Integrated Biodiversity Management, South Caucasus
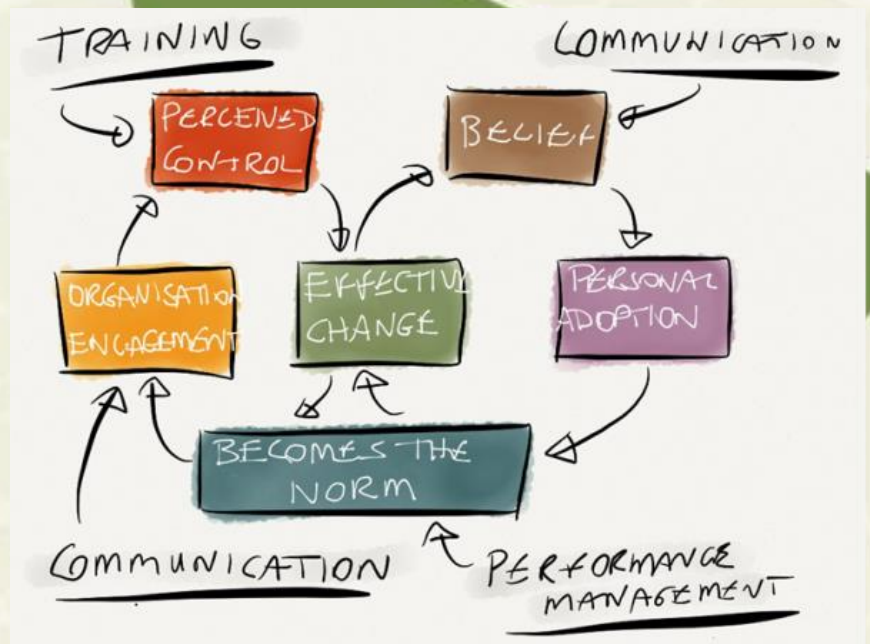
Communication Strategy of Sustainable Forest Management

2015 - 2020

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Report

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List of Abbreviations

MoENRP	Ministry of Environment and Natural Resources Protection
NFA	National Forest Agency
ADA	Explanation of Abbreviation
GIZ	Explanation of Abbreviation
ADA	Austrian Development Cooperation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
UNDP	United Nation Development Program
IUCN	International Union for Conservation of Nature
WWF	World Wildlife Fund
OSCE	Organization for Security and Co-operation in Europe
EU	Europian Union

1. Introduction

The document is the first draft version of five year communication strategy of the sustainable forest management, prepared by the initiative of Forestry Policy Service with the support of GIZ and ADA. The document was developed by participation and active cooperation of the Forest Policy Service, National Forestry Agency and Agency of Protected Areas of the Ministry of Environment and Natural Resources Protection of Georgia, also by representatives from other public, non-governmental or international organizations, connected to the forest issues.

Mentioned communication strategy represents the set of views and opinions of the professionals, involved in sustainable forest management, which will become a basis for one year public relation plan for sustainable forest management. Strategy and Action Plan represent the set of guideline principles and basic approaches, which should be used for communication and public outreach by the public institutes, those who are involved in forest policy development and forest management.

The document, in line with the strategic vision and goals of sustainable forest management of communication and public relation, includes summary overview of the current situation and even special set of recommendations for internal communication and coordination, including crisis management. There are brief creative concept of several information-educational campaigns

The document for communication strategy is a mandatory mechanism for institutionalization of public relation process and for the establishment of systemic approaches. The strategy unifies diverse set of communication means, channels and tools, which is necessary to satisfy the needs of different focus groups

2. Current Condition

For the needs assessment, general evaluation of the current situation – communication audit has been carried out. Within the framework of the audit, detailed interviews have been conducted during the working meeting regarding the strategic planning between the focus group and representative from the field of forestry, including Ministry of Environment, as well as donor organizations and staff members of the Forestry Agency. During the process of situation analyses, certain documents and media materials have been studied as well and in total, evaluation has been conducted from the standpoint of communication background, as well as from the public relation resources, available to the agencies, taking into account the following important components:

Communication background	Resources
• Focus groups • Communication channels • supporters • Stereotypes	• Structure and personnel • Material and technical basis • Current practice and experience

2.1 Communication Background

At first glance, only those people, who are directly related to the forest sector with their activities, is quite a diverse audience, which are being and should be communicated and whose opinions, beliefs and attitudes, in most cases, are crucial for the development of forest sector. Target audience of sustainable forest management can be divided by considering variety of factors, including on-site groups and audience from the center. The local and central target audience, in turn, can be divided into the following major groups:

On-site:
- Locals inhabitants
- Local Authority
- NGOs
- Regional media
- Projects of international organisations
- Privat esector (license holders)

Centre:
- Public institutions and the Parliament
- Public sector
- Academic institutions
- International organisations
- Central media
- Private sector

Figure 1 Major groups

So-called internal audiance – different agencies, organisations and their employees, who are involved in sustainable forest management - need to be highlighted as well. On this point we can distinguish the Ministry of Environment and Natural Resources Protection and its agencies, such as Forest Policy Service, National Forestry Agency, Agency of Protected Areas and Environmental Information and Education centre. Apart from the Ministry, the important players, involved in sustainable forest management are local self-governing bodies, especially Tbilisi Municipality, Adjara Forestry Service, Akhmeta Municipality and in general, state Governors and so-called external interested organizations, including government and government administration, Ministry of Economy and Sustainable Development, Patriarchate of Georgia and licensed companies.

The most important internal target group for public relation of sustainable forest management is the one, employed directly into the forest – approximately 800 forest guards, 60 foresters and up to 500 rangers, who stand as actual weapon for implementing state and forest policy on-site and as main instrument for communicating with population.

The most sensitive target group for sustainable forest management process still remains to be the population, living near the forest, so called local inhabitants, who are directly involved in forest use. Therefore, it is important to maximally consider those issues in communication, which concerns local inhabitants in relation to the forest and which are listed below:

- Firewood production
- Timber use for industrial purposes
- Use of non-timber resources
- Standard logging
- Employment opportunity
- Relation with license holders and other forest users - physical and legal persons
- Relation with forest guards and foresters
- Forest maintenance-restoration
- Condition of forest quality

Effective tool for adequate communication and for conveying key messages on any subject to different target groups are media and mass communication means. Though, attitude of media regarding forest issues is superficial for today, which is caused by lack of knowledge in this field. Therefore, journalist are mainly busy with broadcasting problem oriented topics.

Public sector is actively involved in the field of communication concerning sustainable forest management issues. So called environmental organizations also carry out different types of informational and educational projects, which are directed towards popularization of sustainable forest management and forest protection, maintenance-restoration and conservation issues. However, there is no single coordinating unit, which will conduct communication management with relevant strategy and approach.

The interesting audience for sustainable forest management is a business sector. Companies among them, who own long-term timber production license, are directly using forest resources and are involved in the field; though, their attitude, due to current technical problems and gaps, are quite negative regarding the current policy. As for the potential investors, there is a lack of information about forest capacity and there are no investment packages ready to raise interest of potential investors.

As for the interesting communication channels, the use of which will be efficient for the communication with different target groups considering the different types of audience, efficient usage of different channels and tools will be needed. However, due to volume of the issue and topics, related to it, direct communication can be considered as the most efficient channel.

During communication, together with the involved parties, it will be possible to use the following supportive organizations and entities of different level.

Local	Central	International
• Local Governmet • Regional media • Local NGOs • Opinion leaders	• Ministry of Environment and Natural Resources Protection • Government Administration • Environmental NGOs	• ADA • GIZ • UNDP • IUCN • WWF • OSCE • EU • Embassies

Figure 2 Supportive organizations and entities of different level

The sustainable forest management communication and public relation are based on diverse stereotypes, consideration of which is important for efficient operation of the process. The following issues need to be highlighted:

- Tree logging is an important problem;
- Forest Guard and Forester are both Foresters;
- Agencies, involved in forest issues, aren't known;
- Forests are sold
- Forest are cut everywhere
- Foresters are corrupted
- Forests get polluted
- No reforestation is being carried out

2.2 Resources for Public Relation

While all the structures, involved in sustainable forest management, uses their own resources to communicate with their audience, Ministry of Environment and Natural Resources Protection of Georgia and LEPL National Forestry Agency communicate with public on behalf of the forest sector. However, the government has no separate structural unit for public relation or communication which would have been responsible for planning, implementation and evaluation of the process. Staff members from the administration of the Agency are working on this direction. They are responsible on public relation and on issuing public information. Resources of Public Relations Service from the Ministry of Environmental and Natural Resources Protection of Georgia and also Marketing and Public Relations Service from the Agency of Protected Areas are added to two employees from the Forestry Agency. At the same time, communication between the Ministry and Legal Entities of Public Laws under the Ministry are in unified coordination and the process is managed by the Head of relevant agency of the Ministry, which in turn is responsible to the Minister and to respective Department from the Government Administration.

Employees of Public Relations Service of the Forestry Agency are provisioned with personal computers, program supply and respective working space. Public Relation Service of the Ministry has a special photo and video equipment, also designing and editing programs which are used to prepare materials for communication. Although, the Agency has no separate budget, assigned for public relation, part of the resources of the Ministry are spent on forestry issues. In addition, there are material resources of international and civil organizations for public relations.

According to the current practice, the National Forestry Agency uses almost all types of communication channels and means with the agreement and together with the Public Relations Service of the Ministry for delivering their massages to different groups of society. However, the highest pressure comes on communication with the media and internet-communication.

Usually one event is broadcasted through the media every month, especially by TV. In addition, media has some questions periodically and staff members of the Agency and Ministry prepare responses to those questions. The Agency has its own website and internet page through which official news and photo-video materials are shared. Official website of the Ministry is also used for sharing news.

There is no written mechanism in terms of creating and processing news. Involvement of different structural units bear a spontaneous character and there are not any long-term plan for communication activity on which PR team should rely on. As for the main issues that are used in communication and are relevant, the following topics can be underlined:

- Rehabilitation of forest roads
- Pilot project of Racha
- Issues of forest sustainable development
- Forest fires

- Nursery and cultivation of new forests
- Sanitary logging and disease control measures
- Detection of offences
- Provision of firewood for socially vulnerable population

2.3 **SWOT** Analysis

For the general assessment of the situation, SWOT analysis for public relation and communication of sustainable forest management has been carried out. The results of it are given below:

S – Strong sides	W – weak sides
• Abundance of sensitive and relevant topics • Experienced team • Structural setup, separated functions • Intensity of media coverage • Donor resources for awareness rising • High involvement of NGO sector	• Lack of human and financial resources • Less support from the Government • Low awareness of the population • Low qualification of journalists • Incomplete information about forest resources • Corruption on the lower level • Absence of the strategy and long term plan
O – Possibilities	**T – Threats**
• Use of directly involved parties • Diversify and carry out target oriented communication • Use the attractiveness of the community • Professional growth of the regional staff • Active involvement of Civil Society Organizations • Conduct education and behavior change ccampaigns • Development of comlex feedlack system	• Change of management • Social-economic crisis • Political destabilization • Spread of negative information

Table 1 2.3 SWOT Analysis

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3. Strategic Framework

3.1 Values

Communication strategy of sustainable forest management, its visions and mission, also strategic goals and tasks are based on key values, which unify representatives of this sector and communication team members:

Professionalism – professionalism implies in itself the knowledge and diligent approach to all work that has to be carried out. Understanding of the taken responsibility, timely and quality performance of obligations and desire to improve professional knowledge include those values

Transparency – All sort of information, related to the system is transparent for every level of the society and information about the Government of Georgia is open to everyone. Appeal of the Government is to encourage interested persons to learn about its activities.

Objectivity – Communication will rely on objective, reliable and verified information exchange between different bodies from forest sector and representatives of the society, where truth based public communication will be priority.

Innovation – sustainable forest management creates new approaches towards communication, it objectively and critically observes its own activities in terms of public relation and constantly tries to use modern methodology in order to ensure improvement of the communication process.

Ethics – conducting activity with ethical principles and tolerance, diversity and use of international standards in communication are the important components in public relation of sustainable forest management.

3.2 Vision

The main target for sustainable forest management communication and the result, which should be achieved by the sector after fulfilling strategy in terms of public relation and perception in target audience, are defined in the following type of strategy vision:

In 2020 forest sector will be popular, prestigious system of modern agencies that is based on principles of sustainable management and transparency and which is staffed with professionals and represents forest as national value that needs to be preserved, taken care of and used by the participation of all concerned parties.

Figure 3 Vision

3.3 Mission

The way of implementing strategic vision, also the main essence and meaning of sustainable forest management communication is formulated and explained in the communication mission:
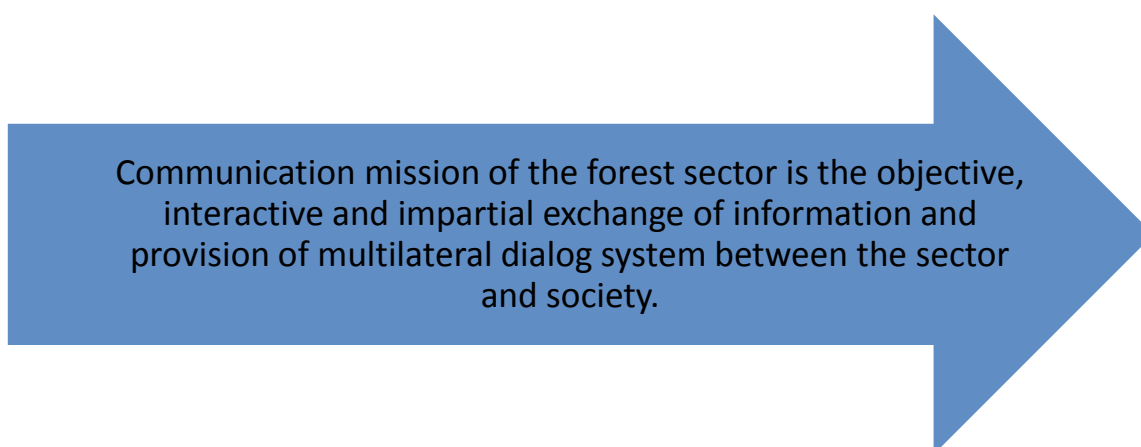
Communication mission of the forest sector is the objective, interactive and impartial exchange of information and provision of multilateral dialog system between the sector and society.

Figure 4 Mission

4. Strategic Objectives and Tasks

Five years sustainable forest management communication is oriented for fulfilling the following objectives, which in turn will rely on the fulfillement of specific tasks that will become the basis for one year action plan as well:
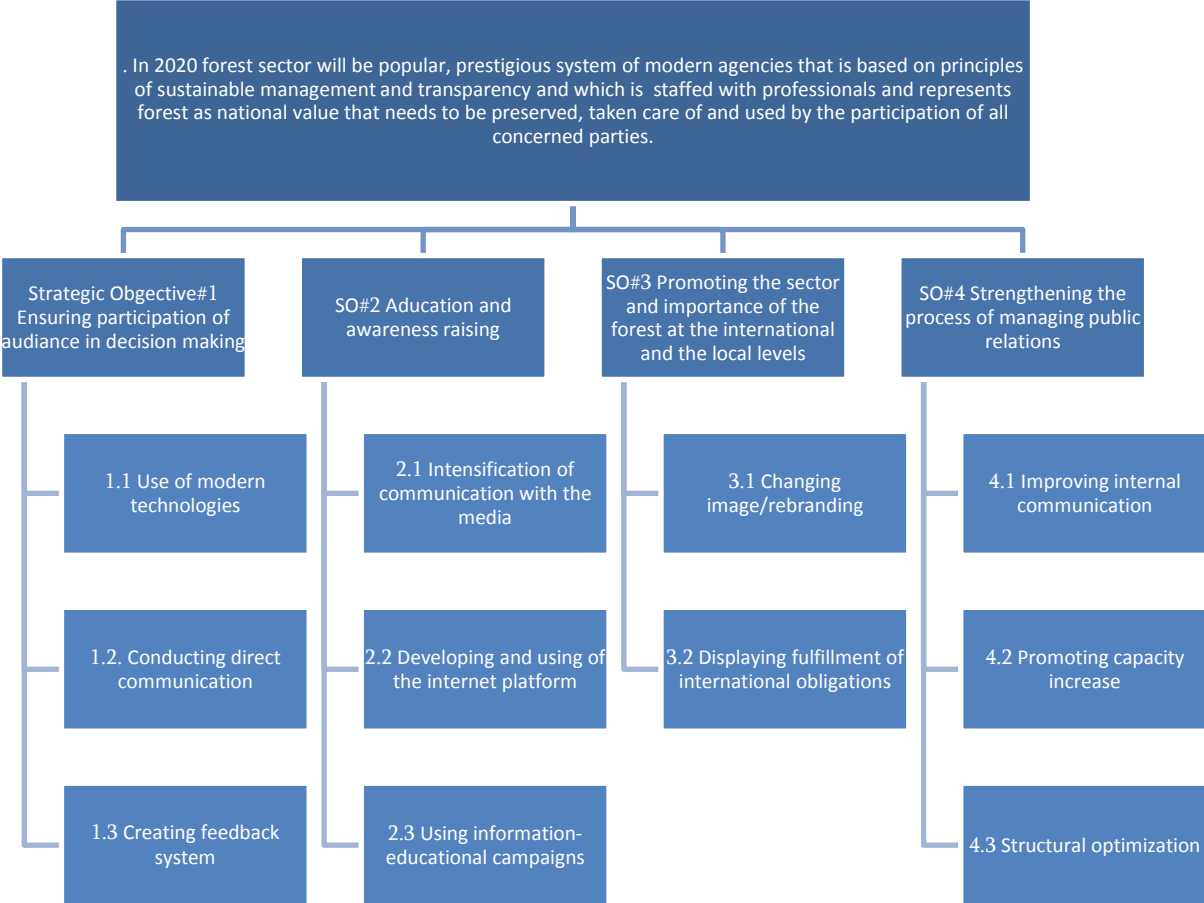
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│  . In 2020 forest sector will be popular, prestigious system of modern agencies │
│  that is based on principles of sustainable management and transparency and     │
│  which is  staffed with professionals and represents forest as national value   │
│  that needs to be preserved, taken care of and used by the participation of all │
│  concerned parties.                                                             │
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Strategic Obgective#1 Ensuring participation of audiance in decision making	SO#2 Aducation and awareness raising	SO#3 Promoting the sector and importance of the forest at the international and the local levels	SO#4 Strengthening the process of managing public relations
1.1 Use of modern technologies	2.1 Intensification of communication with the media	3.1 Changing image/rebranding	4.1 Improving internal communication
1.2. Conducting direct communication	2.2 Developing and using of the internet platform	3.2 Displaying fulfillment of international obligations	4.2 Promoting capacity increase
1.3 Creating feedback system	2.3 Using information-educational campaigns		4.3 Structural optimization

Table 2 4. Strategic Objectives and Tasks

5. Targeting Matrix

Target Group	Desired Behavior	Message	Channel and Means	Risk	Supporters
Staff of the Forestry Agency	• Getting informed about novelties and problems • Adequate communication with external audience	• Any activity is important and interesting for the audience • Proper communication with target groups and stakeholders is the important component for the success of the Agency	• Direct communication • Meetings • Internet and e-mail	Corruption and misuse of power	• The Ministry • International/ donor organizations
Forest Guards	• Providing information on problems • Adequate communication with the population • Performing function conscientiously • Confident behavior • Understanding responsibility	• Any types of activity is important and is interesting for the audience • Proper communication with target groups and stakeholders is important • Your behavior and timely response on problems is decisive	• Direct communication • Information meetings • SMS software	• Corruption and misuse of power • Political manipulations, conducted by opposition	• The Ministry • International/ donor organizations • Local NGOs
Internal Stakeholders	• • Informing about problems and changes • Correct readdressing • Spreading our messages	• Coordinated action and exchange of information in a timely manner is required for common success and result • It is important to communicate with	• Direct communication • Periodical meetings • E-mail • Electronic newsletters	• Breaching of coordination and distribution of opposite messages • Various agencies	• The Ministry • The Government • International/donor organizations

		external audience in unified language		blaming each other	
Local Self-Government	• Informing about problems and changes • Proper readdressing • Distributing our messages • Changing attitude towards forest (object of concern) • Assisting in communication with the population	• Coordinated action and exchange of information in a timely manner is required for common success and result • It is important to communicate with external audience in unified language	• Direct communication • Periodical meetings • Printed information materials	• Breaching of coordination and distribution of opposite messages	• The Ministry • The Government • International/donor organizations
Population, depending on the regional forest	• To prevent illegal logging • To use resources rationally • To change attitude towards forest • To deliver information regarding problems and violations • Not provoke fire and to follow safety measures • Sustainable use of non-timber and recreational resources of forest	• In case of rational forest use, it provides lots of resources • The forest is a good mean for employment and economic profit • Law violation shall be punished • The forest is a renewable resource and we should take care of it in the future as well	• Direct communication • Information meetings • Printed information materials • Information movies • Media • Participation in the programs • Spreading news by media	• Campaign of Political Opposition • Spreading negative information by media • Restriction of smuggling	• Local media • Local NGOs • Local Government • Opinion leaders
Tbilisi City Hall	• Delivering information regarding problems • Implementation of joint projects	• Coordinated action and exchange of information in a timely manner is	• Direct communication • Periodic meetings	• Breaching of coordination and distribution	• The Ministry • The Government • International/donor organizations

	• Considering recommendations • Supporting in communication with settlers	required for common success and result • It is important to communicate with external audience in unified language	• E-mail • Electronic newsletters	of opposite messages	
Wide Audience	• Changing attitude towards forest • Not to damage and pollute forest • Taking actual care for the forest	• Taking care of the forest means taking care of the future • Taking care of forest doesn't only mean planting trees • Apart from environment protection, the forest is an important economic lever	• Media • Participation in programs • Topics in media • Advertising-informational campaigns • Internet • Using social networks • Conducting special internet campaigns	• Spreading negative information in media	• Opinion leaders • NGOs • International/donor organizations
Licensed Companies	• Complying with license conditions • Adopting Concept for sustainable forest management • Supporting promotion activities about forest issues • Preserving environmental principles	• Adequate communication with external audience decreases risks • Social responsibility for forest will improve reputation of a company	• Direct communication • Information meetings • E-mail • Electronic newsletters	• Political manipulations • Distributing negative information by media • Unfair behavior of the companies	• The Government • The Ministry • Local government
Academic and Educational Institutions	• Getting students interested and education • Sharing scientific potential	• The forest, in term of employment and use, has the biggest potential • The forest gives opportunity for implementing	• Direct communication • Information meetings • E-mail • Electronic newsletters	• Spreading negative information by media • Scientific confrontation	• International/donor organizations • NGOs

		different research programs • Lots of young people will be interested in forest	• Printed information materials		
Public Institutions	• Delivering information regarding problems • Prioritizing ecology • Constant involvement of the Ministry of Environment Protection in decision making process • Deepening coordination and communication	• Coordinated action and exchange of information in a timely manner is required for common success and result • It is important to communicate with external audience in unified language	• Direct communication • Information meetings • Information materials • Internet • Electronic newsletter	• Political manipulation • Low motivation and lack of coordination	• The Government • The Ministry
Central Public Sector	• Supporting in communication with population • Support in policy lobbying • Delivering information regarding problems • Informing about information-educational projects • Implementing joint projects Participation in public monitoring of forest	• Coordinated action and exchange of information in a timely manner is required for common success and result • It is important to communicate with external audience in unified language	• Direct communication • Information meetings • E-mail • Electronic newsletters	• Political manipulations • Stating official principle position	• International/donor organizations • The Ministry
Regional Public Sector	• Supporting in communication with population • Providing information regarding problems • Informing about information –	• Taking care about the welfare of the local population is in common interest • Environment protection and economic	• Direct communication • Information meetings • E-mail • Electronic newsletters	• Political manipulations • Stating official principle position	• International/donor organizations • The Ministry

	• educational projects • Implementation of the joint projects • Participation in public monitoring of the forest • Lobbying to local authority	development should be delivered to the local population in unified language			
Business	• Participation in social and ecological projects • Corporate social responsibility • Development of technologies by considering environmental standards • Forest protection labeling on advertising polygraph materials • Moving from BAU to sustainable management principles	• Support of sustainable forest management promoting activities and social responsibility will improve reputation of the Companies	• Direct communication • Information meetings • E-mail • Electronic newsletters	• Political manipulations • Spreading negative information by media	• The Government • The Ministry • Local authority
International	• Cooperation in policy planning and implementation • Flexibility and consideration of priorities • Support in communication • Providing information about information-educational projects	• Your support is important and crucial in terms of using forest potential and preserving it.	• Direct communication • Information meetings • Printed information materials • Electronic newsletters	• Spreading negative information by media • Confrontation from public sector	• The Government • The Ministry

Table 3 5. Targeting Matrix

6. Recommendations

6.1 Internal Communication

Communication with so called internal audience and using them for communicating with external audience is important and crucial for ensuring comprehensive public relation of sustainable forest management. In this regard, public servants, employed directly in forest or in the forest sector, need to be highlighted: forest guards, foresters and rangers, also employees of relevant and related structures under the Ministry, such as National Forestry Agency, also Agency of Protected Areas, Department of Environmental Supervision, Environmental Information and Education Centre, National Environmental Agency and other relevant structures.

In this regard it is important to establish and manage a system for permanent exchange of information and interesting news when it will be possible to use following tools in a complex manner; also, it will support to increase the importance of below listed items:
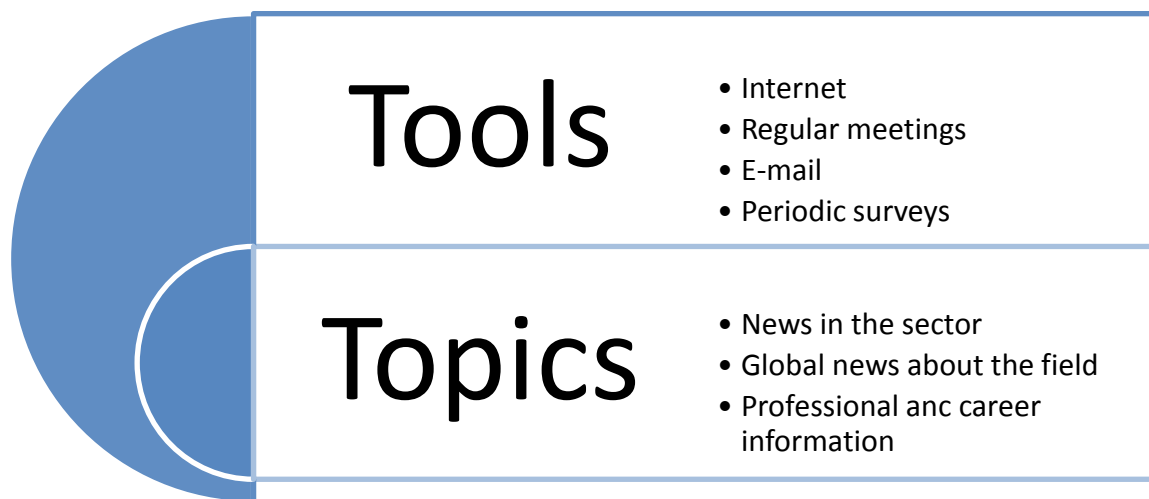

Figure 5 6.1 Internal Communication

From this standpoint it will be important not only to intensify information delivery and inform employees about ongoing processes in the sector, but also to conduct their periodic survey in order to identify level of awareness and those current issues, which should be activated in terms of internal communication.

Common working group including representatives of all structural units, responsible for public relation, should be established in order to improve public relation process management and also to enhance communication. The group will conduct monthly meetings where following activities will be carried out:

- Revision of past activities
- Introduction of a new plan

- Planning of joint projects

In order to conduct image communication for internal audience, also for promoting external communication, it is possible to develop Code of Ethics for the forest sector, which will be a single document, defining general values of sector representatives, developing general rules of behavior and identifying external visual signs.

6.2 Crisis Management

Due to specificity of the sector and variety of interests of target groups, also taking into consideration, that forest issues are directly related to social-economic conditions of some social groups and to the changes of these conditions, threats of developing communication crisis and spreading negative information need to be considered. In addition, crisis situation can be developed around totally different issues as well.

It is important for the communication strategy implementation team members to have preliminary general plan, which together with potential crisis topics will include probable members of the team, general strategy, messages and activities. At this stage, anti-crisis scheme of sustainable forest management is the following:

Potential Crisis Topic	Members of Anti-crisis Team	Tentative Strategy	Key Messages
Corruption and misuse of power	- Minister/Deputy Minister of Environment Protection - Head of Forest Policy Service - Head of Forestry Agency - Head of PR Service of the Ministry - Staff member of Forestry Agency, responsible for communication - Head of Legal Department - Head of Financial Department - Head of Human Resources Department	- Confession and punishing of an offender - To neutralize a charge by counter arguments and facts	- It is not a systemic crime - We will provide prevention at the maximum possible level in order to avoid similar cases - Corruption had not harm the sector - Corruption isn't confirmed by factual or internal investigation materials
Massive forest cut and violation of environmental principles by licensed company	- Minister/Deputy Minister of Environment Protection - Head of Forest Policy Service - Head of Supervision Service - Head of Forestry Agency - Head of PR Service of the Ministry - Staff member of Forestry Agency, responsible for communication	- Confession and punishing of an offender - To neutralize a charge by counter arguments and facts	- Offence was quickly identified and offender was charged with fine - More profound investigation will be launched in order to detect similar cases - Offence isn't confirmed by factual or investigation materials

	• Head of Legal Department • Head of Financial Department		
Natural Disasters	• Minister/Deputy Minister of Environment Protection • Head of Forest Policy Service • Head of Supervision Service • Head of PR Service of the Ministry • Staff member of Forestry Agency, responsible for communication • Head of Legal Department • Head of Financial Department	• Mobilization for recovering situation	• We will use all resources in order to eliminate a problem • გამოვიძიებთ მიზეზებს, რომ შემდგომში უკეთესად მოვახდინოთ პრევენცია • We will investigate causes, so that to improve preventive measures
Forest cut by the State	• Minister/Deputy Minister of Environment Protection • Head of Forest Policy Service • Head of PR Service of the Ministry • Staff member of Forestry Agency, responsible for communication • Head of Legal Department • Head of Human Resources Department • Head of Supervision Department • Representatives of other involved structures	• To neutralize a charge by counter arguments and facts	• It was selective cut • Offence is not proved by actual or investigation materials

Table 4 Crisis management

In addition, while managing any crisis situation, it is essential to consider key principles of anti-crisis communication, such as: taking position of authoritative sourse of information, calm communication, informing coleagues in a timely manner and development/update of media kit.

6.3 Behavior Change Campaigns

Based on objectives, defined by the Strategy, in order to ensure special communication in loaded information space, which will be memorized and respectively, will be efficient, it is necessary to implement joint campaigns with special content and visual attributes.

Due to low level of knowledge on forest issues, it will be required to carry out information-explanatory campeigns at the first stage, by using the following headlines and messages:

Forest is not only ...

- Wood
- Mashroom
- Social Projects
- Only resource

Forest also is ...

- Subject of concern
- Care
- Healthy future

In addition, it will be cecessary to conduct special mini ccampaigns on issues like: increase of energy cost of the wood, forest maintenance methods and non-timber wealth of forest.

While conducting information programmes, complex approach and use of the following tools are required:

- Special videos and movies
- Information brochures and calendars
- Posters and billboards on sites
- Information meetings with population
- Advertising at regional TV
- Radio broadcast
- Social commercial video
- Internet and mobile technologies
- Social studies and media monitoring

7. Reporting of Evaluation

Monitoring and evaluation of the communication process of sustainable forest management and of the objectives and tasks, derived from the strategy should be carried out on the bases of preliminary defined procedure. It should be mentioned, that there may occur necessity for adjusting part of strategy, as well as part of recommendation of the mentioned document. Therefore, it is important to have refined procedures for making adjustments into the document at the permanent basis.

Constant monitoring and reporting to the management by the team, responsible for implementation of the mentioned strategy should be carried out periodically. Once per 6 months the team should develop detailed analysis of principles for the platform and implementation plan that derives from it. The report will cover the following information:

- What activities where being planned for that period?
- What was done and how by the given period of time?
- What had not been done and why?
- Recommendation regarding the changes that should be carried out in order to fulfill the plan in an adequate manner and for neutralizing preventive conditions.
- What changes should be made into the plan itself considering the new reality?

Communication strategy of sustainable forest management and its accompanying process for developing and distributing action plan implementation reports should influence refinement of the plan and strategy in general, which should be conducted according to the following stages: (1) implamantation of the plan; (2) Evaluation and preparation of the report; (3) developing recommendations; (4) adjustment/refinement and implementation again. In addition, it is important to define directions for the reporting, taking into consideration that as many as possible parties should be involved in the process of evaluation and refinement of the plan.

Efficiency of implementing objectives and tasks of the communication strategy should be evaluated by using the following scheme:

Strategic objectives and tasks	Performance indictor	Verification mechanisms
SO#1 **Ensuring involvement of audience in decision making** - Using modern technologies - Conducting direct communication - Creating a feedback system	- Permanent system of Information exchange - Examples of considering opinion of the audience	- Monitoring of internet and media - Analyzing received information - Activity reports

Table 5 7. Reporting of Evaluation