Communication strategy for the promotion of sustainable peatland and transboundary haze management in Southeast Asia and MAHFSA Communication Plan

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Contents

Part 1:
Communication strategy

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1. Background

In most years, a thick blanket of haze of up to 3-5 million km^2 covers parts of Southeast Asia. This phenomenon has been recurring over the last few decades, resulting in dramatic socioeconomic and environmental costs. Peatland drainage, forest and land clearance using fire, and wildfires spreading into adjacent peatlands and forests are the direct cause of the haze problem. Increasing global demand for palm oil, pulp and paper, and timber, as well as population growth, insufficient law enforcement, climate change and the low valuation of ecosystem services provided by peatland and other forest ecosystems have all propelled the fires.

In 2002, in recognition of the haze problem, the Association of Southeast Asian Nations (ASEAN)[1] took a leadership role through the adoption of the ASEAN Agreement on Transboundary Haze Pollution (AATHP). Considering that over 90% of haze in the southern portion of the ASEAN region

emanates from peatlands, the regional ASEAN Peatland Management Strategy 2006-2020 (APMS) and the ASEAN Task Force on Peatlands (ATFP) serve to implement the AATHP effectively. By 2014, all ASEAN Member States (AMS) had ratified the AATHP. In August 2016, the 10 AMS adopted a Roadmap on ASEAN Cooperation towards Transboundary Haze Pollution with Means of Implementation (the ASEAN Haze-Free Roadmap).

Several programs — called ASEAN peatland programs — have been established to support the ASEAN Haze-Free Roadmap.

The Measurable Action for Haze-Free Sustainable Land Management in Southeast Asia (MAHFSA) is a joint initiative between the ASEAN Secretariat (ASEC) and the International Fund for Agricultural Development (IFAD). They are supported by the Global Environment Centre (GEC) and the Center for International Forestry Research (CIFOR). MAHFSA aims to reduce transboundary haze pollution and its impacts in Southeast Asia. It has three

[1] This consists of the following member states: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

interrelated components: (i) enhancement of data, information, results management system and operational capacity; (ii) data, information and results analysis for strategic knowledge product development; and (iii) enhancement of regional coordination mechanisms.

The Sustainable Use of Peatland and Haze Mitigation in ASEAN (SUPA) program promotes the sustainable management of peatlands in the ASEAN region and fights against transboundary haze pollution. SUPA operates through collective actions, sustain local livelihoods, and reduce the risk of fire and associated haze; all contribute to global environmental management. It also contributes to the mitigation of carbon emissions from carbon-rich peatland areas and conserves the unique peatland ecosystems biodiversity, which hosts highly endangered flora and fauna. SUPA has two targets: (i) state actors (implemented by GIZ); and (ii) non-state actors (implemented by a consortium led by the World Resources Institute). The program is co-funded by the European Union and the German government.

The Sustainable Management of Peatland Ecosystems in the Mekong (Mekong Peatlands Project) supports Cambodia, Lao PDR and Myanmar through a range of activities. In each of the three countries, the project combines assessments, surveys, capacity building, awareness-raising, mainstreaming of peatlands into policy and planning, and demonstrations of sustainable management practices at targeted peatland ecosystems. The International Union for Conservation of Nature and the Global Environment Facility (GEF) finance the program.

The first part of this document will guide the communication strategies of the three programs mentioned above. The second part applies specifically to the MAHFSA program. The Communication Strategy provides a comprehensive assessment of communication activities and media for deployment to ensure accessibility for the AMS and other stakeholders. The priority areas consist of issues, best practices, events and situations related to sustainable peatland and haze management in Southeast Asia. The anticipated outcome is enhanced regional coordination on sustainable peatland and haze management through improved availability and usage of knowledge products.

2. Goals and objectives

By considering the different programs and the Regional Stakeholder Mapping and Analysis, this Communication Strategy seeks to contribute to the change of behavior and attitude of key target groups toward a more sustainable peatland and haze management by

- Strengthening the knowledge of key players identified in the Regional Stakeholder Mapping and Analysis on the available and new knowledge, technology, best practices and policies related to sustainable peatland and haze management;
- Increasing awareness and information of influential stakeholders identified in the Regional Stakeholder Mapping and Analysis on the environmental and socioeconomic benefits of sustainable peatland and haze management;
- Fostering dialogues among stakeholders to build consensus and partnership for prioritizing actions and mobilizing and channeling resources;
- Stimulating action to reduce peatland degradation and transboundary haze.

This Communication Strategy aims to guide the activities, results and recommendations from the MAHFSA, SUPA and Mekong Peatland Project to reach and influence the identified audiences effectively.

The objectives of the Communication Strategy are: (i) to adopt effective communication, outreach and engagement tools to disseminate information on sustainable peatland and haze management to key target groups; (ii) facilitate and support stakeholder forums that adopt sustainable peatland and haze management strategies and tools; and (iii) engage multistakeholder processes to make commitments toward sustainable peatland and haze management in Southeast Asia under ASEAN as a Community of Opportunities for All.

Specifically, the Communication Strategy aims to achieve the following by 2024:

1. Key audiences increasingly recognize ASEAN peatland programs as a leading authority and collaborator on peatland and haze management and through active engagement with, and representation at, identified global and regional peatland and forest platforms and events.
2. Key audiences are engaged through targeted dissemination and media coverage for knowledge products related to ASEAN peatland programs.
3. At least eight engaged AMS use, publicly promote and reference ASEAN peatland programs' work in national efforts to strengthen peatland and haze management.
4. Engaged nongovernmental and civil society organizations, as well as media, use and reference ASEAN peatland programs' work to support campaigns for better peatland and haze management practices.

3. Approach

The Communication Strategy outlines the deployment of communication, outreach and engagement activities and the development of knowledge products to achieve the objectives stated above.

Program references
The diagram below shows the linkages between the different available references and coordinating groups with the Communication Strategy.

To ensure coherence among the three ASEAN peatland programs, this Communication Strategy refers to the following documents and processes in determining the stakeholder groups that will be engaged: (i) ASEAN Communication Master Plan 2018-2025; (ii) APMS roadmap, processes and Communication Plan (under the ASEAN peatland forests program); (iii) ASEAN Peatland and Haze Regional Stakeholder Mapping and Analysis; (iv) MAHFSA stakeholder mapping and analysis; and (v) MAHFSA Program Implementation Manual.

The APMS review provides information on the status and gaps in the implementation of the regional strategy. Those still need to be addressed for sustainable peatland and haze management in Southeast Asia. The ASEAN peatland programs will focus their resources on communication, outreach and engagement activities targeted toward stakeholders within the "key player or champion," the "resistance" group, and engaging the "supporter" group of the ASEAN and MAHFSA Regional Stakeholder Mapping and Analysis.

There is a special focus within the ASEAN peatland programs on strengthening data, information and knowledge management related to the sustainable management of peatlands and haze-free land management. Partners agreed to form a Knowledge Coordination Group (KCG) on Sustainable

Figure 1 | **Communication Strategy**
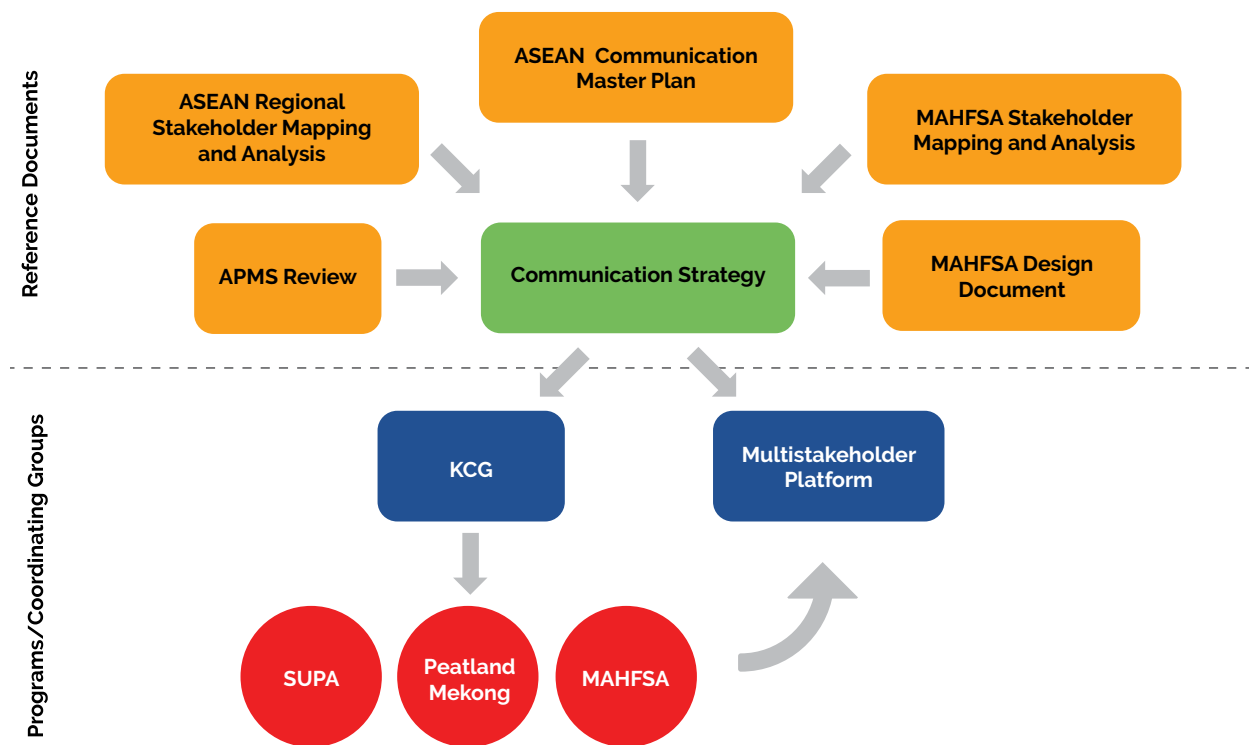
Peatland and Haze Management to ensure a synchronized and coordinated approach. KCG has the following objectives:

- Discuss and develop common/ standard approaches and framework to stock-take available data, information, knowledge products and stakeholder/ targeted audiences related to sustainable peatland and haze management.
- Discuss and coordinate the formulation of ASEAN priorities and strategies of knowledge products for peatland and haze management.
- Discuss and provide recommendations on strengthening an ASEAN repository system that will serve as an ASEAN knowledge management platform.
- Coordinate and share development and management of knowledge products with all partners, across the region and with stakeholders.
- Support implementation of capacity building, knowledge management and

development activities concerning peatlands and haze management.

Program participants

The three participants are SUPA, MAHFSA and the Mekong Peatlands Project. ASEAN coordinates each program, which have specific objectives. These programs aim to support state and non-state actors in the AMS to achieve the objectives and key targets of the APMS and support implementation of the ASEAN Haze-Free Roadmap. They also build capacity and strengthen the work of the ASEC and regional cooperation.

The three programs focus on strengthening the data, information and knowledge management on sustainable peatlands and haze management in the ASEAN region. Knowledge management consists of several activities — from assessing and documenting peatland ecosystems in the ASEAN region

to generating knowledge products. To that end, program partners established a Knowledge Coordination Group (KCG) to allow peatlands partners to share, discuss and develop activities, approaches and strategies in a collaborative and coordinated manner. These relate to knowledge products development and sustainable peatland and haze management, particularly under the MAHFSA, SUPA and the Mekong Peatlands Project. This Communication Strategy is to be shared with the KCG to build synergy and a consolidated effort from all ASEAN peatland programs in communicating key messages, knowledge products and information at all stakeholder levels.

The ASEAN peatland programs also coordinate the development and facilitation of stakeholder platforms and processes.

Under this process, the KCG provides inputs to the stakeholder platform. The platform is an essential mechanism for the ASEAN peatland program partners and key stakeholders to discuss policy issues and best practices, to stimulate an enhanced exchange of data and knowledge, and to conduct joint planning and program/project development, policy dialogue and resource mobilization. The platform also aims to support the coordination mechanism governed by the AATHP.

Stakeholder analysis

One crucial element of the Communication Strategy is to identify key stakeholders. To this end, ASEAN and each of its peatland programs conducted haze and peatland stakeholder mapping and analysis (Table 1).

Table 1 | **Stakeholder mapping and analysis**

Target stakeholder group	Knowledge product needs and objectives	Appropriate knowledge products
ASEC/regional agencies related to haze	• Synthesized information to support monitoring of the implementation of ASEAN Haze-Free Roadmap and APMS • Enhanced data and information exchange	• Synthesized and harmonized information and result management systems • Upgrade regional information exchange system • Workshops and multistakeholder forums • Guidelines
National government	• Guidelines for harmonized data collection, verification and analysis • Synthesis or analysis of data and information collected as evidence for policy dialogue • Verified information of the countries' contribution to the targets of Ministry of Environmental Affairs (MEAs) • National monitoring systems	• Training • Technical guidelines • National database • Reports and studies • Policy briefs • Lessons learned and best practices (on conservation, mapping of peatland functions, fire management) • Best management practices for data collection and analysis • Verified quantitative data that MEAs collect
Local government	• Lack of methodologies and capacity for data and information collection, management and use • Addressing particular issues in detail	• Training materials • Technical guidelines • Reports and studies • Stories from the field/best practices for local authorities
Smallholder farmers	• Lack of guidelines on land/fire management • Lack of incentives to improve current management practices	• Guidelines on community-based land/fire management • Guidelines on haze-free alternative livelihood activities • Training materials on ecosystem values and best management practices for conservation

Table 1 | **Stakeholder mapping and analysis (Cont'd)**

Target stakeholder group	Knowledge product needs and objectives	Appropriate knowledge products
Researchers	• Lack of standards for comparison • Lack of coordination • Lack of sharing of research results/findings	• Access to a national and regional database • Database of research publications
NGOs/CSOs	• Lack of access to, and management and analysis of data • Lack of recognition and support from the government • Lack of funding	• National and regional database • Access to a multistakeholder forum
International development partners	• Lack of access to information on progress to address peatland management and haze • Opportunities to turn project knowledge into action and more investment	• Upgraded national action plans for peatlands • Regional exchange platform • Input to partners' publications
Public	• Lack of awareness on measures to prevent haze and promote fire-free production	• Targeted awareness-raising events • News/magazine articles • Blog posts • Newsletters • Press releases • Video/photos

Target audience

The Communication Strategy needs to target key audiences, as well as the wider public, with various objectives. Table 2 summarizes these audiences and the objectives we hope to achieve through the ASEAN peatland programs' communications. Key messages are articulated based on target group, advocacy objective, appropriate knowledge product and program resources, as provided in Table 2.

Table 2 | **ASEAN peatland programs' target audiences and associated communication objectives**

Target audiences	Examples of target audiences	Objectives
Partner countries	AMS	Promote ASEAN peatland programs, partners and their work in participating countries and regions
Boundary partners	ASEC, ATFP, AMS	Promote ASEAN peatland programs and their work to partners
Donors	IFAD, BMU, European Union, GEF	Continued support for ASEAN peatland programs
Indigenous peoples and local communities	Communities in participating countries and regions	Ensure appropriate consultation practices and ensure participation and cooperation
Wider public	Media consumers in AMS	Understand the role of haze-free sustainable land management in Southeast Asia in sustainable economic development
Policy makers	Ministries of economic planning, agriculture, forestry, trade, education, and the environment at the AMS	Support and implement peatland policy recommendations
Journalists and media	National and international media organizations	Disseminate research findings and increase recognition of ASEAN peatland programs and the importance of haze-free sustainable land management
Research and academia	Various	Acknowledge and collaborate with ASEAN peatland programs and their work and use the research findings
Nongovernmental organizations	Various	• Actively promote and replicate the knowledge models developed • Exchange case studies
Private sector	Various	Actively engage two-way sharing regarding research findings and best practices, and increase recognition of ASEAN peatland programs and the importance of haze-free sustainable land management

Notes: BMU = German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety

The Communication Strategy leverages ASEAN peatland partners' combined communication platforms and the Global Landscapes Forum (GLF), the world's largest knowledge-led platform on integrated land use. In just seven years, GLF has connected more than 4400 organizations, with 180,000 people from 185 countries attending events. Through an innovative digital communications program, GLF has reached over 500 million people on social media and news. GLF is a model of the possibilities available for expanding the reach and impact of science communication.

Part 2:
MAHFSA communication plan

Aulia Erlangga/CIFOR

The Communication Plan of MAHFSA aims to help the program achieve its objectives and amplify its results of

- building capacity and enhancing data, information and results management systems for sustainable peatland management and haze control;
- enhancing the availability and use of knowledge products on sustainable peatland and haze management;
- enhancing ASEAN regional coordination mechanisms for advancing sustainable land management, and haze prevention policies, programs and projects.

The Communication Plan is an essential element that connects the program's activities as elaborated in its preliminary Theory of Change (Annex 1).

1. Messaging

The first step toward developing a MAHFSA Communication Plan is to determine why communicating haze-free sustainable land management in Southeast Asia is necessary. Questions such as, "What is the issue to which MAHFSA is responding?" or "What do we want to accomplish by communicating this information?" must be asked before determining the need for communication. MAHFSA messages should amplify the activities, outputs and contributions to outcomes as elaborated in Table 3.

Table 3 | MAHFSA programs' outcomes, outputs and activities

Outcome	Outputs and activities
Strengthened capacity of ASEAN to use information and results management systems for sustainable land and haze management	*1.1. Capacity building package for data and information collection/ sharing and regional results management developed* 1.1.1. Regional level data, information and capacity gap analysis 1.1.2. Guidelines for information and data collection and results management 1.1.3. Capacity building package *1.2: Capacity building undertaken at country and regional levels for improved data and information gathering and results management* 1.2.1. Implementation of capacity building package 1.2.2. Establishment of regional information and results management systems
Improved availability and usage of knowledge products on peatland and haze management	*2.1. Collation and development of knowledge products for informing different stakeholder groups* 2.1.1. Stocktaking/analysis of existing knowledge products 2.1.2. Development and deployment of communication strategy and knowledge products
Enhanced ASEAN regional multistakeholder coordination mechanisms and partnerships related to sustainable land and haze management	*3.1. Multistakeholder platform strengthened and broadened for regional coordination and partnership* 3.1.1 Strengthening the regional multistakeholder platform 3.1.2. Developing and operationalizing a 10-year investment framework (2021-2030) 3.1.3. Advancing evidence-based policy dialogue

These key messages are to be deployed regularly in communication activities. Capacity development, knowledge generation and a multistakeholder platform are the foundations of communication and outreach efforts. The messages are to be reviewed and updated as necessary and tailored to the local context, target group and communication channel.

1. The MAHFSA program is the regional initiative to address the role of tropical peatlands in Southeast Asia in contributing to the Sustainable Development Goals in a coordinated way.

2. Governments of the AMS have a crucial role in setting policy and strengthening coordination on transboundary haze pollution and sustainable peatland management.

3. Achieving sustainable peatland management requires an integrated approach with multistakeholder engagement to capture land-use policy, regulation, enforcement, incentive frameworks, best practices and resource allocation to prevent peat and forest fire, and tackle haze and associated impacts at local, national and regional levels.

4. The private sector has a key responsibility in preventing fire and reducing haze pollution and its impact in Southeast Asia

5. Governments of the AMS have a critical role in strengthening coordination and cooperation with neighboring AMS on transboundary haze pollution and sharing experiences on sustainable peatland management.

Monitoring the effectiveness and impact of the Communication Plan is an integral part of a continuous feedback loop throughout the program lifecycle to refine and improve the messages, channels and investment in outreach and engagement.

The recommended types of knowledge products may come from three primary sources. First, a stocktaking analysis of a variety of knowledge product types indicates the need to consider the production of knowledge products that aim to translate analyses into forms that are more accessible to broader stakeholders. Second, existing materials such as awareness/educational materials, training/capacity-building materials, best management practices and practical guidelines provide or create knowledge products. Third, influential stakeholders, such as AMS focal points and national governments, may provide feedback on the types of new knowledge products to be generated to engage a broader readership.

2. Description of communication channels and tools

The Communication Plan considers the following approaches:
- expansion of the Communication Plan toward specific programs for different AMS as need arises
- integrated use and development of communication tools, including webinars, blogs, media advisories, multimedia stories that are consistent and reach different target groups
- increased visibility by organizing and participating in international, regional and national events, and by promoting participation and engagement of peatland stakeholders.

Communication activities are built on video recordings of interviews and events around program activities and outputs. From these, MAHFSA partners can create various contents that will serve different communication channels. Each channel may bring deeper engagement with different target groups. For example, a story may take the form of an infographic. This could be broadcast on social media with a video to invite target groups to look closer at a capacity development activity, knowledge product, training material or stakeholder platform activity. These channels provide ways to engage audiences with targeted questions and calls to action.

Beyond ASEAN peatland programs' partners, MAHFSA will engage the International Tropical Peatlands Center (ITPC), an innovative example of multistakeholder and multidonor South-South Triangular Cooperation. Together, they will study and preserve tropical peatland ecosystems through a knowledge platform. ITPC provides a unique opportunity to draw attention to peatlands and their role in peatland fire and haze. These issues touch millions of lives, and importantly, are of interest to a broader audience through their contributions to climate change. The network continues to widen of participants in events, web-based and live, as well as of readers and viewers of landscape-related content on the ITPC News service, training programs, and youth- and women-related engagements. As a result, there is a unique set of environment and development communication tools for the MAHFSA program to promote the activities of its partners.

3. Activities

This section outlines different activities for the MAHFSA program. This includes the digital, media, audio-visual, printed, and event tools and channels to be used throughout the project's duration (Table 4). All major communication activities are mainly in English and other national languages in AMS as appropriate.

Table 4 | Target audience and communication activities

Target audiences and communication activities	Participating countries	Boundary partners	Donors	Indigenous peoples and local communities	Wider public	National policy makers	Journalists and media	Research and academia	Nongovernmental organizations
Digital									
MAHFSA partners' website	*	*	*		*	*	*	*	*
Partner webpages	*	*	*				*	*	*
Social media	*	*	*		*	*	*	*	*
Multimedia stories	*	*	*		*	*	*	*	*
Email updates	*	*	*			*	*		*
Media									
Media advisories			*				*		
Expert interviews	*	*	*			*	*	*	*
Audio-visual									
Video stories	*	*	*	*	*	*		*	*
Photo essays	*	*	*	*	*		*		*
Podcasts/radio	*	*	*	*			*	*	
Printed									
Brochures	*	*	*	*	*	*	*	*	*
Infographics	*	*	*				*		
Update reports	*	*	*					*	
Promotional materials	*	*	*	*	*	*	*		
Campaigns and events									
MAHFSA partners' events	*	*	*	*		*	*	*	*
Other events	*	*	*	*	*	*	*	*	*

Digital

ASEAN Haze website, CIFOR, GEC, GLF, ITPC webpages
The web portal is the hub for managing knowledge and information related to the activities and outputs of the MAHFSA program. Webpages have an essential role in promoting the use of knowledge products and making them accessible.

The leading web portal for dissemination will be the ASEAN Haze website, as identified and agreed at the KCG meeting. The key to effective communication is engaging with stakeholders and encouraging them to share and participate in outreach, using their tools, networks and institutional voices.

Social media
MAHFSA can leverage the large audiences on the ASEAN, CIFOR, GEC, ITPC and GLF digital accounts (mainly Twitter, Instagram, Facebook and LinkedIn) and communications platforms. This will provide significant visibility of MAHFSA activities globally and in targeted countries and regions, and in multiple languages. Posts are shared with partners using proactive targeting. MAHFSA partners review the data on social media followers to determine the effectiveness of social media engagement and provide insights into how to optimize this communication tool for the MAHFSA program continuously.

Multimedia stories
This MAHFSA Communication Plan emphasizes the importance of storytelling and rich content to reach and engage with audiences. According to Jones and Crow (2017),

"(t)he task (of science communication) is to imbed agreed upon scientific evidence within communications in a way that persuades individuals that interact with the communications to regard said evidence as legitimate and memorable…One must make sense of the complexity by socially ordering the ambiguity in a way that resonates with the intended audience. The primary means by which human beings order their social reality is through narrative. You need to tell a compelling story."

A multimedia story is an engaging combination of text, photographs, video clips, audio and graphics. Stories are presented online at regular intervals, and featured and promoted on social media channels. The format can easily be turned into a campaign, building demand from audiences to learn more and tune in regularly.

Email updates
Email updates are a cost-effective tool to update key audiences with relevant information. A database of key contacts is to be developed and regularly updated to ensure effective distribution.

Media

Media advisories
With one of the world's largest databases of environment and science journalists, CIFOR, GLF and ITPC have the reach to accommodate the ambitious outcomes and goals of the MAHFSA program. By stimulating media interest in success stories — helped by a roster of award-winning writers — advisories provide national and international journalists with newsworthy events, stories, research findings and announcements. By engaging media interest and coverage to reach opinion makers and the public in Southeast Asia countries and worldwide, the MAHFSA program can amplify its message to a broader audience.

Expert interviews

ASEAN, CIFOR, GEC, GLF and ITPC bring together leading international and national experts on forestry, peatlands and landscape issues. The ongoing work generates exciting research findings, debates and human interest stories. Interviews with journalists are useful for presenting the "what, where, who, why and how" of the program. The ongoing media outreach of CIFOR, GLF and ITPC, along with an extensive network of media contacts, keeps the teams in touch with current media projects.

Audio-visual

Video stories

Videos are engaging and shareable across many platforms. Success stories in reducing transboundary haze pollution and its impacts in Southeast Asia in the form of mini-documentaries can be shown on websites and social media channels. They can also be edited into longer documentary videos for conferences.

Photo essays

High-quality professional photographs are a potent means to present activities, notable events and sustainable forest management challenges. A searchable photographic archive on Flickr already houses a selection of photos on peatlands sustainable management. The Communication Plan aims for MAHFSA to contribute more to this archive.

Podcasts

Podcasts are a growing and accessible format to share insights and expert opinion. GLF already has considerable experience developing podcasts and sharing them with a global audience.

Print

Brochures

Brochures are a cost-effective and straightforward way to share information online or in a printed format at events, meetings or conferences. A simple four-panel fold brochure to outline the MAHFSA program, its activities and outputs is recommended.

Infographics

Infographics are a powerful way to graphically present information, data or knowledge engagingly and concisely. They can be used in printed publications, as posters, on websites or in digital media.

Update reports

The Communication Plan identifies regular digital updates (progress and impact) of the MAHFSA program for donors and partners.

Publications

This includes BMP manuals, guidelines, outreach materials achievements, lessons learned and training materials.

Campaigns and events

A wide variety of national, regional and international events, conferences and workshops can offer forums to present MAHFSA products and increase awareness and understanding of its goals and activities. The participation level can vary from giving a presentation to organizing a side event, preparing a booth or co-sponsoring. Given limited resources, the number and type of events need to be carefully selected. The CIFOR Communications Team and MAHFSA partners would prepare an initial list of possibilities, forums, dates and levels of participation.

Icaro Cooke Vieira/CIFOR
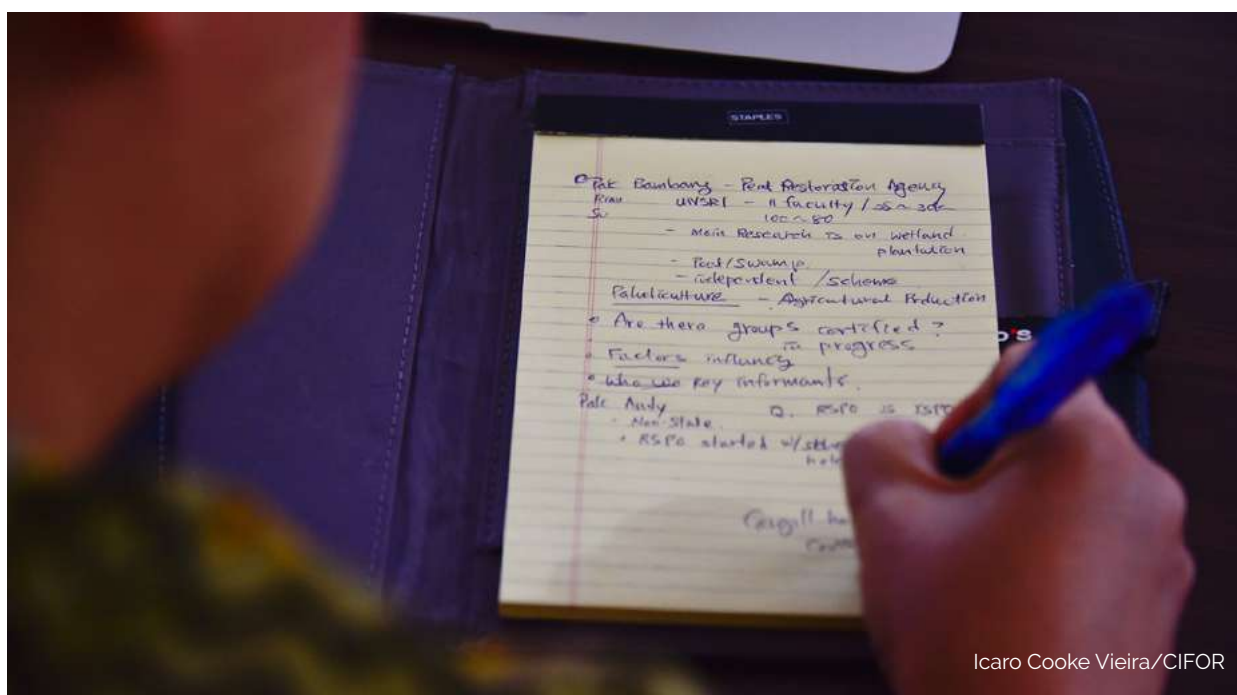
4. Indicators and monitoring

Assessment of communication messages, materials and audience engagement follows MAHFSA program reporting and allows it to analyze trends, identify gaps, and adjust plans and strategies. The evaluation also demonstrates the value of the communication initiatives concerning each target audience and call to action.

Benchmark statistics (views, engagement, attendance, etc.) such as Altmetrics are available to develop more specific targets in subsequent years. A section on the MAHFSA program communication activities' effectiveness is part of MAHFSA annual reports.

- **Partners:** The ASEAN Secretariat and all MAHFSA partners should be aware of developments and promote the MAHFSA program and its work. MAHFSA partners will track the frequency of digital media posts and their reach (i.e. re-posts, tweets, retweets) on each partner's social media channels to see where and how effectively the partners are disseminating the MAHFSA program.

- **Donors:** MAHFSA communication efforts need to regularly inform the donor (IFAD), and ensure its continued support. MAHFSA will carry out a short interview to gauge satisfaction and recommendations for changes in the communication approach.
- **AMS:** MAHFSA communication efforts need to consider the opportunities, concerns and guidance of AMS and connect to similar efforts by AMS.
- **Farmers and local communities:** when the needs arise, MAHFSA communication efforts cover AMS to support locally appropriate communications, particularly behavior-change campaigns.
- **Journalists and media:** MAHFSA will monitor the frequency and nature of how the activities and outputs of the MAHFSA program are picked up and placed in national and international media.

5. Timeline of activities

Table 5 provides the provisional timeline and sequencing of the overall MAHFSA program communications.

Table 5 | **Proposed timeline for communications activities**

Activities	Year Month	2020	2021	2022	2023	2024
Digital	Video program profile	*	*			
	MAHFSA web portal launched		*			
	Partners' websites		*			
	Digital media posts	*	*	*	*	*
	Multimedia web stories	*	*	*	*	*
	Email marketing		*	*	*	*
Media	Press releases	*	*	*	*	*
	Expert interviews					
Audio-visual	Video stories			*	*	*
	Photographic collection			*	*	*
	Podcast		*	*	*	*
Printed	Brochure	*		*	*	*
	Infographic		*	*	*	*
	Promotional materials	*	*			
	Annual report		*	*	*	*
	Six-month report		*	*	*	*
Campaign and events	Events		*	*	*	*

Digital media by partner organization:
The MAHFSA Communications Team shares information on each partner's digital media platforms and includes the number of their followers.

Communication chart: The MAHFSA Communications Team maintains lines of communication to facilitate accurate messaging and timely responses to prevent missed opportunities or late delivery of work. Lines of communication can include a chain-of-command that requires the MAHFSA communication focal point to communicate with the partners' focal point rather than bringing comments or concerns directly to leaders higher in the MAHFSA hierarchy.

6. Resources

Teams
The MAHFSA Communication Team consist of representatives of partners that manage communication activities. CIFOR Communication Team members are writers, videographers, and event and social media experts. Combined, these teams include almost 100 professionals who can promote the work of MAHFSA and partners. Our teams are based in Indonesia and cover communications throughout the ASEAN region. The CIFOR Communications Team works closely with counterparts in ASEC and GEC, as well as with other MAHFSA partners and AMS.

7. References

[ASEAN] Association of Southeast Asian Nations. 2014. *ASEAN Communication Master Plan – ASEAN: A Community of Opportunities.* Jakarta, Indonesia: ASEAN Secretariat.

[GEC] Global Environment Centre. 2011. *ASEAN Peatland Management Strategy Communication Plan.* Jakarta, Indonesia: ASEAN Secretariat.

Jones MD and Crow DM. 2017. How can we use the 'science of stories' to produce persuasive scientific stories? *Palgrave Communications* 3(53). https://doi.org/10.1057/s41599-017-0047-7.

Annex 1. | **Draft theory of change**
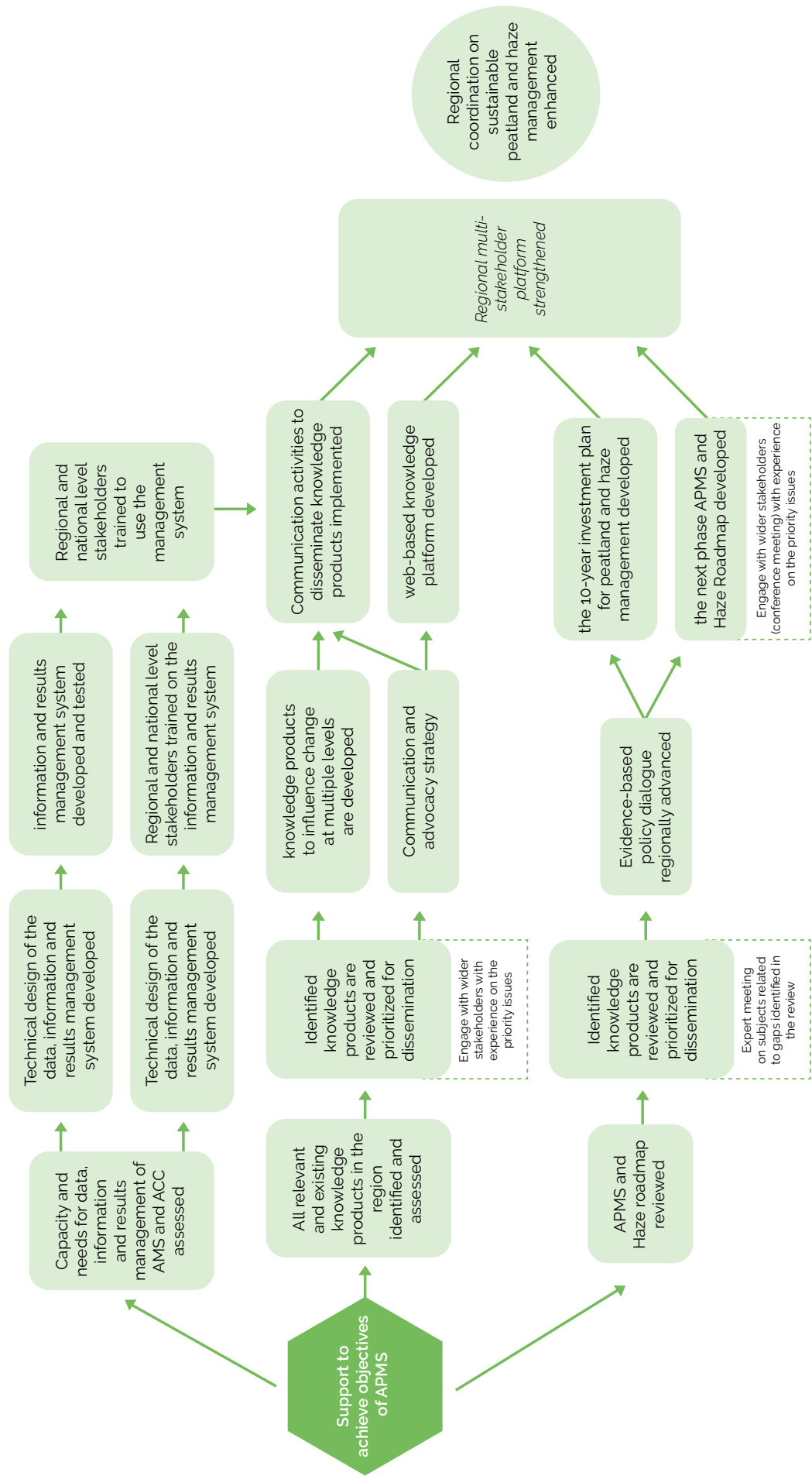
Transboundary haze is among the largest challenge for the ASEAN community. This issue is more relevant since ASEAN hosts 60% of the tropical peatlands. Several programs have been established to support the ASEAN Haze-Free Roadmap. The Measurable Action for Haze-Free Sustainable Land Management in Southeast Asia (MAHFSA) programme aims to reduce transboundary haze pollution and its impacts in Southeast Asia. The Sustainable Use of Peatland and Haze Mitigation in ASEAN (SUPA) programme promotes the sustainable management of peatlands in the ASEAN region and fights against transboundary haze pollution. The Sustainable Management of Peatland Ecosystems in the Mekong (Mekong Peatlands Project) supports Cambodia, Lao PDR and Myanmar through a combination of assessments, surveys, capacity building, awareness-raising, mainstreaming of peatlands into policy and planning, and demonstrations of sustainable management practices at targeted peatland ecosystems. The Communication Strategy aims to guide the activities, results and recommendations from the MAHFSA, SUPA and Mekong Peatland Project and synergize the communication activities and channels to reach and influence key audiences effectively.