motivation • Success stories can be used for multiple stakeholders (e.g., also sector departments and businesses) • Some collections already exist at international level, may be used 'as are' or adapted to Indian context • May help trigger initial interest • 'Classical' approach for legal professionals to acquire knowledge • Allows provision of the required detailed information • Opportunity to impart knowledge and train practical skills • Allow participants to ask questions 	<ul style="list-style-type: none"> • Require close collaboration with academic institutions and professionals • 'Success stories' may not yet be abundantly available • Information not sufficiently detailed to be of practical relevance for legal professionals • Require close collaboration with academic institutions and professionals • Relatively high cost (money, staff time) • Requires close collaboration with academic institutions and professionals
 Case studies & success stories		
 Fact sheets		
 Certificate courses		
 (Online) Trainings		

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> • Law schools or institutions offer specialised courses on the Biological Diversity Act, 2002 and ABS • Legal professionals advise institutional and private clients on ABS-related matters 	<ol style="list-style-type: none"> 1. "There is and will be demand for lawyers specialised in BD Act and ABS, including for patent applications." (→ motivation, action) 2. "Companies and researchers need legal assistance to comply with the regulations." (→ motivation, action) 	<ul style="list-style-type: none"> • Books/ extended brochures  • Case studies/ success stories  • (Online) Trainings 
A ATTITUDE <ul style="list-style-type: none"> • Legal institutions/ professionals acknowledge the importance of BD Act • Legal institutions/ professionals attend the trainings/workshops held by SBBs and NBA 	<ol style="list-style-type: none"> 1. "The Biodiversity Act is there to protect important sovereign rights of India" (→ information, motivation) 2. "Complying with the regulations helps clients of legal professionals be better companies and institutions." (→ motivation) 	<ul style="list-style-type: none"> • Letters  • Meetings  • Case studies/ success stories  • Fact sheets 
K KNOWLEDGE <ul style="list-style-type: none"> • The number of legal professionals who are aware of BD Act has increased • The number of legal professionals with expert knowledge on procedural aspects of ABS, including international aspects, has increased 	<ol style="list-style-type: none"> 1. "The Biodiversity Act involves a broad range of aspects that are both important and interesting." (→ motivation, information) 2. "This is how the process works from a legal perspective ..." (→ information) 	<ul style="list-style-type: none"> • Letters/ meetings  • Case studies/ success stories  • Fact sheets  • Books/ extended brochures 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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TECHNICAL SUPPORT GROUPS (TSGs)

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Advice and assist the local body in the constitution of BMCs and propose suitable members based on local conditions
- Undertake/assist in the documentation of PBRs
- Conduct training on technical and operational aspects
- Organise peer-to-peer exchange visits among BMCs
- Generate/raise funds to undertake the capacity building activities in the local area

2. OVERVIEW / GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Experienced in social mobilisation
- Respond to the needs of local communities
- Function as educators on socially relevant issues including conservation, habitat protection etc.
- They work in close coordination with village heads, prominent people in the society
- They trigger participation and networking

CORE INTERESTS

- Service-minded
- Believe in social and environmental equity
- They enjoy the trust of local people
- Empowering local communities
- They believe in empowering local communities to be self-reliant

CRITICAL PRACTICES

- Enterprising, collaboration
- Acquire necessary technical knowledge
- Take part in ToT



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • There are not many organisations recognised or designated as TSGs • Limited experience on what ABS means in practice 	<ul style="list-style-type: none"> • Undertake activities that support BMCs in operationalising ABS • Coordination with SBBs/Forest Department/ Rural administration undertake capacity building and training on ABS and support in documenting PBRs • Establish partnerships with other TSGs for effective learning and information exchange • Organise training and capacity building programs
A ATTITUDE	<ul style="list-style-type: none"> • Willingness to work on new topics that contribute to social welfare and benefit local communities. However, there are no clear examples of the contribution of ABS. • ABS is not seen as an important topic or a pressing issue for training and capacity building as compared to many other government schemes. Incentives are not appealing. • Limited or no funding opportunities to undertake activity related to BMCs or PBR 	<ul style="list-style-type: none"> • Collaborative, enterprising • Consider themselves as a key stakeholder • ABS as an opportunity to consolidate efforts in conservation and economic development
K KNOWLEDGE	<ul style="list-style-type: none"> • No or limited knowledge of the Biological Diversity Act and its ABS provisions • No or limited knowledge on operational aspects of ABS involving local communities • Inadequate knowledge on training methods and facilitation skills 	<ul style="list-style-type: none"> • Comprehensive knowledge of ABS • Procedure to operationalise ABS • Case studies that demonstrate ABS works! • Rules and guidelines for constitution of BMCs and documentation of PBRs • Participatory training methods • Facilitation and negotiation skills

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- Key intermediaries to work with BMCs and local communities
- Develop design / provide incentives for being part of ABS implementation
- Technical Knowledge on ABS needs to be enhanced
- Case studies on ABS (national and international) and/or exposure visits may support understanding / capacity building
- Developing raining and moderation skills
- Develop training of trainer's modules
- Highlight them as "Changemakers" in Media and websites

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS







	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> • Designated TSGs organise training for BMCs • PBR documentation is being assisted or undertaken by TSGs • TSGs list bio-resources traded from their districts • TSGs participate in ToT training 	<ul style="list-style-type: none"> • X% of organisations/TSGs • X% of PBR documentation in 3 project states • District-wise list of tradable bio-resources available with SBBs • X (number) of TSGs attend ToT and are designated as a resource organisation for BMC training 	<ul style="list-style-type: none"> • Month/Year
A ATTITUDE	<ul style="list-style-type: none"> • TSGs seek funding from SBBs/NBA to undertake strengthening activities for BMCs (reflected by no. of letters received by SBBs/NBA) • TSGs proactively highlight issues in the implementation of ABS at the local level 	<ul style="list-style-type: none"> • X letters received by SBBs/NBA • X during years XXXX-XXXX 	<ul style="list-style-type: none"> • Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> • TSGs are well-versed with BDA and ABS, able to explain key roles and responsibilities of BMCs • There are qualified trainers for ABS within TSGs 	<ul style="list-style-type: none"> • 1-2 organisations per district in 3 project states • At least two trainers per district in 3 project states 	<ul style="list-style-type: none"> • Month/Year



6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low	• Action oriented	• Train capacities	• How	• Brochures • Process charts	• Training • Train-the-trainers • Exposure visits
	Low	• Motivational	• Identify needs	• Why	• Good-practice examples	• Exposure visits • Dialogues & Networking opportunities
	Low	• Informative	• Create awareness • Build basic knowledge	• What	• Letters • Brochures • Good-practice examples • Process charts	• Meetings • Exposure visits • Dialogues & Networking opportunities

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Letters, Meetings	<ul style="list-style-type: none"> • Simple way to make the first contact and provide basic information • Low cost 	<ul style="list-style-type: none"> • May in some cases be difficult to identify the right addressees • Letters may be not read or ignored
 Brochures with basic information about ABS and its benefits for communities	<ul style="list-style-type: none"> • Maybe more inviting for TSG members to read than long formal exposures • May be easily translated into local languages 	<ul style="list-style-type: none"> • Without interactive communication: Risk of over-simplification or misleading messages
 Summaries of good-practice examples	<ul style="list-style-type: none"> • May increase motivation by showing advantages for communities/BMCs and thus TSGs of engaging in ABS procedures 	<ul style="list-style-type: none"> • Examples/cases may not yet be abundantly available
 Process charts (local level)	<ul style="list-style-type: none"> • Help trainers understand what people need to do when and how 	<ul style="list-style-type: none"> • Without interactive communication: Risk of over-simplification or misleading messages
 Trainings, Train-the-trainers	<ul style="list-style-type: none"> • Opportunity to teach knowledge and train practical capacities in direct contact with stakeholders 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time)
 Exposure visits	<ul style="list-style-type: none"> • TtT indispensable to reach out to BMCs • Opportunity for communities/BMCs and TSGs to learn from each other 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time)

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Designated organisations organise training for BMCs PBR documentation is being assisted or undertaken by TSGs TSGs list bio-resources traded from their districts TSGs participate in ToT trainings 	<ol style="list-style-type: none"> "It is worthwhile to engage in BDA and ABS, as they have great potential to generate resources for communities." (→ information, motivation, action) "TSGs have a specific, vital role to play in the ABS system." (→ information, motivation, action) 	<ul style="list-style-type: none"> Brochures  Process charts  Case examples  Training  Dialogues 
A ATTITUDE <ul style="list-style-type: none"> TSGs seek funding from SBBs/NBA to undertake strengthening activities for BMCs (reflected by no. of letters received by SBBs/NBA) TSGs proactively highlight issues in the implementation of ABS at the local level 	<ol style="list-style-type: none"> "NBA and SSBs need TSGs support to reach out to BMCs effectively." (→ motivation, action) "There are specific funding opportunities for BDA and ABS related activities of TSGs." (→ information, motivation, action) 	<ul style="list-style-type: none"> Meetings  Training  Dialogues  Exposure visits 
K KNOWLEDGE <ul style="list-style-type: none"> TSGs are well-versed with BDA and ABS and are able to explain key roles and responsibilities of BMCs There are qualified trainers for ABS within TSGs 	<ol style="list-style-type: none"> "ABS requires specialised technical knowledge and skills." (→ information) "NBA and SBBs offer training opportunities and support material to help build TSG capacities." (→ information, motivation, action) 	<ul style="list-style-type: none"> Letters  Meetings  Brochures  Process charts  Case examples  Dialogues  Training 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/products/events)	Responsibility (for production/distribution/implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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FOREST DEPARTMENT

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- In case a nodal officer from the Forest Dept is appointed, ensure implementation of BD Act
- Filing complaints under BD Act
- Support in co-ordinating activities at village/block/district level
- Advise and handholding of BMCs on matters related to trade of BR (e.g.: Levying fees)
- Issue advisory to regional/field offices regarding the procedure of compliance while providing transit permits
- Developing systems to streamline the trade of BR
- Allocate resources to create awareness on BD Act
- Aid in the process of consolidating conservation efforts of BMCs and other committees dealing with natural/bio-resources
- Assist the SBBs in operationalising provisions of BD Act and ABS

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS	CORE INTERESTS	CRITICAL PRACTICES
<ul style="list-style-type: none"> Major stakeholder in ABS (they hold most of the resources) Regulators Tend to desire retention of decision-making capacities Just another Act, this too shall be an outdated concept Unaware of intricacies of the Act and its different institutional structures 	<ul style="list-style-type: none"> Protection of protected forest areas + wildlife Increase green cover in their states Vigilance in controlling encroachments + illegal trade Supporting forest dwellers' livelihoods Oversee forest management 	<ul style="list-style-type: none"> Support SBB in implementation of provisions of BD Act and ABS Forest dept. officials engage with various activities of BMCs and SBBs Co-ordinate with SBBs/NBA for trade of BR Champion awareness creation within the dept and support ABS communication to the public (education and capacity building)



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • In most places, not many activities are being undertaken • Assign responsibilities to field level officers to function on behalf of BMCs • Strict enforcement on access to Section 38 species even when companies produce proof of its cultivation • In some places, BMCs and JFMCs (Joint forest mgmt. committees) work in close coordination and in some places they don't 	<ul style="list-style-type: none"> • Integrate ABS into their existing system of resource management both at the regional and local level • Support in the activities of SBBs, NBA and BMCs • Conduct awareness activities/events for their staff • Inform individuals who apply for permits about the requirement of prior approval from NBA or prior intimation to SBBs
A ATTITUDE	<ul style="list-style-type: none"> • SBBs are units of the forest department • Apprehensive about conflict of interests arising between committees such as JFMC and BMCs • Do not regard ABS as part of their mandate • Local communities have limited capacity to levy fees for collection of BR • ABS will be a deterrent to conservation as it may promote access to bio-resources indiscriminately • ABS may burden the collectors / local communities as buyers may pay less to the resources in view of paying an additional charge as ABS 	<ul style="list-style-type: none"> • More appreciation of BD Act and ABS as a strength to forest conservation • Consider the implementation of regulations as both useful and doable
K KNOWLEDGE	<ul style="list-style-type: none"> • Field staff have very little or no knowledge of the BD Act in particular • Higher-level officers are aware of ABS, but practicalities and operational procedures are not clear • Are not aware that SBBs have an important role but perceive them as perfunctory institutions established under the Act 	<ul style="list-style-type: none"> • Comprehensive understanding of ABS and provisions of BDA • Knowledge of interrelations between BDA and other conservation-related Acts and laws

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- Key actor for ABS – and also holds considerable authority.
- Needs to be convinced before actions are taken.
- Explore how to leverage expertise and functioning of the existing system in the forest department.
- Create a partnership for joint action.

- ABS as a means to strengthen the forest department's efforts in conservation and sustainability (provide case studies).
- Trust building with local communities and BMCs.
- Institutional collaborations between NBA/SBB & forest department required.
- Communication probably needs to pass through hierarchy between FD and NBA/SBB, i.e., top-level to top-level, then top-down.






5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS

	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> Forest dept regularly informs SBBs about persons accessing the biological resource from forests Integrate modules on BDA and ABS into existing forest training Local FD involves BMCs in the trade of forest bioresources 	<ul style="list-style-type: none"> X number of letters sent from FD to SBBs X lists of traders/ intermediaries/entities accessing bio-resources from forests sent from FD to SBBs X training conducted containing topics on BDA and ABS; held for forest officials covering all districts in the states FDs in pilot districts inform X BMCs about the quantities of BR traded from the forest 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> Forest dept officials at the local level assume responsibility in activities of BMCs State authorities take the initiative to strengthen BMCs 	<ul style="list-style-type: none"> X% of locations where FD officials are engaged with BMCs E.g., convening meetings, being members/secretaries of BMCs Heads of the FD in X states issues advisory to involve BMCs in the trade of forest resources (e.g., NTFP) 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> Field-level officers from forest department are aware of the BD Act and ABS Field officers are aware of the distinction between BMCs and other committees dealing with natural resources Field officers are aware that BD Act covers all biological resources (both cultivated and wild) Field officers are aware of the modalities of BMCs 	<ul style="list-style-type: none"> X% of field-level officers X% of field officers are able to name Y distinct responsibilities of BMCs X% of field officers X% of field officers 	<ul style="list-style-type: none"> Month/Year

6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low	• Action oriented	<ul style="list-style-type: none"> • Suggest specific actions • Offer practical support 	• How	<ul style="list-style-type: none"> • Brochures • Process charts 	<ul style="list-style-type: none"> • Jointly organised trainings, workshops + dialogues • Helpdesk at SBBs
	Low	• Motivational	<ul style="list-style-type: none"> • Offer cooperation • Identify needs 	• Why	• Appreciation letters	<ul style="list-style-type: none"> • Face-to-face meetings (top-top) • Jointly organised workshops + dialogues
	Low/Med.	• Informative	• Build knowledge	• What/How	• Brochures, guidelines, process charts	<ul style="list-style-type: none"> • (Online) Training • Workshops, dialogues

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Guidelines, advisories	<ul style="list-style-type: none"> • Carries a high degree of authority • Easy to put together 	<ul style="list-style-type: none"> • Lacks detailed information • Not enough to motivate actors/stakeholders
 Brochures, process charts	<ul style="list-style-type: none"> • When clear, concise and well laid-out, information reaches out faster • Easy to follow 	<ul style="list-style-type: none"> • Very common channel of institutional communication – prone to be disregarded and/or lost in the system
 Training, workshops	<ul style="list-style-type: none"> • Opportunity to impart knowledge and train practical skills in direct contact with stakeholders 	<ul style="list-style-type: none"> • Relatively high cost (money, staff time)
 Dialogues	<ul style="list-style-type: none"> • Can be recorded, and can be consulted/ rewatched by the participant 	<ul style="list-style-type: none"> • Difficult to secure adequate attendance due to other engagements of participants
 Helpdesk at SBB	<ul style="list-style-type: none"> • Provides an enabling environment for discussions on practical solutions • Cooperative approach • Real-time feedback + support on technical issues • Helps build trust 	<ul style="list-style-type: none"> • Difficult to secure adequate attendance due to other engagements of participants • Specialised staff required • Costs time and money

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> Forest dept regularly informs SBBs about persons accessing the biological resource from forests Integrate modules on BDA and ABS into existing forest training Local FD involves BMCs in the trade of forest bioresources 	<ol style="list-style-type: none"> "BDA and ABS will aid in your ongoing work in the conservation and management of resources." "ABS has the potential to make trade more organised." "BMCs can be involved in vigilance against illegal trade." 	Brochure Process charts  Training Case examples  Dialogues Meetings 
A ATTITUDE <ul style="list-style-type: none"> Forest dept officials at the local level assume responsibility in activities of BMCs State authorities take the initiative to strengthen BMCs 	<ol style="list-style-type: none"> "BD Act is an opportunity to work towards the common goal of conservation." "The work of BMCs is complementary to that of other committees." 	Letter from superiors  Brochures Guidelines  Meetings Dialogues 
K KNOWLEDGE <ul style="list-style-type: none"> Field-level officers from forest department are aware of the BD Act and ABS Field officers are aware of the distinction between BMCs and other committees dealing with natural resources Field officers are aware that BD Act covers all biological resources (both cultivated and wild) Field officers are aware of the modalities of BMCs 	<ol style="list-style-type: none"> "ABS is a new approach to biodiversity conservation." "BDA is another powerful tool to support other wildlife and forest-related Acts." "To see what BDA can do, consider the examples of Basmati rice, turmeric, neem." 	Case examples Training  Guidelines Process charts  Case examples Dialogues 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/products/events)	Responsibility (for production/distribution/implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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LINE DEPARTMENTS DEALING WITH BIOLOGICAL RESOURCES

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- In case a nodal officer is appointed, support implementation of BD Act
- Assist the SBB in operationalising provisions of BD Act and ABS
- Assist in documentation of PBRs
- Collate information on industries, entities, persons accessing BR
- Advise matters related to and conservation of local breeds/folk varieties/cultivars/landraces
- Assist in training and capacity building

2. OVERVIEW/GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Work in silos
- Handle too many responsibilities as departments are understaffed
- Do not keep themselves updated with developments in related fields
- Follow the instructions only from their department

CORE INTERESTS

- Not open/reluctant to take additional responsibilities
- Limited knowledge and skills beyond their domain area
- Limited opportunity for them to innovate
- Opportunity: social recognition

CRITICAL PRACTICES

- Involve in capacity building activities
- Be proactive in the process of ABS
- Get involved in PBR documentation



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Currently, no mechanism exists to integrate ABS • Work in silos and no exchange with other departments 	<ul style="list-style-type: none"> • Mainstreaming constitution of BMC with Rural administration dept. • Provide office space for BMCs • Take part in PBR documentation • Draw out interlinkages to support the operationalisation of BMCs and ABS • Participate in the process • Network with other departments
A ATTITUDE	<ul style="list-style-type: none"> • Believe that only the Forest department officers are responsible for the implementation • No specified mandate, hence assume their role in the process optionally • BMC is one more addition to many other committees • It is not practical to regulate the access to bio-resources outside forests • Conflict with other agencies that exist to regulate/monitor trade of agriculture, horticulture, crops and breeds of animals • Difficult to track the usage • Believe there shouldn't be any regulation on R&D of crops, horticulture or spices 	<ul style="list-style-type: none"> • Be open for inclusion of ABS as part of their existing departmental structure • Essential part of the ABS process
K KNOWLEDGE	<ul style="list-style-type: none"> • Not aware of the existence of NBA or SBBs • Tend not to be aware of the Biodiversity Act and ABS • Perceived as a law applicable to plants and animal in forests • No clarity on the role of line departments in the implementation process of ABS • Confined to domain knowledge 	<ul style="list-style-type: none"> • Concept, principles, the procedure of compliance in ABS • Information on domain-specific activities that come under the purview of ABS • Domain-specific good practices • Clarity on the role in the ABS process and its necessity

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP




- ☐ Clarity and awareness on specific roles in ABS
- ☐ Provisions of BDA and ABS incorporated in their schemes
- ☐ Exchange of information with other departments
- ☐ Define fields of cooperation to create synergies
- ☐ Identify conflicting mandates and procedural aspects (for e.g., the export of certain agriculture, horticulture products is promoted by Agricultural and Processed Food Products Export Development Authority (APEDA).
- ☐ Guidance for conducting dialogue with stakeholders such as companies, traders etc.

5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS






	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> BMCs have office space provided by the rural development department Rural development department allocates funds for strengthening BMCs Various line departments support documentation of PBRs 	<ul style="list-style-type: none"> XX BMC office space provided by the rural development department in XX states XX Rural development departments that have specified budget lines to strengthen BMCs XX PBRs documented with support of line departments 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> Various line departments take part in training conducted by district nodal offices for documentation of PBRs 	<ul style="list-style-type: none"> XX% of participants in training come from diverse line departments 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> The number of line department officers who are aware of the BD Act is increased The number of line department officers who are familiar with the ABS process and PBR documentation is increased 	<ul style="list-style-type: none"> Increase of XX% as compared to the base value of 30% Increase of XX% as compared to the base value of 30% 	<ul style="list-style-type: none"> Month/Year












6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
	Low	• Action oriented	• Suggest specific actions	• What & How	• Sector-specific brochures, guidelines, process charts	• Sector-specific brochures, guidelines, process charts • Fact sheets • Flow charts
	Low	• Needs oriented	• Identify needs	• Why	• Fact sheets • Flow charts • Invitation letters	• Invitation letters • Letters to heads of departments
	Low	• Informative	• Create awareness	• What	• Letters to heads of departments • Brochures, guidelines, process charts	• Brochures, guidelines, process charts

7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Letters, Meetings	<ul style="list-style-type: none"> • Support information flow • Personal addressees • Some material already exists at the international level that may be used 'as is' or adapted to the Indian context • Can be produced in large quantities • Concise background information helps officers understand the rationale behind ABS • Visual support • Opportunity to impart knowledge and train practical skills • Allow officers to ask questions • Scalable – may be offered many times • May be adapted according to arising needs • Can be recorded, and can be consulted/ rewatched by participants 	<ul style="list-style-type: none"> • Uncertainty to what extent information will be passed on • Without additional interaction may be disregarded • Once published, difficult to adapt according to arising needs • Overly brief information may not cover all relevant cases or situations • Relatively high cost (money, staff time) • Limited group size per occasion • Possibly not suitable for / accepted by some people from 'older' generations
 Sector-specific brochures, guidelines, process charts		
 Fact sheets, Flow charts		
 Training		
 Online Training		

8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APPEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> BMCs have office space provided by the rural development department Rural development department allocates funds for strengthening BMCs Various line departments support documentation of PBRs 	<ol style="list-style-type: none"> "Supporting documentation of biological resources at the local level lies at the core of your departments' interests." (→ information, motivation, action) "We are here to cooperate with you." (→ motivation, action) 	<ul style="list-style-type: none"> Training  Online Training  Meetings 
A ATTITUDE <ul style="list-style-type: none"> Various line departments take part in training conducted by district nodal offices for documentation of PBRs 	<ol style="list-style-type: none"> "There are some new and important things to know, but no rocket science involved." (→ motivation) "ABS is a process intended to protect the sovereign rights of India." (→ information, motivation) 	<ul style="list-style-type: none"> Letters  Fact sheets  Meetings 
K KNOWLEDGE <ul style="list-style-type: none"> The number of line department officers who are aware of the BD Act is increased The number of line department officers who are familiar with the ABS process and PBR documentation is increased 	<ol style="list-style-type: none"> "The provisions of the BD Act relate to resources with which your departments are working." (→ information) "This is how the process works." (→ information) "This is the role of your departments in the process ..." (information, motivation) 	<ul style="list-style-type: none"> Sector-specific brochures, guidelines, process charts  Training  Online Training 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/products/events)	Responsibility (for production/distribution/implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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CUSTOMS DEPARTMENT

1. ROLE/FUNCTIONS AS MANDATED UNDER THE BIODIVERSITY ACT AND/OR REQUIRED FOR OPERATIONALISATION OF ABS

- Advisory to Custom officials on compliance requirement under the BD Act
- Advice on matters related to streamlining the process for export of bio-resources that come under the purview of ABS

2. OVERVIEW / GENERAL FEATURES OF THIS STAKEHOLDER GROUP

OBSERVABLE BEHAVIOUR AND STATED POSITIONS

- Stick to rules
- They remain focused in the prescribed set of duty
- Alert and technology savvy
- Are mostly unaware of ABS process

CORE INTERESTS

- The complex process of ABS and the sheer number of stakeholders and bio-resources involved may be difficult for them to keep track of (risk)
- Coordination between MoEF&CC and Ministry of Commerce is necessary to chalk out specific tasks for customs

CRITICAL PRACTICES

- Increased involvement
- Systemic changes at the Ministry Level
- Training module that suits the officials at multiple levels (early, mid-career)



3. ANALYSIS OF KNOWLEDGE-ATTITUDE-PRACTICE → PRACTICE-ATTITUDE-KNOWLEDGE (KAP-PAK)

	PRESENT STATE	FUTURE/INTENDED STATE
P PRACTICES	<ul style="list-style-type: none"> • Strict enforcement in case of scheduled species under the Wildlife Protection Act, 1972, Directorate General of Foreign Trade, and CITES • There is no internal procedure to check the access approvals mandated under the Biological Diversity Act 	<ul style="list-style-type: none"> • Integrate ABS requirements into their existing system • Field staff are informed about the ABS requirements • Feedback to NBA and SBBs on streamlining procedures for BR that are taken out of the country
A ATTITUDE	<ul style="list-style-type: none"> • Change can be influenced through advisories issued by competent authority • Have mandate to bring about or follow the change 	<ul style="list-style-type: none"> • Willingness and being open to support the NBA and SBBs
K KNOWLEDGE	<ul style="list-style-type: none"> • Lack of clarity and knowledge on enforcement of BD Act ABS • No knowledge of procedural aspects of ABS 	<ul style="list-style-type: none"> • Clarity on their role • Clarity on BR that come under the purview of the Act • Application procedure and mechanism to enforcement

4. POINTS TO CONSIDER IN COMMUNICATION STRATEGY FOR THIS STAKEHOLDER GROUP

- Clear & straightforward communication → no information overload
- Task-oriented guidelines
- Checklist of ABS requirements
- Information on role and where does the role of customs kick-in
- Information on who has to comply and what comes under the Act



5. COMMUNICATION OBJECTIVES FOR THIS STAKEHOLDER GROUP, DERIVED FROM KAP-PAK ANALYSIS







	COMMUNICATION OBJECTIVES	INDICATORS	TIME HORIZON
P PRACTICES	<ul style="list-style-type: none"> NBA/SBBs receive queries from the Customs department NBA/SBB receive copies of advisories issued to Customs officials 	<ul style="list-style-type: none"> XX queries XX copies of advisories 	<ul style="list-style-type: none"> Month/Year
A ATTITUDE	<ul style="list-style-type: none"> Customs officials attend the (online) training conducted by NBA and SBBs Customs officers are aware of the rationale for ABS 	<ul style="list-style-type: none"> XX Customs officials per training/webinar XX% of Customs officers (survey) 	<ul style="list-style-type: none"> Month/Year
K KNOWLEDGE	<ul style="list-style-type: none"> Customs officers are aware of the scope of the BD Act and exemptions Customs officers are familiar with ABS procedures 	<ul style="list-style-type: none"> XX% of Customs officers (survey) XX% of Customs officers (survey) 	<ul style="list-style-type: none"> Month/Year

6. DRAFTING THE COMMUNICATION STRATEGY: OVERALL APPROACH

STATUS → FOCUS OF COMMUNICATION STRATEGY → FOCUS ON COMMUNICATION CHANNELS						
	CURRENT SITUATION	MAIN PURPOSE	MAIN APPROACH	QUESTIONS TO ADDRESS	OPTIONS FOR: INFORMATION DISSEMINATION (ONE-WAY)	OPTIONS FOR: INTERACTIVE COMMUNICATION (TWO-WAY)
P	Low	• Action oriented	• Suggest specific actions	• What & How	<ul style="list-style-type: none"> How-to' instructions Flow charts 	<ul style="list-style-type: none"> Online Trainings Helpdesk
A	Low	• Needs oriented	• Identify needs	• Why	<ul style="list-style-type: none"> Fact sheets 	<ul style="list-style-type: none"> Online Trainings
K	Low/Med.	• Informative	• Create awareness	• What	<ul style="list-style-type: none"> Letters to superiors Fact sheets 	<ul style="list-style-type: none"> Meetings/briefings with superiors



7. OPTIONS FOR COMMUNICATION CHANNELS

COMMUNICATION CHANNELS	ADVANTAGES	DISADVANTAGES
 Guidelines, advisories	<ul style="list-style-type: none"> Carries a high degree of authority 	<ul style="list-style-type: none"> Lack of detailed information
 How-to' instructions	<ul style="list-style-type: none"> Easy to put together 	<ul style="list-style-type: none"> Not enough to motivate actors
 Fact sheets, Flow charts	<ul style="list-style-type: none"> Concise instructions help Customs officers fulfil ABS-related duties Concise background information helps officers understand the rationale behind ABS 	<ul style="list-style-type: none"> Overly brief information may not cover all relevant cases or situations
 Training	<ul style="list-style-type: none"> Visual support of 'how-to' instructions 	<ul style="list-style-type: none"> Overly brief information may not cover all relevant cases or situations
 Online Training	<ul style="list-style-type: none"> Opportunity to impart knowledge and train practical skills 	<ul style="list-style-type: none"> Relatively high cost (money, staff time)
 Helpdesk	<ul style="list-style-type: none"> Opportunity to impart knowledge Allow officers to ask questions Opportunity for officers to clarify issues with specific cases 	<ul style="list-style-type: none"> Costs involved in developing materials Specialised staff required Relatively high cost (money, staff time)



8. MESSAGE DESIGN

COMMUNICATION OBJECTIVES	MESSAGES AND TYPE OF APPROACH/APEAL (information, motivation, or action)	COMMUNICATION CHANNELS
P PRACTICES <ul style="list-style-type: none"> NBA/SBBs receive queries from the Customs department NBA/SBB receive copies of advisories issued to Customs officials 	<ol style="list-style-type: none"> "This is how the ABS process works ..." (→ information, action) "Your counterpart for ABS-related information is NBA/SBBs." (→ information, action) 	<ul style="list-style-type: none"> 'How-to' instructions, flow charts, fact sheets  Online Trainings Helpdesk 
A ATTITUDE <ul style="list-style-type: none"> Customs officers are aware of the rationale for ABS Customs officials attend the (online) training conducted by NBA and SBBs 	<ol style="list-style-type: none"> "Control of compliance is crucial to protect India's sovereign right over its biological resources and traditional knowledge." (→ motivation, action) "Once you are familiar with the procedures, you will find it easy." (→ motivation, action) 	<ul style="list-style-type: none"> Letters to superiors  Meetings/ briefings with superiors  Fact sheets (background information) for officers 
K KNOWLEDGE <ul style="list-style-type: none"> Customs officers are aware of the scope of the BD Act and exemptions Customs officers are familiar with procedures 	<ol style="list-style-type: none"> "This is what ABS is about and why it's important ..." (→ information, motivation) "This is the information required for the ABS process to work ..." (→ information, motivation) 	<ul style="list-style-type: none"> Letters to superiors  Meetings/ briefings with superiors  'How-to' instructions, flow charts, fact sheets  Online Training 

9. ASSESSMENT OF COMMUNICATION PRODUCTS AND ACTION PLAN

Communication Products (Media/ products/events)	Responsibility (for production/distribution /implementation)	Partners (in production, distribution and/or implementation)	Budget/Resources (Finance, staff, logistics)	Timing
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CHAPTER 5

MONITORING AND EVALUATION



How do we know whether measures implemented as part of the strategy been efficient? Is the activity implemented been relevant to the target group? What has been the impact? What can we learn from the implemented measures? Is there a scope for improvement? – Monitoring and Evaluation is a critical aspect of the strategy. The simplest form of M&E is to assess whether the target value(s) set for KAP related communication objectives in step 5 has been achieved or not. These assessments need not always be quantitative. While the number of BMCs adopting certain practices can be measured in numbers, a shift in their attitude can be qualitative. Outcome or lessons learnt from M&E exercise should be considered while planning and implementing

follow up activities or course-correction measures. It is also essential to involve key stakeholders and people who matter in the implementation of activities.

SOME QUESTIONS YOU MAY WANT TO CONSIDER IN THE CONTEXT OF M&E⁵

About the issues that are being communicated

- Who 'owns' the issues?
- How relevant are the issues to the audience?
- To what extent does the audience understand the causes, dynamics etc. of the issues?
- Do the issues generate emotions: interest, anger, etc.?

About the choice of communication channels

- How suitable is the choice of channels or media in light of the audience's preferences?
- How appropriate is the amount of information provided – is there an overload or shortage?
- To what extent do the chosen channels or media help to strengthen the message?
- Does the choice of media respect the socio-cultural sensitivities of the audience?

About the impact

- Is the message heard, understood and accepted as intended?
- To what extent does the message boost confidence and initiative?
- To what extent does the message motivate people to change their attitudes and behaviour?

MONITORING AND EVALUATION

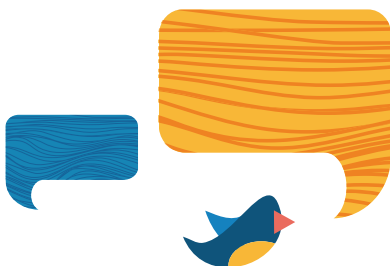
Communication Objective	How will you know that you are successful? Have you achieved the target value? (step 5) Both quantitative and/or qualitative assessment may be considered
BMC	
K	
A	
P	
National Companies	
K	
A	
P	

ANNEXURE I

1. LIST OF PARTICIPANTS IN THE NATIONAL WORKSHOP ON COMMUNICATION STRATEGY FOR ABS HELD IN MAY 2018, CHENNAI

NAME	AFFILIATION
Dr Aeshita Mukherjee	GIZ, India
Dr Ambika Sharma	WWF, India, New Delhi
Mr Anil Joshi	GIZ, India
Ms Architha Narayanan	National Law School of India University, Bengaluru
Mr Ashraf A.	Maharashtra Biodiversity Board, Nagpur
Dr Binitha Pushpakaran	Wildlife Crime Control Bureau, New Delhi
Mr Brindavanam N.B.	Consultant, Visakhapatnam
Dr Elezebeth Thomas	Madhya Pradesh Biodiversity Board, Bhopal
Prof Erach Bharucha	Bharati Vidyapeeth Institute of Environment Education and Research, Pune
Dr Geetha Nayak	GIZ, India
Mr Gopikrishna Warriar S.	Mongabay-India
Dr Ilse Köhler-Rollefson	Lokhit Pashu-Palak Sansthan (LPPS), Rajasthan
Mr Ishwar Poojar	UNEP-GEF ABS Project, National Biodiversity Authority, Chennai
Ms Kathrin Heidbrink	Consultant, Germany
Mr Kumaran Sathasivam	Palladium Documentation, Chennai
Dr Kunal Satyarthi	Himachal Pradesh Biodiversity Board, Shimla
Mr Mithilesh Kandalkar	GIZ, India
Mr Moji Riba	Centre for Cultural Research and Documentation, Arunachal Pradesh
Dr Palpandi C.	Ministry of Environment Forest Climate Change, New Delhi
Mr Pradip Sarmokadam	Goa Biodiversity Board, Goa
Dr Pravir Deshmukh	CII, New Delhi
Dr Preetha N.	Kerala Biodiversity Board, Thiruvananthapuram
Dr Priya Narayanan	GIZ, India
Mr Rabikumar, T	National Biodiversity Authority, Chennai
Mr. Radhakrishnan R.K.	Frontline
Dr Rahul Chopra	International Council for Science & IISER, Pune
Mr Rahul Mungaikar	Bombay Natural History Society, Mumbai
Prof Rana R.S.	New Delhi
Dr Rejni Simpson	Centre for Biodiversity Policy and Law, National Biodiversity Authority, Chennai
Ms Rita Banerji	Dusty Foot Productions, New Delhi
Dr Ruchi Pant	UNDP, India
Dr Rupam Mondal	Centre for Biodiversity Policy and Law, National Biodiversity Authority, Chennai
Mr Sanjay Barnela	Moving Images/Srishti, Bengaluru
Ms Santhi MS Pillai	Wildlife Crime Control Bureau, Chennai
Mr Shahul Hameed	Cognizant Tech. Solutions, Chennai

Dr Shailaja Ravindranath	Education and Communication Expert, Bengaluru
Mr Shreyas Bhartiya	GIZ, India
Ms Shubashree Desikan	The Hindu, Chennai
Mr Sreenivasa Murthy R.	Madhya Pradesh Biodiversity Board, Bhopal
Ms Sudha Nautiyal	Centre for Environment Communication
M. Sugantha Priscilla	Trainer
Mr Suhel Al-Janabi	GeoMedia GmbH, Germany
Dr Suvarna C.	Commissioner of Fisheries, Telangana
Dr Thirunarayanan, T.	Centre for Traditional Medicine Research, Chennai
Mr U.T. Arasu.	CPR Environmental Education Centre, Chennai
Ms Veena PG.	Karnataka Biodiversity Board, Bengaluru
Dr Venkateswaran T.V.	Vigyan Prasara, New Delhi
Ms Vidya Vijayaraghavan	UNDP, Global ABS Project, Chennai
Dr Vilas Bardekar	Maharashtra Biodiversity Board, Pune



2. LIST OF PARTICIPANTS IN THE WORKSHOP FOR STATE BIODIVERSITY BOARDS ON COMMUNICATION STRATEGY FOR ABS HELD IN JULY 2019

CHENNAI

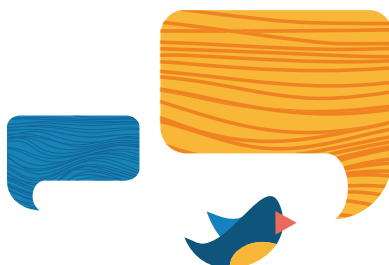
NAME	AFFILIATION
Dr Amit Setiya	Cranes, Maharashtra
Mr Ashwin M.	Freelance Artist, Chennai
Prof Biswajit Dhar	Jawaharlal Nehru University
Ms Dhivyalakshmi Sridhar	GIZ, India
Dr Elezebeth Thomas	Madhya Pradesh Biodiversity Board, Bhopal
Dr Geetha Nayak	GIZ, India
Mr Jeet Singh	Maharashtra Biodiversity Board, Nagpur
Mr Jitendra Gupta	Madhya Pradesh Biodiversity Board, Bhopal
Dr Konrad Uebelhör	GIZ, India
Mr Manish Kumar	Jharkhand Biodiversity Board
Mr Mithilesh Kandalkar	GIZ, India
Dr Narendran T	National Biodiversity Authority, Chennai
Ms Nischita Nagappa	GIZ, India
Dr P C Panda	Orissa Biodiversity Board
Mr Prabakaran M	Consultant and Trainer, Tamil Nadu
Mr Prakash Nelliya	UNDP, India
Mr Prasanna KR.	Karnataka Biodiversity Board
Ms Preetha N	Kerala Biodiversity Board, Thiruvananthapuram
Mr Rabikumar T.	Jammu and Kashmir Forest Department
Mr Ranjithkumar A	Consultant and Trainer, Tamil Nadu
Mr S C Joshi	Kerala Biodiversity Board, Thiruvananthapuram
Dr S. Behera	Orissa Biodiversity Board
Mr Sailu G.	Telangana Biodiversity Board
Ms Sangeetha Rajeesh	Communications Specialist, Chennai
Mr Sargan Singh Rasaily	Uttarakhand Biodiversity Board
Ms Shailja Singh	Jharkhand Biodiversity Board
Ms Shameeka Rao	GIZ, India
Mr Shreyas Bhartiya	GIZ, India
Mr Suhel al-Janabi	GeoMedia GmbH, Germany
Dr Thulsi Rao K.	Andhra Pradesh Biodiversity Board
Mr Vishvak Kannan	GIZ, India
Mr Yogesh Dwivedi	Tamil Nadu Biodiversity Board



NEW DELHI

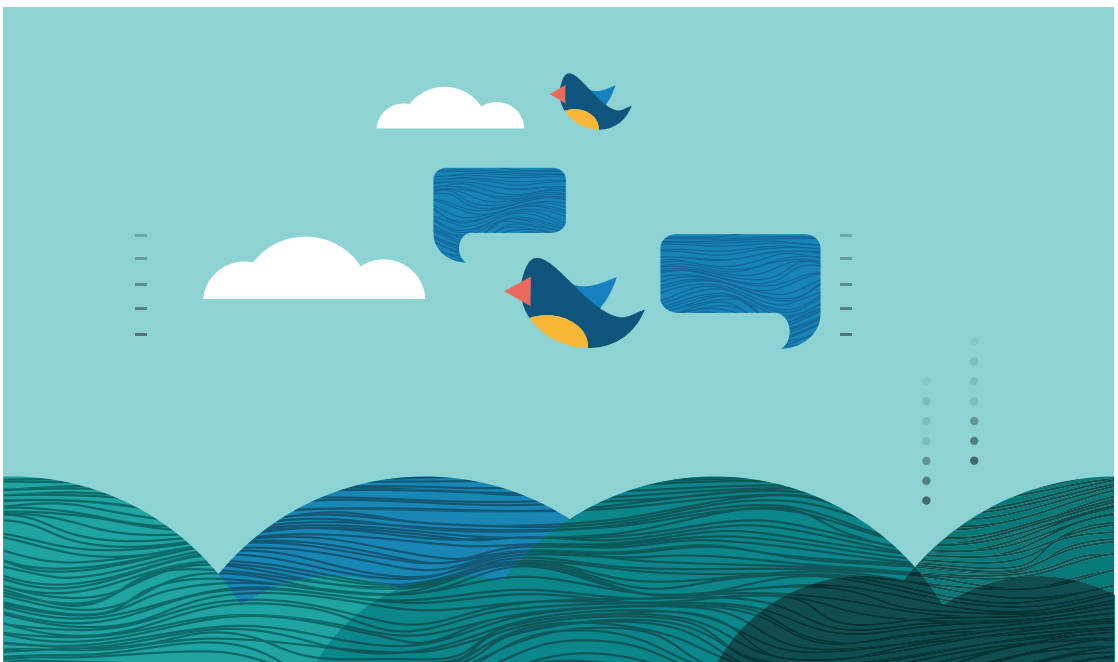
NAME.	AFFILIATION
Mr A K Johari	Assam Biodiversity Board
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ACCESS AND BENEFIT SHARING PARTNERSHIP (ABS) PROJECT

The ABS Partnership project is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) under the Indo-German Biodiversity Programme. The project is implemented in partnership with the Ministry of Environment, Forest and Climate Change (MoEFCC), the National Biodiversity Authority, the State Biodiversity Boards of Maharashtra, Tamil Nadu and Uttarakhand and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

OBJECTIVE

The ABS Partnership Project aims at strengthening the capacity of the National Biodiversity Authority (NBA), the State Biodiversity Boards (SBBs), Biodiversity Management Committees (BMCs), as well as raising awareness amongst the commercial users of biological resources and traditional knowledge for the effective implementation of ABS mechanisms under the Biological Diversity Act 2002, in keeping with India's commitments under the Nagoya Protocol on ABS.

APPROACH

To achieve the objective, the project employs the following approaches:

- Awareness-raising, communication and stakeholder dialogues for creating better understanding of the Biological Diversity Act 2002, ABS Regulations and the Nagoya Protocol on ABS among different actors and stakeholder groups
- Development of good practices of benefit sharing of communities, based on utilisation of biological resources for commercial or research purposes
- Development of an IT-enabled ABS monitoring system for the National Biodiversity Authority for effective monitoring of the use of biological resources in ABS processes

The project is implemented at the national level in partnership with the NBA, at the state level, with the SBBs of Maharashtra, Tamil Nadu and Uttarakhand, and at the local level with BMCs in three states.



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