



WCS Uganda  
Country Program  
**Communication Strategy** ▶



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*“Never before have we faced such a need  
To bring knowledge to action  
To connect hearts with minds  
To assure our survival.”*

*“Yet never before have we had such tools  
to inform, to empower, excite and engage.  
Never before have we had such a chance  
and never again shall we get such a choice.”*

**excerpt from WCS Manifesto**

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**We Stand For Wildlife<sup>SM</sup>**  
**WCS Manifesto**

*Never before have we known so well  
The intricate balance of species and systems  
All life depends on*

*Never before have we faced such a need  
To bring knowledge to action  
To connect hearts with minds  
To assure our survival  
For us all to wake up*

*Never before has one species known  
The weight of its choices  
And terrible cost of inaction*

*Yet never before have we had such tools  
To inform, to empower, excite and engage  
Never before have we had such a chance  
And never again will we get such a choice*

*We choose to Protect  
We choose to Preserve  
We choose to Educate  
We choose to Advocate  
We choose to Innovate  
For the future of wildlife  
For the future of all*

*But we cannot do this alone  
We need you all in  
We need you to take a stand*

*Adversaries become allies  
Competitors become partners  
Governments become supporters  
Companies become protectors  
Zoos and aquariums become gateways  
Citizens become advocates  
Today becomes a more beautiful tomorrow*

**We stand for Wildlife<sup>SM</sup>**

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# LIST OF ACRONYMS:

## Abbreviation

<b>ACODE</b>	Advocates Coalition for Development and Environment
<b>AFIEGO</b>	Africa Institute for Energy Governance
<b>CNOOC</b>	China National Offshore Oil Corporation
<b>IFAW</b>	International Fund for Animal Welfare
<b>IUCN</b>	International Union for Conservation of Nature
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MEMD</b>	Ministry of Energy and Mineral Development
<b>MoFPED</b>	Ministry of Finance Planning and Economic Development
<b>MOLG</b>	Ministry of Local Government
<b>MTTI</b>	Ministry of Tourism Trade and Industry
<b>MTWA</b>	Ministry of Tourism Wildlife and Antiquities
<b>MWE</b>	Ministry of Water and Environment
<b>NEMA</b>	National Environment Management Authority
<b>NFA</b>	National Forest Authority
<b>NPA</b>	National Planning Authority
<b>PAU</b>	Petroleum Authority of Uganda
<b>PEPD</b>	Petroleum Exploration and Production Department
<b>PR</b>	Public relations
<b>TRAFFIC</b>	the Wildlife Trade Monitoring Network
<b>UCF</b>	Uganda Conservation Foundation
<b>UEGCL</b>	Uganda Electricity Generation Company Limited
<b>UIA</b>	Uganda Investment Authority
<b>UNDP</b>	United Nations Development Programme
<b>UNRA</b>	Uganda National Roads Authority
<b>USAID</b>	United States AID
<b>UWA</b>	Uganda Wildlife Authority
<b>UWEC</b>	Uganda Wildlife Centre

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# EXECUTIVE SUMMARY

The growing need for a stronger interface between conservation and society is well documented in both the popular media and the academic literature (e.g. Lubchenco 1998; Groffman et al. 2010). WCS has for the last 60 years documented various ecological findings on several conservation areas in Uganda, but has not aggressively shared these findings that would otherwise inform policy and other public decision linked to the environment with decision-makers and the general public. In 2018, a review of the WCS-Uganda Program recommended that “WCS program assumes a more powerful and pervasive role in informing environmental solutions at local, national and international levels” ([www.wcs.org](http://www.wcs.org)). The WCS-Uganda Strategic Communication Plan 2019 - 2020 provides a roadmap for such an effort. The plan encompasses both conventional aspects of “conservation communication” as well as tools for “public engagement, and policy engagement.” It draws on both traditional and new media approaches to communication. The plan is in line with the WCS 2018 – 2020 Strategic plan.

The WCS-UGANDA Strategic Communication Plan was developed with input and direct coordination by the communications manager and technical guidance by the Country Director as well as contributions from WCS Uganda Program staff and stakeholder through information obtained during a communication situation analysis conducted in May – August 2018. A validation exercise was conducted by WCS staff.

## **Target Audiences**

The target audiences identified for the WCS-UGANDA Strategic Communication Plan are based on results from the WCS-UGANDA communication audit survey mentioned above. The survey responses suggest there is substantial interest within the conservation, natural resources, tourism, agriculture and health for ecology research accrued by WCS over the years. There is therefore a need to intentionally share information with external audiences, particularly funders, policy makers, natural resource managers, as well as the broader scientific community like universities, schools and the media. There are currently few staffed and communication activities and little if any dedicated WCS-UGANDA site funding to reach these groups. The “general public” is also cited as an important audience, however most communication experts consider this category too broad to be useful in developing specific tactics. Therefore, rather than call out the general public as a specific audience in this plan, we instead considered activities that focus on reaching the general public through the media, peer-reviewed journals, workshops and conferences, seminars and existing education programs in schools and Wildlife clubs.

***The 2019 – 2020 communication framework is illustrated below:***

# COMMUNICATION THEORY OF CHANGE

**Vision:** To ensure that the organization projects and results are publicized to the right audiences in a rational and systematic manner in order to achieve its mission.

**Mission:** To guide its communication activities to achieve the desired impact in the country while ensuring that WCS's profile is visible and well known among government ministries, departments and agencies (MDAs), private sector, academia, CSOs, our donors and development partners, communities where we work and the general public, and strengthen its internal and external communication and sharing.

**Objective 1:** To be recognized as a leading organization for long-term ecological research by the broader scientific community, decision makers, and the media.

**Objective 2:** To harness the power of long-term ecological research for decision making through two-way exchange between WCS-Uganda scientists and its stakeholders. (policy makers, natural resource managers, funders and the media.)

**Objective 3:** To advance scientific collaboration and innovation by strengthening communication within the WCS-Uganda network and between the WCS-UGANDA Network and the broader scientific community.

**Activity 1.1:** Build capacity of WCS-UGANDA staff to engage target audiences through communication activities.

**Activity 1.2:** Take inventory of the various data sets WCS has and identify the most relevant audiences for outreach and sharing with.

**Activity 1.3:** Package information in one page fact sheets that make sense to general population.

**Activity 1.4:** Strengthen WCS-UGANDA's name recognition and reputation among decision makers and the media as a source of rigorous, long-term research authority in Uganda.

**Activity 1.5:** Increase opportunities for WCS-UGANDA scientists to showcase accomplishments to funders and other target audiences.

**Activity 2.1:** Engage decision makers in identifying their information needs

**Activity 2.2:** WCS team to package information requested by policy makers in an easy to understand format.

**Activity 2.3:** Disseminate the information requested.

## WCS-UGANDA COMMUNITY

**Activity 3.1:** Promote a shared mission and sense of community by strengthening communication channels for reaching all WCS-Uganda partners.

**Activity 3.2:** Advance network-scale science, synthesis and other collaborative activities by facilitating regular interactions across sites and among all WCS-Uganda partners.

**Activity 3.3:** Raise awareness of the value of the WCS-UGANDA Network toward generating scientific information for the broader scientific community utilization.

**Activity 3.4:** Facilitate collaboration, learning and information sharing between the WCS-UGANDA Network and the broader scientific community.

**Target audiences/ Stakeholders:** Funders, policy makers, natural resource managers, as well as the broader scientific community like universities, schools and the media.

## Strategic enablers

Building internal communications capacity, packaging available information for mass consumption and disseminating information

### **Figure 1: Theory of change**

Priority activities recommended for immediate action stated in section II are: (1) build communication capacity within WCS Uganda, (2) launch communication drive and (3) take small steps. Sections II and III of the plan provide the rationale for the recommended tactics, section IV offers additional details for each of the activities, section V enumerates a set of draft WCS-UGANDA messages, and section VI proposes specific next steps for the first phase of the plan. Attached to the strategy are guidelines on how these can be implemented.

# INTRODUCTION

## BACKGROUND

Uganda is one of the richest biodiversity countries in Africa, ranking second richest for mammals (and 13th in the World), second for birds, and seventh for higher plants. This is because several major biomes meet here, each with their associated fauna and flora. Uganda is also home to several species whose global range is mostly confined to Uganda such as the mountain gorillas, Rothschild giraffe, Uganda mangabey, and Nahan's francolin. Uganda, however, faces many threats to biodiversity conservation namely poaching of wildlife, habitat degradation and loss, habitat fragmentation mainly driven by humans, particularly encroachment for agriculture, invasive species, charcoal production, infrastructure developments (e.g. roads, railways, hydropower dams) and recently oil and gas developments as well as climate change.

WCS has been supporting conservation in Uganda since 1957 and it implements conservation projects almost every year since this time, making WCS the oldest Non-Governmental international conservation organization supporting conservation in Uganda. Much of our support has been to Ugandan scientists for conservation research and professional training. We supported the conservation of Kibale Forest for many



years during the insecurity of the 1970s and 1980s and established the Makerere WCS Biological Field Station in that forest. Our knowledge about the biodiversity of that forest and surveys of various forests led to the creation of national parks such as Kibale National Park, Bwindi Impenetrable National Park in the early 1990s.

WCS Global Conservation Program operates in over 60 countries and conducts more than 500 conservation projects. WCS protects priority landscapes and seascapes, and the species that depend on them. WCS scientists' study what wildlife species

need to thrive and with the acquired knowledge, WCS invest in abating threats to wildlife within their most important strongholds and the corridors that connect them. We target species, ecosystems and landscapes with large, iconic and wide-ranging species of global importance and are vital to ecosystem health and functioning. By saving them, WCS protects all other biodiversity that shelters under their conservation canopy. Currently in Uganda, the focus is on three key landscapes, which are critical for conservation namely 1) Greater Virunga Landscape, 2) Murchison-Semliki Landscape and 3) Kidepo Landscape. WCS also focuses on several large mammal and bird species. In order to do this, WCS has developed projects and programs focusing on:

1. Illegal Wildlife Trade (IWT) and Counter Wildlife Trafficking (CWT)
2. Sustainable Conservation Financing Mechanisms
3. Forest Conservation and watershed management through Reducing Emissions from Deforestation and Degradation Plus (REDD+)
4. Land use planning and creation of conservation stewardship by the private Sector, including Oil and Gas and Infrastructure development agencies and companies
5. Biodiversity Surveys and species-specific conservation initiatives
6. Capacity building of protected area authorities and other government agencies

and private sector institutions to manage and conserve wildlife

7. Training program for Ugandan scientists in the management and conservation of wildlife
8. Climate change monitoring and research

However, the information gathered over the last 60 years has not been effectively disseminated locally to the many government sectors that would otherwise put it to good use such as making evidence-based policies and decisions that promote conservation of wildlife, habitats and ecosystem services and stimulate sustainable economic development. As global warming becomes a reality to ordinary people, the need for this information is becoming more and more important to enable people and government take immediate action to mitigate the climate change risks and manage the effects.

Literature reviewed indicates that this phenomenon is not unique to WCS Uganda.

#### **WCS UGANDA FOCUS**

*Our current focus in Uganda is on three key landscapes which are critical for conservation: Greater Virunga Landscape, Murchison-Semliki Landscape and the Kidepo Landscape. We also focus on several large mammal and bird species because these are species that are threatened with low population sizes or are declining in number.*

*In order to do this, we have to address many challenges that include poaching of wildlife, habitat loss to agriculture, competing land uses, climate change and the recent oil developments in Key Biodiversity Areas of Uganda.*

Generally speaking, conservationist have kept information within their circles or packaged it in search away that it is not attractive to ordinary persons. Literature

further indicates that environmental organizations such as WCS have been critically important in publicizing and supplying arguments about climate change, just as with the other environmental issues facing contemporary societies. In their campaigns and activism, environmental groups need to be able to make influential and widely circulated claims about the state of the natural world or the ecological impact of human activities. To do this, however, they have to “manage” their relationship to science. Environmentalists (in contrast to many other campaigners) are obliged to be conservation communicators because the convincingness of their message depends on the underlying presumption that their claims have a basis in factual, scientific accuracy.



## CHALLENGES WITH CONSERVATION COMMUNICATION

**Knowledge gaps:** To a climate scientist, data supporting human-caused climate change and the need to act is clear. They’ve been publishing their findings in scientific journals and discussing them in the context of scientific conferences or blogs. The problem is, a non-expert audience does not consume information in the contexts just mentioned.

There remains a huge knowledge gap that needs to be filled. If the point of climate communication is to encourage action on climate change, scientists need to be aware of and provide this information.

**The deficit model:** If we fill these knowledge gaps so that the public understands the conservation of climate change, they will automatically make the connections. This assumption, referred to as the “deficit model” for conservation communication (2), has traditionally failed. The answer to why simply teaching the facts fails, lie in what social science, social psychology, and behavioral economics have taught us about human behavior. For example, a non-expert audience does not tend to make sense of information and formulate decisions purely based on logical reasoning and data (3-5). Research has shown that different people process the same piece of information differently, and this difference is largely based on how they have been conditioned, and their tendency to practice unconscious motivated reasoning (5). When reaching out to a non-expert audience, scientists, researchers and communicators must be

sensitive to the lens through which a non-expert audience sees the world, and the motivated reasoning that fuels their decisions.

**A language barrier:** In addition to being cognizant of the knowledge gaps and the way human nature shapes comprehension and decision-making, the language that scientists use to communicate scientific facts is also important. Scientists have been trained to speak and communicate with an expert audience based on data, statistics, and logical reasoning. They speak in percentages and statistical probabilities, and degrees of confidence—a language that sounds foreign to most non-expert audiences. An additional twist is that in some instances, the same words mean entirely different things in the scientific context and in everyday life.

For examples, words such as “theory,” “uncertainty,” and “very likely,” to name a few carry different meanings and are highly subjective. Communication with a non-expert audience has to be spoken in a language, the meaning of which corresponds to what the audience easily understands.

**Doubt in science:** Not only does the non-expert audience speak a different language and processes information differently, systematic misinformation campaigns have made scientific information confusing for them. Naomi Oreskes and Erik M. Conway have documented in their excellent book, *Merchants of Doubt*, how the tobacco and the oil industries funded public relations efforts to raise doubt about harmful effects of cigarettes, DDT, and global warming (6). Well versed in the intricacies of communication with a non-expert audience, they hired public relations (PR) professionals who cherry-picked scientific data, and presented the evidence for a link between lung cancer and smoking, the use of pesticides and wildlife extinction, and the burning of fossil fuels and global warming, as uncertainties (6). These orchestrated PR efforts

have been effective in swaying the public opinion to question mainstream and well-established scientific findings. According to a recent survey conducted by the Pew Research Center in collaboration with the American Association for Advancement of Conservation (AAAS)—on certain issues such as Genetically Modified Organisms (GMO) safety, vaccination, evolution, and climate change—there are large gaps between how the scientific community and the public view these issues (8). Learning how to debunk the myths that fuel these confusions will be essential to successful communication of scientific facts of any kind. The key principle is that WCS should perfect creating a story line that convey a

**OWCS GOAL:** *To conserve the world's largest wild places in 16 priority regions, home to more than 50 percent of the world's biodiversity.*

**WCS MISSION:** *WCS saves wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature.*

**OUR VISION:** *WCS envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth.*



sense of urgency for action, stimulate sustained engagement and manage to maintain public appetite for conservationist simplified information that walks the reader through a fairly complicated matter such as climate change or species evolution.

**Cynicism:** Cynicism has no place in scientific investigation. Unfortunately, it is the newest rhetoric in complicated subjects such as climate change (9). Cynicism could be discouraging to a conservationist because when data supports a finding, cynicism has no legs to stand on. However, when it comes to convincing the public, the industry, or government officials, cynicism maybe used as an excuse not to take action, even though they might agree that climate change is real and mostly caused by human activity. As such, dealing with cynicism is an essential part of the learning curve toward effective conservation communication. With these developments in mind, scientists and research communicators have much work to do with respect to public outreach and learning a whole set of new communication skills.

In its quest to effectively inform the various stakeholders about activities, interventions and achievements, WCS-Uganda commissioned the development of a communication strategy. The strategy will guide internal and external communication with all stakeholders, in addition to supporting the following objective in line with WCS Uganda Country Programme:

1. WCS Uganda Program intends to develop its own country program communication strategy. The purpose of this strategy is to guide its communication activities to achieve the desired impact in the country while ensuring that WCS's profile is visible and well known among government ministries, departments and agencies (MDAs), private sector, academia, CSOs, donors and development partners, communities where we work and the public. The communication strategy will also enable WCS to strengthen its internal and external communication and sharing of information among our stakeholders in the East African region as well as the global community as per our global communication policies.
2. The primary goal of the WCS Uganda Country Program Communication strategy is to ensure that the organization's projects and results are publicized to the right audiences in a rational and systematic manner in order to achieve its mission. WCS believes that one way to achieve its mission is to domesticate its global policies to country specific contexts in order to achieve the desired conservation impact and communication goal.

Part of the process to develop the communication strategy was to conduct a situation analysis, which aimed at mapping the different stakeholders, identifying best practices that could be adopted by WCS and ascertaining stakeholders' opinions on the key messages and appropriate channels of dissemination, among other considerations informing this communication strategy. In addition, support WCS' Strategic Plan 2018 – 2020 and actualize its core values. Strategies recommended were informed by these findings.

# PURPOSE OF COMMUNICATION STRATEGY

## COMMUNICATION VISION, MISSION AND SITUATIONAL ANALYSIS

### Communication Vision

**T**he vision of the WCS Uganda Country Program Communication strategy is to ensure that the organization's projects and results are publicized to the right audiences in a rational and systematic manner in order to achieve its mission.

WCS believes that one way to achieve its mission is to domesticate its global policies to country specific contexts in order to achieve the desired conservation impact and communication goal.

### Communication Mission

Mission: To guide its communication activities to achieve the desired impact in the country while ensuring that WCS's profile is visible and well known among government ministries, departments and agencies (MDAs), private sector, academia, CSOs, our donors and development partners, communities where we work and the general public, and strengthen its internal and external communication and sharing.

## SITUATIONAL ANALYSIS FOR WCS- UGANDA COMMUNICATION

The situation analysis sought to determine to what extent the external stakeholders are aware and knowledgeable about WCS and its services. Questions focused on when and how they first became aware of, and what they know about WCS. From the discussions with various stakeholders, it was noted that stakeholders first got aware of WCS through various ways:

- From colleagues who work with WCS or through partnerships
- From various meetings or workshops being introduced by a staff of WCS
- Through interactions involving conflict resolutions related to wildlife or conservation
- Through assignments like consultancies
- From academic institutions either in or outside Uganda

Furthermore, external stakeholders were asked to indicate what they know about WCS. WCS is known as an organization that deals with;

- Fighting or eliminating poaching of wild game
- Land and environment conservation
- Preserve and protection of Ugandan wildlife, e.g. conservation of various species (animals and birds) through traditional and other ways
- Community awareness of wildlife focusing on game parks

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## OUR VALUES

### **Respect**

We treat coworkers, partners, and local communities in the places where we work with respect and dignity and show regard for the views and opinions of others.

### **Innovation**

We evaluate established ideas and practices, learn from experience, and introduce new methods and concepts.

### **Collaboration**

We embrace teamwork and encourage people, organizations, and countries to work together to develop solutions to the world's conservation challenges.

### **Accountability & Transparency**

We focus on results and measurable outcomes, take responsibility for our decisions and actions, and are honest about our successes and failures.

### **Diversity & Inclusion**

We value staff and community partners from all backgrounds and cultures with different skills, abilities, and perspectives; we ensure that everyone has an opportunity to fully contribute to our mission.

### **Integrity**

We act in a manner consistent with our core values and charitable mission and uphold the highest standards of honesty and ethical behavior.



- Construction of water sources and other facilities like roads in areas where WCS operates
- Management of wildlife and game parks
- Promoting biodiversity
- Conducts research in conservation and biodiversity
- Promotes tourism
- Improving livelihoods through wildlife conservation
- Developing and implementing wildlife conservation policies
- Advocacy for wildlife conservation

## DESIRED INFORMATION FROM WCS

The synthesis of the suggested information and messages that are desired to be disseminated to the various stakeholders revealed that stakeholders should know what WCS does and its achievements in the area of wildlife conservation. An important observation, however, is that WCS needs to publish research findings on wildlife conservation in a less scientific language to cater for the non-scientific audience.

## WCS-Uganda Strengths

The communication situation analysis also identified a number of strengths that could be used to create stronger visibility for the organization. Notable among others are:

1. Presence of scientists and staff with national and international expertise and research experience and are globally recognized.
2. Long-term presence (i.e. 60 years) and research in Uganda that is compelling and relevant to society, useful in informing the development and influence policy direction and natural resource management options, the media and the public.
3. An archive of historical scientific data relevant to the country's development planning process and needed by decision makers.
4. A commitment to sites for long-term research (e.g. Kibale, Bwindi Impenetrable, and Rwenzori Mountain National Parks MFNP and Budongo forest reserve) that provides consistency in the information base, knowledge, and relationships as a strong foundation for communication efforts.
5. Expertise and resources within the organization and its partners that can be used to communicate.
6. Existing partnerships with government agencies and non-governmental organizations that provide numerous opportunities for two-way exchange and knowledge transfer at national and international levels.
7. WCS Global conservation program operating in over 60 countries provides a strong network for global outreach.

### **WCS-Uganda Opportunities:**

The analysis also identified a number of opportunities that WCS can exploit for communication:

- a) Significant external demand for building stronger connections between ecological conservation and environmental policy and management in the country.
- b) Frequent opportunities for communicating directly with target audiences. Through various sector workshops, conferences and exhibitions.
- c) Opportunities to engage with other scientific communities/networks working on issues of environment and wildlife conservation.
- d) Collaborations and partnerships with academic and research institutions globally.

### **WCS Challenges**

The situation analysis report, however, pointed out one key challenge, which is insufficient expertise and experience in communicating to the general public. Second, it was noted that there is usually limited funding for communication activities within the organization. This communication strategy is designed to sell WCS' strength, use opportunities presented and address challenges identified.

# COMMUNICATION FRAMEWORK

## WCS UGANDA COMMUNICATION GOAL

The primary goal of the WCS Uganda Country Program Communication strategy 2019 – 2020 is to ensure that the organization’s projects and results are publicized to the right audiences in a rational and systematic manner in order to achieve its mission.

## COMMUNICATION PRINCIPLES - ADAPTED FROM SUZI SPITZER

### ★ **Assemble a diverse and interdisciplinary team**

- WCS Uganda will utilize a diverse team to handle its communication. Scientists should recognize that while they may be experts on a particular facet or a complex problem, they might not be qualified to communicate. Therefore, multi-disciplinary teams should be formed to communicate on behalf of WCS-Uganda based on staff communication skills and personality traits.
- WCS will communicate or share all its findings accumulated over the year to support conservation of biodiversity. WCS will strategically develop a brand and market itself to the public to gain acceptance, use, or support for their goods and services. Thus, WCS research scientists will partner with content creators and practitioners in order to effectively share and “sell” scientific results.
- WCS will strengthen collaboration with key consumers of its products to improve decision making and contribute to problem solving. People have diverse cognitive models that affect the way each of us sees the world and how we understand or resolve problems. Adequate collaboration across professions will help the organization create and communicate conservation in a more creative, representative of a wider population, and more broadly applicable manner.

### ★ **Tell a story**

- WCS-Uganda will endeavor to communicate in a manner that is appealing to the general public through telling stories. WCS-Uganda researchers will move out of the stage of counting things and into a stage where we think about “qualifying”. Scientists should be less numbers-driven and more willing and eager to incorporate qualitative data and embrace ecological technical knowledge into their research.
- We will adapt new communication channels provided by social media such as tweeter, Facebook, Instagram and WhatsApp. There is a move towards “tweetable” research, or attention-grabbing, tweet-sized science. It is important for WCS-Uganda conservation communicators to be able to create clear, concise, and informative statements describing their research; however, we need to do so



without sacrificing the elements that make a good story, such as the backstory, rich details, and multiple perspectives. Be careful to avoid sensationalism and do not shy away from studying complex issues in favor of addressing “tweet-sized problems.”

- Make the message personal: Our communications will clearly articulate why people should care about our science. This involves thinking about what matters to the audience and then framing your message in a way that makes it more localized. When communicating about complex scientific issues, we will forego some of the complex (or politicized) details and instead talk about cause and effect relationships that impact people’s daily lives.
- The WCS-Uganda team will always endeavor to present a professional but appealing profile. As communicators, we must consider how our own identities might impact the way our message is received. In some cases, it might make sense

to work with the WCS communication team that can help craft and strategically deliver scientific messages in a way that is palatable for the target audience.

- WCS communicators will at all-time be mindful of the political, social and cultural context in which they communicate. WCS-Uganda communicators need to consider the mental models of their audience members and think about how to best connect with audiences that may be culturally different or resistant to the new information.

★ **Communicate with people, rather than to them**

- It is mutually beneficial for scientists and the public to establish a two-way dialogue. Engaging the public and listening to their input helps WCS Uganda make their research more socially valuable and comprehensive, while scientists' research helps the public to make informed, evidence-based decisions.
- Face-to-face interactions and shared experiences will be emphasized in WCS-Uganda for developing relationships and creating learning outcomes. Effective WCS-Uganda communicators should aim to create a moments that motivate people to keep learning about conservation and asking questions.
- WCS-Uganda communicators need to abandon the information deficit model. The deficit model highlights the public's lack of knowledge. WCS-Uganda will therefore take time to educate the masses and communicate information, then science-based decision-making and public support of conservation will prevail throughout Uganda.

★ **Remember to be a human first!**

- If we want people to understand and use our research finding in their lives, we must earn their trust. WCS-Uganda recognizes that credibility is comprised of expertise and trust, but as it stands now, the public perceives conservation as an elite and inaccessible interest, and perceives scientists as "competent but cold." WCS-Uganda communicators therefore need to re-humanize themselves in the public's eye. We should not only communicate our science, but also communicate who we are and where we come from in order to give our expertise context and gain trust as humans.
- At WCS-Uganda we will at all times endeavor to acknowledge our own biases and maintain honest and transparent communication with our audience.
- At WCS-Uganda, we recognize the fact that we are part of the society. We will therefore at all times remember our role as individual citizens and participate in the public life of our country as informed, social beings. First and foremost, "the responsibility of conservationists to deliver to society," and in order to fulfill this social contract, scientists need to collaborate with experts in other disciplines and establish a natural two-way dialogue with members of wider society in order to ensure that conservationist meeting the needs of the public.



# COMMUNICATION OBJECTIVES AND TACTICS



## WCS-UGANDA COMMUNICATION OBJECTIVES

In order to achieve the communication vision mentioned above, the following communication objectives were developed:

**Objective 1:** To be recognized as a leading resource for long-term ecological research by the broader scientific community, decision makers, and the media.

**Objective 2:** To harness the power of long-term ecological research for decision making through two-way exchange between WCS-UGANDA scientists and policy makers, natural resource managers, funders and the media

**Objective 3:** To advance scientific collaboration and innovation by strengthening communication within the WCS-UGANDA stakeholders in Uganda and between the WCS-UGANDA Network and the broader scientific community.

**Activity 1.1:** Build capacity across the WCS-UGANDA Network to engage target audiences through communication activities.

**Activity 1.2:** Take inventory of the various data sets WCS has and identify to whom it would be most relevant.

**Activity 1.3:** Package information in one-page fact sheets that make sense to general population.

**Activity 1.4:** Strengthen WCS-UGANDA's name recognition and reputation among decision makers and the media as a source of rigorous, long-term research.

**Activity 1.5:** Increase opportunities for scientists to highlight WCS-UGANDA accomplishments to funders and other target audiences.

**Activity 2.1:** Engage decision makers in identifying their information needs

**Activity 2.2:** Use WCS team to package information requested by policy makers.

**Activity 2.3:** Disseminate the information requested.

**For the WCS-UGANDA community:**

**Activity 3.1:** Promote a shared mission and sense of community by strengthening communication channels for reaching all WCS-UGANDA participants.

**Activity 3.2:** Advance network-scale science, synthesis and other collaborative activities by facilitating regular interactions across sites and among all WCS-UGANDA participants.

**For the broader scientific community:**

Activity 3.3: Raise awareness of the value of the WCS-UGANDA Network and the impact of WCS-UGANDA conservation within the broader scientific community.

Activity 3.4: Facilitate collaboration, learning and information sharing between the WCS-UGANDA Network and the broader scientific community.

## OVERARCHING COMMUNICATION STRATEGIES

To achieve the above objectives, four strategies are planned to guide communication over the next year. The first is to build capacity of staff, researchers and implementing partners to package information for the public, acquire skills in media usage and other forms of communication. The Second strategy is review existing data sets with an aim of identifying information that can be shared widely. Third, package the information for sharing and finally use various channels to disseminate the information.

## TARGET AUDIENCE

The stakeholder mapping section of the report assesses how the interests of WCS stakeholders should be addressed. Stakeholder analysis is a key part of stakeholder management which is a communication function. The stakeholder analysis does not preclude the interests of the stakeholders overriding the interests of the other stakeholders affected, but it ensures that all affected will be considered. The situation analysis sought to map the various stakeholders to whom WCS has been or will need to communicate. Mapping was primarily done by WCS staff who were asked to indicate the various institutions and categories of individuals to whom it will be important for WCS to provide or receive from information. The team identified twelve categories of stakeholders as detailed below:

- 1. Internal stakeholders:** These are staff of WCS and researchers that may be retained as consultants
- 2. Government:**
  - **Ministries:** The major ones are Ministry of Tourism Wildlife and Antiquities (MTWA), Ministry of Finance, Planning and Economic Development (MoFPED), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Water and Environment (MWE), Ministry of Local Government (MOLG), Ministry of Energy and Minerals Development (MEMD)
  - **Parliament of Uganda**
  - **Agencies:** District Local Governments, Petroleum Exploration and Production Department (PEPD), Uganda Wildlife Authority (UWA), National Environment Management Authority (NEMA), National Forestry Authority (NFA), Uganda Wildlife Education Center (UWEC), Uganda National Roads Authority (UNRA), Petroleum Authority (PAU), Uganda Investment Authority (UIA), Uganda Electricity General Company Limited (UEGCL).
- 3. Development partners or the Donors**
- 4. International and Local Non-Governmental Organizations (NGO)/Civil Society Organizations (CSOs) agencies and donors:** For example, World Wide Fund for Nature (WWF), NatureUganda, Uganda Conservation Foundation (UCF), Advocates Coalition for Development and Environment (ACODE), AFIEGO, TRAFFIC, International Union for Nature Conservation (IUCN), Fauna and Flora International (FFI), United Nations Development Program (UNDP), International Fund for Animal Welfare (IFAW), Environment Conservation Trust of Uganda (ECOTRUST) etc.
- 5. Entities in the extractive sector:** Total Exploration and Production Uganda (TEPU), Chinese National Offshore Oil Company (CNOOC), etc.
- 6. Academia:** universities, secondary and primary schools
- 7. Private sector:** Financial institutions, Manufacturing, Hospitality, Trade,
- 8. General public** (especially the farming communities)
- 9. Tourists**
- 10. Law enforcement agencies** (Police, Army, etc.)

The level of communication effort required for each category is indicated in the figure below:

	KEEP SATISFIED	MANAGE CLOSELY
HIGH	<ul style="list-style-type: none"> <li>• Development partners or the Donors</li> <li>• International and Local NGOs/CSOs agencies and donors: For example, WWF, Nature Uganda, UCF, ACODE, AFIEGO, TRAFFIC, IUCN, Flora and Fauna, UNDP, IFAW, ECOTRUST</li> <li>• Entities in the extractive sector: TEPU, CNOOC</li> <li>• Law enforcement agencies (Police, Army)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Internal stakeholders:</b> These are staff of WCS and researchers that may be retained as consultants</li> <li>• <b>Government:</b> <ul style="list-style-type: none"> <li>• <b>Ministries:</b> The major ones are MTWA, MoFPED, MAAIF, MWE, MOLG, MEMD</li> <li>• <b>Parliament</b></li> <li>• <b>Agencies:</b> District Local Governments, PEPD, UWA, NEMA, NFA, UWEC, UNRA, PAU, UIA, UEGCL</li> </ul> </li> </ul>
POWER	MONITOR MINIMAL EFFORT	KEEP INFORMED
	<ul style="list-style-type: none"> <li>• <b>Academia:</b> universities, secondary and primary schools</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Private sector:</b> Financial institutions, Manufacturing, Hospitality, Trade,</li> </ul>
LOW INTEREST	HIGH	

The position that you allocate to a stakeholder on the grid shows the level of actions you need to undertake together:

- High power, highly interested people (Manage Closely): you must fully engage these people, and make the greatest efforts to satisfy them.
- High power, less interested people (Keep Satisfied): put enough effort in engaging these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, highly interested people (Keep Informed): adequately inform these people, and talk to them to ensure that no major issues are arising. People in this category can often be very helpful with the detail of your project.
- Low power, less interested people (Monitor): again, monitor these people, but don't bore them with excessive communication.



# KEY MESSAGES

As a priority, WCS-Uganda will increase its visibility over the next year through publicizing its corporate image including its corporate identifiers including its logo, colors, mission, vision and strategic objectives.

## PROPOSED TAG LINE:

Our communication tag line for 2019 – 2020 will be: “WCS your source of long-term ecological Research information and data”

## WCS GOAL, VISION, AND MISSION STATEMENTS

To build a strong brand recognition our strategic direction will be continuously communicated as key messages to all key stakeholders throughout the next two years. These are:

**WCS goal:** To conserve the world’s largest wild places in 16 priority regions, home to more than 50 percent of the world’s biodiversity.

**WCS Mission:** WCS saves wildlife and wild places worldwide through science, conservation action, education, and inspiring people to value nature.

**Our Vision:** WCS envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth.

## WCS AT A GLANCE:

The communication unit will prepare a write up on key highlights about WCS-Uganda and present in a brochure with the following key components i) A very brief history of WCS-Uganda, ii) objectives, iii) what we do, iv) how we do it, and v) key achievements. It should also have contact information for all offices.

## PROPOSED MESSAGES PER CATEGORY OF STAKEHOLDER

An analysis of the suggested information and messages that are desired for dissemination to the various stakeholders revealed that stakeholders should know what WCS does, and its achievements in the area of wildlife conservation. Important to note also is that WCS needs to publish research findings on wildlife conservation but in a less scientific language to cater for the non-scientific audience.

The proposed messages slightly differ by category of stakeholder in relation to the level of interaction, power they wield and interest they have in WCS' work, implying that information needs to be well targeted. The desirable information is also what is required to support the various stakeholder's work.

Over the last two years, several stakeholders have been asking for information from WCS. The most frequently asked information has been on biodiversity/wildlife conservation activities and opportunities mainly asked for by government MDAs and the donors, biodiversity and conservation (i.e. species, population and distribution, threats) mainly asked for by government agencies and donors, activities by WCS-asked for by donors, government MDAs and researchers; Research reports by

*"I think sometimes we need to take a step back and just remember we have no greater right to be here than any other animal."*

**David Attenborough**  
- an environment journalist

academia and other researchers, threats to wildlife, and project-related information (e.g. REDD+, vegetation mapping).

According to WCS staff, the following type of information that has been compiled over the years by the organization should be shared with external stakeholders. For example, information concerning:

- Species of fauna and flora
- Decline or loss of habitat and wildlife in parks and other ecosystems such as wetlands, rivers and lakes
- Important biodiversity sites for conservation
- Interventions and achievements by WCS
- Threats and conflicts to biodiversity
- Trends of Uganda's biodiversity (wildlife population trends, predictions, estimates)
- Impact and threats of extractive industries
- Climate change and how to adapt
- Conservation planning and management
- New developments in wildlife or biodiversity conservation
- Carnivore –human conflicts & mitigation measures
- Inappropriate activities destroying

STAKEHOLDER	KEY MESSAGES
<b>Media</b>	<ul style="list-style-type: none"> <li>• Results of the Study about Impacts of climate Change and Industrial Developments on the long-term changes in Wildlife Behavior in various Landscapes</li> <li>• Natural Capital accounting can support decision-making to secure sustainable development in Uganda</li> <li>• Updates and solutions to poaching (ivory trade) and illegal wildlife trade</li> <li>• Research on wildlife conservation done by WCS or other similar agencies</li> <li>• Population trends of animal and plant species; species extinction and wildlife movements</li> <li>• Filling stories related to conservation.</li> <li>• National parks and the attraction features (e.g. unique animals and plants)</li> <li>• Progress on campaigns related to a key wildlife conservation issue(s)</li> <li>• Opportunities for partnerships</li> <li>• Funding opportunities available to different groups that are interested in wildlife.</li> <li>• Success stories of a specific conservation initiative</li> </ul>
<b>Hospitality:</b>	<ul style="list-style-type: none"> <li>• What tourist attractions are available,</li> <li>• The various national parks and other wild places to be visited,</li> <li>• Uniqueness of Uganda’s wildlife/nature in comparison to other countries in the region,</li> <li>• Trends and opportunities in the wildlife sector</li> <li>• Results of the Study about Impacts of climate Change and Industrial Developments on the long-term changes in Wildlife Behavior in various Landscapes</li> <li>• Natural Capital accounting can support decision-making to secure sustainable development in Uganda</li> <li>• Updates on species (animals, trees, Birds)</li> <li>• Weather conditions for tourists from abroad and the most appropriate time zone for visiting Uganda</li> <li>• Updates on animal movements and related information (e.g. security threats, epidemics)</li> <li>• Any guidelines on sale of wild animals</li> </ul>
<b>Government agencies:</b>	<ul style="list-style-type: none"> <li>• These are interested in understanding the policies or laws that protect and promote wildlife conservation,</li> <li>• Raising awareness about the wildlife and the need for its conservation</li> <li>• Wildlife population trends: Rate of loss of species both fauna and flora, threats to wildlife,</li> <li>• Funding and research opportunities/sources, co-existence of humans and wildlife, how to attract tourists</li> <li>• How to involve (partnerships) government agencies in wildlife conservation and the interventions being implemented by WCS</li> <li>• Results of the Study about Impacts of climate Change and Industrial Developments on the long-term changes in Wildlife Behavior in various Landscapes</li> <li>• Natural Capital accounting can support decision-making to secure sustainable development in Uganda</li> <li>• Economic Value of animals and cost economic benefits makes more value</li> <li>• Challenges faced by wildlife conservation societies</li> <li>• Research reports on wildlife conservation and biodiversity, social economic analysis related to biodiversity conservation, environment and social impact analysis, waste management</li> <li>• Scientific names of species, ecosystem types, wetland categorization based on different floral /scientific and common names</li> </ul>

**Donors/  
development  
partners:**

- The relationship between wildlife conservation and development (oil development), what is the contribution of wildlife to the development of the country?
- How does wildlife conservation contribute to food security and wellbeing of the communities?
- Any sustainable and renewable energy solutions and interventions?
- What are the research priorities and funding gap?
- Results of the Study about Impacts of climate Change and Industrial Developments on the long-term changes in Wildlife Behavior in various Landscapes
- Natural Capital accounting can support decision-making to secure sustainable development in Uganda
- Transboundary landscape management
- Sustainable financing mechanisms and opportunities

**Similar  
Agencies:**

- These are more interested in creating synergies with WCS. For example, what interventions are being carried out, progress and achievements realized in wildlife conservation, funding and research opportunities, and all monitoring and research reports on wildlife conservation e.g. environment and Social impact analysis
- Baseline information and data on environment and social studies in project areas,
  - Information on development of hydropower dams, oil and gas, mining
  - Status of wild life in terms of extinction,
  - Available policies in place periodic reviews (when to be reviewed),
  - Partnership opportunities (parliamentary support is needed),
  - Challenges faced by wildlife conservation society,
  - Related sectors that have challenges, especially land issues,
  - Health issues related to wildlife,
  - Key messages in relation to on highlighting animals' values and gains from wildlife.

**\*Media:**

It would be important for WCS to organize periodic, but regular press briefings with the media and inform them about the progress in terms of activities, achievements, threats to wildlife, research done on wildlife, among others, funding opportunities and how the media can help in raising awareness about wildlife conservation.



# COMMUNICATION CHANNELS & PROMOTION MATERIALS



**E**ffective communication is only possible if the right and appropriate channel is adopted and used. The channel, which is referred to as a medium through which messages are sent or received can influence the receiver's knowledge and behavior towards a given entity. Communication channels vary, but may include websites, letters, email, phone conversations, videoconferences and face-to-face meetings. Effective communication relies on selecting an appropriate communication channel for your message. Factors to consider when selecting a communication medium include the need for feedback and the purpose of your message. For example, you need to determine whether the communication is a part of a routine or a special need.

In addition, it is also important to understand and profile the various stakeholders whom information will be disseminated to or obtained from. Selecting the wrong communication channel can cause communication obstacles, including information overload and inadequate feedback. Information overload occurs when you receive information faster than you can process.

The situation analysis was conducted to collect views of the different stakeholders about the most appropriate or suitable channels for WCS to communicate its conservation messages and share experiences and lessons learned. Although there are differences in preference by stakeholder, the most commonly recommended were electronic media, workshops and meetings and the print media.

- Social media: Currently many people subscribed to various social media. It is a new trend for quick and short updates. This is more appropriate for the media, similar organizations, development partners and beneficiaries.
- Radio: It applies more to the media and communities, especially those rural areas. A bigger audience is reached.
- Email: Most stakeholders, besides the communities, have access to the internet and registered to various platforms with email services. Appropriate for disseminating reports and other publications and can be accessed easily by internal staff, similar organizations, development partners and beneficiaries.
- Workshops: allows face-to-face interactions and in-depth discussions, deliberations and analysis of issues. Most appropriate for government agencies, development partners, media.
- Music and drama: good for communities and schools and the message easily understood by the audience
- Online newsletters through emails or website: Suitable for periodic reports as well as quick and urgent updates. Most appropriate for media, similar agencies and donors.
- Periodic Press releases which captures attention from the different stakeholders and causes faster action. Suitable for the media.
- Mail & Policy briefs: suitable for disseminating information to government MDAs, beneficiaries, similar organizations

## PACKAGING OF INFORMATION

According to the various stakeholders, short and precise messages in 'easy to understand' non-scientific statements are preferred with colorful pictorial/photographic illustrations e.g. Graphs, tables, photographs of fauna and flora. The information might include scientific notations but easy to understand for non-technical users. Other forms in which information can be shared, include short video; alert messages; short documentaries; use of brochures, leaflets, smaller magazines and the detailed reports can be uploaded on websites.

# PROPOSED IMPLEMENTATION STRATEGY

## GETTING STARTED

**S**ummary of major recommendations to achieve the WCS-UGANDA communication goals and objectives, we identified a set of tactics that can be phased in whenever resources become available. To get started, a series of priority activities are summarized below in four actionable categories: (1) Build Communication Capacity within WCS Uganda, (2) Launch communication drive, (3) Take Small Steps.

**PRIORITY ACTIVITY 1 ▶ Build Communication Capacity:** There is a considerable unmet demand for communication activities across the WCS-UGANDA, yet the communication survey results revealed that WCS-UGANDA scientists cannot meet this demand on their own. To meet this demand, all WCS staff, partners and consultants should be trained in communication.

### **PRIORITY ACTIVITY 2 ▶ Launch Three Flagship Projects:**

We recommend pursuing three new flagship projects beginning with planning efforts in 2019-2020 followed by pilot efforts in 2019-2020.

- Refresh WCS-UGANDA webpage to make it more dynamic and shift the focus to external target audiences.
- Equip the network's synthesis initiatives with full communication and outreach resources starting with the existing data.
- Explore a new conservationjournalism partnership with media houses, as part of a larger set of activities to reach the media.

The following activities can be implemented in 2019 with existing staff and a modest allocation of time or budget resources.

### **PRIORITY ACTIVITIES 3 ▶ Decision makers:**

- Adopt a tag line, mission statement, and three core WCS-UGANDA messages.
- Expand the WCS-UGANDA existing forums to reach stakeholders, and disseminate existing data for all WCS-UGANDA communication platforms.
- Package and distribute existing data sets for mass consumption.

### **PRIORITY ACTIVITY 4 ▶ The Media:**

- Develop written communication guidelines for releasing high-impact research results to the media and organize a webinar series to exchange outreach practices among WCS-UGANDA sites.
- Expand WCS-UGANDA use of searchable expert databases to increase access by decision makers and members of the media to willing WCS-UGANDA stakeholders.

## PRIORITY ACTIVITY 5 ▶ WCS-UGANDA Community:

- Transition the WCS-UGANDA Newsletter to electronic format with a goal of moving towards bimonthly publication starting January.
- Link WCS web page to all stakeholder websites that are agreeable.

## WORKPLAN

<b>Objectives 1:</b> To be recognized as a leading resource for long-term ecological research by the broader scientific community, decision makers, and the media.						
<b>Outcome:</b> WCS-Uganda recognized as a leading source of long-term ecological research by all stakeholders.						
Activities	Outputs	In-charge	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Activity 1.1:</b> Build capacity across the WCS-UGANDA Network to engage target audiences through communication activities	Consultants procured for training.	Procurement and user department				
	Training needs report	Consultant				
	Training manual developed.	Consultant				
	Training in communication conducted.	Consultant				
	Follow up on training carried out.	Communication and training unit				
	Train select media personnel on salient conservation issues					
	Keep media informed about critical issues.					
<b>Activity 1.2:</b> Take inventory of the various data sets WCS has and identify to whom it would be most relevant	All data and reports catalogued.	Librarian + IT + Researchers all stuff				
	Users for each category of information identified					
<b>Activity 1.3:</b> Package information in one page fact sheets that make sense to general population	Synthesized reports uploaded on WCS Uganda Webpage	Communication department				
	Headlines developed for webpage and other social media platforms.	Communication department				
	Short videos developed for sharing with the media and other social media platforms on each report	Communication department and Service providers				

	Generate photographic evidence in professional quality for both large and small formats of all research	Communication Unit, researchers, & service provider				
	WCS-Uganda webpage linked to stakeholder websites drawing traffic to it	Communication department				
	WCS-Uganda Social media platforms established (Twitter, Facebook, linked in etc.	Communication department and ICT.				
<b>Activity 1.4:</b> Strengthen WCS-UGANDA's name recognition and reputation among decision makers and the media as a source of rigorous, long-term research	Develop brand identifiers like diaries, calendars T-Shirts, pens, folders etc.	Communication unit and goods suppliers				
	Prepare distribution lists	Communication unit				
	Distribute brand identifiers					
<b>Activity 1.5:</b> Increase opportunities for scientists to highlight WCS-UGANDA accomplishments to funders and other target audiences. participants	Identify events, conferences, exhibition, workshops etc. that WCS-Uganda can piggyback on	All staff				
	Prepare presentations and marketing materials					
	Participate in events					
	Collect frequently asked questions for webpage					
	Follow up participants					



**Objectives 2:** To harness the power of long-term ecological research for decision making through two-way exchange between WCS-UGANDA scientists and policy makers, natural resource managers, funders and the media.

**Outcome 2:** Long-term ecological research shared with decision makers and other stakeholders.

<b>Activity 2.1:</b> Engage decision makers in identifying their information needs	Map out key policy and other decision makers	Communication Unit				
	Prepare a contact database	All staff				

	Used information identified in activity one to reach one-on-one to leaders. (lobbying)	All staff				
	Publicize key meetings through the media for wider audiences	Communication unit				
<b>Activity 2.2:</b> Use WCS team to package information requested by policy makers	Information packages in place					
	Users for each category of information identified					
<b>Activity 2.3:</b> Disseminate the information requested	Information disseminated to policy makers	All staff				
	Follow up policy makers.	All staff				
-----◆-----						
<b>Objectives 3:</b> To advance scientific collaboration and innovation by strengthening communication within the WCS-UGANDA stakeholders in Uganda and between the WCS-UGANDA Network and the broader scientific community.						
<b>Outcome 3:</b> Communication channels between WCS-Uganda and stakeholders increased and utilised						
<b>For the WCS-UGANDA community:</b> <b>Activity 3.1:</b> Promote a shared mission and sense of community by strengthening communication channels for reaching all WCS-UGANDA stakeholders in Uganda	WCS-Uganda viewed as a partner, collaborator and not competitor	All staff				
	WCS-Uganda Social media platforms established (Twitter, Facebook, linked in etc.	Communication department and ICT.				
	WCS-Uganda viewed as an expert resource	All Staff				
<b>Activity 3.2:</b> Advance network-scale science, synthesis and other collaborative activities by facilitating regular interactions across sites and among all WCS-UGANDA	WCS-Uganda participating actively in sector activities in the country	All staff				

<b>For the broader scientific community:</b> <b>Activity 3.3:</b> Raise awareness of the value of the WCS-UGANDA Network and the impact of WCS-UGANDA conservation within the broader scientific community	WCS-Uganda positioned as a critical resource in the broader scientific community. (International	All staff				
<b>Activity 3.4:</b> Facilitate collaboration, learning and information sharing between the WCS-UGANDA Network and the broader scientific community in Uganda	WCS-Uganda positioned as a critical resource in the broader scientific community. (Local)	All staff				
	Collect frequently asked questions for webpage					
	Follow up participants					

## BUDGET TEMPLATE

This is a mere template that needs to be filled by the communication unit depending on available funds. An excel sheet is attached for ease of tabulating. To get started an indicative figure of about \$20,000/= should be budgeted for creating visibility and drawing attention to WCS-Uganda

<b>Objectives 1:</b> To be recognized as a leading resource for long-term ecological research by the broader scientific community, decision makers, and the media.				
Outcome: WCS-Uganda recognized as a leading source of long-term ecological research by all stakeholders.				
Activities	Item	Unit cost (\$)	Quantity	Total cost
<b>Activity 1.1:</b> Build capacity across the WCS-UGANDA Network to engage target audiences through communication activities.	Consultants (Media Usage, Public relations, Personal presentation) 3 Consultants for five days for three groups (Staff, media, partners and researchers)	200/day	3	
	Training materials (Photocopy of presentations and training manuals, flip charts, pens, branded note books, etc.		3	
	Training venue and meals		3	
	Transport refund	Staff time		
	Per diem			
<b>Activity 1.2:</b> Take inventory of the various data sets WCS has and identify to whom it would be most relevant.	All data and reports catalogued.	Staff time		
	Users for each category of information identified	Staff time		
<b>Activity 1.3:</b> Package information in one page fact sheets that make sense to general population.	Synthesized reports uploaded on WCS Uganda Webpage	Staff time		

	Headlines developed for webpage and other social media platforms.	Staff time		
	Short videos developed for sharing with the media and other social media platforms on each report	*	*	
	Generate photographic evidence in professional quality for both large and small formats of all research	*	*	
	WCS-Uganda webpage linked to stakeholder websites drawing traffic to it	Staff time		
<b>Activity 1.4:</b> Strengthen WCS-UGANDA's name recognition and reputation among decision makers and the media as a source of rigorous, long-term research.	Develop brand identifiers like diaries, calendars T-Shirts, pens, folders etc.	*	*	
	Media buying Radio, TV, print	*		
	Distribute brand identifiers	Staff time		
<b>Activity 1.5:</b> Increase opportunities for scientists to highlight WCS-UGANDA accomplishments to funders and other target audiences.	Identify events, conferences, exhibition, workshops etc. that WCS-Uganda can piggy back on.	Staff time		
	Journalists allowances			
	Events fees and related costs	*	*	
	Prepare presentations and marketing materials	Staff time		
	Membership fees	*	*	*
	Collect frequently asked questions for webpage	Staff time		
	Follow up participants.	Staff time		
<b>Objectives 2:</b> To harness the power of long-term ecological research for decision making through two-way exchange between WCS-UGANDA scientists and policy makers, natural resource managers, funders and the media.				
<b>Outcome 2:</b> Long-term ecological research shared with decision makers and other stakeholders.				
<b>Activity 2.1:</b> Engage decision makers in identifying their information needs	Map out key policy and other decision makers	Staff time		
	Prepare a contact database	Staff time		
	Used information identified in activity one to reach one-on-one to leaders. (lobbying)	*	*	
	Publicise key meetings through the media for wider audiences.	Staff time		
<b>Activity 2.2:</b> Use WCS team to package information requested by policy makers.	Information packages in place	Staff time		

<b>Activity 2.3:</b> Disseminate the information requested	Information disseminated to policy makers	Staff time		
	Follow up policy makers.	Staff time		
<b>Objectives 3:</b> To advance scientific collaboration and innovation by strengthening communication within the WCS-UGANDA stakeholders in Uganda and between the WCS-UGANDA Network and the broader scientific community.				
<b>Outcome 3:</b> Communication channels between WCS-Uganda and stakeholders increased and utilized				
<b>For the WCS-UGANDA community:</b> <b>Activity 3.1:</b> Promote a shared mission and sense of community by strengthening communication channels for reaching all WCS-UGANDA stakeholders in Uganda.	WCS-Uganda viewed as a partner, collaborator and not competitor	Staff time		
	WCS-Uganda viewed as an expert resource	Staff time		
<b>Activity 3.2:</b> Advance network-scale science, synthesis and other collaborative activities by facilitating regular interactions across sites and among all WCS-UGANDA	WCS-Uganda participating actively in sector activities in the country	Staff time		
<b>For the broader scientific community:</b> <b>Activity 3.3:</b> Raise awareness of the value of the WCS-UGANDA Network and the impact of WCS-UGANDA conservation within the broader scientific community.	WCS-Uganda positioned as a critical resource in the broader scientific community. (International)	Staff time		
<b>Activity 3.4:</b> Facilitate collaboration, learning and information sharing between the WCS-UGANDA Network and the broader scientific community in Uganda.	WCS-Uganda positioned as a critical resource in the broader scientific community. (Local)	Staff time		

## RESULTS FRAMEWORK

The Results Framework is a graphic representation of how WCS-Uganda will ensure that investments made in operationalizing the communication strategy to achieve specified objectives. The Results Framework is an important tool because it helps management to ensure that funds invested in communication are value for money and are contributing to WCS strategic direction. To ensure that our communications work is strategic and the outputs are of a high quality, we will use the results framework detailed below. The framework looks at how to measure the success of our communication outputs. It spells out outcome and output indicators and tools to monitor, evaluate and learn. The framework guides measurement of:

- Reach: the breadth of your reach and who you are reaching.
- Quality and usefulness: the technical standard of our work and how relevant it is to our audience.
- Uptake and use: if and how your work is used.

It is, however, important to note that communication is part of many other strategies WCS-Uganda uses to achieve its overarching goal and mission. Communication therefore will not solve all organizations but support other processes.

Project goal	Outcome Indicators	Use of Outcome Information
To ensure that the organization's projects and results are publicized to the right audiences in a rational and systematic manner in order to achieve its mission	<ol style="list-style-type: none"> <li>1. All conservation stakeholders are aware of WCS Uganda and its good and services: (i) proportion of stakeholders aware of WCS Uganda and its services; (ii) Percentage of stakeholders that have utilized any of WCS-Uganda goods or services during 2019-2020</li> <li>2. WCS-Uganda is frequently cited as the leading source of long-term ecological research data by at least 90% of stakeholders</li> <li>3. Number of policies etc. sponsored by WCS-Uganda are passed by, or discussed in higher levels of government, e.g. parliament, cabinet.</li> </ol>	<ul style="list-style-type: none"> <li>• Determine whether to continue investing in WCS-Awareness campaign or to ride on publicity gained.</li> <li>• Determine if investing in media capacity building was value</li> <li>• Determine future communication strategies</li> <li>• Identify way to improve WCS-Uganda visibility</li> <li>• Come up with new strategies for lobbying and advocacy.</li> </ul>
Intermediate Outcomes/ objective	Intermediate Outcomes Indicators for Each objective	Means of verification
<b>Objective 1:</b> To be recognized as a leading resource for long-term ecological research by the broader scientific community, decision makers, and the media	<ul style="list-style-type: none"> <li>• % of stakeholders aware of WCS as a leading resource for long-term ecological research data and information</li> <li>• Number of staff trained in communication</li> <li>• Number of staff reporting utilizing acquired communication skills</li> <li>• Number of journalists trained</li> <li>• Number of journalists citing WCS-Reports or staff in their media stories.</li> </ul>	<ul style="list-style-type: none"> <li>• Survey</li> <li>• Google analytics for website and social media</li> <li>• Citations by other stakeholders including the media</li> <li>• Vimeo analytics</li> <li>• Number of page views in 2019- 2020</li> <li>• Number of downloads in a time period</li> <li>• Clicks to download from the page</li> </ul>
Capacity for communicating ecological research effectively of WCS-Uganda Staff and partners built	<ul style="list-style-type: none"> <li>• Number of staff and partners attending training</li> <li>• Number of staff utilizing skills gained</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Staff and partners cited by either media or other stakeholders</li> </ul>
Capacity for reporting ecological research effectively by journalists built	<ul style="list-style-type: none"> <li>• Number of journalists trained</li> <li>• Number of media houses represented</li> <li>• Number of media houses citing WCS reports or staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> </ul>

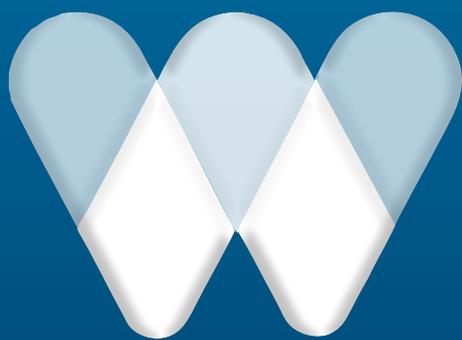
Research reports packaged in user friendly formats.	<ul style="list-style-type: none"> <li>Information packs and fliers in place</li> </ul>	<ul style="list-style-type: none"> <li>Physical information packs</li> </ul>
Strengthened WCS-UGANDA's name recognition and reputation among decision makers and the media as a source of rigorous, long-term research.	<ul style="list-style-type: none"> <li>Number of times a WCS research is cited or referred to in the media.</li> <li>Number of WCS social media retweets, shares, comments or other user actions</li> <li>Number of shares to social media via website share buttons</li> <li>Number of requests to reproduce or cite information from the WCS</li> <li>Other platforms/forums where your output(s) is available</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> <li>Google analytics for website and social media</li> <li>Citations by other stakeholders including the media</li> <li>Vimeo analytics</li> <li>Number of page views in 2019- 2020</li> <li>Number of downloads in a time period</li> <li>Clicks to download from the page</li> <li>Newspaper reviews</li> </ul>
Intermediate Outcomes	Intermediate Outcomes Indicators for Each Component	Means of verification
<p><b>Objective 2:</b> To harness the power of long-term ecological research for decision making through two-way exchange between WCS-Uganda scientists and its stakeholders. ( policy makers, natural resource managers, funders and the media.)</p>		
Eco friendly policies and laws passed at local and national levels	# of laws and policies syndicated by WCS-Uganda and it partners passed and local and national level	<ul style="list-style-type: none"> <li>Laws and policies in place (gazette)</li> <li>Bills and policies syndicated by WCS-Uganda in the Hansard.</li> </ul>
WCS-Uganda research packaged and distributed to relevant stakeholders.	<ul style="list-style-type: none"> <li>Number of times a WCS research is cited or referred too.</li> <li>Number of WCS social media retweets, shares, comments or other user actions</li> <li>Number of shares to social media via website share buttons</li> <li>Number of requests to reproduce or cite information from the WCS</li> <li>Other platforms/forums where your output(s) is available</li> </ul>	Judiciary regularly collects user feedback from mobile courts to assess service needs and adjusts court services accordingly
<p><b>Objective 3:</b> To advance scientific collaboration and innovation by strengthening communication within the WCS-Uganda network and between the WCS-UGANDA Network and the broader scientific community.</p>		

<p>WCS-Uganda actively participating in sector activities</p>	<ul style="list-style-type: none"> <li>• # number of events WCS-Uganda and staff participate in</li> <li>• # persons taking interest in WCS-Uganda presentations or exhibits</li> <li>• # number of events WCS-Uganda and staff participate in</li> <li>• # persons taking interest in WCS-Uganda presentations or exhibits</li> </ul>	<ul style="list-style-type: none"> <li>• Event reports</li> <li>• Frequently asked questions</li> </ul>

# ANNEXES







Wildlife  
Conservation  
Society

MEDIA USE **HANDBOOK**  
2018

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# INTRODUCTION

**W**orld Conservation Society Uganda country office seeks to maintain a robust presence in all the media space in the country for the purpose of promoting its vision and mission of conserving wildlife and wild places, building relationships, and staying connected with its community. This guide outlines WCS's media strategy and WCS policy for establishing and maintaining seamless, effective and efficient relationships with the media and social media platforms.

Efforts have been made to make this media guide useful in providing guidelines and best practices that will help WCS teams align themselves in all official media activity in tandem with the larger WCS objectives and build coordinated media outreaches to reach the broader WCS community and stakeholders.

In addition, this handbook offers helpful tips about some of the risks associated with media and social media mismanagement. Before engaging the traditional or social media, WCS teams ought to familiarize themselves with these guidelines.

# SECTION 1

## BASIC MEDIA RELATIONS: BUILDING PUBLICITY

One of the most effective ways to raise awareness about WCS' vision and mission is to work with the media. Media representatives are vital partners that can help raise awareness and knowledge of the mission to save wildlife and wild places worldwide. In many cases, they are the single most effective mode for delivering key messages to WCS' targeted audiences.

Getting information across to audiences in this information age is a daunting task with as many organizations and persons vying for publicity from media outlets. What can WCS do to help create the coverage that will bring the information about saving wildlife and wild places worldwide to the forefront in Uganda? This guide provides proven practical media relations strategies. This Media Outreach Guide and its components will provide step-by-step instructions for developing a media initiative and stimulating the public's interest in learning what they can do to save wildlife and wild places worldwide.

### **Media Relations**

Media relations is simply put as "building relationships and working with newsmakers (i.e. print, radio, online and television journalists) to seek publicity for biodiversity conservation issues, programs, or events." As WCS Uganda researchers and communication teams reach out to the media contacts in their community, you will start to learn how they can play a vital role in getting the word out about your initiative or event. As a conservation advocate, it is your responsibility to let the media know when you have a story that would make good news. You will excel in media relations as members of the media come to know you as a responsive, reliable, and credible information source.

### **Benefits of Engaging the Media**

There are many benefits of working with the media to get the word out about your efforts to save wildlife and wild places. Media coverage will help you make the most of the organization's resources. The news media reach more individuals than a single, paid advertisement, and the media can be your most efficient way to get information to the largest audience possible in the least amount of time. If a newspaper publishes a single story about your activities to save wildlife and wild places, you have "earned" media. "Earned media" is free of cost except time taken to create and share information with the media. On the hand, paid advertisement costs thousands of dollars and may not reach as many in targeted audience.

Earned media, or free coverage, is obtained by having good media relations strategies and securing the media's interest in the activities you are doing, or the "story" you are trying to tell the public.

### **How Do You Get The Media Interested?**

Materials such as the press releases and press kits are important—but it takes more than press materials to generate media interest and excitement. Just because a journalist finds your initiative interesting, in itself does not ensure that they will conduct an interview, write a story, or film your event for the evening news. Ensuring coverage requires pitching story angles and following up with persistence.

The following suggestions that can help the media view WCS as a very valuable resource:

- Provide useful, timely, and accurate information that could be used in general news stories or in-depth feature pieces.
- Offer statistics (local if possible) that can help show proof of the burden of the problem. For example, share local statistics on how wildlife and wild places are being impacted by human activities.
- Localize your story. Show how improving child safety and reducing the burden of injury can help and improve your community.
- Provide human-interest story ideas. For example, offer reporters opportunities to interview the communities benefiting from WCS activities.

### **Understanding the Diverse Roles of Media Professionals**

Once you have thought of the story you want to tell the media, you need to decide what media sources to reach with your story ideas. Some organizations send press releases to every broadcaster and newspaper in their communities. Greater success could be, if you specifically reach out to the news professionals whose papers and programming reaches your target audience.

Over time, you'll begin to understand that your media contacts may vary from story to story. It will require some research to determine the right person, or people, to contact at different media outlets. With print media, like newspapers, you may work with general assignment reporters, reporters assigned to specific interests (such as Environment, Gender issues etc.), or section editors. For radio and television, you may want to reach the news Manager, Editor or Director depending on the size of the station's staff. Nearly all traditional media outlets have digital (online platforms). For those that are purely online, work with the Editors or interest specific writers. Pitch several different story angles to various editors, reporters, and producers based on their interest.

**The following is a tip sheet for print and broadcast media that can help you make the right contacts**

## Who is Who in Print and Broadcast Media?

POSITION	RESPONSIBILITIES
Assignment Editor	Coordinates the day-to-day assignment of stories and manages random calls to the newsroom.
Diary Editor	Organizes community event listings and announcements. Calendar listings are good sources of free publicity for events that are open to the public. Typically diary editors are contacts within newspaper outlets, but they also can be found within radio and TV stations
Desk Editor	Assigns stories at newspapers and magazines. Most assign editors to specific sections, such as education, environment, health, entertainment, and lifestyle.
Freelance Writer or Photographer	Writes and produces news stories or takes photographs for a variety of media outlets without being employed by a single organization. Many editors and TV producers have a regular group of freelancers that they work with often.
General Manager	Manages and directs the operations of the entire TV or radio station, ranging from advertising to news and program production.
Managing Editor	Manages the section editors and operations of the whole newspaper.
Producer	Researches, writes, and edits news stories and oversees camera crew for broadcast stories. In network news, this person works closely with reporters, and in some cases does much of the work to create a story. (At local stations, news reporters are responsible for this process themselves.) Producers also decide which stories appear on the news and in what order
Promotions Director	Develops media sponsorships and partnerships to promote the station's charitable commitment and positive image.
Reporter	Conducts interviews and writes stories for newspapers and magazines. Broadcast reporters deliver stories on the air.

### Making the Right Connections

- Uganda has a great variety of media outlets, including:
- Daily and weekly newspapers
- Radio stations aimed at specific age groups
- TV stations broadcasting in different languages
- Digital-online outlets.

To identify the media contacts to reach with information about your saves wildlife and wild places activities, WCS will identify and prioritize the choice media prospects. For instance, messaging to communities around conservation areas should be broadcast through radio stations that those communities identify with, while advocacy messages targeting policy makers and opinion leaders should be channeled through the newspaper dailies, and global partners and potential donors can be targeted through social media such as twitter.

### Media Contact List

WCS ought to identify and compile a database of media houses for each of her specific target audiences. This database should be regularly updated given the volatility of media professionals as they switch media house affiliation and position.

**Here under is a sample database:**

Name	Media House	Job Title	Phone number (office and cell)	Email address	Mailing address	Articles generated

**Action Steps to Make Contact with Media:**

1. Call the Reporter: Introduce yourself, and state why you’re making contact.
2. Have a Good Story: Plan out what you want to tell the reporter carefully. You should know your topic well and be ready to answer any questions.
3. Plan a Good Strategy: Don’t use the same news angle or story for every media outlet. Tailor your pitch to that specific media outlet or reporter. Provide new and fresh ideas about your activities and events related to the preventing child injury.
4. Be Ready to Respond: When local or national stories break on child injury of any kind, consider writing an opinion piece on the importance of prevention in your community.
5. Keep Your Word: Building a good reputation with media professionals is really important. If you promised that you would follow up with a reporter with more details or statistics, for example, keep your word and keep his or her deadline in mind. Also, keep business cards on hand when you see reporters, and constantly remind them that you’re a source of information for future stories.
6. Send a thank you note: Whether by mail or by email, express thanks when a reporter covers your story.

# SECTION 2

## PUBLICITY TOOLS, SAMPLES, AND CHECKLISTS

### **Writing for the Media: Know Your Audience**

**W**hen writing for the media, the key goal is to produce well-written materials with strong messages and story angles. To achieve this, write in newspaper style or use the inverted-pyramid format. Media professionals are used to reading materials that start off with the most crucial facts; namely, the “who, what, where, when, and how” information. This is followed by supporting information. Writing in this style helps both the media and WCS. When space- or time- is at a premium, and a news release has to be edited, chances are the last paragraphs will be cut off. Placing the most important facts at the beginning, ensures that they make it into the news.

### **Is Your Story Newsworthy?**

The primary goal is to provide newsworthy information, thence producing well-organized materials is crucial. When writing press materials, key question to ask, “Is this story newsworthy?” The media will cover a story or event that looks like one of the most important or interesting topics scheduled that day. To make a story more interesting than others, at least two of the following angles should be included:

- Hot topic
- National/Local interest
- Interesting personalities or important people to your community
- New information
- Timing/special historical day
- Human interest

It’s important to keep it brief, accurate, and to the point. Reporters only pay attention to credible and interesting stories, the task is to provide them with compelling facts so they can clearly see the “news.” An easy way to create a news angle is to tie the story to a new statistic, local celebration, anniversary, or unique community program. Since national newspapers, as well as TV and radio stations, cover national news thoroughly, many local media outlets limit themselves to local news stories. Localizing press materials increases the potential for story placement.

### **PREPARATION OF A PRESS KIT**

Press materials, like press releases, media advisories, backgrounders, and fact sheets should be compiled in a folder to create a press kit. Press kits are sent to media outlets before an event or can be distributed at press conferences. These may also be distributed electronically by email or posted on WCS’s website and social media platforms.

A Press kit provide background information for reporters to develop their stories. Press kits should contain up to ten documents, including one or two press releases, a fact sheet, and biographies of spokespersons or featured speakers, among others  
Backgrounder/Overview: A one-page overview that summarizes the mission and objectives.

**Fact Sheet:** A one- or two-page document that includes anecdotal and statistical information that can help reporters develop in-depth articles. Fact sheets should include short paragraphs and also reference ways to find out more information about a topic.

**Media Advisory:** This document announces an upcoming event and, like a press release, covers the “who, what, when, where, why, and how”. Media advisories serve as reminders of happenings and should be sent about twenty-four hours before an event.

**Press Release:** A press release, or news release, provides members of the media useful, accurate, and interesting information about any newsworthy activity. The first paragraph should answer all the important questions - who, what, where, when, why, and how. Typically, press releases are emailed to individuals in a media contact list. Press releases can be sent for the purposes of announcing news conferences or events. On some occasions, some or all of a press release’s content will be reprinted in a news vehicle.

**Feature or Human Interest Story:** These stories are newsworthy, but are relatively timeless and can run any time. They are longer in format, which allows reporters to more thoroughly explain complex issues or state a point of view.

**Highlights of Upcoming Events:** This brief listing provides up-to-date information on programs relevant to your activities. This is usually sent to the calendar editor. Check with the media source on deadlines for submitting calendar items.

**Biographies of Spokespersons:** Biographies should include only three or four paragraphs on the event’s featured speakers or media spokesperson(s).  
Photographs|Video:Inclusion of photographs or videos is key to making media houses publicize a story. High-quality, color photographs and High definition videos, with a note accompanying media advisory describing the video and photographs are an added advantage. These can also be sent electronically through email.

**Quotable Quotes:** This one-pager contains a list of remarks that spokespersons or influential community leaders have made about the importance of saving wildlife and wild places worldwide. Editors can use these quotes in news stories without requesting permission.

**Speeches:** Copies of speeches delivered by spokespersons or well-known supporters WCS may increase the opportunity for news coverage.

## PRESS RELEASES

A press release is the most efficient and economical way to attract media attention. Press releases have an established format. A template that can be followed is included. These basic format guidelines are used in press release writing:

### 1. Date Instructions:

- For Immediate Release”
- For Release Before [date]”
- For Release After [date]”

The latter three are used in a press release if time is of essence: For example, if WCS is holding an event, “For Release Before [date]” that the information in the press release ought to be publicized before indicated date. However, if a release is distributed early but its content need not be published until a later date, be sure to indicate that at the top of the release with “For Release After [date]” or “Embargoed Until [date]”. For example, “Embargoed Until 14.00 hrs , Tuesday, January 01.” Receiving the embargoed press release gives reporters a heads-up on upcoming news that allows them to develop a longer, in-depth news story or feature piece by a certain date.

**2. Headline:** A attention-grabbing headline is important. It should be benefits-oriented where it explains why it would be of interest to the public, furthermore it should be descriptive.

**3. Contact Information:** This eases it for the media to contact you. Include your office phone number, cell phone number, address, company name, fax number, e-mail address, and website. Inclusion of the hours WCS persons are available to talk at the listed phone number(s) is an added advantage.

**4. Content:** These are the details of the press release. Again, be brief, accurate, and to the point. A benefits-oriented story that highlights the “news” for the editor or reporter is ideal. The first paragraph should answer all the important questions - who, what, where, when, why, and how. Use of the “inverted pyramid format” to answer the questions: What is the event or news? Why is it being held? Who is involved? What is the local angle? Where is the event taking place, is the best practice approach.

It’s advisable to use standard newspaper style when writing. Paragraphs should be short with an average of four to five lines or 60 words. Easy to use layman’s terms that easy to understand should be used and jargon avoided.

**5. Ending Your Press Release:** The end of a press release is indicated by adding ##### or THE END/ENDS to the last page. If it’s more than one page, the word “MORE” at the bottom center of the ending page should be typed.

## CREATING A MEDIA ADVISORY/PHOTO OPPORTUNITY

Similar to a press release, a media advisory is a one-page announcement informing the media of an opportunity to send a photographer or TV cameraperson to an event. A media advisory, which is sometimes called a photo op (opportunity), should be released two to three days before a planned event.

It should highlight ways the media can capture the major visual elements of a newsworthy event. A media advisory should include the following information:

- Media contact;
- An appealing headline;
- Bullet points that cover the who, what, where, when, and why format;
- A sentence indicating names or titles of individuals available for photographs;
- A short paragraph with key background information or any special instructions for the media;

Please see annex 2 in the annexes section to see a media advisory template.

# SECTION 3

## COMMUNICATION TOOLS

**T**his section provides samples and templates of a fact sheet, letter to the editor, talking points, and other communication tools to help develop materials tailored for the public. The documents are designed to illustrate the appropriate format and style of particular communication tools and offer suggestions on how to customize the language.

Note: All press materials should be placed on WCS letterhead and follow the organization's style guidelines.

### 1. Fact Sheets

By nature of its work, WCS, has a wealth of information to give the press, but a press release can only be one or two pages. How can the rest of the information be packaged? The answer is to create fact sheets. Fact sheets can be up to two pages and include the historical, factual, and statistical data a journalist can use to develop in-depth stories or general assignment pieces. Fact sheets should be well written with short sentences and paragraphs and wide margins. You may even want to highlight items using bullets or numbers.

### 2. Letter to the Editor (LTE)

A LTE can be a powerful and persuasive tool in elevating the important issues of WCS initiatives. A LTE is written to comment on a past story or to add additional information to a story, such as what an organization is doing about an issue. An LTE is often written to express opinions for or against an issue.

### 3. Opinion Editorial

An Op-Ed, which literally means "opposite editorial" page, should be written as if it were a stand-alone piece and accompanied by a pitch letter. Check with each newspaper to determine the requirements for Op-Eds. Most have word limits. The Op-Ed should be signed by a well-known community leader, decision maker, or environment official. After sending the Op-Ed, follow up within three days to determine whether the piece is being considered for publication. Remember, editors may make minor revisions to the Op-Ed.

### 4. Talking Points

Talking points are short phrases or statements that are designed to be used repeatedly in speeches, media interviews, or written correspondence. The purpose of talking points is to ensure that WCS representatives have coherent, unified messages to use that emphasize the same point or idea. Talking points are created primarily for internal usage and can be used by spokespersons or supporters.

# SECTION 4

## MEDIA SPOKESPERSONS: CREATING VOICES

### Selecting Media Spokespersons

**R**eal stories help audiences better understand the issues. Knowing this, WCS should select spokespersons who can discuss the various issues of wildlife and wild places conservation in a precise, professional, and personal manner. Spokespersons are the most effective way to become a credible source to the media while promoting WCS messages. Spokespersons can be drawn from the WCS team as well as policy and opinion leaders passionate about WCS' mission and vision, however they can also be drawn from communities where WCS works. A range of specialists can be considered. These include:

- Conservationists
- Researchers
- Policy and Opinion Leaders
- Students and so forth.

### Typically, spokespersons should be:

- Eloquent and concise;
- Able to memorize key messages without sounding rehearsed;
- Capable of shifting conversation styles from short sound bites to narrative stories. Radio and TV stations may want either style depending on the program format and whether it is a news story versus a public affairs show;
- Free of negative publicity related to their personal and professional lives;
- Easily accessible for last-minute media interviews;
- Aware that their role is to discuss and initiative ways to help audiences learn to protect wild life and wild places from degradation.

### Training Checklist

Before spokespersons are placed before the media, there's need to have them are well-trained and aware of:

- The initiative's goals, objectives, and messages;
- Specific story angles and how they relate to their area of expertise;
- Details surrounding the interview, such as potential questions and format;
- The fact that it's better to say, "I do not know the answer to that..." or "It is really a good question and should be directed to..." than to provide inaccurate information.

### Managing Your Messages

A challenge for spokespersons may be the ability to stay "on message." Spokespersons should be able to clearly and accurately communicate messages, objectives, and goals. They need to be trained to easily call upon approved messages—in both written

and oral communications—when addressing different audiences, including the media. Spokespersons also should be able to weave the messages related to the initiative into real-life stories during media interviews.

### **Share the following helpful tips with your selected spokespersons:**

**Have three succinct messages crafted:** Explaining the main points you want to make.

**For broadcast interviews:** Define three main points you want to make and use every opportunity to communicate these points.

**Write some quotes in advance:** Practice saying them so they sound natural.

**If a reporter begins asking about issues you are not familiar with:** Simply say you are not an authority on those issues and are only speaking on behalf of WCS. Then repeat the central message to “bridge” back the topic you are discussing.

**Always assume you are on record with the reporter:** Never speak in “confidence” or “off the record” and don’t offer personal opinions. Correct any misconceptions the reporter may have. Otherwise, they will assume their information is correct and may use it in news stories.

### **Preparing for the Interview**

Now that you’ve successfully pitched your story, it’s time to prepare for the interview. When your spokesperson is scheduled for an interview, follow the proper guidelines for that media outlet, whether print or broadcast. Broadcast interviews require more preparation than print interviews, because they are often recorded live with little or no time for editing. For that reason, much of this section will focus on broadcast interviews.

It is up to you and your staff to make sure your spokesperson(s) is ready for media interviews. The person(s) to be interviewed should be authoritative and credible source(s) and prepared for appearances. He or she should practice answering interview questions, especially aggressive, rapid-fire inquiries. Spokespersons also must make messages and anecdotes a part of their thinking process so their answers sound natural.

### **Lights, Camera, and Action**

The following tips will prepare the spokesperson to go live:

- When the spokesperson arrives at the TV or radio station, ask whether the staff will be using hand signals. If so, find out which ones will be helpful for you and the spokesperson to know.
- For both radio and TV interviews, find out what type of microphone will be used. For example, a tiny lapel clip-on presents no problem, but a large microphone that sits on a stand has limited pickup range.

- If the spokesperson must use notes on a radio/TV show, use small index cards is advisable to avoid the sound of shuffling paper during the interview.
- The spokesperson should have a list of sample questions and answers in advance that they can review. (Note: reporters will not usually share their questions in advance.)
- People have a tendency to talk fast once TV cameras are on. As a spokesperson slow down and pause between sentences.
- If you the spokesperson needs to mention WCS' website, get an OK from the station in advance.
- In TV interviews, wearing the wrong clothes and colors can undermine the spokesperson's credibility. A spokesperson may wear medium tones of gray, brown, or blue. Wear off-white or pastel shades for shirts and blouses. Distracting stripes, checks, or sharply contrasted patterns that distract the audience ought to be avoided.
- Highly polished gold and silver jewelry or large diamonds and rhinestones should also be avoided. These items reflect studio lights and distort the picture.
- In general, interviewees should wear regular makeup in natural tones. Women should use eye shadow sparingly.
- Avoid unnecessary movements and gestures. They distract from the interview.
- Look, listen, and speak to the host talking to you – unless there is something you need to say directly to the TV audience. In that case, look directly into the camera.
- If the interview takes place in the studio, resist the temptation to look at yourself on the TV monitor. It distracts the viewer.
- If the spokesperson's throat feels tight, relax it by stretching and yawning or by drinking a warm beverage before going on the air.

# SECTION 5

## SOCIAL MEDIA

### **Social Media Strategy**

Social media is an effective tool for increasing awareness of WCS, it's agenda as well as building loyalty, interest, engagement and elevating the Organization's reputation among key audiences.

The main aspects of WCS' social media engagement:

- Positively engage with the WCS Uganda community, including researchers, scientists, students, donors, policy makers, opinion leaders and the general public.
- Increase interaction and engagement of target audiences with the WCS' website.
- Provide frequent updates about WCS news and events

### **Social Media Platforms**

#### **1. Facebook**

The world's largest social network, Facebook is a free service that allows users to share news, information, photos, videos, and more with friends and colleagues. It's a great space to showcase everything from ongoing research updates, interesting images of wildlife and wild places, WCS events and activities among others. It encourages networking and a sense of community.

#### **2. Twitter**

Twitter is a free micro-blogging resource designed to quickly disseminate and collect information through 260-character (maximum) posts. It is seen as more immediate than Facebook and is ideal for broadcasting news releases, statements, accomplishments and facts of interest to the WCS community of followers and donors. Twitter is also suited to emergency and real-time messages.

#### **3. YouTube**

YouTube, which features a free platform for uploading, sharing and viewing videos, has grown into the world's largest content-sharing service. WCS ought to have a single recognized channel that tells the WCS stories via videos showcasing achievements, progress, activities and events.

#### **4. LinkedIn**

LinkedIn is a free social networking platform ideally suited to helping members of individual LinkedIn groups—individuals who aggregate into communities based on self-identified common interests or professions—to develop personally and professionally by facilitating connections among these members.

With a LinkedIn profile, WCS can connect with like-minded scientists and researchers and develop its digital brand and reputation.

## 5. Instagram

Instagram is an online mobile photo-sharing, video-sharing and social networking service that enables its users to take pictures and videos, and share them on a variety of social networking platforms, such as Facebook and Twitter. WCS's focus is to post photos and videos that collectively tell the WCS story.

## 6. Snapchat

Snapchat is an ephemeral social network used primarily for private messaging, but also for posting public stories consisting of photo and video posts that disappear after 24 hours. WCS's focus is to post photos and videos that will promote the institution's activities.

### Social Media Best Practices

Digital communication recommends that anyone who is involved in social media at WCS should understand and employ the following helpful best practices.

#### 1. Knowing Your Audience

Before posting to a social media site, it is constructive to know your audience. Being aware of your audience allows you to target individuals with information that they will find useful and interesting. If not, they may tune you out.

Platform	Audience
Facebook	students, policy makers, opinion leaders and the general public
Twitter	researchers, scientists, donors, policy makers, opinion leaders
Linkedin	researchers, scientists, opinion leaders
YouTube	students, policy makers, policy makers, opinion leaders and the general public
Instagram	students
Snapchat	students

#### 2. Make Time for Social Media:

When you are in charge of WCS social media account. Make sure you have enough time for it. Ideally, you should post to Facebook at least five times a week; Twitter, twice daily; Instagram, 2-3 times a week. Make a commitment to keep an active, lively account. Sharing images, quotes from studies/reports, updates on activities etc...

#### 3. Stick to the Plan:

Before posting anything anywhere, make sure your message is aligned with WCS' public relations, communication or outreach plans. Be sure what you say will promote WCS' ultimate goals and objectives. Always remember: You are representing the Institution as a whole; be sure your message represents WCS in the best possible light. Therefore, think twice before posting as it is widely known that once information is out there, it's out there forever. Search engines can locate status updates years after they are created, even if they have since been deleted. Comments, posts and photos can be copied and saved. Thus, it is important

to consider whether you should post something online. If you are unsure about something you are considering posting or a response to someone that reached out to you, please consult your supervisor.

#### **4. Be Transparent and Accurate**

Be sure that you have all of your facts straight before posting them on a social media site. However, if you post incorrect information, be sure to go back and correct your error. Always review posts for grammatical and spelling errors before sending them off into cyberspace.

#### **5. Be a Pal-Be Respectful**

6. See something interesting on another conservation, donor, research institutional or private account? Re-tweet, share and like the content with your audiences. Just remember it is proper social media etiquette to give credit to the originator when sharing someone else's post. "Post about others what you would want posted about you." It is important to understand that content posted on a social media site may encourage comments and discussion, so be sure not to post any derogatory or offensive comments or posts with confidential information.

#### **6. Respond Promptly**

It is important to quickly respond to questions and comments. If a user posts a comment or question that you do not have the ability to answer, contact the personnel who knows the answer, and have them respond to the user directly or let them furnish you with the correct information.

#### **7. Cross-Promote and Repost:**

Is your message of interest to a number of constituencies? Cross-promote on several channels. If you have a great Instagram photo, share it on Facebook and Twitter, too. With a few tweaks, you can tailor your language to each specific audience and get your message heard. Furthermore, Re-post. Don't be afraid to promote your updates, news and events more than once on the same account. Some social media platforms, such as Twitter, change and refresh so quickly, your message may get lost in the chatter. You can re-post, within reason, to make sure you're reaching the audience.

#### **8. Link to Other WCS Digital content**

Social media doesn't exist in a vacuum. If you are posting about research findings, a report or an activity, chances are the main WCS website has it. Ideally, most posts on WCS social media accounts will be brief and direct visitors to content on the main WCS website.

9. **Blurred Lines:** Just because you have a photo, doesn't mean you must post. Photos should be crisp and have a purpose. Videos should also be clear with quality sound. Please don't post blurry, sub-par photos/videos or copyrighted content

## **10. Risk and Reputation**

While social media is, by definition, social, that doesn't mean users should be too casual on WCS' public platforms. To guard against potential harm or damaged reputations, it's advisable that WCS staff and associates follow the same behavioral standards online as they would in other aspects of their lives. The same laws, professional expectations, and policies for interacting with students, parents, alumni, donors, the media, and fellow staff and faculty apply online as in other communication methods.

Confidential or proprietary information about WCS staff, researchers, scientists, donors and general audiences should never be posted.

## **11. Know the Terms of Service of Social Media Platforms**

Be sure to fully understand and follow the terms of service of any social media platform. You are personally responsible for compliance with these rules.

## **12. Copyright and Fair Use**

Users of social media should be conscientious about the content they post and share in these mediums to avoid infringing upon a copyright owner's intellectual property rights. The universe of possible copyright owners is too expansive and varied to list. However, common examples include Authors, Publishers, Photographers, Composers, Musicians, Choreographers, Videographers, Painters, Sculptors, Programmers, and Actors.

## **13. Implications of Posting Content on Social Media**

When you post content to social media sites such as Facebook, Twitter, LinkedIn, YouTube or Instagram, under the terms of their respective service agreements, you are automatically granting them as license – commonly known as an intellectual property (or IP) license – to use this content. Although the specific language of these agreements varies from platform to platform, the IP license are similar in that you typically are granting the sites permission to share your content all over the world without having to gain further approval from you and without having to pay you any royalties. Some platforms also reserve the right to change, commercialize or publicly perform or display your posted materials without express permission or compensation.

Also worth noting are the provisions that govern the license period. Some service agreements expressly state that you are granting them a perpetual IP license, while others indicate that your IP license ends when you delete your content or terminate your social media account, unless the content has been shared with others who have not deleted it. In both instances the net result is the same: The social media platform owns a license to use our posted content, for whatever purpose, in perpetuity.

# SECTION 6

## MONITORING MEDIA COVERAGE

### Recording Media Impressions

**M**edia impressions are standardized measurements representing everyone WCS messages through radio, print, television, collateral, or other news media. It's important to track and monitor the media coverage. There are professional media monitoring service providers in Uganda. These providers use and provide media monitoring and clipping service to provide copies of their media coverage, such as print clippings, TV videotapes, radio audiotapes, or CDs.

However WCS can always track its own coverage and obtain copies of clips directly from media outlets. A dedicated team should closely monitor media coverage on a weekly or monthly basis. Use of Excel spreadsheets as a tool to track and monitor media impressions is advisable.

#### Using these spreadsheets, the team will be able to:

- Calculate how many media impressions WCS garners; and
- Analyze which media outlets give the most effective media impressions.

Save your spreadsheets to your database with the recording period dates to keep track of them easily. Below are a sample spreadsheet templates.

### Recording Press Impressions

Date	Name of Media outlet	Type of the publication (No of Copies)	Circulation	Type of coverage	Impressions
<i>Jun2, 2018</i>	<i>New vision</i>	<i>Daily</i>	<i>24,000</i>	<i>News article</i>	<i>2.4* 24.000</i>

*(pax. 2.4) According to Nielsen Media Research, 2.4 readers or viewers will come in contact with each publication circulated.*

### Recording TV Impressions

Date	Name of Media outlet	Type of the publication (No of Copies)	Circulation	Type of coverage	Impressions	Exposure
<i>Jul 14, 2018</i>	<i>NTV</i>	<i>ABCD</i>	<i>2,800,000</i>	<i>PSA</i>	<i>60 secs</i>	<i>3</i>

### Recording Radio Impressions

Date	Name of Media outlet	Type of the publication (No of Copies)	Circulation	Type of coverage	Impressions	Exposure
<i>Jul 12, 2018</i>	<i>Radio one</i>	<i>ABC</i>	<i>1,200,000</i>	<i>Talk show</i>	<i>1hr</i>	<i>1</i>

### Recording Social Media Impressions

Date	Name of Platform	Type of coverage	Likes	Comments	Shares
<i>Jul 12, 2018</i>	<i>Facebook</i>	<i>Photo of Crested Crane</i>	<i>5,000</i>	<i>243</i>	<i>45</i>

# GLOSSARY OF MEDIA TERMS



**Earned media:** Coverage of the story that was received without paying for media placements.

**Embargo:** An embargo on newsworthy information means you are being instructed or giving instruction not to publicly release the information until a specific date and time. The words EMBARGOED UNTIL should appear at the top of the press release or other media material in capital letters along with the specific date and time to release the formation to the public.

**Opinion-editorial:** An Op-Ed, which means “Opposite the Editorial Page,” is an opinion piece written by anyone who is not a staff member of a newspaper’s editorial board. Members of the community, advocacy groups, policy-makers, and others are encouraged to submit opinion pieces, which, if accepted, are published in the newspaper.

**Press kit:** A packet of documents (usually in a folder) that addresses an issue, program, or event. Press kits, also known as media kits, usually contain about 8-10 components, including a press release, background information sheet, fact sheet, photographs, and other press materials. Biographies of speakers or other appropriate individuals may also be included.

**Public service announcement (PSA):**

A form of advertising over radio, television, billboards, Internet, or other media that is delivered free of charge by the media outlet. PSAs are often run on radio and television at off-peak times, and their placement is not guaranteed. PSAs are valuable tools, because many media outlets commit to delivering a certain amount of public service advertising each year.

# TEMPLATES



## ANNEX 1 COMMUNICATION GUIDELINES

### SAMPLE PRESS RELEASE

[Letterhead]

Contact: Telephone: E-mail: Website:

Date:

EMBARGOED UNTIL **[insert date]**

#### **[Insert organization name] Hosts [Insert event name] as an initiative to protect and preserve indigenous bees**

**[Insert Town/district]** – In an effort to highlight the role wild bees play in the agriculture sector and why their habitat needs to be protected and preserved, [insert organization name], [announced/will host/organized, etc.] **[Insert event name]**. The event will take place at **[place]** on **[date]** from **[time]** until **[time/ a.m. or p.m.]** and is open to all members of the public.

According to **[insert your spokesperson's name]**, the (event/activity) is an opportunity to showcase how household crop production can be boosted through preservation of wild bees and their natural habitat.

The event is being held as part of **saving wildlife and wild places in Uganda programme**, a WCS initiative to raise awareness in Uganda, on how wildlife and wild places preservation can boost household incomes.

Event activities will include **[insert one or two lines with more details about your event/activity, if needed]**.

More than **[statistic]** of Uganda's national habitat has been degraded due to destructive agricultural and economic activities.

For more information, go to [www.ugandawcs.org](http://www.ugandawcs.org)

**ENDS**

*Wildlife Conservation Society (WCS) envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth. The conservation of more than 50 percent of the world's biological diversity while ensuring a positive impact on millions of people globally.*

**MEDIA ADVISORY TEMPLATE**  
**[Letterhead]**

Contact: Telephone: E-mail: Website:

Date:

**FOR IMMEDIATE RELEASE**

**Action-oriented Headline Summarizing the Event**

**Who:** Provide the names and titles of person who will attend the event.

**What:** Briefly describe the event.

**Where:** Provide the name of the building, suite number, street address, and city.

**When:** Include the date and time of the event.

**Why:** Explain the purpose of the event and why this news will be of interest to the public.

**Photo Op:** Identify potential photo opportunities and highlight key dignitaries, spokespersons and other persons who will be available for photographs. Indicate when key persons will be available, such as before or after the event.

A short, concluding paragraph should include how the media can obtain more information about the event and the save wildlife and wild places worldwide initiatives.

**About the WCS:**

*Wildlife Conservation Society (WCS) envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth. The conservation of more than 50 percent of the world's biological diversity while ensuring a positive impact on millions of people globally, visit [www.ugandawcs.org](http://www.ugandawcs.org). Include WCS Uganda social media accounts.*

## ANNEX 3

### LETTER TO THE EDITOR TEMPLATE

#### **[Letterhead]**

Contact: Telephone: E-mail: Website:

Date:

Newspaper name:

Newspaper address:

Newspaper fax number:

E-mail address:

**RE: [Headline and author if you are referencing a story in your local newspaper]**

Dear Editor: **[This should be general. You don't need to include the name of the editor.]**

**First Paragraph:** State why you are writing. If you want to challenge points made in earlier articles or facts and issue pertaining to biodiversity, conservation and protection of wildlife and wild places, reference the original documents and briefly state your point of view. To add information to an earlier article or letter, again reference the original article, and briefly cite the new data.

**Second Paragraph:** This paragraph should convey some brief background material. You can add supporting information, such as recent data or statistics on conservation. You also can explain how the WCS is protecting wildlife and wild places for the benefit of all.

**Third Paragraph:** Your opinion should be included in this paragraph. Summarize what you want readers to know about wildlife conservation. In conclusion, re-emphasize the main point of your letter and tell readers how they can save wildlife and wild places.

Sincerely, **[Your signature here]**

Name (typed) and title(s) Telephone Number and e-mail address

## ANNEX 4

### OPINION-EDITORIAL TEMPLATE

#### [Letterhead]

Contact: Telephone: E-mail: Website:

Date:

**Title:** Suggest a title that emphasizes the main point and attracts attention. The newspaper may rewrite the title.

**Opening:** The introductory paragraph should engage the reader and clearly state the importance of protecting wildlife and wild places. You might begin with a statement of fact, a true-life story from a third-person perspective, or a reference to current events.

**Body:** This paragraph should explain wildlife conservation is an important is important for the general good. Cite statistics on conservation - either as a whole, or on a specific, provide local statistics to help readers see why this topic matters to them.

The body of the Op-Ed also should provide background information on the initiative and suggest solutions to Wildlife conservation.

**Call to Action:** Ask readers or decision makers for support in a specific way.

**Conclusion:** Wrap up your Op-Ed by referencing the facts, current events, or personal stories mentioned in the opening paragraph. Give a clear picture of the situation, including the local perspective, with the solution in place. End the piece by re-emphasizing your main point.



## Contact Us;

WCS Uganda

📍 Plot 802 Kiwafu Road Kansanga  
P.O Box 7487, Kampala - Uganda

☎ +256 (0)392 000 381

✉ [snampindo@wcs.org](mailto:snampindo@wcs.org)

🌐 [www.uganda.wcs.org](http://www.uganda.wcs.org)