



BIODIVERSITY
SECTOR MESSAGING STRATEGY DOCUMENT
2012 - 2015

SOUTH
AFRICAN
NATIONAL
BIODIVERSITY
INSTITUTE

MAKING THE CASE FOR BIODIVERSITY
Three Year Action Framework

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MAKING THE CASE FOR BIODIVERSITY:

Three-year Action Framework

1. AIM OF PHASE 3 OF MAKING THE CASE FOR BIODIVERSITY

The success of the communications campaign at the COP, as well as other successful stakeholder engagements using the 'making the case for biodiversity' messaging framework have highlighted the need for an overarching 'making the case for biodiversity' action framework to guide the sector.

Each sector partner has their own individual communication needs, with organisation-specific activities and values to showcase. The purpose of the action framework is therefore to provide a roadmap, rather than a song sheet, to guide the sector towards making the case for biodiversity. The overarching action framework provides guidance on the types of activities that support improved communications in the sector. As part of the ProEcoServ project, SANBI has identified some tangible outcomes for each activity area, which are outlined in Annexure 1.

The tangible targets the programme hopes to achieve include:

Qualitative Targets:

- The biodiversity sector is empowered with a new language and set of communication tools with which to make the case for biodiversity.
- National government will take biodiversity seriously (funding, setting priorities and decision-making).
- Municipal government will make biodiversity a key consideration in development decisions.

2. THREE-YEAR MESSAGING GOALS

The goals of the 3-year action framework have been ambitiously set at a national scale to inspire sector partners to strive towards changing the way senior government decision makers think about the relationship between biodiversity and society.

For meaningful change to occur, biodiversity should come to be considered as being central to a sustainable economy. It is hoped that this realisation will increase the level of funding allocated to the biodiversity sector by National Treasury, enabling biodiversity sector partners to better fulfil their mandates. A third goal is to increase the prioritisation of biodiversity concerns in development planning processes – particularly at the municipal level where land use planning decisions have direct bearing on the rate of habitat loss across South Africa. The overarching goals of this programme of work are therefore to raise the profile of biodiversity sufficiently to result in activities that will directly decrease the rate of landscape transformation in South Africa.

Quantitative Targets:

30%

INCREASE FOR BIODIVERSITY SECTOR FUNDING THROUGH THE MTEF PROCESS.



SIGNIFICANT NEW JOBS CREATED IN THE BIODIVERSITY SECTOR.

R1 BILLION

OF SPECIAL FUNDS CAPTURED FOR BIODIVERSITY RELATED WORK (SUCH AS JOBS FUND AND GREEN FUND).

3. APPROACH TO DEVELOPING A THREE-YEAR ACTION FRAMEWORK

This action framework focuses on extending themes identified in the broader 'making the case for biodiversity' campaign - translating successful communications trials into a common vision and overarching action framework to drive biodiversity sector communications.

This action framework draws heavily on the lessons learnt in phases 1 (research and development 2010) and 2 (COP 17 message testing 2011) of the 'making the case for biodiversity' process. Full details of all three phases can be found in the Making the Case for Biodiversity Technical Report. The development of this action framework involved internal research and reflection, three planning workshops and the development of a conceptual framework to guide a detailed list of activities.

The process was initiated by a combined DEA-SANBI workshop held in March 2012 to reflect on the progress made in phases 1 and 2, and to identify action areas and themes to drive a programme of work forward.

This was followed by a series of SANBI internal workshops and planning sessions to translate the outcomes of the DEA-SANBI workshop into tangible action areas. These internal SANBI workshops assisted with preparation for the ProEcoServ programme of work.

Finally, the Biodiversity Planning Forum hosted a sector-wide workshop with stakeholders from government, civil society and research institutions working in the field of biodiversity. This workshop identified additional activity areas and tested the assumptions driving the process with a broader audience.

4. IMPLEMENTATION FRAMEWORK

4.1. Vision

A vision was developed for making the case for biodiversity in South Africa. This vision aims to support an integrated programme of work that enables sector partners both to communicate the value of biodiversity to society and to internalise that need for a deeper understanding of the relationship between biodiversity and society into all aspects of their work.

The vision for the 2013-2015 programme of work has been drafted as:

To support the development of an economically viable biodiversity sector that is based on a positive brand and sustainable economic model. The focus of the vision on both communications tools (positive branding) and improved internal business models (a sustainable economic model) recognises that the sector needs to ensure that its internal systems and processes support the sustainability message communicated to external stakeholders. To make the case for biodiversity as central to a sustainable economy, the sector must internalise the notion of sustainability into all aspects of its work.

4.2. HIGH-LEVEL ACTIVITY GOALS

Supporting the vision for the three-year action framework is a set of three high-level activity goals. They support the ongoing implementation of the 'making the case for biodiversity' process.

They are:

1. The development of necessary information resources and tools that can be used by sector champions to drive the process forward;
2. The selection of a few major events over the next three years of a similar magnitude to COP 17 to anchor the making the case for biodiversity process; and
3. The development of a 'making the case for biodiversity' knowledge framework and communication network within the sector to ensure ongoing collaboration and synergy amongst all partners.





4.3. IMPLEMENTATION PRINCIPLES

The implementation approach that the 'making the case for biodiversity' process has found most successful to date is embedded in the following implementation principles:

1. Using a network approach to making the case for biodiversity – drawing on all biodiversity partners to amplify efforts by each individual partner;
2. Developing sector-specific lobby strategies with key champions to ensure processes are targeted and specific in their intentions and implementation; and
3. Ensuring there is an internal and external programme of work underway to promote the making the case for biodiversity principles within sector organisations as well as with selected stakeholders.

4.4. CONCEPTUAL MODEL

Research in phase 1 indicated that successful communication strategies appeal to three levels in the target audience: emotional (heart), financial (need) and practical. This theory was tested very successfully in COP 17. The conceptual model driving the three-year action framework is therefore based on the understanding that a combination is needed, including tangible evidence directly addressing stakeholder needs, heartfelt stories that detail the value of species to ecosystems to individuals and communities, and practical solutions for dealing with problems facing society.

This conceptual model is articulated in a simple logical equation. This equation combines evidence and stories, amplified through practical solutions, to result in communication materials and biodiversity mainstreaming activities. These results are aimed at increasing the relevance of biodiversity to key decision-makers and stakeholders. This in turn, should support reaching the goals articulated for a three-year action framework in section 4.4.4.

4.5 PRIORITY AREAS

Underpinning the conceptual framework are four priority areas which were identified at the joint DEA-SANBI workshop.

These include:

1. The development of tangible communication products to support the dissemination of messages messages.;
2. A series of capacity-building processes and the provision of technical support to biodiversity sector staff in developing and using making the case for biodiversity communication materials;
3. A specific focus on fundraising activities to ensure sufficient resources are available to fund the proposed programme of work;
4. The identification of champions in other sectors to support the dissemination of the making the case for biodiversity message. Champions are people in positions of influence who have already bought into the principles of 'making the case for biodiversity' that can be approached to help drive the agenda forward.



5. ACTIVITIES

Activities have been categorised in relation to the conceptual framework. They appear under the headings of strategy; evidence and numbers; stories; practical solutions; communications materials; and mainstreaming activities. A detailed set of activities and their related outcomes can be found in Annexure 1.

5.1 STRATEGY

Stakeholder interests constantly evolve as conditions in government and in broader society change. In order to remain relevant and up to date, the 'making the case for biodiversity' communications strategy will need to be regularly adjusted. In addition, activities across the sector will need funding.

Activities to support strategy development and fundraising include:

- Assessing relevant policy environments and looking for opportunities for mainstreaming biodiversity into other sectors;
- Reassessing the stakeholder strategy and identifying clear stakeholder groups for each communications activity;
- Regularly updating the messaging conceptual framework to reflect current developments and stakeholder specific issues;
- Developing a communications and public relations strategy to support 'making the case for biodiversity';
- Testing the strategy with a broad base of public, civil society and private sector partners that work directly with public biodiversity sector organisations;
- Building relationships with key stakeholders;
- Developing a resourcing strategy to support the communications plan and the broader 'making the case for biodiversity' programme of work.

In addition to general strategic work that needs to be reviewed on an annual basis, the biodiversity sector should develop a single biodiversity brand identity to support a common theme for messaging.

Developing a common brand for the entire sector will not replace the importance of individual organisational brands, but will support these brands in communicating the value of biodiversity. Communicating the overarching value of biodiversity will directly support messages aimed at raising the profile of organisation-specific work (restoration, conservation, science, policy, etc). Successfully building a sector-wide brand will require building partnerships with all sector partners.

Activities to support building a common brand identity include:

- Developing a sector-wide brand identity for biodiversity;
- Implementing a sector-wide branding initiative based on the biodiversity brand identity;
- Improving working relations across all levels between biodiversity sector partners; and
- Building trust and mutual respect between all public entities reporting on Outcomes 4, 9 and 10.

5.2 EVIDENCE AND NUMBERS

A strong science and evidence foundation must be developed to support communications efforts in the biodiversity sector. This includes developing a suite of case studies, building relevant research partnerships and putting together a library of images that convey the value of biodiversity to society.

Activities to support building a strong foundation of supporting evidence include:

- Developing a case study conceptual framework and toolkit to inform the collection of case studies by sector partners;
- Gathering and packaging case studies in various formats;
- Developing stronger ties in relevant science and research networks to facilitate the ongoing collection of relevant data and to inform future research strategies;
- Generating hard return on investment data for approaches being advocated in the biodiversity for development framework;
- Developing a project design support tool to enable the integration of biodiversity for development goals into sector-wide programmes;
- Gathering images from all sector partners of people enjoying biodiversity and of multiple-use biodiversity for development landscapes and seascapes; and
- Commissioning key prize-winning images of people enjoying biodiversity and of multiple-use biodiversity for development landscapes and seascapes for use in media campaigns.

5.3 STORIES

In addition to a strong science and evidence foundation, stories from communities and individuals are needed that will inspire stakeholders.

The following activities will support gathering the necessary story material:

- Gathering and packaging a set of life stories that illustrate the key messages as experienced by beneficiaries of different biodiversity sector programmes; and
- Gathering and packaging a set of community stories that illustrate the key messages as experienced by beneficiaries of sector programmes.

5.4 PRACTICAL SOLUTIONS

Three types of practical solutions were identified as being useful for making the case for biodiversity. These are existing tools (such as maps and guidelines), programmes (for example, Working for Water and Grasslands), and networks that may be of use to stakeholders outside of the biodiversity sector.

Activities to support the development of a suite of practical tools to support communications efforts are:

- Gathering tools that have useful practical applications from biodiversity sector partners and creating a central database of available tools to package for different stakeholders.



This should include all tools from BGIS to restoration handbooks.

- Identifying existing programmes have that practical applications with direct benefits to other government departments and creating a central database of programmes to mainstream to different stakeholders.

This should include all programmes that offer practical solutions to problems faced by stakeholders; and

- Identifying existing networks that support practical knowledge sharing with direct benefits to society and creating a central database of networks to mainstream to different stakeholders.

This should include all networks that offer practical solutions to problems faced by stakeholders.

5.5 COMMUNICATIONS MATERIALS

Evidence, stories and practical solutions then need to be translated into a set of communication materials that can both communicate directly with stakeholders and build the communication capacity of the sector.

The following activities will support the development of appropriate communication materials:

- Developing a one-page pamphlet to summarise the biodiversity for development case;
- Developing general biodiversity fact sheets;
- Developing a series of one-page case studies to support the biodiversity fact sheets and the biodiversity for development pamphlet;
- Reviewing evidence-based approaches to branding biodiversity across the globe (such as Branding Biodiversity UK);
- Developing a South African 'branding biodiversity' document;
- Developing a 'how to make the case for biodiversity' toolkit for the eco-family, including case study templates and branding biodiversity guidelines;
- Updating and redeveloping quick-win infographics on ecosystem services, job creation and climate change;
- Developing a full set of infographics for 2013-2015;
- Ensuring that 'making the case for biodiversity' and biodiversity for development materials area central feature of partner websites;
- Providing media training for staff at all levels in partner organisations to support positive reporting on the environment and developing strong media channels for feeding biodiversity for development information to the media on an ongoing basis;
- Identifying key events on DEA calendar to promote biodiversity for development messages;
- Identifying external events to mainstream biodiversity for development concerns into (such as COP 17 and Rio+20); and
- Identifying corporate partners and capitalising on corporate branding opportunities to spread the word about biodiversity.





5.6 MAINSTREAMING ACTIVITIES

Mainstreaming biodiversity into key sectors remains a core part of making the case for biodiversity. This includes work in thought leadership, programme realignment, building capacity across the sector for biodiversity mainstreaming, and engaging other sectors.

The following activities will support mainstreaming making the case for biodiversity concerns into target sectors:

- Writing and positioning a series of thought pieces highlighting the role and value of biodiversity and providing simple and practical things for the public to do to engage with the issues;
- Developing a series of high-profile dialogues and seminars with key stakeholders and high-profile thought leaders to bring biodiversity for development issues into mainstream debates;
- Developing a biodiversity management strategy that is relevant to the support capacity available within the sector in order to avoid failure;
- Unlocking the socio-economic potential of biodiversity sector work to ensure the delivery of real benefits to South Africans;
- Making the work of biodiversity partners (public, private and NGO) clearer and building understanding about everyone's roles. Identifying opportunities for synergy across the sector;
- Communicating and sharing ideas, language and lessons with learning institutions to create a breeding ground for innovation;
- Running 'train the trainer' workshops with key stakeholders from across the biodiversity sector (public, private and NGO) to grow ambassador numbers and catalyze work in other institutions;
- Running training on the economics of biodiversity;
- Establishing cross-sectoral forums that share lessons learnt, achievements and biodiversity for development case studies;
- Convening innovative learning events on ecosystem services, biodiversity for development and the economics of biodiversity;
- Mainstreaming biodiversity priorities into other sectors;
- Mainstreaming ecosystem services research findings into development planning and research;
- Ensuring brand identity and branding toolkits include sector-specific lobbying strategies for all affected sectors;
- Identifying ambassadors in other sectors to support rebranding biodiversity and to ensure ongoing communications between sectors;
- Identifying an entry point and champion in organised labour for long-term partnering;
- Aligning with key supporters in other sectors (such as the Water Research Council) and use their agendas to flesh out the case for biodiversity and ecosystem services;
- Ensuring there are appropriate cases to be made to all relevant stakeholders and sectors;
- Developing summaries and support tools from the biodiversity for development book for use by non-specialists in other sectors;
- Forging multi-level links with National Treasury; and
- Reinvigorating the national resource accounting system.

ANNEXURE 1: DETAILED ACTION AREAS FOR 2013-2015

1. STRATEGY

1.1 FINE-TUNE THE STRATEGY

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Strategy	Fine-tune the strategy	Assess policy environment and look for opportunities for mainstreaming biodiversity into other sectors	Policy landscape report
		Reassess stakeholder strategy and identify clear stakeholder groups for each communications activity	Updated stakeholder matrix Updated sector-specific lobby strategy
		Update messaging conceptual framework regularly to reflect current developments and stakeholder specific issues	Updated messaging strategy
		Develop a and public relations strategy to support 'making the case for biodiversity'	Updated communication strategy
		Test strategy with broad base of public, civil society and private sector partners that work directly with public biodiversity sector organisations	Regional partner workshops Detailed comments on suggested strategy and messaging products Key tools required by partners identified
		Relationship building with key biodiversity sector stakeholders	Getting-to-know-you sessions

1.2 FUNDING

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Strategy	Funding	Develop resourcing strategy to support communications plan and broader 'making the case for biodiversity' programme of work	Fundraising strategy

1.3 BRAND IDENTITY

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
	Brand Identity	Develop a sector wide brand identity for biodiversity Implement sector-wide branding initiative based on brand identity	Brand Identity Document Series of national biodiversity brand-related products



1.4 BIODIVERSITY SECTOR PARTNERSHIPS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Strategy	Biodiversity sector partnerships	Improve working relations across all levels between biodiversity sector partners	<p>Encourage counter-part team building experiences for sector staff working on similar or aligned programmes of work</p> <p>Support clearer communication between sector staff to support collaboration</p> <p>Facilitate organisational learning processes that encourage a better understanding of the different types of work and their relevance to other programmes of work within the sector</p>
		Build trust and mutual respect between all public entities reporting on Outcomes 4, 9 and 10	<p>Identify public entities signed up to Outcomes 4,9 and 10</p> <p>Establish platforms for relationship building between different entities focused on specific areas of work relevant to MTC</p>

2. EVIDENCE AND NUMBERS

2.1 CASE STUDIES

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Evidence and Numbers	Fine-tune the strategy	Develop a case study conceptual framework and toolkit to inform the collection of case studies by sector partners	<p>Case study framework</p> <p>Case study collection toolkit (including examples of resources that make for good case studies – types of images, facts, etc)</p>
		Gather and package case studies in various formats	<p>An online library of raw case study materials from all sector partners</p> <p>A case study DVD of packaged case study materials for use by all sector partners</p>



2.1 SCIENCE AND EVIDENCE FOUNDATION

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Evidence and Numbers	Science and evidence foundation	Develop stronger ties in relevant science and research networks to facilitate the ongoing collection of relevant data and inform future research strategies	Biodiversity for development research support strategy disseminated to relevant research institutions
		Generate hard return on investment data for approaches being advocated in the biodiversity for development framework	Develop return on investment fact sheets
		Develop a project design support tool to facilitate the integration of biodiversity for development goals into sector-wide programmes	Biodiversity for development project design principles handbook

2.2 IMAGE LIBRARY

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Evidence and Numbers	Image library	Gather images from all sector partners of people enjoying biodiversity and of multiple-use biodiversity for development landscapes and seascapes	Sector-wide image library
		Commission key prize-winning images of people enjoying biodiversity and of multiple-use biodiversity for development landscapes and seascapes for use in media campaigns	Portfolio of images for campaign use

3. STORIES

3.1 LIFE STORIES

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Stories	Life Stories	Gather and package a set of life stories that illustrate the key messages as experienced by beneficiaries of sector programmes	An online library of life stories from all sector partners A 'life and communities stories' DVD of packaged stories for use by all sector partners (should include existing material)
	Community stories	Gather and package a set of community stories that illustrate the key messages as experienced by beneficiaries of sector programmes	An online library of community stories from all sector partners

4. PRACTICAL SOLUTIONS

4.1 TOOLS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Stories	Life Stories	Gather and package a set of life stories that illustrate the key messages as experienced by beneficiaries of sector programmes	An online library of life stories from all sector partners A 'life and communities stories' DVD of packaged stories for use by all sector partners (should include existing material)
		Gather and package a set of community stories that illustrate the key messages as experienced by beneficiaries of sector programmes	An online library of community stories from all sector partners

4.2 PROGRAMMES

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Practical Solutions	Programmes	Identify existing programmes have that practical applications with direct benefits to society and create a central database of programmes to mainstream to different stakeholders. This should include all programmes that offer practical solutions to problems faced by stakeholders.	A database of relevant programmes linked to all sector websites with web links to programme details A handbook of practical programmes for distribution to key stakeholders and for use in building biodiversity mainstreaming capacity in relevant sectors

4.3 NETWORKS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Practical Solutions	Networks	Identify existing networks have support practical knowledge sharing with direct benefits to society and create a central database of networks to mainstream to different stakeholders. This should include all networks that offer practical solutions to problems faced by stakeholders.	A database of relevant networks linked to all sector websites with weblinks to network details





5. COMMUNICATION

5.1 ONE-PAGERS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	One-pagers	<ul style="list-style-type: none"> Develop a one-pager to summarise the biodiversity for development case (more comprehensive than the MTC summary narrative) Develop biodiversity fact sheet Develop a series of one-page case studies to support biodiversity fact sheet and biodiversity for development pamphlet 	<ul style="list-style-type: none"> Biodiversity for Development pamphlet Biodiversity Fact Sheet One page case studies

5.2 BRANDING GUIDELINES

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	Branding Guidelines	<ul style="list-style-type: none"> Review evidence-based approaches to branding biodiversity across the globe (such as Branding Biodiversity UK) Develop a South African 'branding biodiversity – the new nature message' document Develop a 'how to make the case for biodiversity' toolkit for the eco-family, including case study templates and branding biodiversity guidelines. 	<ul style="list-style-type: none"> Lessons learnt from Branding Biodiversity internationally Branding Biodiversity in South Africa pamphlet Branding Biodiversity in South Africa toolkit

5.3 INFOGRAPHICS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	Infographics	<ul style="list-style-type: none"> Update and redevelop quick-win infographics on ecosystem services, job creation and climate change. Develop a full set of infographics for 2013-2015 	<ul style="list-style-type: none"> Infographics in digital and print form A full set of infographics plus educational support materials on a DVD for use across the sector

5.4 PARTNER WEBSITES

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	Partner Websites	Ensure that MTC and biodiversity for development materials are a central feature of partners' websites	<ul style="list-style-type: none"> Updated messaging and resource links on SANBI website Updated messaging and resource links of DEA website Updated search links for SANBI website Website kit for other sector partners (materials, search engine strategy)

5.5 MEDIA AND PUBLIC RELATIONS TRAINING

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	Media and Public Relations Training	<ul style="list-style-type: none"> Media training for staff at all levels in partner organisations to support positive reporting on the environment and the development of strong media channels for feeding biodiversity for development information to the media on an ongoing basis Identify key events on DEA calendar to promote biodiversity for development messages Identify Black Swan events to mainstream biodiversity for development concerns into (such as COP 17 and Rio+20) 	<ul style="list-style-type: none"> Media training workshops Journalists identified for feeding news worthy stories to Public relations toolkit for the biodiversity sector Events each year with biodiversity for development theme Non-environment events each year with biodiversity sector presence

5.6 CORPORATE BRANDING

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Communication	Corporate branding	Identify corporate partners and capitalise on corporate branding opportunities to spread the word about biodiversity	Commercial branding opportunities identified and implemented (e.g. Woolworths shopping bags)





6. MAINSTREAMING ACTIVITIES

6.1 THOUGHT LEADERSHIP

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Thought leadership	Write and position a series of thought pieces highlighting the value of biodiversity to society and provide simple and practical things for the public to do to engage with the issues	A series of thought pieces for 2013, 2014 and 2015
		Develop a series of high profile dialogues and seminars with key stakeholders and high profile thought leaders to bring biodiversity for development issues into mainstream debate	A series of dialogues and seminars for 2013, 2014 and 2015

6.2 PROGRAMME REALIGNMENT

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Programme Realignment		Review biodiversity for development implementation capacity within key sector partners
		Develop a biodiversity management strategy that is relevant to the support capacity available within the sector in order to avoid failure	Identify ways to support existing capacity deal with the additional complexity of biodiversity for development within their existing programmes of work
			Implement a biodiversity for development support programme for key implementers in the sector
		Unlock the socio-economic potential of biodiversity sector work to ensure the delivery of real benefits to South Africans	Review sector work and identify programmes of work with clear potential to deliver socio-economic benefits. Develop a strategy to support the delivery of socio-economic benefits within sector programmes of work and co-ordinate a process of publicising work.



6. MAINSTREAMING ACTIVITIES

6.1 THOUGHT LEADERSHIP

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Thought leadership	Write and position a series of thought pieces highlighting the value of biodiversity to society and provide simple and practical things for the public to do to engage with the issues	A series of thought pieces for 2013, 2014 and 2015
		Develop a series of high profile dialogues and seminars with key stakeholders and high profile thought leaders to bring biodiversity for development issues into mainstream debate	A series of dialogues and seminars for 2013, 2014 and 2015

6.2 PROGRAMME REALIGNMENT

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Programme Realignment	Develop a biodiversity management strategy that is relevant to the support capacity available within the sector in order to avoid failure	Review biodiversity for development implementation capacity within key sector partners
		Unlock the socio-economic potential of biodiversity sector work to ensure the delivery of real benefits to South Africans	Identify ways to support existing capacity deal with the additional complexity of biodiversity for development within their existing programmes of work
		Implement a biodiversity for development support programme for key implementers in the sector	Implement a biodiversity for development support programme for key implementers in the sector
		Review sector work and identify programmes of work with clear potential to deliver socio-economic benefits.	Review sector work and identify programmes of work with clear potential to deliver socio-economic benefits.
		Develop a strategy to support the delivery of socio-economic benefits within sector programmes of work and co-ordinate a process of publicising work.	Develop a strategy to support the delivery of socio-economic benefits within sector programmes of work and co-ordinate a process of publicising work.



6.3 BUILDING BIODIVERSITY MAINSTREAMING CAPACITY

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Building biodiversity mainstreaming capacity	Make the work of biodiversity partners (public, private and NGO) clearer and build understanding about everyone's roles. Identify opportunities for synergy across the sector.	Develop a biodiversity sector partner database for South Africa at national, provincial and municipal scales, including key contact information, areas of work and core competencies
		Communicate and share ideas, language and lessons with learning institutions to create a breeding ground for innovation	Establish a platform for identifying synergies in biodiversity for development work across the public, private and NGO sectors
		Run 'train the trainer' workshops with key stakeholders from across the biodiversity sector (public, private and NGO) to grow ambassador numbers and catalyze work in other institutions	Make all relevant fact sheets, toolkits, guidelines and case studies available to partners across the sector
		Run training on the economics of biodiversity	link MTC materials to HCD work
		Establish cross-sectoral forums that share lessons learnt, achievements and biodiversity for development case studies	Biodiversity for Development 'Train the Trainer' toolkit and teaching guide
		Convene innovative learning events on ecosystem services, biodiversity for development and the economics of biodiversity	Train the trainer workshops
		Economics of biodiversity workshops	Economics of biodiversity workshops
		3 annual forums (2013, 2014, 2015)	3 annual forums (2013, 2014, 2015)
			Learning events



6.4 MAINSTREAM EVIDENCE AND PRACTICAL SOLUTIONS INTO OTHER SECTORS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Mainstream evidence and practical solutions into other sectors	Mainstream biodiversity priorities into other sectors	Increased awareness of biodiversity priorities in planning in other sectors
		Mainstream ecosystem services research findings into development planning and research	Ecosystem services and development knowledge network Ecosystem services and development fact sheets Ecosystem services and development forum Ecosystem services and development handbook for non-specialists

6.5 ENGAGE OTHER SECTORS

ACTION AREA	GOAL	ACTIVITIES	OUTCOMES
Mainstreaming Activities	Engage other sectors	Ensure brand identity and branding toolkits include sector-specific lobbying strategies for all affected sectors.	Increased communication with other sectors (Economic development, agriculture, mining, etc)
		Identify ambassadors in other sectors to support rebranding biodiversity and ensure ongoing communications between sectors	Ambassadors identified and capacitated in key sectors
		Identify an entry point and champion in organised labour for long-term partnering	Partnership with organised labour cemented through an MoU
		Align with key supporters in other sectors (e.g. water research council) and use their agendas to flesh out the case for biodiversity and ecosystem services	Supporters identified and partnerships developed to support mutually supportive agendas
		Ensure there are appropriate cases to be made to all relevant stakeholders and sectors	Sector specific mini-cases developed for key sectors (mining, agriculture, etc)
		Develop summaries and support tools from biodiversity for development book for use by non-specialists in other sectors	Summaries for non-specialists developed out of Biodiversity for Development book
		Forge multi-level links with National Treasury	Inter-departmental engagements held between SANBI-DEA and National Treasury
Reinvigorate national resource accounting system	Review national resource accounting system and develop reinvigoration strategy		



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