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CAPACITY-BUILDING WORKSHOP FOR CENTRAL AMERICA ON NATIONAL BIODIVERSITY STRATEGIES AND ACTION PLANS AND MAINSTREAMING OF BIODIVERSITY

Mexico City, Mexico
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UPDATING NATIONAL BIODIVERSITY STRATEGIES AND ACTION PLANS, MAINSTREAMING BIODIVERSITY, COMMUNICATION AND REPORTING

Note by the Executive Secretary

I. INTRODUCTION AND BACKGROUND

1. Article 6 of the Convention on Biological Diversity requires each Party to develop or adapt national strategies, plans or programmes for the conservation and sustainable use of biological diversity and to integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies.
2. In its decisions VI/26, on the Strategic Plan for the Convention, and VI/27 A, on implementation of the Convention, the Conference of the Parties of the Convention stressed that the development and implementation of national biodiversity strategies and action plans constitute the cornerstone of national implementation of the Convention. This is reflected in goal 3 of the Strategic Plan, namely, that “national biodiversity strategies and action plans and the integration of biodiversity concerns into relevant sectors serve as an effective framework for the implementation of the objectives of the Convention”.
3. The first meeting of the Convention’s Working Group on the Review of Implementation of Convention examined progress towards the goals of the Strategic Plan, and noted slow progress towards goal 3 as well as goal 2. In the light of this, the Conference of the Parties, at its eighth meeting, decided to carry out an in-depth review of goals 2 and 3, focussing, *inter alia* on the status of NBSAPs. The analysis prepared by the Secretariat for the second meeting of the Working Group on the Review of Implementation of Convention is summarized in UNEP/CBD/NBSAP/CBW-CAM/1/2.
4. Since considering the issue of national biodiversity strategies and action plans at its second meeting, the Conference of the Parties has issued guidance on the preparation and implementation of such strategies and plans and endorsed third-party guidelines developed to assist countries to fulfil their obligations under Article 6 of the Convention. However, as was discussed at the first meeting of the Convention’s Working Group on the Review of Implementation, the guidance is incomplete and scattered across many decisions. Thus, the Conference of the Parties requested the second meeting of the Working Group on the Review of Implementation of Convention (WGRI-2) to prepare consolidated guidance. In doing so, the Working Group addressed the shortcomings among the existing NBSAPs, as revealed by the in-depth review referred to in the preceding paragraphs. The Working Group recommended that the Conference of the Parties adopt the consolidated guidance at its ninth meeting in May 2008.

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5. This series of workshops provides an opportunity for Parties to consider how to update and improve NBSAPs, and to promote the mainstreaming of biodiversity, by exchanging information and experience among Parties, from a regional and/or sub-regional perspective, and making use of available tools and guidance, taking into account also the draft consolidated guidance prepared by the Conference of the Parties.

6. This note, in section II, reproduces the draft consolidated guidance prepared by the Working Group. Subsequent sections consider various aspects of updating and increasing the effectiveness of NBSAPs (Section III), mainstreaming biodiversity (Section IV), communication and reporting (Section V).

7. A set of training modules on national biodiversity strategies and action plans, and other aspects of implementation of the Convention, is listed in Annex 1. Module B-1 provides an introduction to national biodiversity strategies and action plans. Other modules will be introduced at relevant points in this note.

II. CONSOLIDATED GUIDANCE

8. In recommendation WGRI-2/1, the Working Group prepared a draft decision for consideration of COP-9 that includes consolidated guidance for Parties in developing, implementing and revising their national and, where appropriate, regional BSAPs or equivalent instruments. Priority areas for capacity-building, access to and transfer of technology, as well as mechanisms for the implementation of the Convention and inputs to the process of revising the Strategic Plan beyond 2010, also are included in the draft decision. The draft consolidated guidance related specifically to NBSAPs is as follows:

Meeting the three objectives of the Convention:

(a) Ensure that national biodiversity strategies and action plans are action-driven, practical and prioritized, and provide an effective and up-to-date national framework for the implementation of the three objectives of the Convention, its relevant provisions and relevant guidance developed under the Convention;

(b) Ensure that national biodiversity strategies and action plans take into account the principles in the Rio Declaration on Environment and Development adopted at the United Nations Conference on Environment and Development;

(c) Emphasize the integration of the three objectives of the Convention into relevant sectoral or cross-sectoral plans, programmes and policies;

(d) Promote the mainstreaming of gender considerations;

(e) Identify priority actions at national or regional level, including strategic actions to achieve the three objectives of the Convention;

(f) Develop a plan to mobilize national, regional and international financial resources in support of priority activities, considering existing and new funding sources;

Components of biodiversity strategies and action plans

- (g) Take into account the ecosystem approach;
- (h) Highlight the contribution of biodiversity, including, as appropriate, ecosystem services, to poverty eradication, national development and human well-being, as well as the economic, social, cultural, and other values of biodiversity as emphasized in the Convention on Biological Diversity, making use, as appropriate, of the methodologies and conceptual framework of the Millennium Ecosystem Assessment;
- (i) Identify the main threats to biodiversity, including direct and indirect drivers of biodiversity change, and include actions for addressing the identified threats;
- (j) As appropriate, establish national, or where applicable, sub-national, targets, to support the implementation of national biodiversity strategies and action plans, consistent with the flexible framework established in decisions VII/30 and VIII/15, taking into account, as appropriate, other relevant strategies and programmes, such as the Global Strategy for Plant Conservation and focusing on national priorities;

Support processes

- (k) Include and implement national capacity development plans for the implementation of national biodiversity strategies and action plans, making use of the outcomes of national capacity self-assessments in this process, as appropriate;
- (l) Engage indigenous and local communities, and all relevant sectors and stakeholders including representatives of society and the economy that have a significant impact on, benefit from or use biodiversity and its related ecosystem services. Activities might include:
 - (i) Preparing, updating and implementing national biodiversity strategies and action plans with the participation of a broad set of representatives from all major groups to build ownership and commitment;
 - (ii) Identifying relevant stakeholders from all major groups for each of the actions of the national biodiversity strategies and action plans;
 - (iii) Consulting those responsible for policies in other areas so as to promote policy integration and multidisciplinary, cross-sectoral and horizontal co-operation to ensure coherence;
 - (iv) Establishing appropriate mechanisms to improve the participation and involvement of indigenous and local communities and civil society representatives;
 - (v) Striving for improved action and cooperation to encourage the involvement of the private sector, namely through the development of partnerships at the national level;
 - (vi) Strengthening the contribution of the scientific community in order to improve the science/policy interface to support research-based advice on biodiversity;
- (m) Respect, preserve and maintain the traditional knowledge, innovations and practices of indigenous and local communities consistent with Article 8(j);
- (n) Establish or strengthen national institutional arrangements for the promotion, coordination and monitoring of the implementation of the national biodiversity strategy and action plans,

(o) Develop and implement a communication strategy for the national biodiversity strategy and action plan;

(p) Address existing planning processes in order to mainstream biodiversity concerns in other national strategies, including, in particular, poverty eradication strategies, national strategies for the Millennium Development Goals, sustainable development strategies, and strategies to adapt to climate change and combat desertification, as well as sectoral strategies, and ensure that national biodiversity strategies and action plans are implemented in coordination with these other strategies;

(q) Make use of or develop, as appropriate, regional, subregional or subnational networks to support implementation of the Convention;

(r) Promote and support local action for the implementation of national biodiversity strategies and action plans, by integrating biodiversity considerations into sub-national and local level assessments and planning processes, and, as and where appropriate, the development of sub-national and local biodiversity strategies and/or action plans, consistent with national biodiversity strategies and action plans;

Monitoring and review

(s) Establish national mechanisms including indicators, as appropriate, and promote regional cooperation to monitor implementation of national biodiversity strategies and action plans and progress towards national targets, to allow for adaptive management, and provide regular reports on progress, including outcome-oriented information, to the Secretariat of the Convention on Biological Diversity;

(t) Review national biodiversity strategies and action plans to identify successes, constraints and impediments to implementation, and identify ways and means of addressing such constraints and impediments, including revision of the strategies where necessary;

(u) Make available, through the Convention's clearing-house mechanism, national biodiversity strategies and action plans, including periodic revisions, and where applicable, reports on implementation, case studies of good practice, and lessons learned.

II. UPDATING AND INCREASING THE EFFECTIVENESS OF NBSAPS

9. The development and implementation of a national biodiversity strategies and action plans is a cyclical process which allows for periodical updating and revision in the light of experience and in order to address new challenges. Monitoring and evaluation should be an integral part of the cycle so that future iterations of NBSAPs can benefit from the feedback of experience from implementation at the national level (and of sub-national plans too, where they exist). Future iterations could also benefit from the experience of other countries, including that elucidated from the in-depth review, and from the exchange of experiences through regional and sub-regional workshops and the clearing-house mechanism.

10. The in-depth review identified some limitations concerning NBSAPs, which include the following: action plans are often not sufficiently strategic and, frequently, there is no provision for funding of the actions listed; many NBSAPs are not up-to-date in that they do not fully address all national challenges or reflect recent guidance from the Conference of the Parties, and are not linked to the 2010 biodiversity target; and most NBSAPs lack quantitative targets. In addition, the review noted that while stakeholder consultations have been a major part of NBSAP preparation, the range of stakeholders involved is often not adequate to ensure effective ownership of NBSAPs or to ensure mainstreaming of biodiversity beyond the environment community.

11. In the light of the guidance prepared by WGRI-2, the Workshop might thus focus on three aspects, under the agenda item of updating and improving NBSAPs:

- (a) Providing an effective and up-to-date national framework for the implementation of the Convention
- (b) Establishing national targets consistent with the CBD framework
- (c) Engaging all relevant stakeholders

Providing an effective and up-to-date national framework

12. WGRI-2 urged Parties to ensure that national biodiversity strategies and action plans are action-driven, practical and prioritized, and provide an effective and up-to-date national framework for the implementation of the three objectives of the Convention.

13. The NBSAP training module on how to prepare and update a National Biodiversity Strategy and Action Plan (See Annex, Module B-2) contains relevant information and links to additional resources.

14. The Workshop will provide an opportunity to consider if existing NBSAPs provide an effective framework and, more specifically, to consider whether they address the ‘What, Where, When, Who, Why and How’ of strategic planning. For example: “What does nation X want to do; where will it do it; by when should it be done; who is going to be responsible for it and be involved in its development; why do you want to do it; and finally how is it going to be done, and how will nation X know when it has been successful?” Such an analysis would inform future revisions of the NBSAPs.

Establishing national targets

15. In 2002, the CBD Conference of the Parties adopted a Strategic Plan for the Convention, which contained an ambitious target “to achieve by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national level as a contribution to poverty alleviation and to the benefit of all life on earth”.

16. This target became known as the “2010 Biodiversity Target” and it has become a central focus for many of the actions - national, regional and international - taken in recent years to implement the CBD. The target’s international significance was further acknowledged by its endorsement by the World Summit on Sustainable Development and its incorporation into Goal 7 of the Millennium Development Goals.^{1/}

17. The CBD 2010 target is an overarching, aspirational target and, in 2004, the Convention developed a provisional framework of goals and targets consisting of a number of more specific goals and sub-targets organized under seven focal areas.^{2/} Parties were encouraged to develop national targets within this framework.

18. The Workshop will provide an opportunity to identify potential national targets that may be incorporated into countries’ NBSAPs. Existing goals, objectives and other implicit targets may be adapted for this purpose.

19. The characteristics of good targets are that they are measurable, time-bound and outcome-oriented. As such, they define a desirable state for biodiversity (ecosystems, species or genetic diversity) or for any other desired outcome from the convention (e.g., sharing of benefits) that is to be achieved within a certain period of time. They may also refer to concrete actions that have been completed by a certain date, such as the establishment of protected areas or the elimination of pathways for introduction

^{1/} The MDG Framework, under Goal 7 “Ensure environmental sustainability” now includes an additional target: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss.

^{2/} Decision VII/30, updated in decision VIII/15.

of invasive alien species. The outcome of these actions will be a measurable improvement towards the objectives of the Convention.

20. The targets are not meant to be a one-size-fits-all solution but demonstrate areas of global concern where action at national level may be required. They leave the flexibility for each country to define the specific contribution it is willing and capable to make to achieve the targets globally. A country may not necessarily need to set national targets corresponding to each and every target in the 2010 framework. Each country's unique circumstances include specific types of biodiversity, in varying states of health and under differing pressures. Each has its own management regimes, and socio-economic and financial situations.

21. In adapting the global targets to the more specific circumstances of a particular country it may be desirable to develop quantitative elements for them. Whenever it is meaningful to identify specific quantified targets, this is to be preferred, as it facilitates measuring of progress, and allows the target to be progressively adjusted in the light of experience.

22. The NBSAP training module on setting national biodiversity targets, making use of the CBD framework for the 2010 Biodiversity Target (See Annex, Module B-4) contains further information and links to additional resources.

Engaging all relevant stakeholders

23. WGRI-2 urged Parties, in developing, updating and implementing NBSAPs to engage indigenous and local communities, and all relevant sectors and stakeholders including representatives of society and the economy that have a significant impact on, benefit from or use biodiversity and its related ecosystem services. The Working Group listed a comprehensive range of activities to this end (see sub-paragraph (1) of the guidance).

24. The NBSAP training module on ensuring stakeholder engagement in the development, implementation and updating of NBSAPs (See Annex, Module B-5) contains further information and links to additional resources.

IV. MAINSTREAMING BIODIVERSITY

25. Article 6 (b) of the Convention requires Parties to “integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies”, and this imperative is also reflected in Objective 3.3 of the Strategic Plan. National Biodiversity Strategies and Action Plans should be effective tools to achieve this.

26. The Hague Ministerial Declaration from COP-6 in 2002 stated “The most important lesson of the last ten years is that the objectives of the Convention will be impossible to meet until consideration of biodiversity is fully integrated into other sectors. The need to mainstream the conservation and sustainable use of biological resources across all sectors of the national economy, the society and the policy-making framework is a complex challenge at the heart of the Convention.”

27. However, the in-depth review noted that, while NBSAPs have been successful in providing a framework for conservation activities, they have been far less successful in integrating biodiversity concerns in national planning processes or in the policies and programmes of most of the economic sectors.

28. Efforts to mainstream biodiversity in other sectors or broader national objectives require understanding and awareness of

- (a) how biodiversity (and ecosystem services) contributes to the other sector or broader objective and
- (b) how that sector, or activities to attain the broader objective impacts on biodiversity (and the provision of ecosystem services).

29. The consolidated guidance, in sub-paragraph (h) of recommendation WGRI-2/1, urges Parties to highlight the contribution of biodiversity, including, as appropriate, ecosystem services, to poverty eradication, national development and human well-being, as well as the economic, social, cultural, and other values of biodiversity as emphasized in the Convention^{3/}. The guidance suggests taking into account the ecosystem approach ^{3/} and making use of the methodologies and conceptual framework of the Millennium Ecosystem Assessment ^{4/}. The workshop will make use of some tools recently developed for this purpose. Valuation tools will also be considered.

30. Environment impact assessment can be a powerful tool for considering the impacts of projects on biodiversity. Strategic environmental assessments that can consider the impacts of programmes, policies and sectors on biodiversity are particularly important tools for mainstreaming. Voluntary guidelines to assist countries in incorporating biodiversity issues into Environmental Impact Assessments (EIA) and Strategic Environmental Assessments (SEA) have been developed through the Convention.^{5/}

31. The draft consolidated guidance prepared by WGRI-2 urges Parties in developing, implementing and revising their national biodiversity strategies and action plans to address existing planning processes in order to mainstream biodiversity (sub-paragraph (p), above). Thus NBSAPs are seen as a vehicle for mainstreaming in these broader policies, which include poverty eradication strategies, national strategies for the Millennium Development Goals, sustainable development strategies, and strategies to adapt to climate change and combat desertification, as well as sectoral strategies. The in-depth review found that few countries have integrated biodiversity into such broader policies and strategies.

32. Integration of biodiversity into certain sectors, such as agriculture, forestry, fisheries and tourism, is important because these sectors are both (i) highly dependent on biodiversity and ecosystem services and (ii) have major impacts on biodiversity and ecosystem services. Each sector will have its own strategies and institutions, and substantial expertise for addressing relevant issues which could potentially be mobilized in support of the conservation and sustainable use of biodiversity.^{6/}

33. The guidance also suggests integrating biodiversity considerations into sub-national and local level assessments and planning processes, and, as and where appropriate, the development of sub-national and local biodiversity strategies and/or action plans, consistent with national biodiversity strategies and action plans. Examples of developing sub-national strategies and action plans will be considered at the workshop.

34. Key to mainstreaming, is ensuring the full involvement of stakeholders (see above) and communication (see below).

35. The NBSAP training module on mainstreaming biodiversity into sectoral and cross-sectoral strategies, plans and programmes (See Annex, Module B-3) contains further information and access to additional resources. Module B-6 provides additional advice on getting political support for the NBSAP and financing its implementation.

36. Parties that have developed tools and guidelines for NBSAP implementation, or biodiversity mainstreaming, or have undertaken reviews on these activities, or have identified case studies illustrating how biodiversity has been integrated into economic sectors and national development strategies, are encouraged to share them through the clearing-house mechanism.

^{3/} See <http://www.cbd.int/ecosystem/>

^{4/} See www.maweb.org

^{5/} A publication containing these guidelines is available in three languages as CBD Technical Series 26 at <http://www.cbd.int/doc/publications/cbd-ts-26-en.pdf>. In addition, a case study database is available at <http://www.biodiv.org/programmes/cross-cutting/impact/search.aspx>. In addition, the Akwé: Kon voluntary guidelines, which aim to ensure that projects and programmes with a potential impact on indigenous and local communities undergo an appropriate impact assessment process, are available at <http://www.biodiv.org/doc/publications/akwe-brochure-en.pdf>.

^{6/} The CBD has developed guidance for integrating biodiversity into tourism. See: <http://www.cbd.int/tourism/>

IV. COMMUNICATION & REPORTING

37. Promoting public education and awareness is a requirement of the Convention (Article 13). With respect to NBSAPs, there are two key aspects. Firstly, national strategies for communication, education and public awareness (CEPA) should be developed, as a component of NBSAPs ⁷. Secondly, a communication strategy is needed for the NBSAP itself (see sub-paragraph (o) of the guidance).

38. However, the in-depth review noted that, while many countries have included education components in their NBSAPs, effective communication strategies are lacking from many NBSAPs.

39. To assist Parties in developing CEPA strategies, a CEPA toolkit has been developed ⁸, while a training module is available on Communication Strategy for NBSAPs (See Annex, Module B-7). The basic steps for developing an NBSAP communication strategy will be considered at the Workshop.

40. In line with the guidelines for the fourth national reports developed in accordance with decision VIII/14, Parties should report on progress in implementing national biodiversity strategies and action plans, and on mainstreaming, as part of their fourth national reports. This information will be used in the third Global Biodiversity Outlook and in the assessment by COP-10 of progress towards the 2010 Biodiversity Target. It is very important that Parties submit their fourth national reports on or before 30 March 2009 to ensure the information used in these processes is as comprehensive and accurate as possible. A training module provides an Introduction to National Reporting (see Annex, Module A-3). Further advice on how to initiate, finance and carry out the preparation of the fourth national reports will be available at the workshop.

41. Case studies of activities that contribute to the achievement of the 2010 biodiversity target will be particularly useful. Such cases should demonstrate significant reductions in the loss of biodiversity (or a specific component) within a defined scale. The Workshop will provide an early opportunity to identify such cases with the objective to compile and analyse ingredients of success and lessons learned, and to feed these into the process of updating/revising the Convention's Strategic Plan and, as possible, contributions to the third edition of the Global Biodiversity Outlook.

⁷ See decision VIII/6. For resources on CEPA see: <http://www.cbd.int/cepa/>.

⁸ <http://www.cbd.int/cepa/toolkit/index.html>

ANNEX CBD TRAINING MODULES

A set of training modules on national biodiversity strategies and action plans, and other aspects of implementation of the Convention, is available at: <http://www.cbd.int/nbsap/guidance-tools/training-modules.shtml>. This set of training modules aims to provide CBD focal points, biodiversity managers and other national stakeholders with an introduction to the Convention and the role of national focal points, as well as practical guides to the process of preparing National Reports and a National Biodiversity Strategy and Action Plan (NBSAP), and to making best use of the NBSAP once it has been prepared.

The modules have been developed through a collaborative effort of the United Nations Environment Programme, the Secretariat of the Convention and the United Nations University.

It is envisaged that the modules will be periodically updated and developed in the light of experience and feedback from the regional and sub-regional NBSAP Capacity Building Workshops. Accordingly, these should be regarded as preliminary versions.

A series: General Topics

A-1. Guide to the Convention on Biological Diversity

This module provides an introduction to the Convention on Biological Diversity (CBD) for the focal points of the Convention as well as newcomers to the CBD process. It begins with a summary of the background of the Convention, the institutional and operational framework for the Convention, and the work being carried out by the Convention.

A-2. Role of the CBD National Focal Point

This module has been prepared as part of the effort to enhance the capacity of the National Focal Points (NFPs) of the CBD. The module introduces the Terms of Reference that were adopted at COP 8 and provides a brief description of the role of the NFP in practical terms.

A-3. An Introduction to National Reporting

This module discusses the importance of National Reporting and the preparation process. It provides information concerning the importance of the process and provides a checklist to assist Parties. It also provides highlights of the Guide to Preparation of the Fourth National Report. The module briefly discusses how eligible Parties can access GEF funding toward preparation of National Reports.

B series: National Biodiversity Strategies and Action Plans

B-1. An Introduction to National Biodiversity Strategies and Action Plans

This module explains why the NBSAP is a key element of a country's implementation of its obligations under the Convention on Biological Diversity. It provides an overview of the background and summarizes the guidance given to Parties by the Conference of the Parties, the institutional arrangements for assisting countries, achievements so far and lessons learned. It provides an introduction to issues that will be explained in greater depth in the subsequent modules.

B-2. How to prepare and update a National Biodiversity Strategy and Action Plan

This module will provide an overview of how to organise the process for developing and implementing the first version of a national biodiversity strategy and action plan. It shows how implementation of the NBSAP has to be an adaptive and cyclical process that leads to periodic review and revision. It will suggest that those responsible for the NBSAP will need to assess how to carry out these tasks in light of the specific conditions in their country and the resources available.

B-3. Mainstreaming biodiversity into sectoral and cross-sectoral strategies, plans and programmes

This module provides an overview of mainstreaming and its importance for achieving National Biodiversity Strategy and Action Plan goals. It describes specific tools and strategies that can be used to achieve mainstreaming of biodiversity concerns into sectoral and cross-sectoral plans and programmes. These tools and strategies include incorporating biodiversity into national development and/or poverty reduction strategies, using sectoral strategies and tools as entry points for mainstreaming, applying Strategic Environmental Assessments, application of the Ecosystem Approach and related approaches, and using financial and economic tools for mainstreaming.

B-4. Setting national biodiversity targets, making use of the CBD framework for the 2010 Biodiversity Target

This module discusses the importance of targets as tools for moving from policy to measurable, on-the-ground results toward reducing the rate of loss of biodiversity. It provides a brief history of target development in the context of the CBD, and goes on to explain some of the ways in which countries can develop their own national targets within the framework of CBD's global 2010 targets. The module briefly discusses ways to monitor progress towards targets, including through the use of indicators.

B-5. Ensuring stakeholder engagement in the development, implementation and updating of NBSAPs

This module explains why the preparation and revision of a National Biodiversity Strategy and Action Plan should involve the active participation of 'stakeholders'. For a country to develop and implement an effective NBSAP that will enable it to fulfil the three objectives of the Convention all those sectors and institutions that have a 'stake' in biodiversity-related questions need to play an active part in the preparation and revision of the NBSAP. The module will explain what is meant by the term 'stakeholders' and how to identify who they are. It will offer some ideas on mechanisms for promoting their effective engagement in NBSAPs.

B-6. Getting political support for the NBSAP and financing its implementation

This module will address three practical aspects of getting the support needed to make the NBSAP the main national instrument for achieving the objectives of the Convention. These are: making the case for biodiversity in order to get political support for biodiversity and the NBSAP and incorporate it into the policy-making framework; getting endorsement for the NBSAP and follow-up to monitor its implementation; and building the financial basis for implementation through resources from the national budget, other domestic sources of support, and external funding.

B-7. Communication Strategy for NBSAPs

This module discusses the importance of having a good communication strategy for National Biodiversity Strategies and Action Plans. It then proceeds to describe the steps that you would need to take to develop a communication strategy, including some of the practical issues that should be considered. Finally, the module also talks about fundraising to support implementing the communication strategy.
