



SUSTAINABLE FOREST MANAGEMENT

Forest For Life

COMMUNICATION

STRATEGY & IMPLEMENTATION PLAN



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FOREST DEPARTMENT

Ministry of Agriculture, Fisheries, Forestry, the Environment,
Sustainable Development & Climate Change

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Hon. Omar Figueroa

Minister Remarks

Dear Friends and Colleagues,

Can you imagine a life without forests? While some might ponder its relevance to their daily lives, thousands who are dependent on forests shudder at the very thought. Apart from forests playing a significant role in our national economy and our environment, it plays an even greater role in the lives of our local and indigenous people. For them, forests are a source of water, food, shelter, fuel, income and cultural value. Unfortunately, our high value and multiple uses of our forests also make them extremely vulnerable to both natural and man-made threats, increasing our biodiversity and Climate Change risks.

Why should it matter? Today, Belize has less than 60% of our forest cover. It is projected that, unless we act now to sustainably manage our forests, we might lose more than half of our forest cover by 2030. Without forests to depend on, we may find many of our people facing poverty and unable to cope with the severe impacts of Climate Change.

What can we do? Sustainable Forest Management is a solution. It is not a buzz phrase but a call to action for us to change our forests practices at all levels. It is an approach that encourages each of us to take responsibility for our forests. We can be the heroes of our own communities when we become more involved in the wise use and better management of our forests.

How could we learn more and become more involved? People are central to Sustainable Forest Management, which shifts from a management of exclusion to a management of inclusion. To do so, government and its partners are required to provide opportunities for increasing awareness, meaningful dialogue, collaboration and partnerships.

This “*Forest for Life*” communication strategy demonstrates our intentions to provide local and indigenous communities with such opportunities. Adopting the theme “*Forest for life*” emphasizes that forest matters, that it is celebrated and that we need to make it our lifelong commitment to care for our forests.

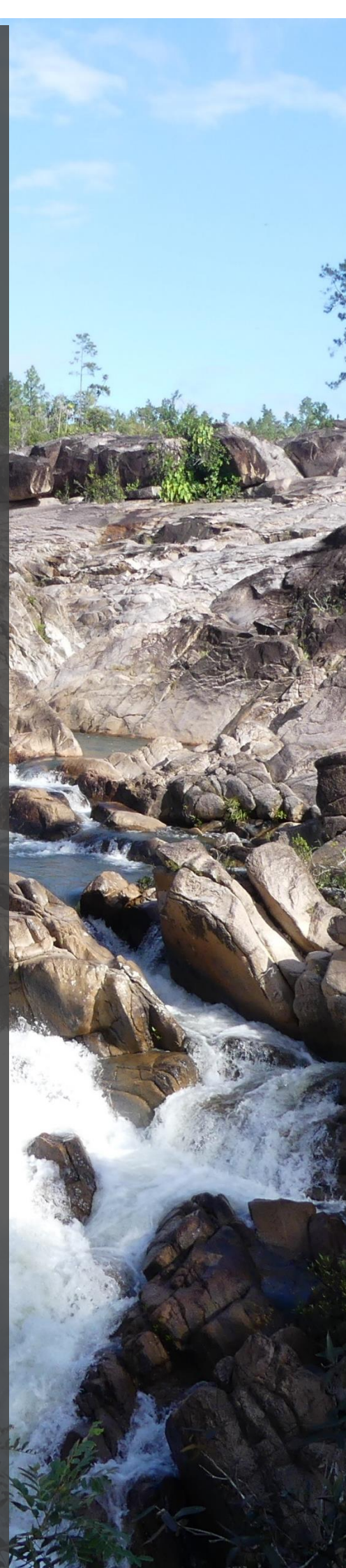
The strategy guides the Forest Department and its partners to engage others in Sustainable Forest Management. It is now up to all of us to communicate at all levels, embracing forest sustainability. Our unified efforts now will ultimately determine how we can best use forest resources, how long our forests will survive, and in what condition we will leave forests for our children tomorrow.

I applaud the effort of the many people who contributed to developing this strategy and look forward to having greater input in its delivery as we all become champions of Forest For Life!

Sincerely

Omar Figueroa

Minister of State, Ministry of Agriculture, Forestry,
Fisheries, the Environment, Sustainable Development & Climate Change





Wilber Sabido

Chief Forest Officer Remarks

Dear Partners & Friends,

Thank you for joining us in the development of this strategy. We know that the development process has been a challenging one. It required us to reflect on our own organizational communication capacity and culture, determining how we have been communicating with each other and how we need to improve. As a government agency, we know we need to do a better job communicating with our stakeholders by consistently sharing and engaging them in the sustainable management of our forests.

This comprehensive five-year communication strategy takes into consideration that not all our communication needs and interests are the same. Subsequently, it acknowledges that no one approach can achieve greater public participation. As a result, it uses multidimensional communication approaches to build people's awareness, appreciation, approval and action on forest-related issues. For instance, a key aspect of this strategy has been the development of the first Employee Engagement Strategy that seeks to strengthen our own internal communication capacity and competency of officers to better communicate with our stakeholders and local communities. To strengthen stakeholder relations and partnerships, the Department is seeking to standardize reporting systems and establish national and regional Forest Working Groups. It is also strengthening partnerships with other government agencies, local communities and businesses through more meaningful dialogues. This is in alignment with our national strategies, which emphasize increasing public participation in forest management.

We are grateful for the cooperation and support from all our internal and external stakeholders who contributed to the development of the strategy. It is a dynamic and much celebrated strategy that will undoubtedly give high value to all our collective efforts in building more Climate Change resilient communities.

Sincerely,

Wilber Sabido

Wilber Sabido
Chief Forest Officer
FOREST DEPARTMENT



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ACRONYMS

AD	Agriculture Department
ADFO	Assistant District Forest Officer
ADP	Agroforestry Development Plan
APO	Annual Plan of Operations
AWP	Annual Work Plan
BRADS	Belize Rural Area Development Strategy
C&I	Criteria & Indicator
CAMP	Conservation Area Management Plan
CAP	Capacity Building Project
CBD	Convention on Biological Diversity
CBF	Collaborative Partnership on Forests
CBOs	Community-Based Organizations
CDM	Clean Development Mechanism
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
DOE	Department of the Environment
EIA	Environmental Impact Assessment
FAO	Food and Agriculture Organization
FD	Forest Department
FMP	Forest Management Plan
FFM	Forest Fire Management
FP	Forest Policy
FR	Forest Reserve
FsD	Fisheries Department
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GOB	Government of Belize
HQ	Headquarter
IFF	Intergovernmental Forum on Forests
IPCC	Intergovernmental Panel on Climate Change
IPF	Intergovernmental Panel on Forest
IPs	Indigenous Peoples
ISO	International Organization for Standardization
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature
KAP	Knowledge, Attitudes, Practices Survey
KBAP	Key Biodiversity Areas Project
KBAs	Key Biodiversity Areas
MAFFESD	Ministry of Agriculture, Forestry, Fisheries, Environment and Sustainable Development
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreement
MLA	Maya Leaders Alliance
MNRE	Ministry of Natural Resources and Environment
MOU	Memorandum of Understanding
MTDS	Medium-Term Development Strategy
NA	Not Available

NAP	National Action Programme
NEAP	National Environmental Action Plan
NEP	National Energy Policy
NFP	National Forest Program
NGOs	Non-Governmental Organizations
NLBI	Non-legally Binding Instrument
NLUPP	National Land Use Policy and Planning Framework
NPAPSP	National Protected Areas Policy and System Plan
NPASP	National Protected Areas System Plan
NPESAP	National Poverty Elimination Strategy and Action Plan
NSTMP	National Sustainable Tourism Master Plan
NTFP	Non-timber forest product
NTFPs	Non-Timber Forest Products
OIC	Officer in Charge (Ranges) or District Forest Officer
PDP	Plantation Development Plan
RAMSAR	Convention on Wetlands of International Importance
REDD	Reducing Emissions from Deforestation and Forest Degradation
RIL	Reduced Impact Logging
SFM	Sustainable Forest Management
SFO	Senior Forest Official
SOP	Standard Operating Procedure
TKU	Traditional Knowledge and Use
UN	United Nations
UNCCD	UN convention to Combat Desertification
UNCED	United Nation Conference on Environmental and Development Programme
UNDP	United Nations Development Programme
UNESCO	UN Educational, Scientific and Cultural Organization
UNFCCC	UN Convention
UNFF	United Nations Forum on Forests
UNFF	United Nations Forum on Forests
WB	World Bank
WCS	World Conservation Strategy
WWF	World Wildlife Fund

DEFINITIONS

Definitions & Terminologies

Terms used throughout this document are defined as follows:

Term	Definition
<i>Forest Management</i>	<i>Forest Management deals with the overall administrative, economic, legal, social, technical and scientific aspects related to natural and planted forests. It implies various degrees of deliberate human intervention, ranging from actions aimed, at, safeguarding and maintaining the forest ecosystem and its functions, to favoring specific socially or economically valuable species or groups of species for the improved production of goods and services. Sustainable Forest Management will ensure that the values derived from the forest meet present-day needs while at the same time ensuring their continued availability and contribution to long-term development needs. (Source: FAO. 1993. The Challenge of Sustainable Forest Management - what future for the world's forests?)</i>
<i>Sustainable Forest Management</i>	<i>also known as sustainable forestry, is the practice of regulating forest resources to meet the needs of society and industry while preserving the forest's health. Therefore, Sustainable Forest Management is always looking to strike a balance between the demand for the forest's natural resources and the vitality of the forest.</i>
<i>Communication</i>	<i>Communication is a “process in which participants create and share information with one another in order to reach a mutual understanding¹. It is dialogue, enabling people to understand the key factors of their physical, social, economic and political environment and their interdependence so that rising problems can be solved competently. Communication by definition incorporates feedback. Information does not. Hence, communication is the transmission belt between information dissemination and action planning.</i>

Communication categories were identified based on Jones-Walters theory of the most prominent communication activities based on different reasons for communication:

¹ Everett Rogers (1995) in defining diffusion, also defined communication in as “the process by which an innovation is communicated through certain channels over time among the members of a social system”

“One-way” information distribution: e.g. advertising, promotion, publicity and propaganda (cf. asymmetric communication or instrumental communication);
Information provided as part of a dialogue, usually in reply to questions of the public (reactive);

Education: a long-term process to transfer knowledge, but also attitudes and values, both to children and adults;

Dialogue (referring to two-way symmetric communication and the discussion of communication in networks) is to be held with specific groups or communities, sometimes as part of a formal consultation process, sometimes in an effort to find acceptable solutions to complex problems involving many different groups of people.

Consultation refers to the inclusion of all representative groups of stakeholders. Consultation with stakeholders is seen not just as a tool but also a strategic necessity. Consultation creates opportunities to identify key issues that, if left undetected, can threaten the long-term success of forest projects.

Participatory Enabling inclusive participation of civil society with government and other relevant stakeholders in developing and using the CSA, including all relevant types of civil society and government stakeholders. This interpretation of participatory is sometimes referred to as multi-stakeholder (1).

Transparent making relevant safeguards information accessible to all relevant stakeholders (1).

Comprehensive Covering all relevant safeguards issues, considering the existence of safeguards in policies, laws and regulations and the extent of their implementation (1).

Community *People who may be directly affected by forest use and management or currently live near the forested area or have lived near the site in the past. Community members may include, for example, residents, members of local action groups, local officials, Maya Leaders, Village Council members, professionals, and local media. The community is at the heart of all forest activities.*

Community engagement *In 2005, the United Nations signed the Brisbane Declaration defined community engagement as an act or a catalyst for mobilizing the global community and developing common understanding, shared visions and goals. The Declaration states that community engagement is a two-way process:*

By which the aspirations, concerns, needs and values of citizens and communities are incorporated at all levels and in all sectors in policy development, planning, decision-making, service delivery and assessment;

and,

By which governments and other business and civil society organizations involve citizens, clients, communities and other stakeholders in these processes.

It is the process of involving the community in the planning and development of policies and services. In the Forest Management or Biodiversity Conservation context, it is the process of involving community members in developing and implementing the policies that will affect them as forest-based dependents. This includes decisions about the management and the allocation of resources, and broader systemic questions about the type of forest management system that they would like to have.

Community Involvement *It is the outreach from the Forest Department, through the KBA project, to provide opportunities for community members to have a role in the forest conservation assessment process. Community involvement goes beyond just the communication of information.*

Conflict Management *Conflict Management is designed as an alternative policy instrument, offering ways to build consensus and convergence in situations of open conflict and conflictive decision-making processes, The use of CM is frequently required for specific aspects of StratCom, especially processes of social communication – promoting dialogue, reflection, participatory situation analysis, consensus-building, decision-making and action planning for change and development among people and institutions on different levels.*

Development Communication *Also known as “DevCom” was a field set up in the early 1960s and first applied to ‘nation building’, rural development, agricultural extension, health and sanitation, as well as family planning. It is the planned use of communication processes and media products to support effective policymaking, public participation and project implementation geared towards social, economic, political and ecological development. It is a two-way social interaction process enabling the people concerned to understand key factors and their interdependencies and to respond to problems in a competent way. DevCom aims not so much at*

information dissemination as at a shared vision of a sustainable future and at capacity building in social groups to solve or prevent rising problem.

Environmental Communication *EnvCom, for short, came up in the mid-1990s as a result of the Rio Conference. It is a management tool in policymaking and project management. It is the missing link between the subject matter of environmental issues and the related socio-political processes. As such, it bridges 'hard' technical know-how and 'soft' action-oriented practice change. Embedded in a well-defined communication strategy, EnvCom makes efficient use of methods, instruments and techniques which are well established in development communication, adult education, social marketing, agricultural extension, public relations, non-formal training and other fields.*

First People(s)/First Belizeans *'First Peoples' and 'First Belizeans' are collective names for the original people of Belize and their descendants, and are used to emphasize that Indigenous peoples lived in this area prior to European settlement.*

Forest communication *The use of communication strategies and messages to best meet the needs of the community with culturally appropriate forest related information and materials. Forest communication may include public meetings, fact sheets, media support, translation, etc.*

Forest education *Any planned combination of learning experiences designed to predispose, enable, and reinforce voluntary behavior conducive to forest conservation in individuals, groups, or communities.*

Indigenous Communication *The cultural transmission of entertainment, news, persuasion, announcements, and social exchanges of every type - it is an important aspect of culture and the means by which a culture is preserved, handed down, and adapted.*

Indigenous people *The term 'Indigenous' in this document is generally used when referring to the Mayan people. However, because 'Indigenous' is not specific, some Indigenous peoples prefer the phrase to be used in full so that it refers to all of the Indigenous people of Belize.*

Public participation *The means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision. The practice of public participation might involve public meetings, surveys, open houses, workshops, polling, citizen's advisory*

committees and other forms of direct involvement with the public.

Traditional owner or traditional user *A 'traditional owner' is a Maya person or people directly descended from the original inhabitants of a culturally defined area of the country. They have a cultural association with their country deriving from the traditions, observances, customs, beliefs or history of the original inhabitants of the area.*

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This strategy could not have been completed without the collective input of key stakeholder groups and individuals who contributed to its development. Perhaps, the most profound aspect of having such a wide input is that it demonstrates the genuine dedication and commitment of many to improve forest management in Belize. The Ministry of Agriculture, Forestry, Fisheries, the Environment and Sustainable Development would like to thank the following teams who gathered, discussed, influenced or supported the development of this communication strategy:

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SFM COMMUNICATION

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Since one of the major threats of Sustainable Forest Management is a lack of public knowledge and social engagement, effective communication is a critical aspect. It seeks to harmonize current fragmented communication approaches and adopts new communication strategic actions that would help promote Sustainable Forest Management.

1 | PROJECT DESCRIPTION

This communication consultancy is one of many activities being pursued under the Management and Protection of the Key Biodiversity Areas Project (KBA), funded by the Global Environmental Facility through the World Bank, and implemented by the Ministry of Agriculture, Fisheries, Forestry, the Environment, Sustainable Development and Climate Change. The project aims to reduce deforestation and promote Sustainable Forest Management in six targeted areas: Chiquibul National Park, Vaca Forest Reserve, Freshwater Creek Forest Reserve, Spanish Creek Wildlife Sanctuary, Maya Mountain North Forest Reserve, and Columbia River Forest Reserve. To do so, it supports: (a) forest protection, (b) climate mitigation and resilience, (c) Sustainable Forest Management, and (d) biodiversity conservation of these six sites.

The KBA project has four major components (1):

1. Supporting Forest Protection and Sustainable Forest Management Activities in Key Biodiversity Areas;
2. Promoting Effective Management of Key Biodiversity Areas (KBAs)
3. Institutional Strengthening and Capacity Building for Enhanced Enforcement of Environmental Regulations and;
4. Project management, monitoring and assessment.

Achieving these objectives, however, will require greater government commitment, increasing public awareness, public participation and encouraging behavioral changes both from internal and external stakeholders.

Since one of the major threats of Sustainable Forest Management is a lack of public awareness and social engagement, effective communication is a critical aspect. The communication activities pursued through this project will assist the Forest Department and its partners to communicate activities, results, best practices and lessons learned. For instance, the Forest Department will need to change its communication culture, strengthen relationship with interface stakeholders and enhance their external communication outreach approaches to meet the goals of Sustainable Forest Management (**SFM**) and Forest Fire Management (**FFM**).

The document defines the overall communication strategy and outlines the multidimensional approaches being used to communicate SFM and respond to the needs of both internal and external stakeholders. As a result, it is divided into two distinctive parts: (a) the internal communication targeting Forest Department employees under the *Employee Engagement Strategy* and (b) the external communication aimed at individuals and groups outside of the department. The external stakeholders are mainly SFM licensees, Protected Areas Comanagers, local community leaders, women, co-managers, the media and public.

It must be noted that a specific communication strategy plan for Forest Fire Management was developed simultaneously with the SFM Communication Strategy. Although it speaks directly to FFM communication goals and objectives, it coincides with some of the activities under this communication strategy.

2 | INTRODUCTION

Also known as sustainable forestry, Sustainable Forest Management regulates forest resources to meet the present needs of our society and industry while preserving the forest's health for future generations (2). It reduces deforestation and forest degradation, as well as promotes local community development. As a practice, it is always looking to strike a balance between the demand for the forest's natural resources and the vitality of the forest. A paradigm shift in this form of forest management is management by inclusion rather than by exclusion.

This introductory section defines communication and specific communication approaches being suggested for promoting SFM. It recognizes that although many people value forests, the linkages between forest and biodiversity conservation, carbon sequestration and Climate Change are not well understood. People and forest-dependent communities were unaware of how their forest harvesting and land-use practices impacted on forests and even more uninformed of forest opportunities or business models that could be created for Sustainable Forest Management. Majority of local leaders and forest-dependent people also lacked participation in forest management decisions, which created wider gaps between people and forest stewardship. It indicated that there is a need for significant change in planning, policies, management, participation and practices. The strategy suggests specific communication strategic approaches to address these concerns, such as:

- (a) **Social Mobilization & Advocacy:** this is a management and governance advocacy approach. It seeks to strengthen collaboration, increase multi-stakeholder participation and support local community roles and responsibilities to better manage forests in a changing climate.
- (b) **Awareness and Community Behavior Change Approaches:** this is geared at ensuring that the public understands the benefits of SFM and the behavior changes that are needed to promote Sustainable Forest Management. In fact, it encourages local people and forest-dependent households to adopt and champion best-practices for Sustainable Forest Management.

- (c) **Marketing Campaigns:** Sustainable Forest Management and its benefits are largely unknown. There is a need to promote the organizations, industries, enterprises, and institutions engaged in Sustainable Forest Management, as well as highlight and provide information on forest small and medium enterprises opportunities.

The strategy outlines the manner and tools the Forest Department and its communication team will use to communicate with its partners and other forest beneficiaries.

3 | METHODOLOGY

The strategy underpins the 5-Capital Model of Sustainable Development that encourages circular thinking instead of a silo-approach. Using this model, the strategy:

1. identifies the key audiences,
2. determines the information to be shared or issues to be discussed,
3. identifies the communication channels,
4. determines the timeline and budget, and
5. develops monitoring and evaluation plans for the strategy.

These were derived through a 10-step process, which were described in the section. These steps comprised of: (1) desk research, (2) assessment, (3) analysis, (4) developing communication strategic objectives, (5) stakeholder groups segmentation, (6) identifying communication approaches, (7) designing messages, (8) selecting communication channels, (9) develop implementation plan (budget included), (10) develop monitoring and evaluation plan.

4 | SITUATIONAL ANALYSIS

This section focuses on the communication perspectives and is divided into three main parts. The first examines forest management awareness. The second section examines the attitudes towards forest management and the third portion focuses on actions or practices. This section was largely based on the Public Perception Study that was conducted between 2016 and 2017.

5 | OBJECTIVES

Parallel to the goals of the Draft National Forest Policy and Strategy 2015, the Communication Strategy provides considerable support for achieving the objectives. It identifies the key objectives for both internal and external stakeholders. The internal stakeholders' objectives are to:

- (a) strengthen internal communication between managers and staff and among all staff;
- (b) enhance staff knowledge of their role and responsibilities as communicators and ambassadors of SFM;
- (c) enhance communication behaviors and practices of senior managers to fosters greater staff engagement and;
- (d) establish a communication system for increased employee feedback and participation in decision making within the department.

The external stakeholders' communication objectives are to:

- (a) Increase awareness and information among KBA adjacent communities' residents on the importance of forests, and the national and local actions that contribute to forest conservation, Sustainable Forest Management and enhancement of forest carbon stocks**
- (b) Increase awareness and understanding of stakeholders and local communities about Sustainable Forest Management as a social, economic and environmental solution to build forest resilience.**
- (c) improve communication mechanisms and processes for government and key stakeholders to enable increased communication, collaboration and participation in SFM compliance, policies, processes, practices and achievements.**
- (d) increase opportunities for the participation of local and indigenous communities and key stakeholders in Sustainable Forest Management development processes.**

Each objectives have specific audiences and targets.

6 | KEY AUDIENCES

The strategy identifies primary or secondary stakeholders and analyze their communication characteristics and requirements. This section recognizes their interests and needs and answers the question "Who are we communicating to?"

The primary stakeholders are: private land owners, SFM forest licensees, protected areas co-managers, NGOs and local community residents who are most dependent on the forest resources. These stakeholders can affect or be affected by the legal or illegal forests actions, poor or best forest management practices, and/or forest policy changes. The secondary stakeholders are mainly Forest Department employees and inter-government agencies and policy makers. Their decisions and actions can greatly impact on the primary stakeholders.

7 | MESSAGES

The fundamental principles of the messages are simplicity and consistency. Messages are the cornerstone of this communication strategy. This sections provides a set of consistent, compelling messages for use in all proactive and reactive communications. The messages selected were chosen for two primary purposes: to be informative and to be actionable where appropriate. As a result, they don't just educate but they also motivate the audiences to act on what they have learnt. In several of the messages, it asks the audiences to become informed and be supportive of agencies' and stakeholders involved in sustainably managing our forests.

In this section, several messages were developed based on the stakeholders (who we are communicating with) and thematic areas (what we are communicating). These can be further customized to suit different stakeholder groups.

8 | CHANNELS

This section seeks to answer: “How will we communicate?” It connects the means of communication with the stakeholders and specific audiences. The channels are the proposed tools to be used for disseminating information or engaging stakeholders. These channels vary depending on the location, audience and their communication needs. For instance, local community meetings and community theatres are being planned for rural communities, while trainings and seminars are being planned for Forest Licensees and forest workers. Online publications and other resources target partners and interest groups so that they can remain up-to-date on project’s and programs’ news and achievements. Another channel is using face-to-face annual reviews as a means share lessons learned, which is an opportunity for future planning as well.

9 | MONITORING & EVALUATION

The Monitoring and Evaluation plan identifies mechanisms necessary to ensure compliance with the communication objectives, and to establish the necessary directives for assessing communication actions. This built-in monitoring and evaluation component is a means of checking accountability and making improvements over time. To achieve this, the evaluation plan compares the communication objectives and baselines to its campaign results. Key objectives were listed and target points were assigned in the logical framework. The targets varies based on the specific activity being covered. In some instances, while some indicators are identifiable, some are not easily quantifiable. In these cases, the mechanisms for measurement depends on the metric they are being compared against.

10 | TIMEFRAME & BUDGET

This section answers the question: “When and how much is needed to implement the communication strategy?”

When: The strategy spans over a five-year period and looks at specific focuses each year. For instance, some of the three main focuses for 2017 -2018 are: developing information materials, increasing awareness of and informing local and indigenous community leaders of Sustainable Forest Management.

How much: Often, the main constraint for communication actions is the budget, which will determine the Department’s ability to implement. It is therefore important that at least 50% of available resources are identified prior to the delivery. It also requires that SFM plans nationally and locally integrate components of communication for public participation and public awareness activities.

The strategy seeks to maximize the budget by identifying priorities and opportunities for collaboration with partners, and merging with other project communication activities. With limited finances and resources for all the wished-for initiatives, working in partnership with stakeholders must be recognized as a necessity, rather than an aspiration. This partnership may include inter-governmental agencies, licensees, co-managers, non-government agencies, and local authorities (elected and traditional leaders). Additionally, stakeholders can continue to be champions of SFM and FFM by building on campaigns that promote unified Sustainable Forest Management messages and communication actions already embedded in their strategies and policies.

It is proposed that funding should be **Bz\$185,000** per annum to promote SFM communication activities countrywide.

11 | CONCLUSION

Since planning is an important part of Sustainable Forest Management, the development of this communication strategy can help to respond to existing and emerging situations. Therefore, the development and implementation of the Sustainable Forest Management Communication Strategy is not only timely but necessary. This communication strategy should provide the Forest Department staff and external stakeholders with a clear roadmap of communication priorities and activities the Forest Department needs to pursue to realize Sustainable

Forest Management in Belize, as well as support other REDD+'s mission in the months and years to come.

A communication strategy is hardly ever a finalized document. It is dynamic and changing public expectations and social circumstances constantly shape activities. Therefore, this strategy should be considered an iterative and evolving document, changing in the light of new developments and improving understanding of our audiences' communication needs.





CHAPTER 1: INTRODUCTION

INTRODUCTION

More than 56% of our population are directly dependent on our forests for their socio economic or sociocultural well-being.

Forests continues to be a significant source of livelihood for thousands of local and indigenous people, who directly dependent on our forests for their socio economic or sociocultural well-being. Whether it is harvesting timber for shelter or commercial purposes, rattan and fodder for farming, generating income for survival or prosperity, or simply extracting traditional medicines or food for home purposes, forest resources are of high importance and value for our people. In addition, Belize's forests provide us with essential ecosystem goods and services that continue to shape our national economy and is a fundamental part of our country's sustainable development goals [1 2].

We are also highly vulnerable to the impacts of forest loss.

Because of our substantial reliance on forests for national and local needs, we are also highly vulnerable to the impacts of forest loss. Although this high vulnerability is often perceived by rural residents, it is rarely well understood. Limited public awareness campaigns regarding potential impacts of forest loss have been conducted. Equally disconcerting is the fact that 35% of rural people are also largely unaware of Sustainable Forest Management practices and its benefits for forest-dependent communities (3). Persistent unsustainable forest practices demonstrate this clear gap between people's understanding of forest threats and sustainable forest behaviors that can combat deforestation, land degradation, biodiversity loss and even Climate Change. Fragmented and inconsistent public awareness campaigns have contributed to confusion, misconceptions and differences between people and management authorities pertaining to forest-rights and responsibilities, local needs and environmental protection, as well as forest regulations and its governance.

With limited awareness, stakeholder participation in forest management decision-making processes have also been low.

Similarly, stakeholder participation in forest management decision-making processes have also been low, particularly since it is time-consuming and costly. However, SFM ideally affords diverse stakeholders the opportunity to work together to improve planning, policies and practices to address the drivers of deforestation and forest degradation. Although the Forest Department and its relevant partners agree that multiple forest stakeholders' engagement in SFM contributes to better planning and improved management at all levels, enabling conditions for public participation have been far and few. Attempts made to increase stakeholder participation in the past often failed to attract the primary affected audience and were also unable to provide supportive conditions to maintain stakeholder engagement.

When asked whether they would participate in SFM practices, rural residents, local leaders, and forest stakeholders stated that

they were willing to participate. However, many felt that their lack of involvement in forest management issues often stemmed from the lack of opportunities for engagement at the local level and their own lack of knowledge pertaining to the issues. Some candidly stated that they felt that it was wasted efforts since their input hardly ever influenced change.

With more strategic public awareness campaigns and formal communication structures for public engagement, many stakeholders' groups will be more willing to participate in SFM development processes. Presently, few discussions are held at the tactical level between government and commercial timber-harvesting managers and forest NGOs and CBOs. Without a formal structure, local and indigenous leaders have often been excluded from national and local forest management decisions. They believe that they should have a stake in determining what forest resources and services should be used, identifying their roles and functions in forest management, as well as influencing land utilization and management policies and practices (5). The representation of local forest-dependents in decision making processes have also been limited despite several past consultation efforts to encourage their participation. Of all these diverse stakeholder groups, however, rural women believe that they are often the least represented and heard in the forest management conversations.

It is recognized that forest stakeholders, both their interventions and interactions, are central to SFM within forest regions (6).

Clearly, communication is at the heart of Sustainable Forest Management initiatives, enabling government and people to work together to achieve SFM goals. However, too often, a one-directional approach in communication has prevented people from embracing SFM. There is a need to shift the previous one-directional exclusive 'top-down' approach taken by government to a mutual partnership approach between forest managers and local communities, which encourages more open stakeholder involvement, including Indigenous People and local communities, Community Based Organizations and forest NGOs in the decision-making process and management (5). To change this, the Forest Department must see it necessary to facilitate two-directional or multiple-dimensional approaches, where people (internally and externally) are able to communicate concerns, ideas, opinions, and aspirations using appropriate mode(s) of communications.

Communication is at the heart of Sustainable Forest Management initiatives.

As a result, communication can be viewed as a key tool in forest management by initiating, planning, and presenting results. By embracing the importance of communication in SFM, the Forest Department is beginning to recognize that communication is not merely disseminating information, but facilitating social change, improving social learning, and strengthening collaboration to collectively develop solutions.

Communication can be viewed as a key tool in forest management by initiating, planning, implementing and presenting results.

With these aspects in mind, the Communication Strategy was developed under the Key Biodiversity Areas Project, and it is in

alignment with the National Forest Policy 2015, under Policy Statement 15, Strategy 1.87, which calls for the development and implementation of a communications strategy (2). It includes multiple approaches such as behavior change communication, which looks at reducing high-risks behaviors by recognizing the obstacles, providing alternatives and incentives to encourage the adoption of 'helpful' practices. This is particularly necessary for reducing fire risks (*please see Forest Fire Communication Strategy*). Public Participation approach involves a process of active participation stakeholders and alignment with development activities. It initially helps to build trust, credibility, consensus and support for SFM but can also potentially lead to more community-driven initiatives under the Key Biodiversity Areas Project.

The strategy will need to be managed and coordinated by a Communication Officer. The officer will be responsible for program communication and multimedia campaigns. Eventually, an established Communication Unit can help to assist in the systematic collection, processing and distribution of information using appropriate tools.

There are countless reasons for improving communication within and outside of the Forest Department, however, one of the primary goal is to encourage greater forest stewardship. To achieve this, the communication strategy emphasizes public awareness and participation that take into consideration the communication needs of forest-users, forest sector stakeholders, policy-makers and community leaders. Therefore, the strategy is guided by two overarching objectives:

When stakeholders are more actively involved in Sustainable Forest Management processes and practices, there is an increased chance of forest stewardship.

1. Enhancing communication mechanisms and processes to increase stakeholder engagement in the distribution and management of forest resources.
2. Demonstrating the value and benefits of Sustainable Forest Management through advocacy, capacity building and community behavior change approaches.

There are several fundamental principles that guide the communication strategy:

Inclusive approach: Traditional top-down communication emphasized dissemination and persuasion and proved to have minimal impact. Often mono-directional, top-down approaches ignored feedback, overlooked community needs and disregarded conflicts. Establishing dialogue with communities, place opportunities for exchange of information thereby increasing knowledge, modifying common practices pertaining to SFM, and strengthening community capacity. In this way, key forest communicators become facilitators in the SFM development process, encouraging local communities identify forest resources, threats, planning, resolving problems and realizing their common goals. It demands community participation and synergy between

stakeholders through trainings, planning sessions, implementation and evaluation.

Respect for Human Rights: All activities are to be built on human rights principles. Respect for indigenous people and local communities is vital. Forest interventions should take into consideration the social realities and align them with forest policies. Efforts need to be made to understand communities, their needs, expectations, as well as their social, economic and political climate.

Unified Messages: This allows the department and partners to prioritize and crystallize their key messages. These are cohesive messages that are concise, strategic, simple, memorable and can be tailored for different audiences. It ensures clarity, consistency and continuity.

Fairness & Transparency: This refers to fairness and negotiation in good faith, making every effort to reach consensus. It is equally important that forest communicators present clear mandates from the outset to avoid committing to actions outside of their scope and authority.

Strengthen Partnerships: There are many forms of partnerships between the department and stakeholder groups. Some of these partnerships are formal (e.g. co-management agreements or Forest licenses), informal (e.g. training programs), short-term or long-term, single or multiple stakeholder partnerships, and/or they are based on financial support. In many instances, partnerships are needed to conduct joint planning, conduct operations, implement plans, hold mutual consultations and community dialogues, share data and information, and develop common messages. Such partnerships enable the parties to maximize resources, align process and policies, enable better coordination and/or increase impact.

Maintain Consistent Communication with internal and external audiences to foster greater understanding of policies, improve information exchange, and strengthen collaboration at all levels. They will engage in community dialogues, training opportunities, fire demonstrations, annual review, and feature stories. Most importantly, it involves establishing a Communication and Education unit that will spearhead and manage communication activities.

SFM COMMUNICATION PERSPECTIVE

SUSTAINABLE FOREST MANAGEMENT

DEFINITIONS

Sustainable Forest Management, also known as sustainable forestry, is the sustainable use and conservation of forests for the benefit of present and future generations.

The Forest Policy 2015 defines it as the sustainable use and conservation of forests with the aim of maintaining and enhancing multiple forest values through human interventions. It recognizes that “people” are at the center of SFM because it aims to contribute to society's diverse needs in perpetuity.

The United Nations Forum on Forests (UNFF) emphasizes the significance of forest resources and defines the need for Sustainable Forest Management as: “a dynamic and evolving concept which aims to maintain and enhance the economic, social and environmental value of all types of forests, for the benefit of present and future generations” (7).

SFM COMMUNICATION

DEFINITIONS

Communication entails the transfer of ideas, thoughts or feelings by the sender to receiver via verbal or nonverbal means. In this instance, SFM communication processes incorporate a combination of activities ranging from information dissemination to dialogue, feedback, and engagement.

Communication about Sustainability (CaS)

implies the processes where information, interpretations, and opinions with respect to sustainability issues are exchanged and discussed. It incorporates perceptions of sustainability issues, which serves significant functions of: framing concerns and structuring facts, arguments, and claims establishing a common understanding of the issue at stake, of the goals required to be accomplished; and, determining who should take action.

Communication of Sustainability (CoS) is mono-directional, where the sender follows a communication objective. It has specific functions to inform and educate individuals.

Communication for sustainability (CfS) is not merely about providing information and raising awareness but it is to establish social transformation, social learning, collaboration for developing solutions. These are measured not by support and approval for Sustainable Forest Management but rather by actions taken towards Sustainable Forest Management.

SUSTAINABLE FOREST MANAGEMENT

SFM THEMES

The SFM key thematic components (7) are identified as:

1. The extent of forest resources,
2. Biological diversity,
3. Forest health and vitality,
4. Productive functions of forest resources,
5. Protective functions of forest resources,
6. Socio-economic function; and
7. Legal, policy and institutional arrangements.

KEY FACTORS

In the past, Belize's forest management was driven by economic and political factors, with the primary objectives being timber production and revenue generation [19]. Today, SFM creates a movement away from the traditional forest management practices to incorporate social and environmental dimensions. This places emphasis on stakeholder engagement and participation. Though timely and costly, it potentially changes the level of knowledge, understanding, commitment, and practice of people. These are influenced by several factors: people's proximity to forest, pre-

SFM COMMUNICATION

COMMUNICATION THEMES

- 1. Improving Forest Management & Governance:** It allows multiple stakeholders to examine and determine how government can better shift from a management of exclusion to a management by inclusion. It enables external stakeholders to hold government accountable and ensure equitable access to forests goods and services.
- 2. Promoting Sustainable Forest Opportunities & Smart Forest Use:** The principle of sustainable use is being promoted. This means that forest will be sustainably used and managed to ensure that it can benefit both present and future generations. It encourages stakeholder engagement in determining sustainable forest opportunities and new markets and business that change the way forests are managed. It focuses on the benefits of adopting and embracing Sustainable Forest Management practices.
- 3. Building Climate Resilience:** this involves demonstrating how forests provide biodiversity goods and services that sustain environmental, social and economic well-being. It portrays the advantages of maintaining healthy and productive forests versus the disadvantages and threats of deforestation and forest degradation.

KEY FACTORS

The communication process involves:

SENDER & RECEIVER (Participants): There are several factors that must be taken into consideration in communication. The general factors when determining audience are: age, sex, educational level, cultural and social context, and level of wealth.

MESSAGES (signs or signals): The factors of effective communication messages include determining audience, message purpose, simplicity, accuracy and reliability, directness,

SUSTAINABLE FOREST MANAGEMENT

existing rights, dependency, local knowledge, forest culture and political deficits (10). These social aspects are dynamic and change over time owing to changes in access and availability of forest resources, education and technology; changes of political culture, changes in communication channels; and transformation in the political culture, poverty level and people's income and livelihood. This makes it imperative that stakeholders and people of forest-dependent communities are properly identified and understood.

In terms of the environmental dimension, several factors influence forest depletion and trigger environmental problems. The most prominent being illegal forest activities, limited government capacity to manage large areas of forests, the de-reservation of protected areas; political interferences, corruption, proliferation of unsustainable harvesting methods.

LEGAL FRAMEWORK

Sustainable Forest Management (SFM) was established based on 'Forest Principles' introduced and adopted during the United Nations Conference on Environmental and Development Programme (UNCED) at Rio de Janeiro in 1992 (7). It integrates multiple degrees of human intervention in administrative, legal, technical, economic, social and environmental aspects of forest conservation and forest use. There are presently several different pieces of legislations but no cohesive legislation that addresses Sustainable Forest Management internationally nor nationally.

At the international level, several non-legal binding principles and a series of multilateral environmental agreements guide SFM.

- (a) The Convention on International Trade in Endangered Species, 1973
- (b) United Nations Convention on Biological Diversity, 1992
- (c) The RAMSAR Convention on Wetlands, 1971
- (d) The United Nations Convention on Combating Desertification, 1994

SFM COMMUNICATION

feedback, speed and frequency, communication channel, relationship between the sender and receiver, barriers and benefits.

CHANNEL (mode of transmission),

FEEDBACK (response based on message),

CONTEXT (the physical, psychological, political or socio-cultural climate in which communication takes place) and Impact (results of the communication).

LEGAL FRAMEWORK

While there are limited legal instruments that guarantee public participation in decision-making on forest matters (except in the National Protected Areas System Act), public consultation on environmental issues are widely accepted. This is not always the case, however, and many local community leaders, forest sector stakeholders and forest NGOs and CBOs feel that they are excluded from the decision-making process. Consequently, there is little obligation of government to engage multiple stakeholder groups. There are legal opportunities under the legislative review of the Forest Act that could clearly establish within the legislative framework public participation and consultative processes as integral to better forest management. Meanwhile, all forest policies and strategies have identified and emphasize public awareness and participation actions such as: information dissemination, collaboration with other agencies, public education and trainings, as well as consultative processes.

SUSTAINABLE FOREST MANAGEMENT

- (e) United Nations Framework Convention on Climate Change, 1992
- (f) Millennium Summit – Millennium Development Goals, 2000
- (g) Kyoto Protocol
- (h) Paris Agreement

National Instruments:

- (a) The Forest Act (Rev Ed 2000),
- (b) National Parks System Act (Rev Ed 2000),
- (c) Wildlife Protection Act (Rev Ed 2000),
- (d) Private Protected Areas (Conservation) Act, 2003,
- (e) National Protected Areas Policy and System Act,
- (f) Forest Fire Protection Act, 2003,
- (g) Land Utilization Act, 2003,
- (h) National Lands Act, 2003,
- (i) Environmental Protection Act, 2003, 2016,
- (j) Timber Industry Act, 2000.

National Policies and Strategies:

- (a) National Forest Policy (Draft) 2015,
- (b) National Wildland Forest Fire Policy and Strategy (Draft) 2009,
- (c) National Food & Agriculture Policy, 2003,
- (d) National Integrated Planning Framework for Land Resource Development, 2011,
- (e) National Land Use Policy, 2012,
- (f) National Protected Areas Policy and System Plan, National Biodiversity Strategy and Action Plan,
- (g) National Sustainable Tourism Master Plan, 2012,
- (h) Belize Climate Change Adaptation Policy, 2010.

Other strategic documents:

- (a) Horizon 2030 National Development Strategy,
- (b) National Poverty Elimination Strategy and Action Plan (NPESAP),
- (c) National Medium-Term Development Strategy (MTDS),
- (d) Belize Rural Area Development Strategy (BRADS),

SFM COMMUNICATION

National Legal Framework: The National Protected Areas System Act is the only legislation that has a specific communication instrument. Apart from establishing a National Council to facilitate validating information and informing and updating relevant stakeholders of policy changes, section 19 underlines consultative processes, public participation and dissemination of information. Other legislative frameworks do not include communication in forest management, except where marketing and advertisements were mentioned under the Forest Act and Timber Industry Act 2000.

Global legal framework: Under several multilateral environmental conventions, inclusive communication is required. CBD Conference of the Parties 6, Decision VI/19 on Global Initiative on Communication, Education and Public Awareness, for instance, emphasized that 'biodiversity conservation, sustainable use and equitable sharing call for education, public awareness and public participation as long-term investments towards social change [4]. The United Nations Conference on Environment and Development (UNCED), held in Rio de Janeiro in 1992, highlighted the importance of public participation in Principles 10 and 22 of the Rio Declaration. Public participation was also encouraged in Agenda 21 is captured in the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters.

National Forest Policy & Strategy (NFPS)

2015: On the premise that stakeholder collaboration and involvement are essential for the proper management of forests, it calls for strategic partnerships, increase information sharing, encourage active participation of indigenous people, local communities and women and increasing public education on the value and importance of forests.

National Wildland Forest Fire Policy 2009:

Presently under review, this policy and strategy sets clear objectives for promoting

SUSTAINABLE FOREST MANAGEMENT

- (e) National Sustainable Tourism Master Plan (NSTMP),
- (f) National Land Use Policy and Planning Framework (NLUPP),
- (g) National Environmental Action Plan (NEAP),
- (h) National Environmental Policy and Strategy,
- (i) Sustainable Chemical Management Action Plan,
- (j) National Health Plan and Policy,
- (k) Agriculture and Food Security Policy,
- (l) Land Suitability Mapping System for Belize and the National Energy Policy (NEP).

SFM COMMUNICATION

forest fire prevention and suppression awareness, coordination among stakeholders, and responding to forest fire incidents.

National Biodiversity Strategic Action Plan (NBSAP), which provides a road map for biodiversity management in Belize, emphasizes the need for public ownership and collective implementation by the people of Belize [5]. As a result, it calls for specific communication, outreach and education activities, designed to build awareness. This is presently being addressed through the National Wildlife Communication Strategy 2016 and builds awareness of sustainable wildlife management.

COMMUNICATION APPROACHES

Undoubtedly, communicating forest-based concepts can be highly unattractive to non-foresters. Also, forests often have different meaning and value for different stakeholder groups. There are diverse approaches that can be used to attract different groups to the message. Whether it is public awareness initiatives, community consultation, building cooperation or sharing best practices, each communication activity plays a crucial role in helping achieve its short-term and medium-term goals and objectives.

1. **Institution Building (CaS):** This approach the lead agencies and its partners with the skills and facilities to carry out SFM communication. This approach consists of building professional capacity in communication. It helps to build the competency of staff to communicate SFM issues.
2. **Information, Educational & Communication (IEC)-** These are three essential components designed to promote awareness and understanding of SFM.
 - (a) Information: - a component that brings facts and issues to the attention of an audience in order to stimulate discussion. It also concerns the technical and statistical aspects of SFM
 - (b) Education: - a component that fosters knowledge and thorough understanding of problems and possible solutions. Using both formal and non-formal education methods, it strengthens human resources by curriculum design and training to sensitize awareness, foster critical thinking of SFM issues and facilitate life-long learning.
 - (c) Communication: - this component is to influence attitudes, disseminate knowledge and to bring about a desired and voluntary change in behavior.
3. **Social Marketing (CoS)–** using commercial marketing techniques to solve social problems. The process involves planning, implementation and monitoring of programs to gain support for SFM practices.
4. **Edutainment (CoS)–** a hybrid of participatory communication strategies and diffusion model communication, it combines education and entertainment to educate, inform and encourage behavior change. This merge the SFM messages with folklore presentations, cultural displays, music, dance, and puppet shows. It has evolved over the years but have been locally appealing to local audiences.
5. **Public or Community Participation (Cfs):** - Participation leads to increased sharing of benefits and decision-making power for SFM. Public Participation involves a process of active participation of the intended beneficiaries to share in the decision-making process. Participatory communication must be aligned with development activities. With participation, people or groups of people access knowledge and skills to make more informed decisions about forests. From the moment a communication actor enters a community, their manner of approach, the messages, feedback and frequency of communication all play a role in establishing and sustaining public participation. The way communication is established and nurtured will determine whether people will become involved or participate in SFM activities. Apart from community meetings and trainings, interactive film, community theatre, video, community radio and newspapers are some other mediums used in this approach.

6. **Behavior Change Communication (CfS)**- a process to motivate people to adopt and maintain Sustainable Forest Management practices for their personal well-being.
7. **Social Mobilization (CfS)**: – This approach is a process bringing together social partners to determine needs and raise awareness of SFM. It enlists the participation of institutions, groups, networks and communities to maximize and manage forests resources. It uses advocacy at the national level and information and motivation techniques at the grassroots level.



CHAPTER 2 _____

METHODOLOGY

METHODOLOGY



A 10-stage methodological process was adopted for the development of this strategy. These steps comprised of: (1) desk research, (2) assessment, (3) analysis, (4) developing communication strategic objectives, (5) stakeholder groups segmentation, (6) identifying communication approaches, (7) designing messages, (8) selecting communication channels, (9) develop implementation plan (budget included), (10) develop monitoring and evaluation plan.

STAGE 1. DESK RESEARCH: The desk research, though proved to be time-consuming, helped to determine the scope of the research and identify the role of communication in Sustainable Forest Management. As an initial component to the project, several KBA documents were reviewed to define Sustainable Forest Management concept, identify Belize's SFM initiatives, social issues for forest-based communities and information pertaining to public knowledge, perceptions and attitudes about forests and towards forest management in Belize. A total of 41 publications were reviewed and included one KAP study on forest management conducted in 2013, the National Forest Policy 2015, National Biodiversity Strategy and Action Plan, draft National Wildland Forest Fires Strategy and Policy 2009, National Wildlife Strategy 2017 and National Protected Areas System Plan Communication Strategy 2012. Further sources included an academic or scholar research studies, journals, press releases, newsletters, reports, awareness publications and other sources. These were reviewed to gain further understanding of Forest policies, programs and public awareness campaigns in Belize. It also helped to identify present and potential stakeholders that are affected or impacted by SFM and FFM.

STAGE 2: ASSESSMENT: The collected data were both qualitative and quantitative, exploring the people's level of awareness and participation in forest resource management. The primary data were obtained mainly through household surveys, focus-group discussions and interviews with management

and key stakeholders, as well as consultation meetings. Even though there were some limitations during the data collection process, the information collected proved to be useful in understanding the level of community awareness, public perceptions and determining the level of public participation in Sustainable Forest Management.

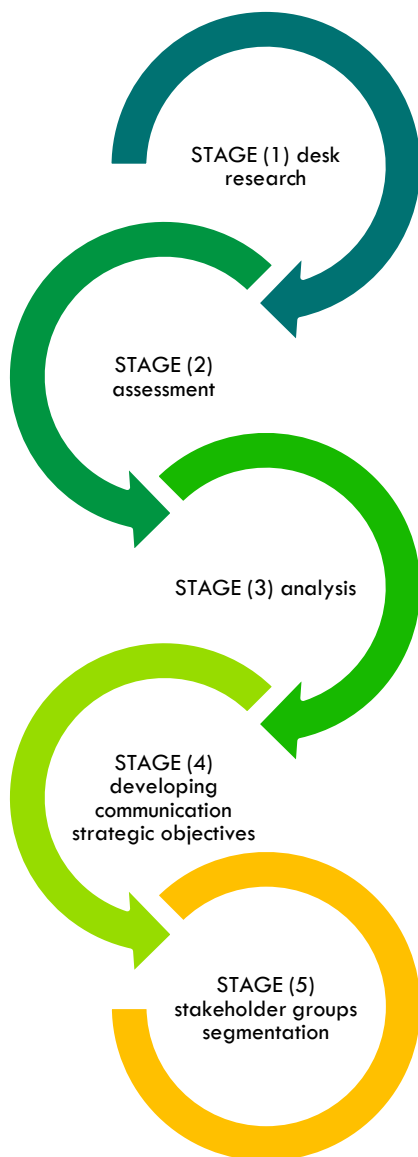
- **Focus groups** were conducted in nine KBA adjacent communities to prior to the questionnaires (i.e. survey results, absence data, etc.). Residents, particularly village leaders, farmers, rural women and youth drew on their own knowledge and experiences of customary or traditional forest use and practices, their role in local forest management, and their communication preferences within their community.
- **Survey:** A perception survey resembling a KAP, was carried out and captured people's level of forest knowledge, their perceptions and behaviors pertaining to SFM. It comprised of a structured questionnaire administered by trained enumerators, government officers, and research assistants. The selected areas had a combined population size of 18,069 and 3737 households. A total of 1570 study subjects were interviewed, representing 8.7% of the total population size and 534 households, representing 14.3% of the household population. The public survey captured: (a) the general knowledge of forests terms and issues, (b) the perception of the condition of forests and forest management; (c) forest benefits, use and management; and (d) forms of communication with communities. (See SFM Public Perception Study, 2017)
- **Interviews & consultative meetings:** Apart from the surveys, consultative meetings and expert interviews were conducted with key government personnel, experts, members of Community Based Organizations (CBOs), Forest Licensees and Co-managers. Other information was gathered from workshops and trainings with Forest officers and other relevant government personnel from Department of Environment, Agriculture Department, Fisheries Department, Lands and Surveys Department, Ministry of Education (MoE), National Metrological Office (NMO), National Emergency Management Organization (NEMO), the Belize Tourism Board (BTB), the National Association of Village Council Organization (NAVCO) and forest conservation and long-term forest licensees, such as Pine Lumber Company, Community Forestry, Thomas & Gomez Lumber, and Yalbac Enterprise.
- **Observations:** This study also included some rapid observations within 18 KBA communities. Survey teams and enumerators were asked to identify environmental conditions, communication modes, awareness signs and activities, forest harvesting practices, residents' responses towards forest management, receptiveness to the information and willingness or motivation to be involved in or contribute to forest conservation.



STAGE 3: ANALYSIS: The information gathered was analyzed by the Information Education and Communication (IEC) team comprising of representation from the Forest Department and key stakeholders. It helped to identify SFM problems such as behavioral, economic, sociocultural or institutional, as well as communication gaps. Through the analysis, stakeholders' expectations for SFM and their communication needs or priorities were also

identified. The most outstanding qualitative data was gathered at the Forest Fire Prevention Consultation Meeting on 29th September 2016. The public perception survey complemented this analysis with quantitative data, providing sufficient background on the public's understanding of sustainable forestry and set the basis for the development of communication initiatives, activities for public participation, potential communication opportunities and future challenges and potential future actions.

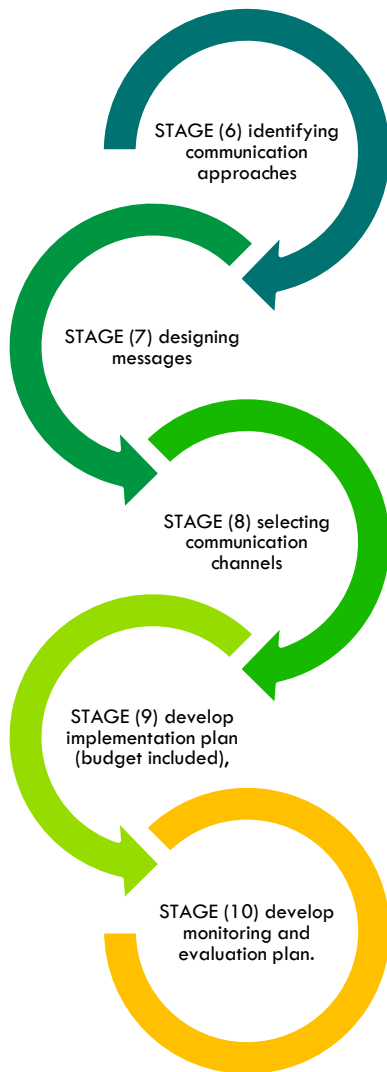
- **Stakeholder Analysis:** The results of the qualitative and quantitative data also helped to segment intended audiences and stakeholder groups. A PESTLE analysis facilitated characterizing primary and secondary stakeholders, their level of knowledge and understanding and use of forests. ([See Stakeholder Analysis](#))
- **SWOT Analysis:** A crucial component of this stage was the SWOT analysis conducted for internal and external communication. It examined the organizational communication capacity, present communication mechanisms and structures, as well as possible communication tools that can be adopted to strengthen their communication processes and efforts. Two workshops, staff surveys, several junior and senior forest management meetings, as well as staff interviews also facilitated this analysis process. The outcomes were documented and helped to design the communication strategy. ([See SWOT Analysis attached](#))



STAGE 4. DEVELOP COMMUNICATION STRATEGY OBJECTIVES: The five-year communication strategy was developed following the previous key stages of desk review, assessment and analysis. This step consisted of identifying SMART (*Specific, Measurable Acceptable Realistic, Time related*) objectives in consultation with Forest Department staff and key stakeholders. To achieve the goal of promoting SFM, the communication objectives were linked to specific strategic objectives of the National Forest Policy and Strategy 2015, the Draft Wildland and Forest Fire Strategy and Policy 2009 and the National Biodiversity Strategy and Action Plan 2015.

STAGE 5: STAKEHOLDER GROUPS SEGMENTATION: In two consultation meetings, Forest managers and key stakeholders used available data to identify the priority stakeholder groups, determining who are directly affected and who can influence change. Those categorized as primary stakeholders were those who adopted opinions, attitudes, and behaviors, and

are directly affected. The secondary stakeholders were identified as those who wield influence and persuade the primary stakeholders to change behaviors.





STAGE 6: IDENTIFY COMMUNICATION APPROACHES: Following the stakeholder segmentation process, the most appropriate approaches were selected. Information, education, and community social marketing approaches were the main approaches identified for primary groups. The secondary groups mainly required information, training, and social mobilization approaches. Most notably, both primary and secondary target groups were given community participation approaches.

STAGE 7: DESIGNING MESSAGES: Several small-size meetings with forest managers and key stakeholders helped to formulate key messages. These messages were designed for specific target groups to inform and gain support for SFM and FFM. Some of the messages carried serious or emotional undertones, definitive conclusions or repetitive messages. The messages used the KISS (**Keep It Simple and Straightforward**) and AIDA (**Attention, Interest, Desire and Action**) principles and contained certain basic elements that would allow more definitive messages or taglines to be formulated during the strategic implementation phase. These key messages are general concepts that the department will incorporate into its discussions, print materials, and other resources used in communication, education, information, and prevention efforts. As umbrella statements, they include additional supporting points and examples for context but can be changed and modified depending on the audience and context. The supporting points provide details for the key messages and enable communicators to further explain forest biodiversity, forest-friendly actions to combat Climate Change, forest regulations, and the importance of public participation in Sustainable Forest Management.

STAGE 8: SELECTING CHANNELS: Several meetings helped to determine which major channels of communication should be used and for which stakeholder groups. In the end, multiple channels were identified. The institutional channels such as associations and SFM or Forest advisory committees were selected. The second channel were socio-traditional channels such as community meetings, collective work programs, and informal groups meetings. The third channel identified were commercial channels such as publications and promotional products and using commercial social events such as the Agricultural Show. The

fourth channel identified was the multimedia channels such as websites, radio, television, and social media outlets. Each target group required specific channels. Factors such as geographical location, credibility, costs, degree of impact, the level of participation and their communication preferences were considered when selecting appropriate channels.

 **STAGE 9: DEVELOP IMPLEMENTATION PLAN:** This strategic development phase determined the overall communication approaches, specific actions to meet the objectives and communication budget. More specifically, it detailed the communication roadmap. Two communication consultation workshop-trainings with Forest Department officials and key stakeholders, and several follow-up meetings with IEC Committee helped to draft and finalize the implementation plan. With the strategic communication priorities, objectives, messages and channels of SFM clearly defined, the team members linked objectives with activities, channels and key messages.

 **STAGE 10: DEVELOP MONITORING & EVALUATION PLAN**
Monitoring: The communication specialist and the Forest Communication Committee determined specific tasks for monitoring. The team pinpointed the key performance indicators and the means of verification. As communication deliverables are designed or developed and implemented, the M&E plan is a guide to measure and monitor the degree or level of success. This will be directed by the Communication Officer and the Forest Communication Committee, tracking changes and adjusting where possible.

○ **Evaluation:** The team recognized that rapid evaluations should be conducted as part of the Monitoring and Evaluation plan to measure the success of the activities and determine if the objectives were met. They identified specific evaluation activities such as lesson-learnt sessions, the aggregation of reporting documents on communication activities, copies of the 'products' developed, and an evaluative study.



CHAPTER 3 _____

SITUATIONAL ANALYSIS

SITUATIONAL ANALYSIS

Sustainable Forest Management is directly linked to rural development and land use planning, whereby it's a major part of the rural life and landscape. Rural residents interact closely with forests, clearing forests for agriculture needs, harvesting forest produce, utilizing forest ecosystem services for their livelihood or relying on the forests' protective functions. When Sustainable Forest Management is integrated into rural development and land use planning, it manages all these forests' functions and supports both national and rural development. As a result, the information in this section looks at how SFM is being integrated into the rural environment.

The contents of this section summarize the SFM Public Perception Study of 2017 and highlights key findings of the study as it relates to communication. The study examined people's interaction with forests, their awareness, attitudes, and actions in Sustainable Forest Management in 18 of the 50 KBA adjacent communities. During the study, 1,570 local community residents (referred to as respondents or participants) participated. The results of the study identified: (a) their awareness of forest functions and SFM, (b) their attitudes towards forest management and perceived risks of forest threats (c) how they valued and utilized forests; and (d) how they wish to participate in and communicate on SFM. By understanding these complex interactions between people and forest resources, the study informed the development and implementation of this strategy.

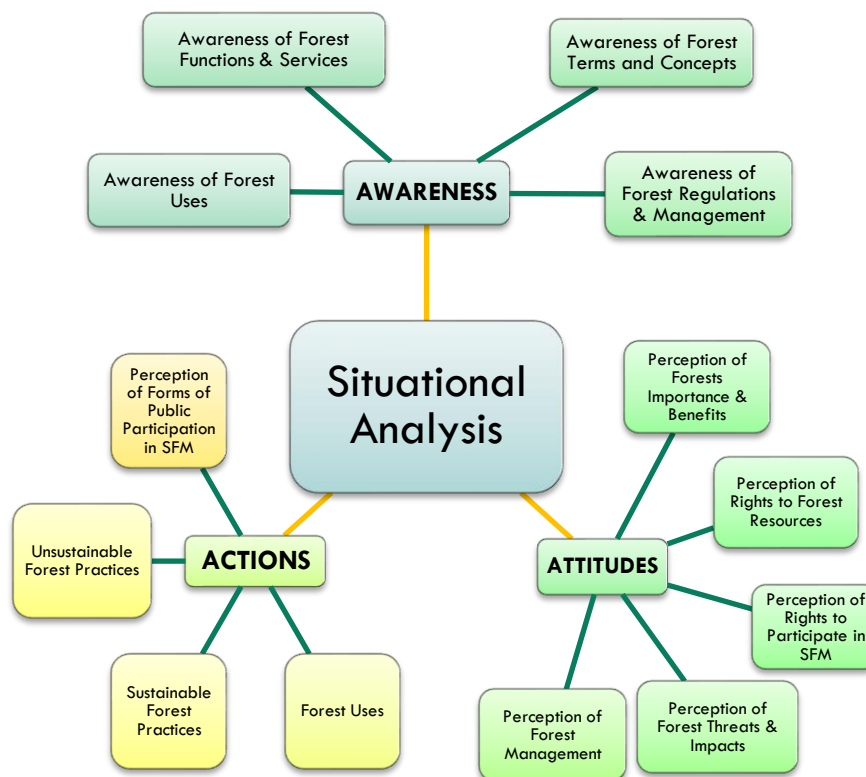


FIGURE 1: SITUATIONAL ANALYSIS MAPPING

AWARENESS

1 | AWARENESS OF FORESTS

Figure 2 is a summary of survey results pertaining to the general level of awareness of forests. The study revealed that on average, 55.9% of rural residents' had limited awareness of forests issues. The findings showed that only 25.4% were semi-aware of forest issues and 18.7% were highly aware of forest issues.

Majority of the respondents generally were highly aware of traditional uses of forests (high: 26.7% and moderate 38.4%), and only 34.9% had a low level of awareness of traditional forests uses. With this high awareness of traditional forests uses, they also had high awareness of forests functions and services. About 28.6% of the participants had a high level of awareness of forests functions and services, and 36.7% were semi-aware of these functions and services. Only 34.7% of the respondents had a low level of awareness of forests functions and services

The results showed that there was low awareness of forest concepts or terms, forest regulations, forests management, and environmental risks and impacts of forests loss. Some 56.9% of the participants had minimal knowledge of forest concepts often used to communicate about relevant forests issues, 24.2% were semi-aware and only 18.9% were highly aware of these terms and concepts. Majority of the respondents heard of them but had limited knowledge of terms like Sustainable Forest Management, Biodiversity, Key Biodiversity Areas, and Climate Change. Apart from possessing limited awareness of forest-related terms and concepts, the were mostly unaware or semi-aware of forest management (low: 68.8%), forest regulations (low: 72.3%), and the link between Forest and Climate Change (low: 62%).

The study showed minimal differences between sex but revealed some differences by wealth, ages and by area or region. For instance, young respondents between 12 and 17 years were less aware of forest uses compared to older age groups. When asked to list the forest functions and uses of forests, 77.8% of the respondents below age 35 struggled to do so. This was unlike respondents ages 35 and above, who were able to identify many different forest functions and present multiple local uses for the forest plant and game species.

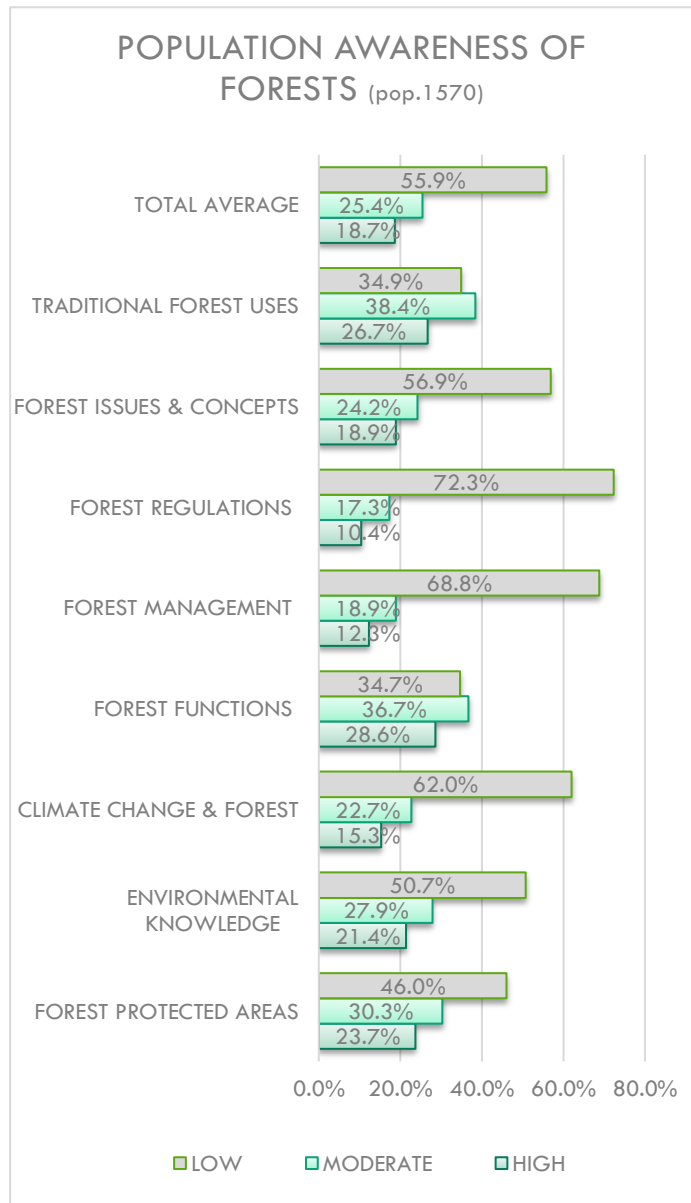
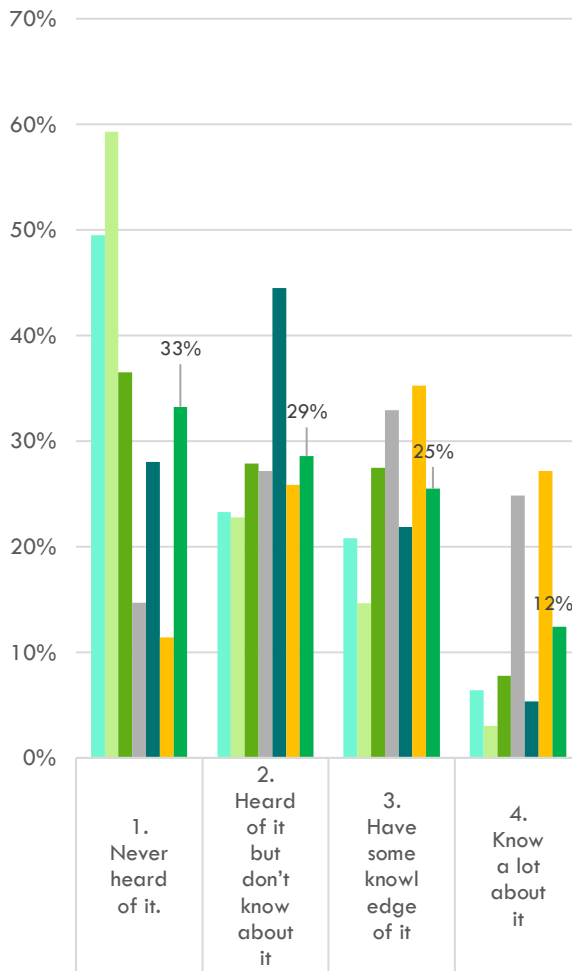


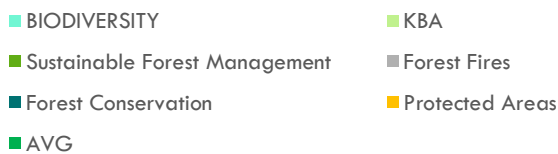
FIGURE 2: POPULATION KNOWLEDGE OF FOREST (SOURCE: SFM PUBLIC PERCEPTION STUDY 2017)

POPULATION AWARENESS OF KEY FOREST TERMS & CONCEPTS

(Responses: 1558)



	1. Never heard of it.	2. Heard of it but don't know about it	3. Have some knowledge of it	4. Know a lot about it
BIODIVERSITY	49%	23%	21%	6%
KBA	59%	23%	15%	3%
Sustainable Forest Management	37%	28%	27%	8%
Forest Fires	15%	27%	33%	25%
Forest Conservation	28%	44%	22%	5%
Protected Areas	11%	26%	35%	27%
AVG	33%	29%	25%	12%



2 Firstly, the study revealed that forest terms and concepts were widely unheard of or poorly understood, such as “Biodiversity”, “Climate Change”, and “Sustainable Forest Management”. Only about 37% of community residents were aware of forest terms and concepts.

The concepts that were the least known were: “Sustainable Forest Management” (37%), “Biodiversity” (49%) and “Key Biodiversity Areas or KBA” (59%). Only about 4% to 8% of the participants indicated that they knew a lot about these concepts. These were primarily tertiary level students or educated professionals.

Respondents said they knew more about “Protected Areas” (27%) than any other concepts; but when asked to identify protected areas, many were unaware of protected areas within their own area. They were also unable to state what was permitted and not permitted within these areas. In fact, most believed that harvesting of forest products was not permitted or discouraged within Forest Reserves or Key Biodiversity Areas. Therefore, most viewed their harvesting actions as illegal.

In reference to the use of these forest and environmental terms, they have been customarily and frequently used by forest management stakeholders at community meetings or in the media. However, these terms were widely unknown or misunderstood by people within rural communities. According to the survey, people who have heard of these terms were not sure what they meant and even more so uncertain of how these environmental issues impacted them. It signaled the need for increasing environmental education or/and forest education, particularly in forest adjacent communities. In addition, these

FIGURE 3: AWARENESS OF FOREST CONCEPTS & TERMS

terminologies may need to be simplified (without oversimplifying) for people to gain a better understanding of the terms.

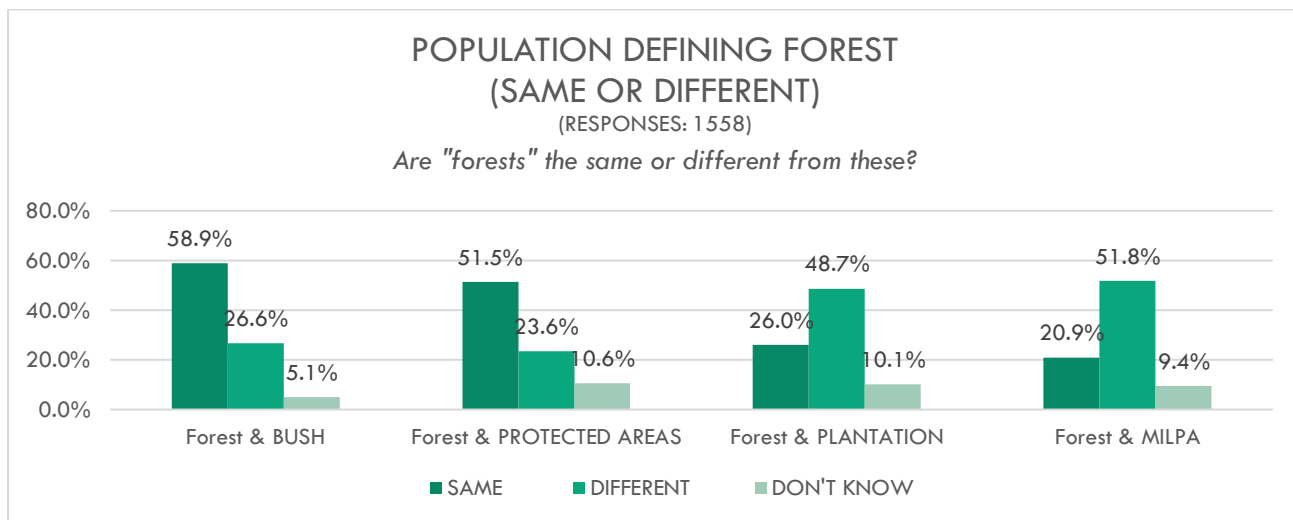


FIGURE 4: POPULATION CLASSIFICATION OF FORESTS (2)

3 | DEFINING FOREST:

There is a need to appropriately define forests to avoid confusion. In many local communities, "forest" is referred to as "bush" or "jungle". In some communities, forest is considered any area where there is any type of trees and shrubs, including agricultural trees such as citrus and bananas, or farmlands being used for monoculture crops. Campaigns should help to define and identify the characteristics of forests.

Confusion also arose when differentiating between public and private forests. Because there were no clearly demarcated boundaries or land maps for village communities, many KBA adjacent communities could not distinguish between privately owned forest and national (public) forests. In fact, there are common misconceptions that any forests (even privately owned by absentee landowners) belonged to government. It also presents difficulties as government is occasionally blamed for mismanaging forests that are actually "privately-own" lands. This suggested that people were generally unaware of who owned forested areas and the responsibilities of private land owners. Forest Department managers noted that majority of the reported cases of forest fires, illegal logging, illegal farming and illegal settlements in 2015 and 2016 occurred in privately-owned forests.

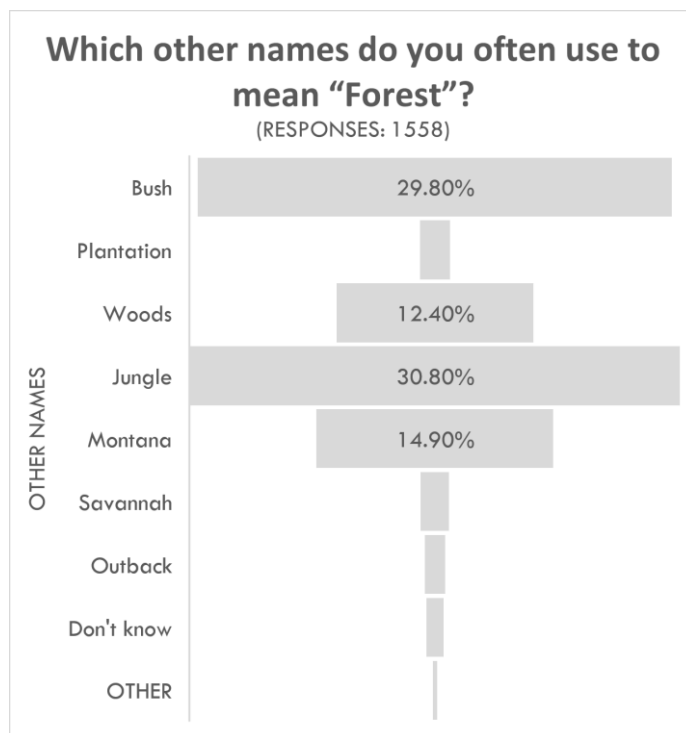


FIGURE 5: OTHER NAMES USED TO REFER TO FOREST

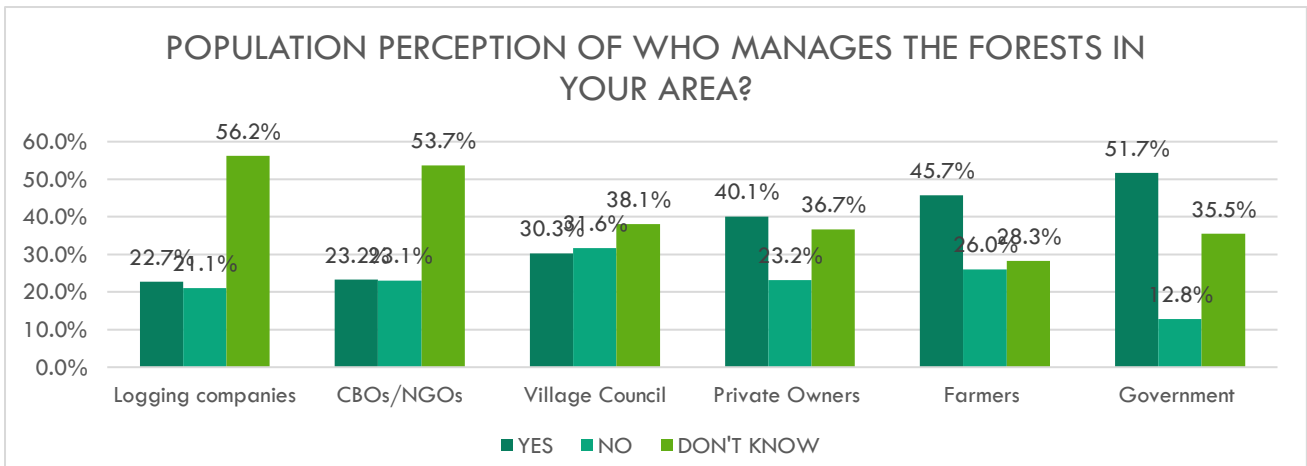


FIGURE 6: PUBLIC PERCEPTION OF WHO MANAGES FORESTS IN THEIR AREA

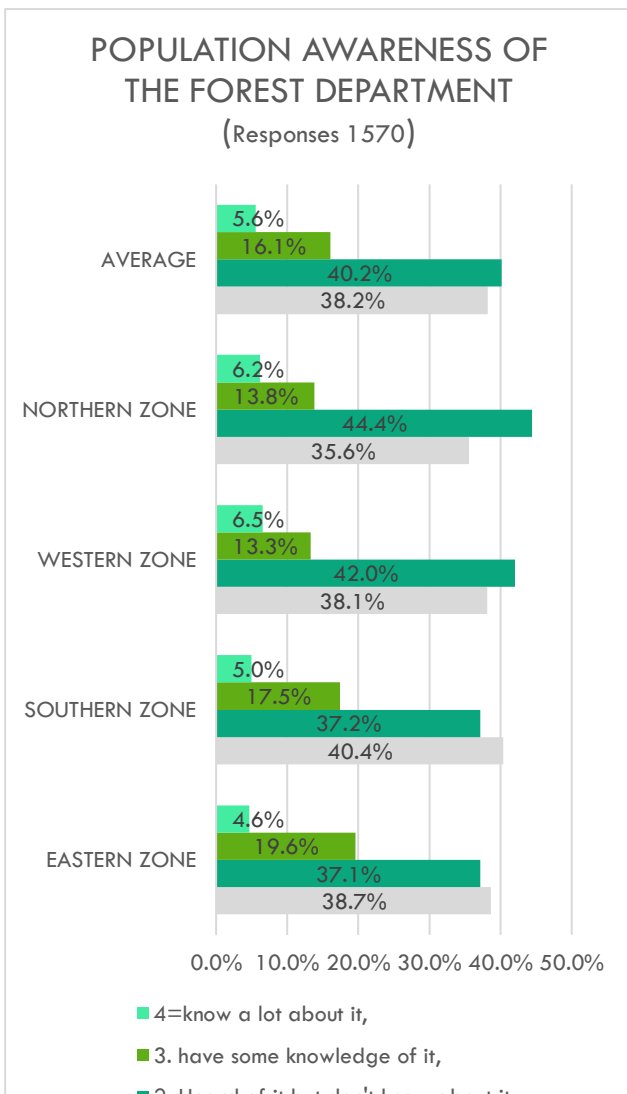


FIGURE 7: POPULATION AWARENESS OF THE FOREST DEPARTMENT

Residents felt that there should be more effort by the Lands and Surveys Department to provide communities with updated maps of private-owned lands and for the Forest Department to clearly delineate public forests, as well as build awareness of the areas managed by the department.

4 | AWARENESS OF FOREST MANAGEMENT

Residents were largely unaware of who manages forests in their area (please see Figure 6). Although they knew that a large percentage of Belize’s forests are government owned, they were unaware that government shares management of most protected areas with CBOs and NGOs. For those who were aware, they were uncertain of the roles of CBOs and NGOs in forest management of KBA areas. Majority of residents viewed that management was lacking and visibility of both Forest Department and CBOs and NGOs were relatively low.

In the study, residents showed limited confidence in any form of government management and were also skeptical of forest-based non-governmental organizations. Residents viewed government as circumventing justice and rejecting inclusiveness pertaining to forest matters. Those who had little confidence in forests NGOs, perceived these

groups to emphasize primarily ecological dimensions and often overlooked sociocultural and socioeconomic realities. During consultations, some village leaders viewed forest interest groups to push their own agenda and rarely represented the voice of local people.

Figure 7 shows that respondents were mostly unaware of a Forest Department (38.3%) or may have heard of it but did not know about the Department (40.2%). Respondents who were aware of the Forest Department and had some knowledge of the Department averaged about 16.1%. There were not much variances between areas, but the awareness level of those in the Eastern and Southern zones were higher than other zones.

5 | REGULATIONS & GOVERNANCE

Despite considerable efforts made by government to implement the National Forest Policy and enforce forest laws, there remains limited awareness of the forest legislations and regulations among rural residents. Firstly, although they knew there were laws to protect forests, the participants were largely unaware of the existence of the three main forest legislations: the Forest Act, the Wildlife Act, and the National Protected Areas System Act. The study revealed that an average of 41.3% of the respondents said they never heard of the Forest legislations and another 34.7% heard of the forest legislations but did not know much about these legislations. It showed 75% of the sampled population did not know about forest laws. As a result, they were also unaware of the role of the Forest Department in the enforcement of these laws.

The respondents (37.4%) said that the never heard of the Forest Act, while 37.2% said they heard of it but did not know about it. The Wildlife Protection Act was also widely unknown, with 32.7% saying they never heard of this legislation and 35.6% saying they heard of it but did not know about it. The Protected Areas Systems Act was the legislation that was mostly unheard of with 41% saying they never heard of it and 38.2% saying they heard of it but did not know about it.

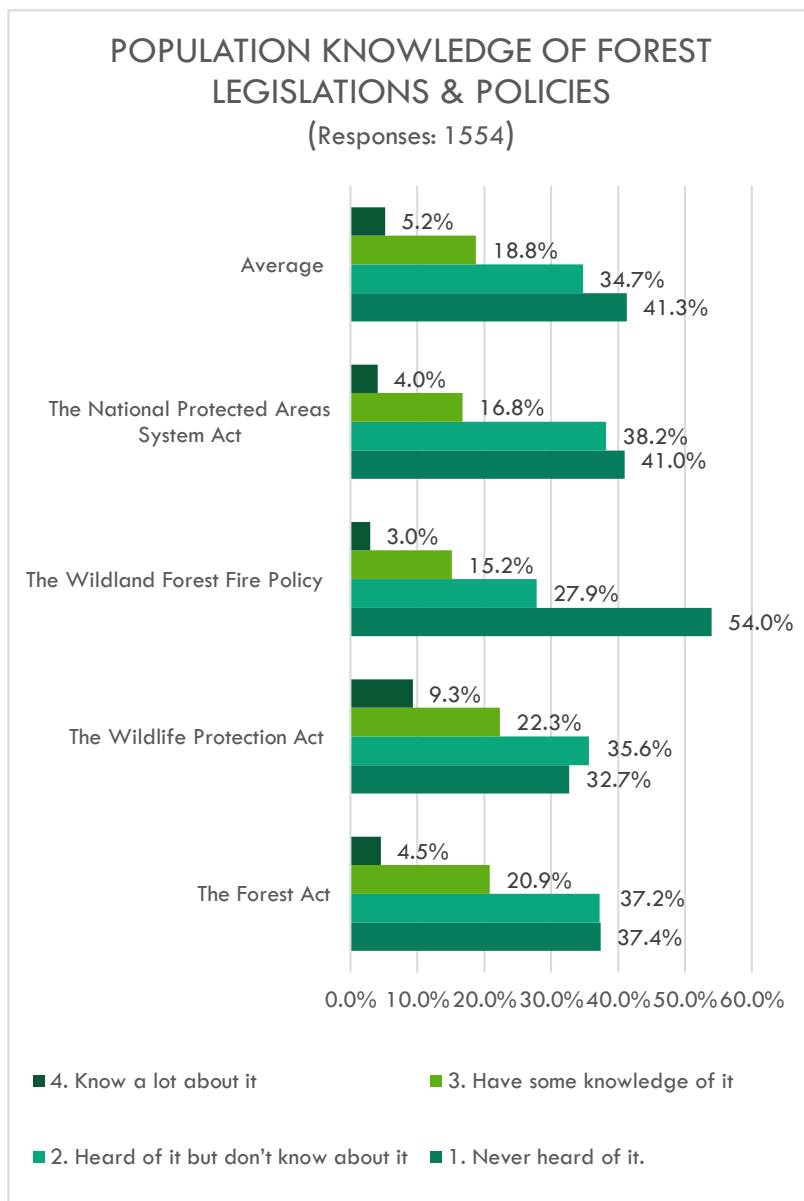


FIGURE 8 POPULATION AWARENESS OF FOREST LEGISLATIONS & POLICIES (2)

6 | AWARENESS OF SFM

Respondents had low knowledge of Sustainable Forest Management and it being part of our national Climate Change solution. In many instances, respondents had many misconceptions about forest management. They assumed that Sustainable Forest Management is merely government improving existing forest management systems. As a result, they were unaware of the environmental, economic and social benefits of SFM. Another misconception was that many did not view agricultural conversion as a major driver of deforestation. In fact, agriculture conversion of forest was widely accepted as a more productive alternative to forests. Another misconception was that long-term forest licenses is not a sound forest management practice. About 799 or 50.9% of the respondents agreed that long-term forest licenses should not be given to logging companies. Approximately 12% somewhat agreed that long-term licenses should not be granted. Respondents viewed these licenses as incompatible with responsible management.

Clearly, the lack of awareness and the misconceptions pertaining to forest management should be important concerns for forest management stakeholders. It will play a significant role in determining engagement, consensus and participation in Sustainable Forest Management policies, processes and practices. Increasing awareness should become a primary focus of key stakeholders.

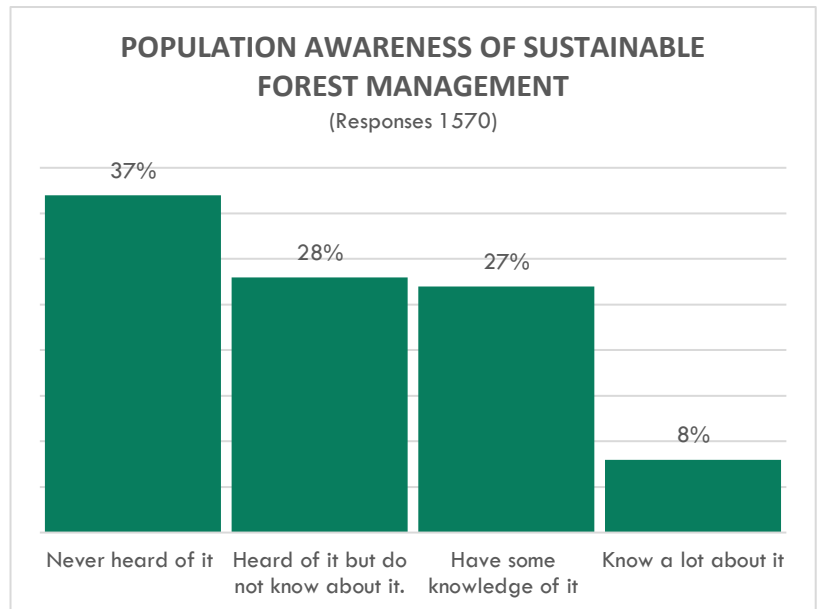


FIGURE 9: POPULATION AWARENESS OF SFM (2)

ATTITUDES

7 | FOREST IMPORTANCE

When asked how valuable forests is to them, more than 71.5% of the respondents highly valued forests. The Western Region had the highest number of persons (80.8%) stating that forest is highly valuable to them. Respondents of the Southern (73.6%), Eastern (66.0%), and the Northern (63.3%) regions report that they viewed forest as highly valuable. Respondents above 25 years old saw forests as far more valuable than those below 25 years. In fact, only 55% of the respondents between ages 12 and 17 years saw forests as highly valuable.

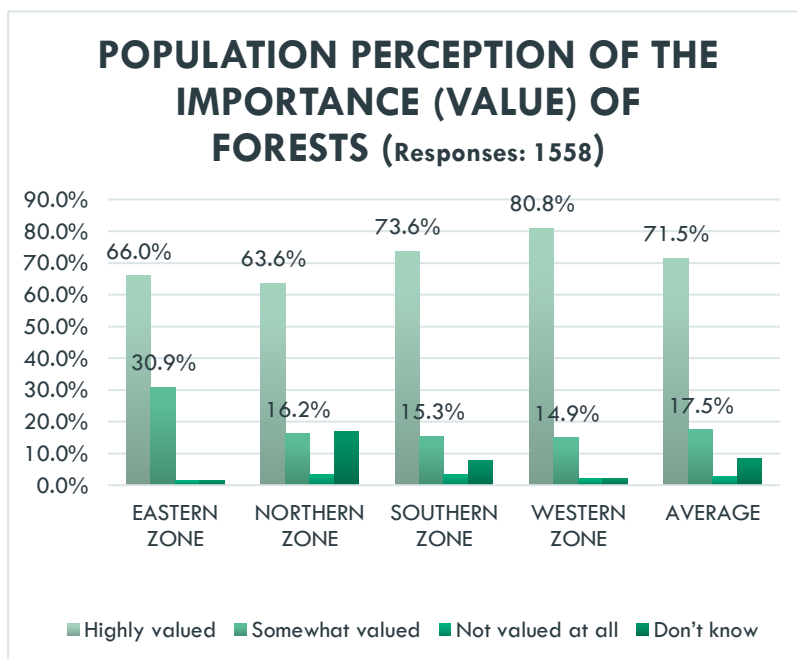


FIGURE 10 POPULATION RESPONSE TO HOW THEY VALUE FORESTS

8 | FOREST BENEFITS

Cultural services: These are nonmaterial benefits people get from ecosystems, such as recreation, aesthetic and intellectual enjoyment, as well as spiritual renewal. This ranked the highest benefit rural residents gained from forests, with 35.9% stating that it was very important and 34.7% saying that it was moderately or somewhat important.

Regulating and supporting services: This refers to ecosystem's effect on natural processes, such as pollination of crops, storm damage mitigation, and climate stabilization and nutrient cycling and soil formation. The regulating benefits or environmental benefits were more important than provisional benefits but there were minimal variances between the two. Based on results, 33.2% ranked regulating services as very important and 32.6% stated that it was moderately important. The regulating benefits had the highest percentage of respondents (36.11%) unaware or unsure of how to rank

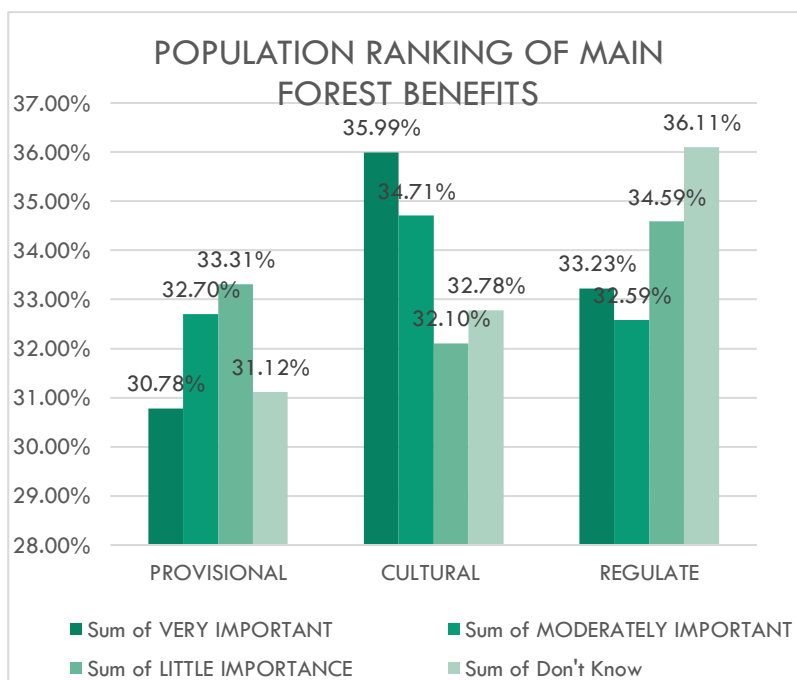


FIGURE 11: RANKING OF FOREST BENEFITS FOR RURAL COMMUNITIES

environmental benefits. This is indicative of the limited knowledge of respondents of environmental importance of forests.

Provisioning services: These are forest goods or products people get from ecosystems, such as food, fresh water, and timber. These services are often directly used by humans and are typically goods included in our market economy. In regard to these provisional benefits, 30.7% of the respondents viewed it as highly important for provisional benefits and 32.1% found it as moderately important.

POPULATION PERCEPTION OF WHETHER FORESTS PRODUCE SHOULD BE HARVESTED
(1570 responses)

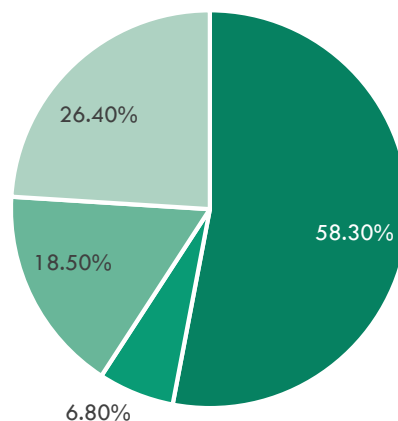


FIGURE 12: PUBLIC PERCEPTION OF FOREST USE WITH OR WITHOUT REGULATIONS

PERCEPTION OF FOREST USE

Figure 12 displays respondents' perceptions about whether forest products should be harvested. Based on responses, 58.3% believed that forest products should be harvested with regulations but only 6.8% believed that it should be harvested without regulations. According to the survey, 18.4% were not sure if it should be harvested with or without regulations and 26.4% said that forests should not be used any at all. It showed that there is higher support for forest use with regulations than unregulated use of forests.

When asked if forests can be managed wisely, 49% of the respondents believed that it is highly likely and 35% believed that it is likely. Only 9% viewed that it is not likely and 7% don't know (please see Figure 12). It was suggested that those who believed that forests should not be used or cannot be managed responsibly are skeptical of the effectiveness of government regulations and management.

POPULATION PERCEPTION OF WHETHER OR NOT FOREST CAN BE MANAGED WISELY OR RESPONSIBLY
(1558 responses)

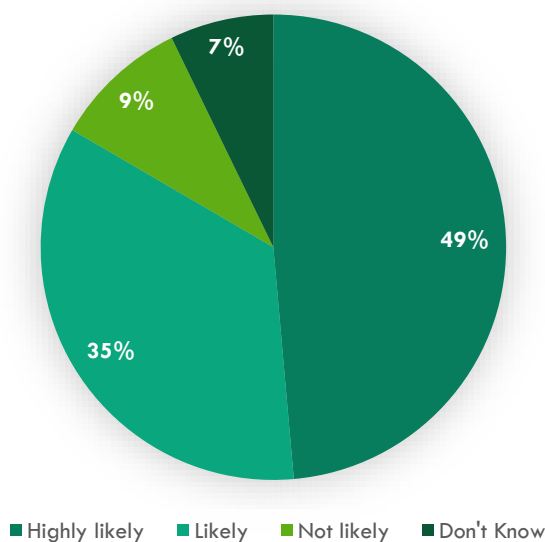


FIGURE 13: PERCEPTION OF HOW FORESTS SHOULD BE MANAGED

Figure 14 shows what people believed should be done in forest protected areas. It was noted that tourism ranked the highest with 72.5%, followed by harvesting of plants for food (63.8%) and medicine (54.3%). Subsistence fishing (38.3) and game hunting (33.4%) were also mentioned. Notably, 56% did not agree that timber extraction should be conducted within protected areas, which is also an issue that might need to be addressed. It was suggested that respondents may view that there is more illegal harvesting of timber than sustainable timber extraction. They may also view all extraction of timber as being unsustainably managed.

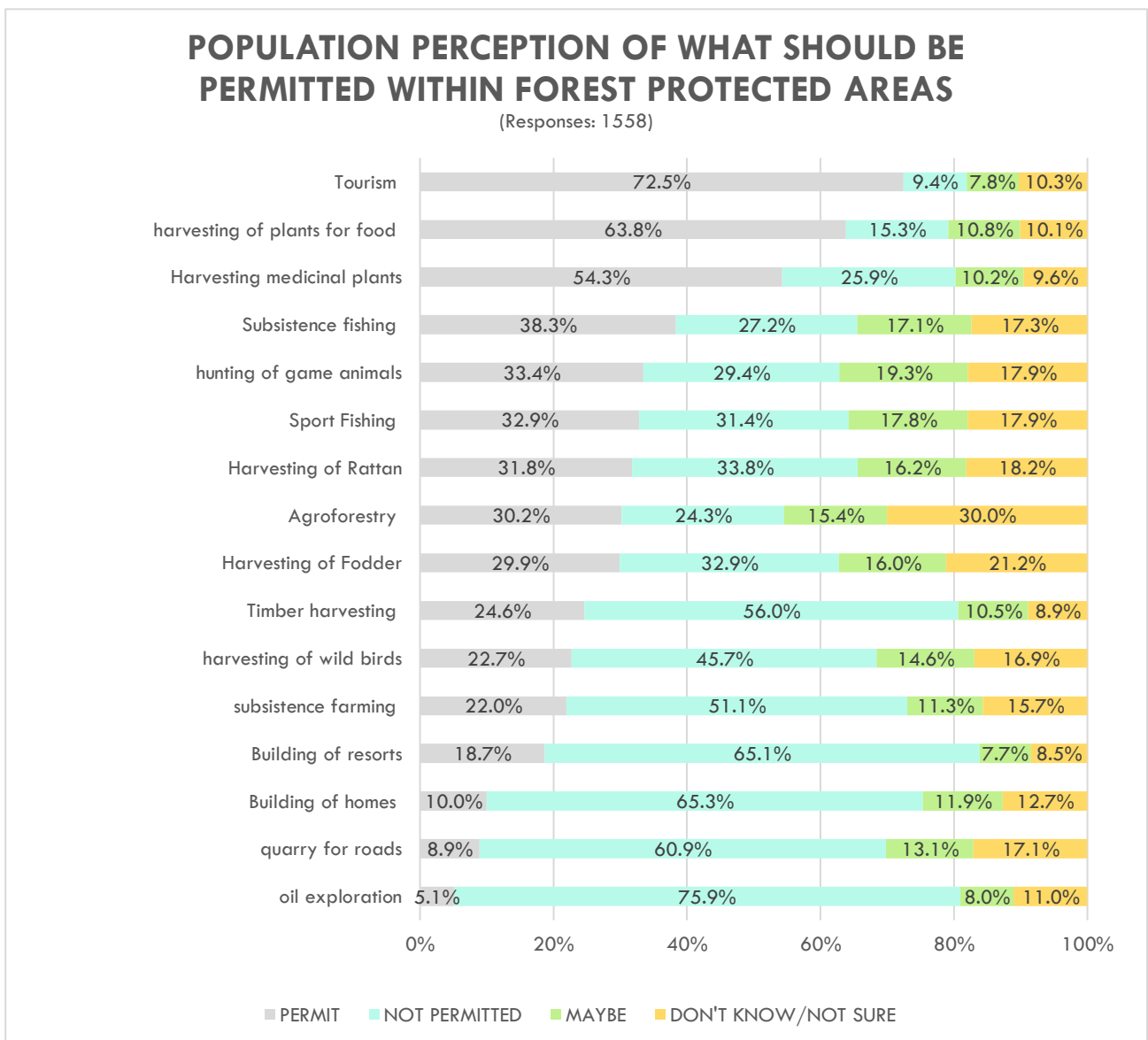


FIGURE 14: POPULATION PERCEPTION OF WHAT SHOULD BE PERMITTED WITHIN FOREST PROTECTED AREAS

STATEMENT: The Government should not 'lock-out' people from the forests because it's for their livelihood.

(Responses: 1558)

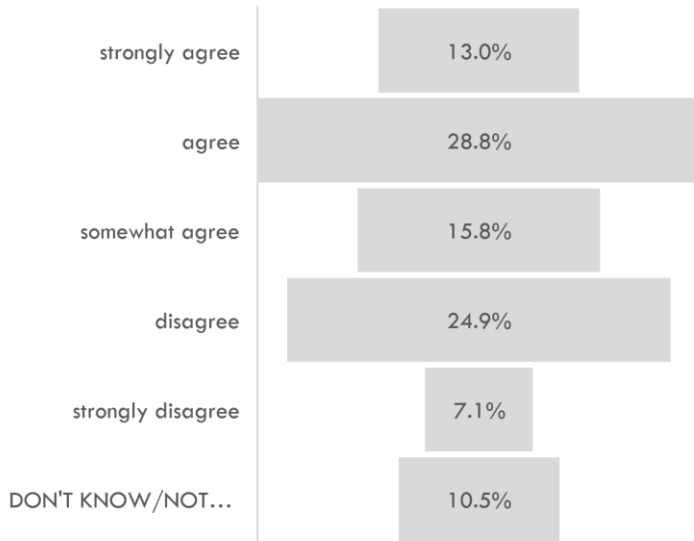


FIGURE 15: PUBLIC PERCEPTION OF PEOPLE'S RIGHTS TO ACCESS FORESTS

9 | RIGHTS TO FORESTS ACCESS & USE

Studies have shown that when people have rights to forest resources, it can contribute to effective, efficient and equitable management of forests. However, forest rights have been a major concern for many local communities, particularly pertaining to indigenous rights. Without clearly defined forest rights, indigenous and other forest-dependent people believe that they have little or no rights or are uncertain of the role they play in forest management. Indeed, government-managed forests is the most prominent form of forest management but a lack of clarity regarding the rights and responsibilities of indigenous and local communities regarding forest resources undermines efforts to promote forest sustainability.

For instance, local leaders believed that it was common practice that government overlooked community people to grant logging concessions to commercial and private entities that have little or no vested interest in surrounding local communities. In addition, they stated that many of these concessions were granted without consulting with local communities or without consideration of how these decisions directly impacted on the lives of local people. They believed that only concessionaires and government benefited far more from these concessions than the local communities.

Without rights to forest resources, community residents felt excluded or disconnected from forest and its stewardship. Although they were satisfied living near to protected areas, about 32% of local and indigenous people felt that restricted access to forest resources affected people's livelihood. They felt that they were denied access to forest resources or that protected areas were 'locked up' (please see Figure 15). Equally, about 32% disagreed and felt that Government should restrict people's access to forests resources, 15.8% somewhat agreed, and 10.5% were not sure. Some admitted that they often ignored legislations and messages directed at them by government, particularly since they believed that government ignored local community people's reliance on forest resources for their subsistence use or income.

Others stated that they have developed a feeling of alienation to forests as they perceived that any harvesting of forest resources is illegal or harmful. It presents a new set of challenges to restore a sense of "ownership" of forest resources and foster more meaningful dialogue between government agencies and local communities regarding forest rights and responsibilities.

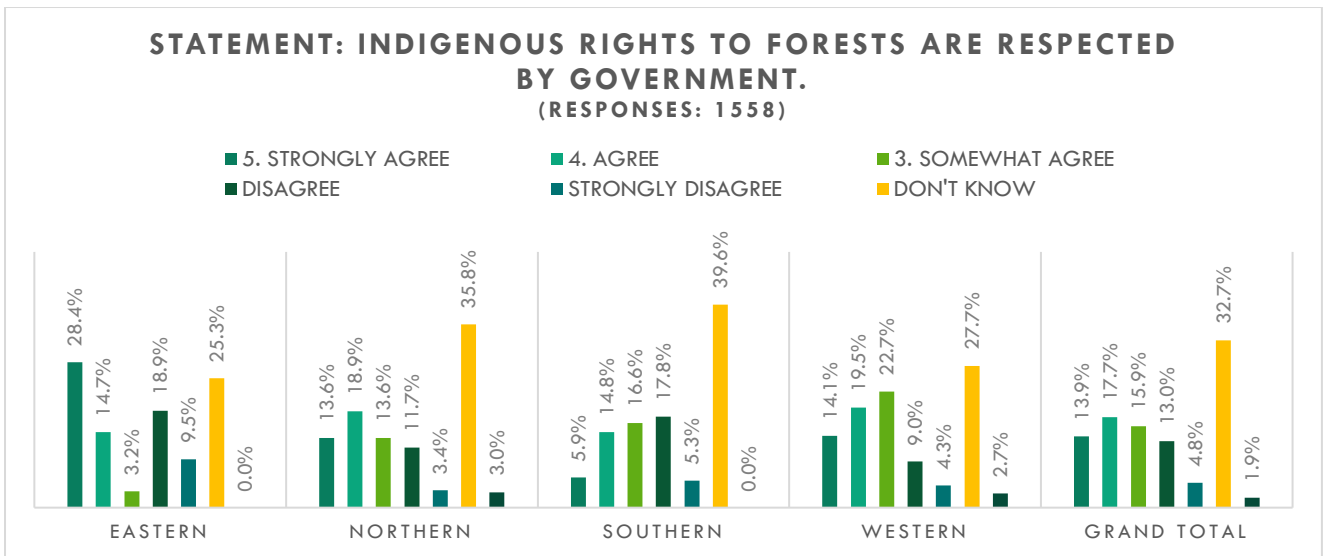


FIGURE 16: PUBLIC PERCEPTION OF GOVERNMENT’S RESPECT FOR INDIGENOUS RIGHTS TO FORESTS

Figure 16 shows responses by regions in regards to people’s perception of government’s respect for indigenous rights to forests. It must first be noted that 32.7% of the sampled population did not know if government respected indigenous rights. Almost 32% agreed that government respected indigenous rights to forests but about 30% of the respondents were doubtful or disagreed that government respected indigenous rights to forests.

In the Eastern region, about 44% agreed that government respects indigenous rights to forests. About 28% disagreed. In the Northern region, 35.8% were unaware or unsure if this was done. Only 3.6% of the respondents agreed and 18.9% strongly agreed that government respected indigenous rights to forests. Less than 25% disagreed with the statement.

Surprisingly, in the Southern region, where the issue of indigenous rights is of greatest concern, 39.6% of the respondents were not sure if government respected the rights of indigenous people. Only 19.8% agreed and strongly agreed with the statement and 16.6% somewhat agreed. There were 23.1% of the respondents of this area who out-rightly disagreed with this statement.

In the Western region, 33.6% agreed and strongly agreed that government respects indigenous rights to forests but 22.7% somewhat agreed and 13.3% disagreed that government respected indigenous people’s rights to forests

10

RIGHT TO PARTICIPATE

SFM encourages communities to take a more active role in forest management to ensure sustainable usage of forests for community development. By informing and engaging communities to participate in the management of forest resource, these local communities will not only be better able to take part in the decision-making process but could contribute solutions to issues affecting them, gain better understanding of management issues and benefit directly from sustainable forest harvesting. The SFM public perception study revealed that participation was low, and that people had limited say pertaining to the management of public forest resources. The SFM perception study revealed that presently less than 13% of KBA community residents participate in Sustainable Forest Management decision making processes (2). When asked if they should become involved in SFM, 79.4% of residents believed that they should be involved in Sustainable Forest Management (please see figure 17).

During surveys, respondents noted that community leaders tried to address forest management issues. About 33.2% agreed that Community leaders were involved in forest management but 18.3% somewhat agreed and 33.9% out rightly disagreed that community leaders were involved in forest management.

Majority of local community leaders, however, stated that they have limited or no involvement in forest management decisions and believed that they should have a say about how and who should manage the forests in their area. They explained that they were rarely engaged in any form of Sustainable Forest Management development processes within their local communities. Many of the leaders agreed that there should be inclusiveness beyond just consultations and that they should play a more active role in management decisions pertaining to forest in their area. Some community leaders openly

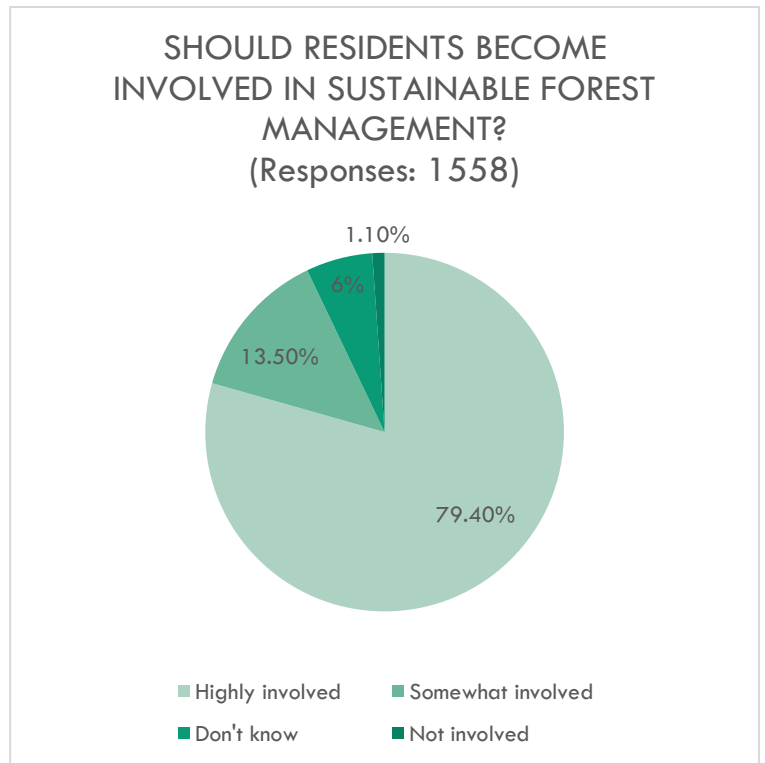


FIGURE 17: PUBLIC PERCEPTION OF HOW INVOLVED THEY SHOULD BE IN SFM

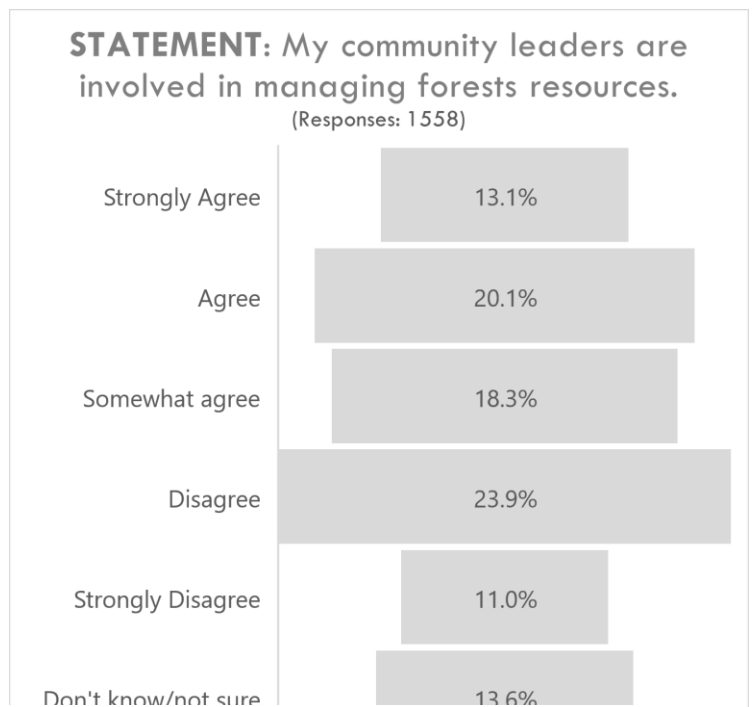


FIGURE 18: PUBLIC PERCEPTION OF COMMUNITY LEADERS INVOLVEMENT IN FOREST MANAGEMENT

vented their disapproval for previous consultation processes that did not engage local leaders, gave little consideration for local users or provided little or no follow-up.

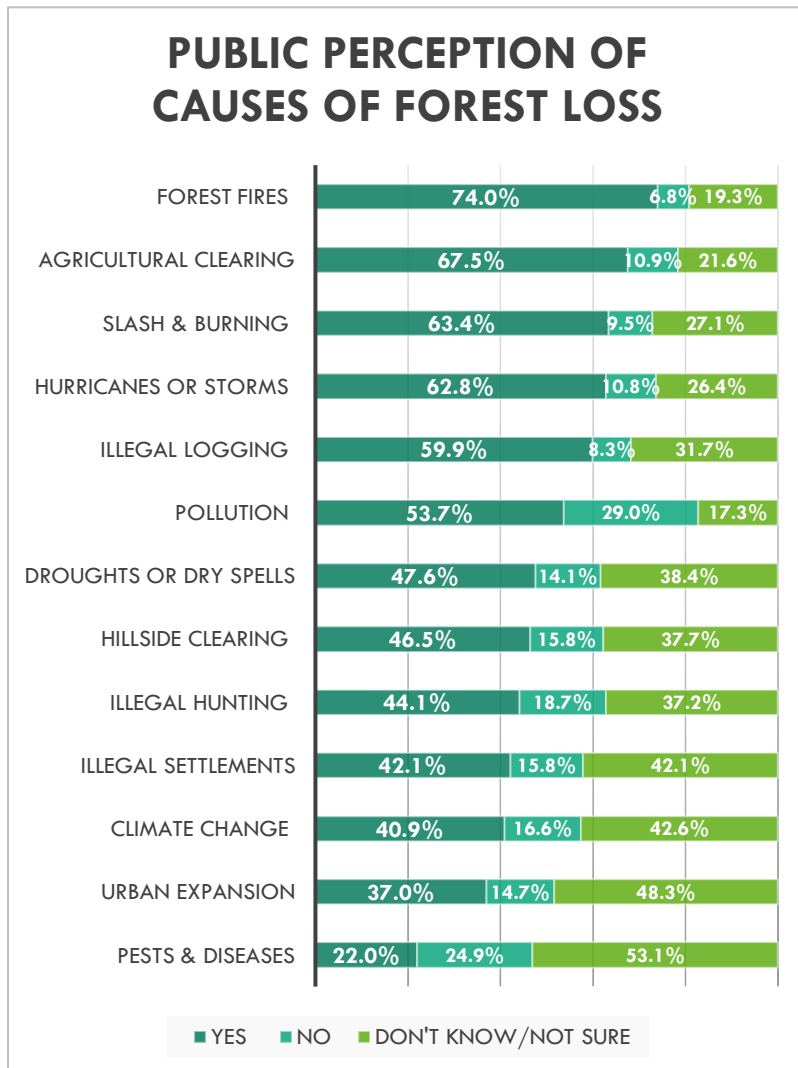


FIGURE 19 PUBLIC PERCEPTION OF CAUSES OF FOREST LOSS

11 PERCEPTION OF CAUSES OF FOREST THREATS

Majority of the respondents viewed that deforestation is occurring rapidly, whereby 67.3% said that deforestation is occurring rapidly and only 6.4% disagreed. Majority of the respondents believed that there are too many illegal activities occurring within forested areas.

Forest fires, agricultural clearing and slash and burning were considered the most likely causes of forest loss. The study showed that 74% of the respondents saw forest fires as the number one cause of forest loss. Other major causes of forest loss selected were illegal logging (59.9%), pollution (53.7%) and hurricanes (62.8%). Hillside clearing, illegal hunting and illegal settlements were also seen as threats to forests but many were uncertain about these issues. Climate Change, urban expansion and pest infestations were less of a concern than the other issues. (please see figure 18).

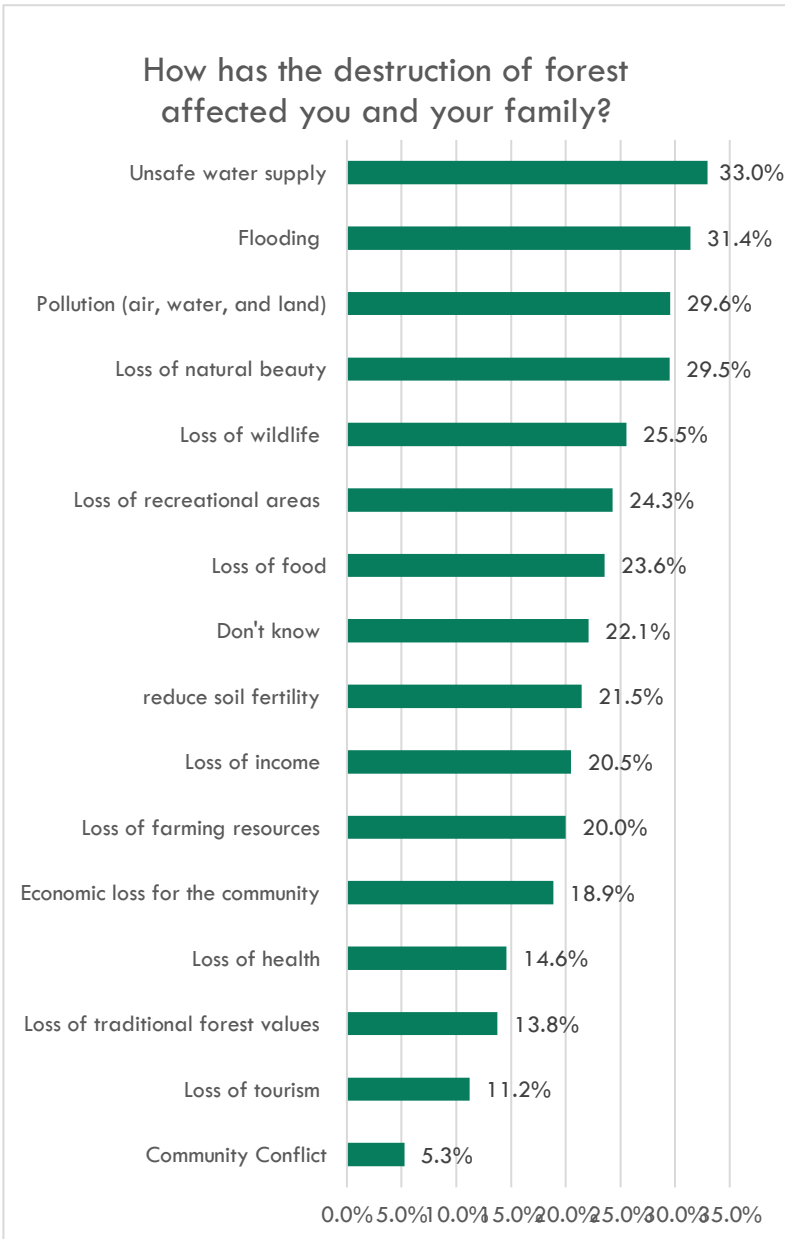


FIGURE 20: IMPACTS OF FOREST LOSS ON RURAL RESIDENTS

12 | IMPACTS OF FOREST LOSS ON RURAL PEOPLE

In the study, 33% of the respondents or one third of the sampled population believed that unsafe water supply was the main impact of forest loss. About 31.4% said flooding was how they were affected by forest loss. It revealed that 29.6% of respondents believed that forest loss increased pollution (particularly air pollution due to forest fires) and 29.5% indicated that forest loss resulted in a loss of natural beauty.

Since many relied on forest for recreational purposes, 29.5% said that the loss of recreational areas was one of the major impacts of forest loss. Less than 25% said that forest loss led to loss of food security, soil fertility, income, farming resources, health, traditional forest values or tourism. Only 5.3% said that it led to community conflict.

Some 22.1% of the respondents did not know or were not sure how forest loss impacted them or their community.

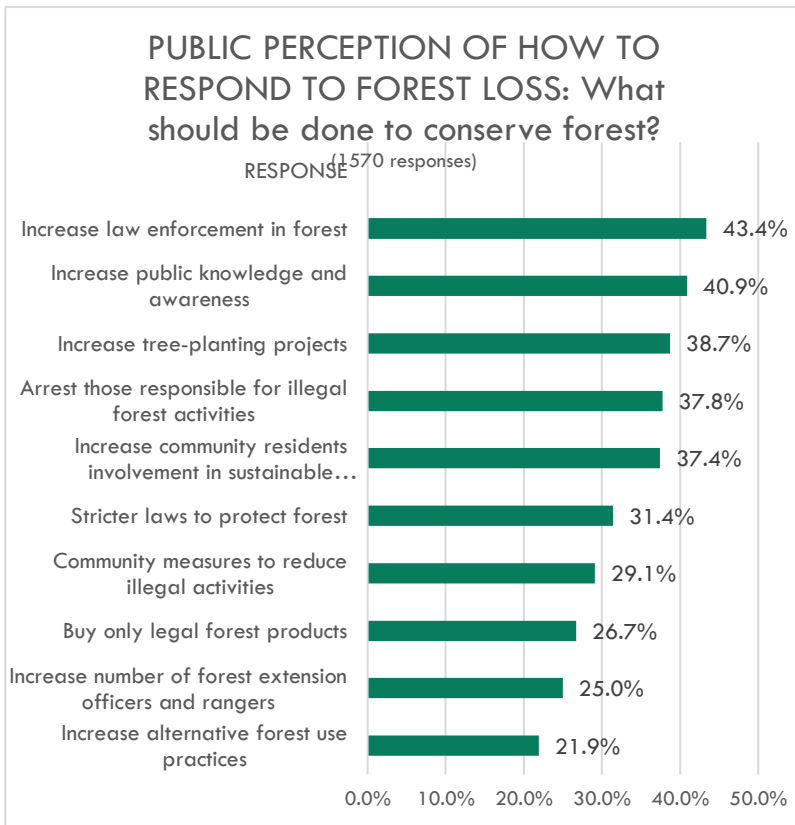


FIGURE 21: PUBLIC RESPONSE TO ADDRESS FOREST LOSS

13| Figure 21 shows that 43.4% of respondents identified increasing law enforcement in forested areas as the most important measure to address forest loss. Increasing public knowledge and awareness was the second most likely approach, with 40.9% of respondents selecting this as a suitable approach.

Respondents also saw replanting trees in deforested areas as another way to address forest loss (38.7%) but this was almost equally matched by arresting those for forest crimes and increasing community involvement with 37.8% and 37.4% respectively. The other measures suggested were to have stricter laws for forest protection 29.1%, encourage people to buy legal forest produce 26.7%, increase the number of forest rangers 25.0% and increase alternative forest use practices 21.9%.

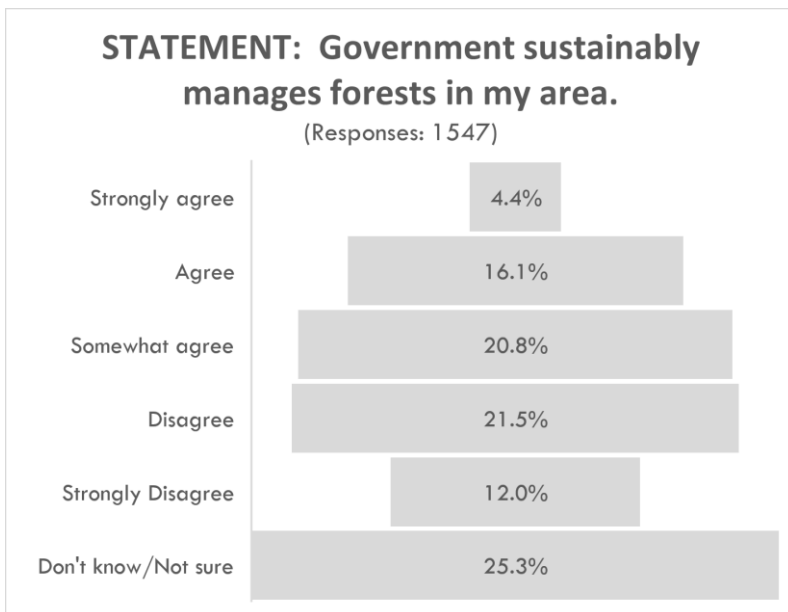


FIGURE 22: PUBLIC PERCEPTION OF GOVERNMENT MANAGEMENT OF FORESTS

14| PUBLIC ATTITUDE TOWARDS FOREST MANAGEMENT
When asked if government sustainably managed forests in their area, only 20.5% agreed, 20.8% somewhat agreed and 33.5% disagreed (please see Figure 21). About 64.8% readily agreed that government needs to improve forest management.

ACTIONS

15|

FOREST-DEPENDENT PEOPLE

The results revealed that on average, 25.5% of the population were very dependent on forest resources and 32.4% were somewhat dependent on forest resources. According to the study, 17.8% have little or limited need or dependency, 15.3% were not dependent on forest at all and 9% were not sure or did not know.

In the Western region, 12.7% said they were very dependent on forests and 43.2% said they were “somewhat dependent” on forest resources. In the Southern region, it was noted that they were the most dependent forest users with 48.4% of the respondents saying that they were highly dependent and 27.6% saying they were somewhat dependent on forest resources. The Northern region had the least number of respondents who were dependent on forest resources as compared to other regions. (Please see figure 23).

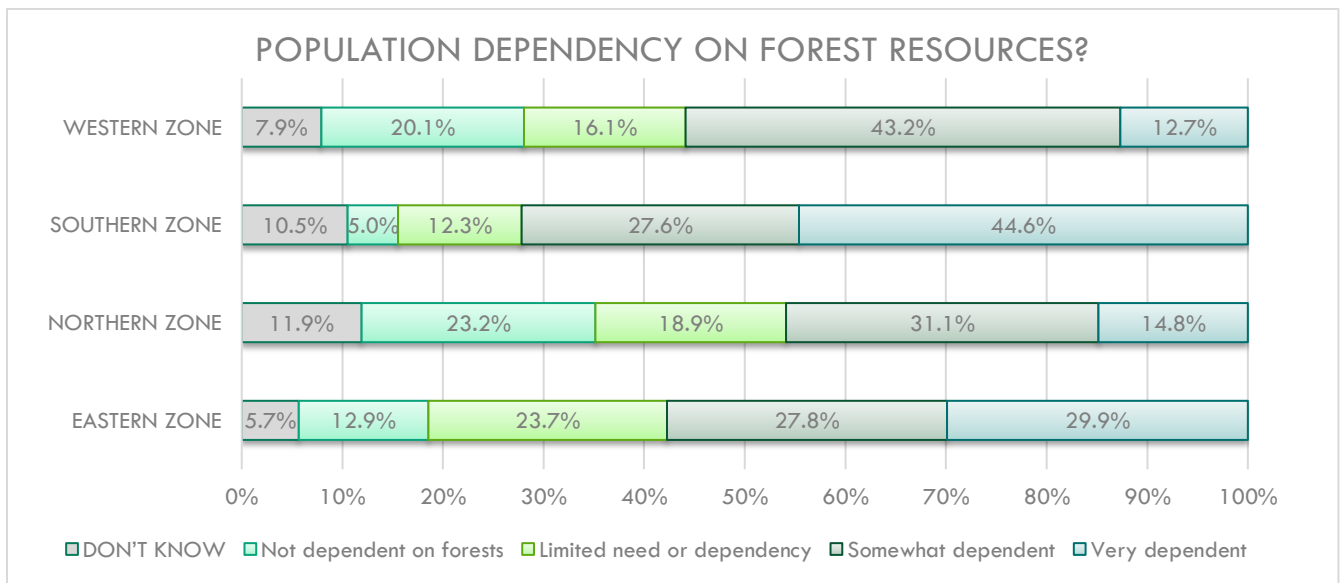


FIGURE 23 PUBLIC LEVEL OF DEPENDENCY ON FORESTS

16|

USE OF FOREST RESOURCES

Residents of rural communities rely on forest resources for timber for building homes (including bush sticks for construction), rattan for fencing livestock, firewood for cooking, subsistence game produce for sustenance and income, plants for traditional medicinal purposes, and many other forest produce for subsistence uses.

The study revealed that, although forests are important to fulfill basic needs, residents were only semi-aware of how their actions impacted on forests. Many were either uncertain or misguided about their forest practices. Some of the participants knew that their harvesting methods were either illegal or unsustainable but continued to conduct such actions because there was lack of enforcement. Others

perceived that their actions have minimal impact on forests as compared to logging companies or SFM licensees. In reality, long-term licensees are required to conduct research, develop 5-year management plans, employ low-impact sustainable timber harvesting techniques, undergo rigorous monitoring and must employ other safeguards against unsustainable timber-harvesting.

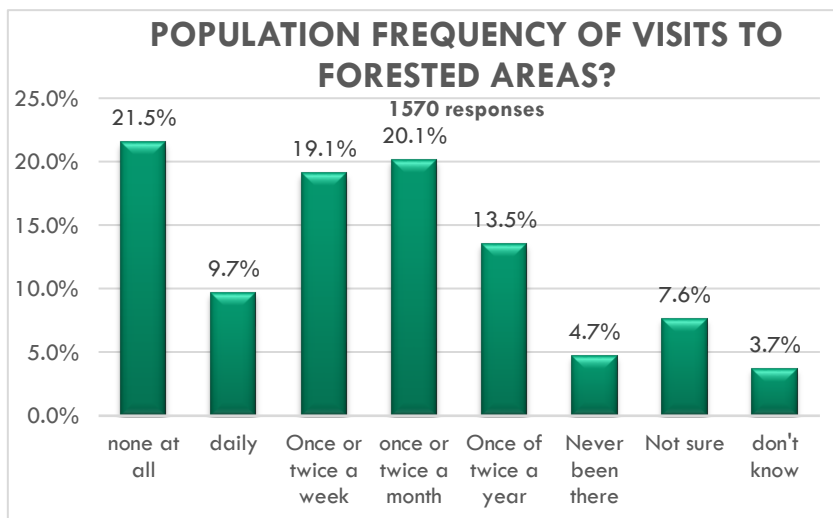
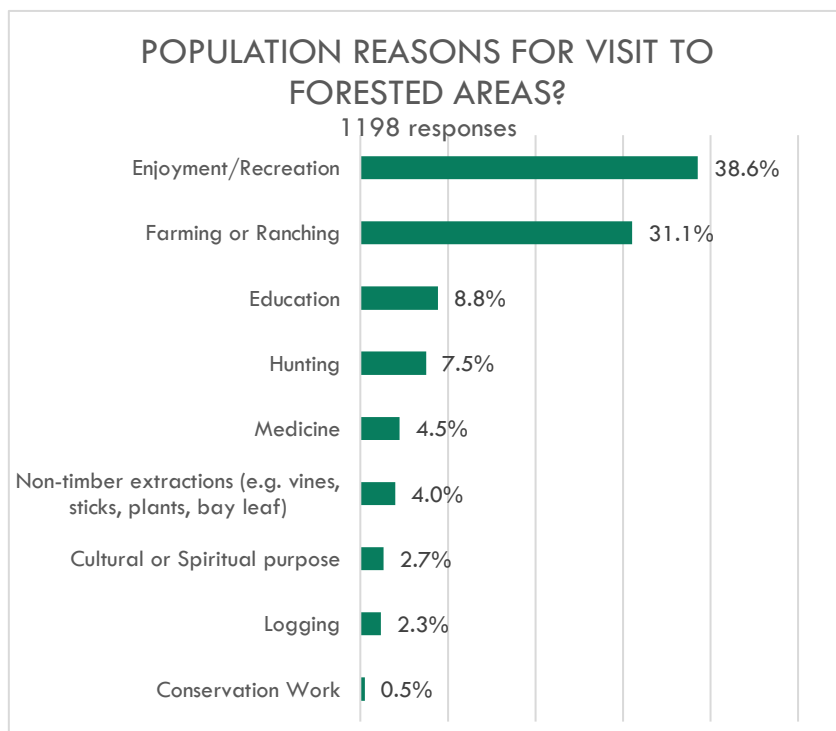


Figure 24 shows that when asked how often they visited a forest protected area, 21.5% said none at all, 9.7% said daily, 19.1% said weekly, 20.1% said monthly, 13.5% said about once or twice a year, 4.7% admitted that they have never been to a forested area and 3.7% said they were not sure.

FIGURE 24: FREQUENCY OF USE OF FOREST RESOURCES



The survey shows that 38.6% said they mainly visit forest areas for recreational purposes, and 31.1% said that they visited forested area for farming or ranching purposes. The results from the survey showed that 8.8% visited for educational purposes, 7.5% conducted hunting in the forested areas, 4.5% extracted medicine, 4% extracted non-timber extras, and less that 3% conducted logging and cultural practices. Surprisingly, only 0.5% conducted any conservation efforts in these areas.

FIGURE 25: MAIN REASONS FOR VISITING FOREST PROTECTED AREAS

RURAL RESIDENTS



PRACTICES OF

Their high demand for land resources for food production and farming signaled that their social needs far outweighed their desire to engage in forest conservation. These forest users most dependent on forests were also identified as the most vulnerable groups to be affected by deforestation and forest degradation. It was suggested that their lack of awareness and limited access to services and resources often pushed them to engage in these unsustainable practices. This issue should be seriously considered as any awareness effort must be supported by social incentive programs that will motivate changes in behavior.

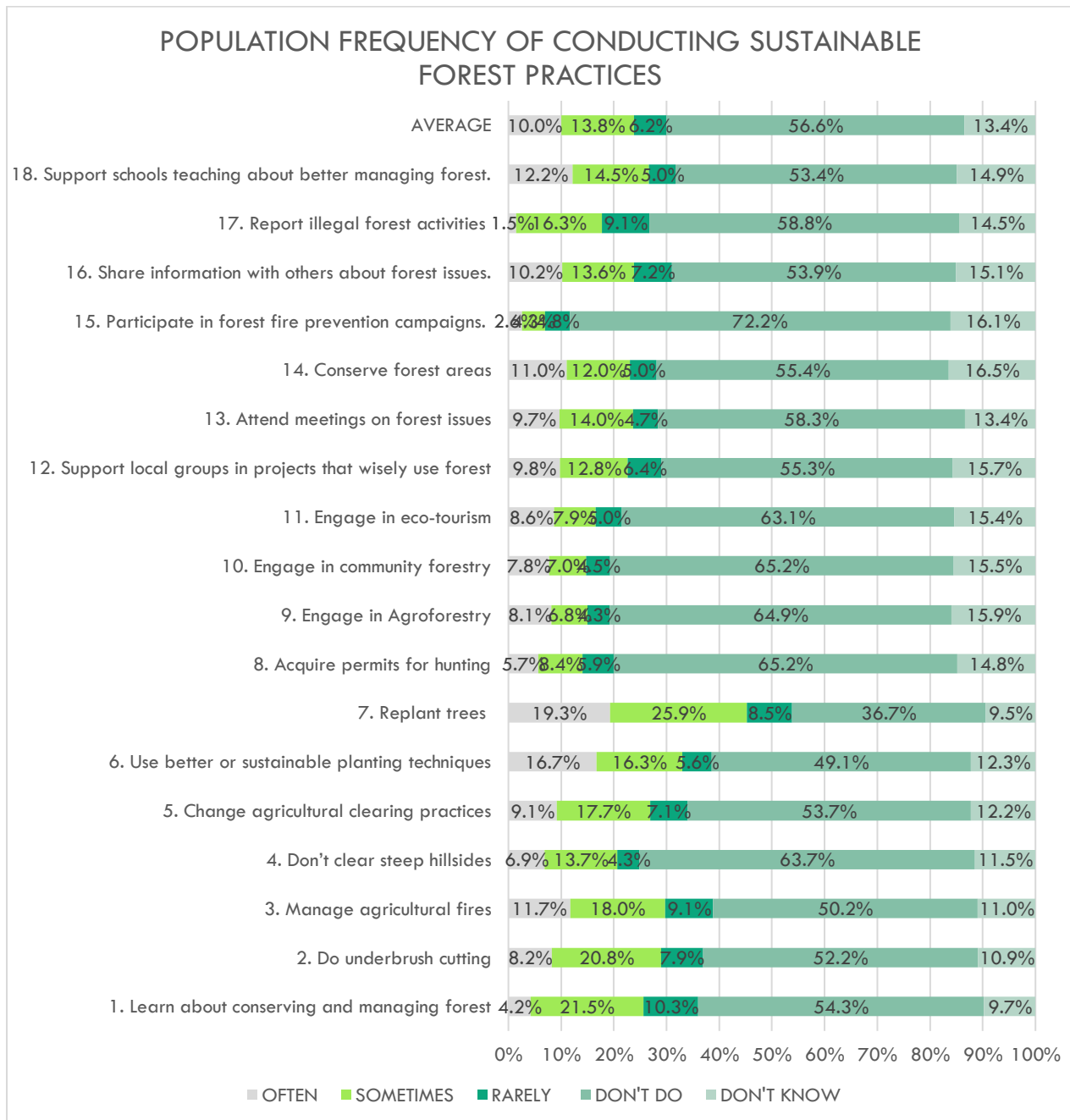


FIGURE 26: POPULATION SUSTAINABLE FOREST PRACTICES

According to the SFM Public Perception study, rural communities expressed high positive attitudes towards ecological value of forests but still occasionally engaged in unsustainable or illegal actions. These participants admitted to employing unsustainable timber harvesting (mainly clear-cutting), illegal hunting within protected areas, and conducting forests activities without forest permits. An average of 56.3% of the respondents said they avoid illegal and unsustainable forest practices, but 27.3% admitted that they occasionally engaged in one or multiple unsustainable practices such as illegal timber harvesting, uncontrolled agricultural burning, clearing of forest protected areas for farming, improper disposal of waste, illegal hunting, selling or purchasing of illegal forest goods, and setting fires (mainly for hunting) within or near to protected areas.

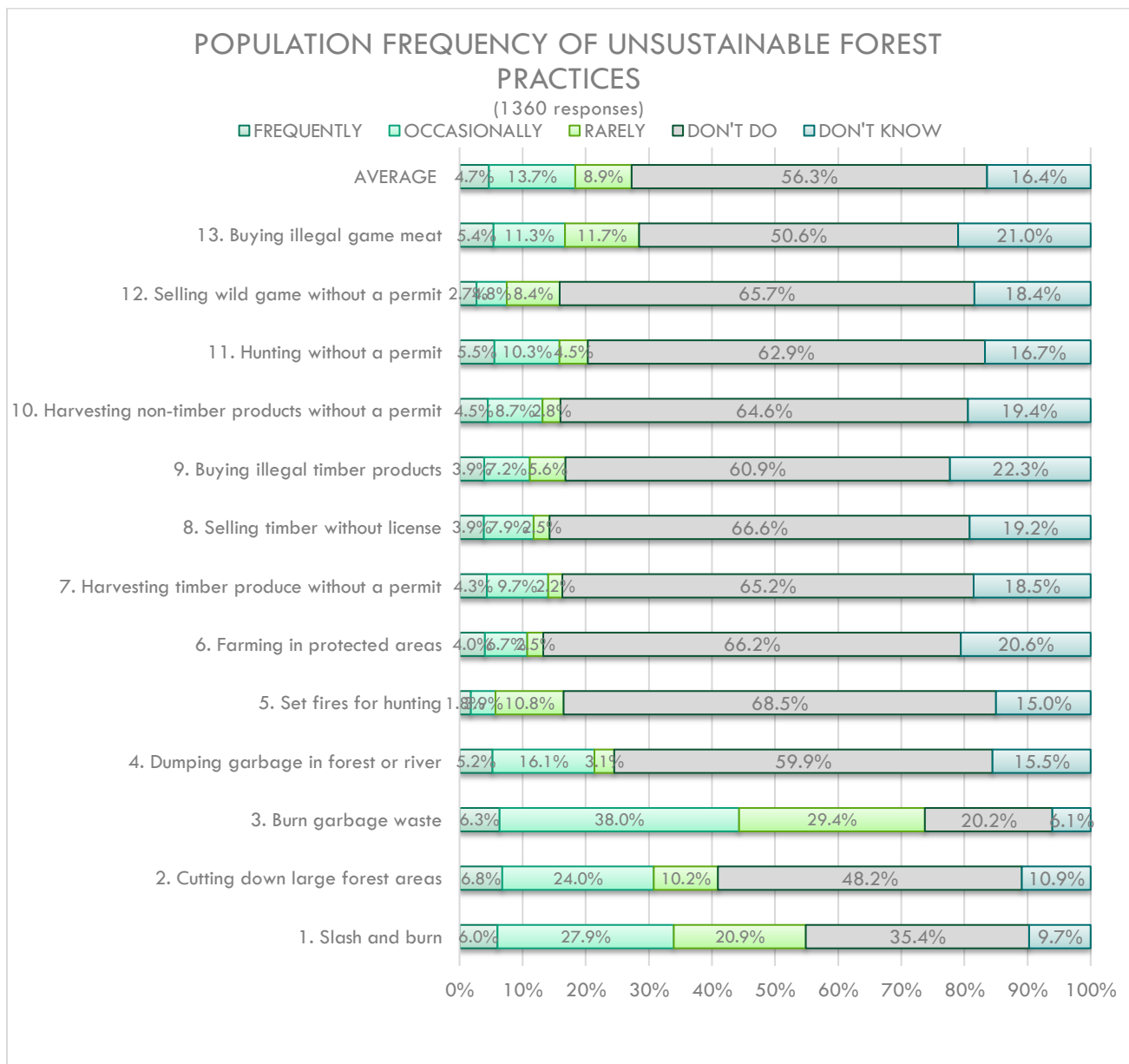


FIGURE 27: RESPONSE REGARDING UNSUSTAINABLE PRACTICES

PARTICIPATION & INTEREST

When explained what was Sustainable Forest Management, respondents were asked if it was needed and important, if they were involved in public participation for SFM and if they were willing to become involved in SFM projects. Based on results, 71.1% believed that SFM is needed, and only 17.3% thought it was somewhat needed and less than 2% said that there was no need for SFM.

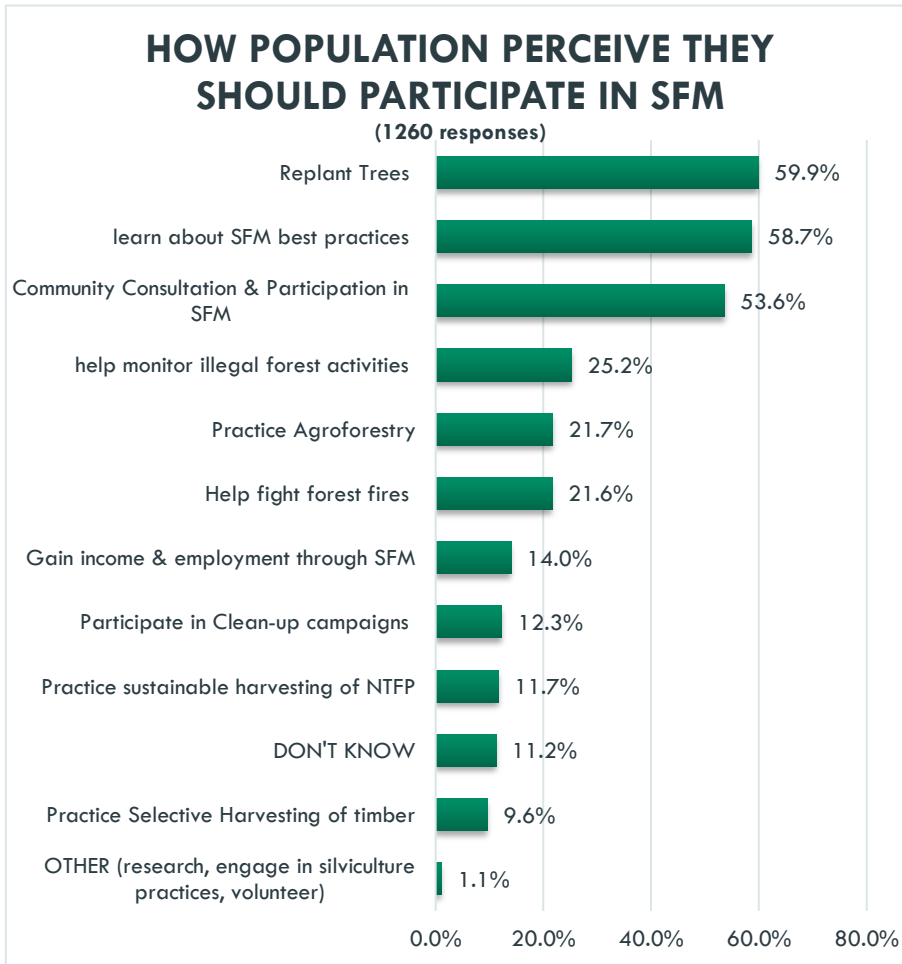


FIGURE 28: PUBLIC PERCEPTION OF HOW PEOPLE SHOULD PARTICIPATE IN SFM

up campaigns (12.3%), practicing sustainable harvesting of NTFP (11.7%), and practicing selective harvesting of timber (9.6%). It was suggested that the lack of knowledge of these practices influenced their responses as many were unaware of what were SFM practices. In the survey, 11.2% did not know or were not sure of participation activities and only 1.1% suggested other activities such as research, engaging in silviculture practices, and volunteerism.

It was noted that 44.2% said they were highly willing to participate in SFM, 36.1% were moderately willing and about 17.3% showed the least interest or were unsure (2).

Majority of the respondents 59.9% saw replanting of trees as the most important way they can contribute to SFM. Since many were unaware of SFM, 58.7% said they want to learn more about it. Community Consultation was also highly recommended as a form of engagement in SFM with 53.6% of the respondents agreeing that this was an important form of participation. Helping to monitor illegal activities (25.2%), practicing Agroforestry (21.7%) and helping to fight forest fires (21.6%) were moderately seen as potential forms of participation. The least form of participation were clean-

(i) There were minimal gender-level differences and educational level in communication preferences, but the mode of communication varied based on geographical location, access to communication channel, and age range. A key finding was that existing forms of communication used for SFM are not readily meeting the communication needs of forest-users and rights holders. For instance, the use of Facebook and website for sharing information is often not accessible in rural communities. In addition, both key stakeholders and rural residents expressed that communication needs to be improved with more appropriate and more traditional communication channels, using clear and simple messages.

(ii) MOST PREFERRED LANGUAGES

- a. Firstly, the study showed that the most predominant languages spoken were English (60.6%) and Spanish (58.3%). Kekchi Maya (11.7%) and Mopan Maya (6.5%) were prominent languages only in the Southern zone. Kriol (7.37%) was prevalent in the Eastern zone and only a small percentage spoke Yucatec Maya in the Northern and Western zones (2.92%).

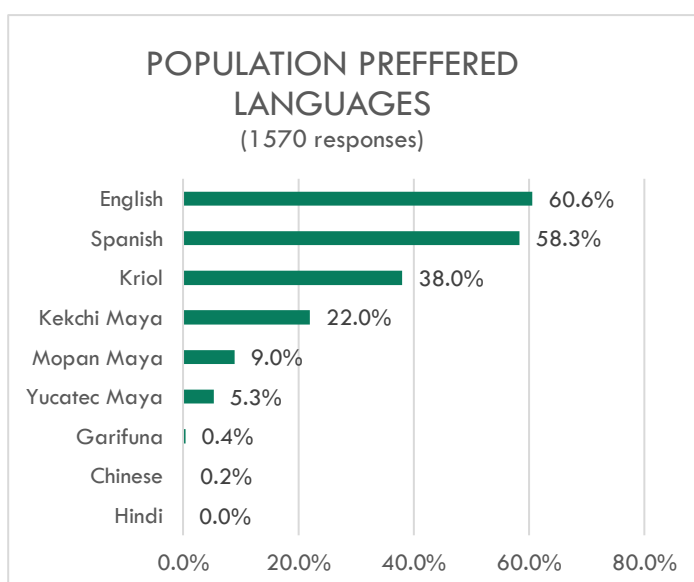


FIGURE 29: POPULATION PREFERRED LANGUAGES

(iii) MOST PREFERRED MULTIMEDIA CHANNEL

- a. 57.2% of residents highly preferred using radio more than the use of television (where accessible). Only 43.3% said they preferred television. This is mainly because the most accessible communication channel in all regions is radio, where 73.8% of the population have access to radio channels. Residents selected Love FM (44.73%) as their most preferred radio station. Some respondents said that they preferred multiple radio stations as oppose to just one (13.47%). Estereo Amor, an affiliate of RSV media and Love FM, followed with 12.08%. It is important to note that about 11.74% of respondents indicated that they preferred external radio stations from Guatemala such as Radio Maranatha, Sexy FM 105.3, and FM Maya. Other local radio stations mentioned were Universal radio, Fait Radio, Krem Radio, Radio Bahia, Wave Radio and Positive Vibes.
- b. 65.7% of residents had access to cellular phones, 55.6% have access to television and less than 49.7% have access to cable television. Both Northern and Western regions had the highest percentage of residents with access to cellular phones as compared to other regions (33.5% and 30.5% respectively). These regions also had the highest accessibility to television (38% and 34.4% respectively) and cable television (42.6% and 41.8% respectively).
- c. Majority of the respondents who preferred television, were not confined to one specific source. They preferred multiple stations (28.67% preferred multiple channels). Channel 5 (or Great Belize Production) and Channel 7 (or Tropical Vision Station) ranked the most

preferred local stations, with 21.79% and 18.08% respectively. WAVE TV and Love TV were also moderately preferred television stations with 18.08% and 17.89% respectively. It must be noted that only 8.94% preferred external sources. Other stations such as CTV3, Plus TV and KREM TV were the least preferred.

- d. Newspaper was one of the least accessible to rural communities and one of the least preferred, representing 25.9% of the sampled population.
- e. Social media (23.8%), website information (11.5%) and emails (6.5%) were the least preferred communication modes overall. Respondents rarely selected these communication methods because they were often inaccessible in rural areas.

(iv) MOST PREFERRED TRADITIONAL COMMUNICATION METHODS

- a. The most preferred mode of communication for SFM is through forest education programs in schools (76.3%). This may have been influenced by the high number of women and children who participated in the survey.
- b. Respondents second most preferred method was Community Meetings with 58.8% of the respondents indicating that this would be a preferred method. The Southern region had the highest number of respondents preferring this traditional communication mode.
- c. Notably, respondents third most preferred communication method was the use of exhibits and presentations (37.3%) and video presentations (32.1%). Cultural and social events were also least preferred compared to other communication mode. The 22.3% who selected visual materials and folk media were mainly younger audiences.
- d. The least preferred communication mode was house to house visits (1%).

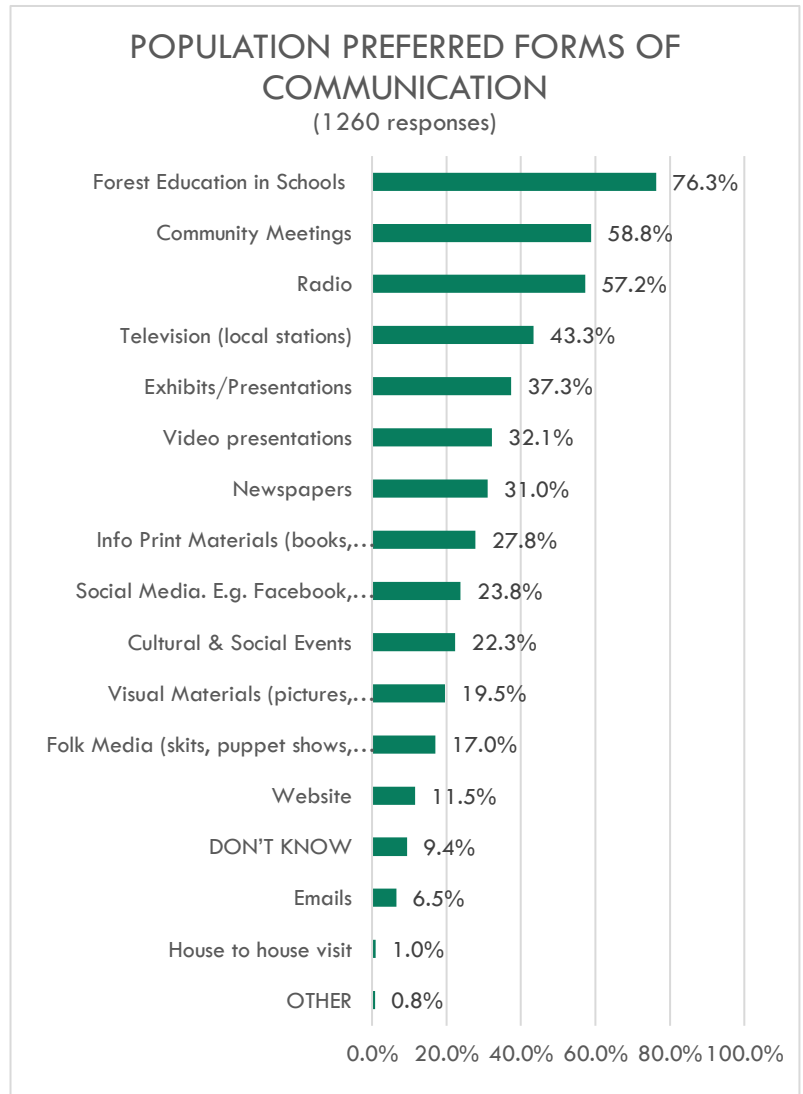


FIGURE 30: POPULATION MOST PREFERRED COMMUNICATION MODE

(v) MOST TRUSTED SOURCES OF INFORMATION

- a. While an average of 38.7% of the respondents were able to identify their trusted source of information, 35.5% were equally uncertain about these sources. Their most trusted source of information were educators (67.7%) and environmental groups (50.9%). The groups that were somewhat trusted were CBOs and NGOs, Village Councils and Religious leaders, and their neighbors. The groups that residents were unsure of were youth groups, associations and cooperatives, government agencies and women's groups.

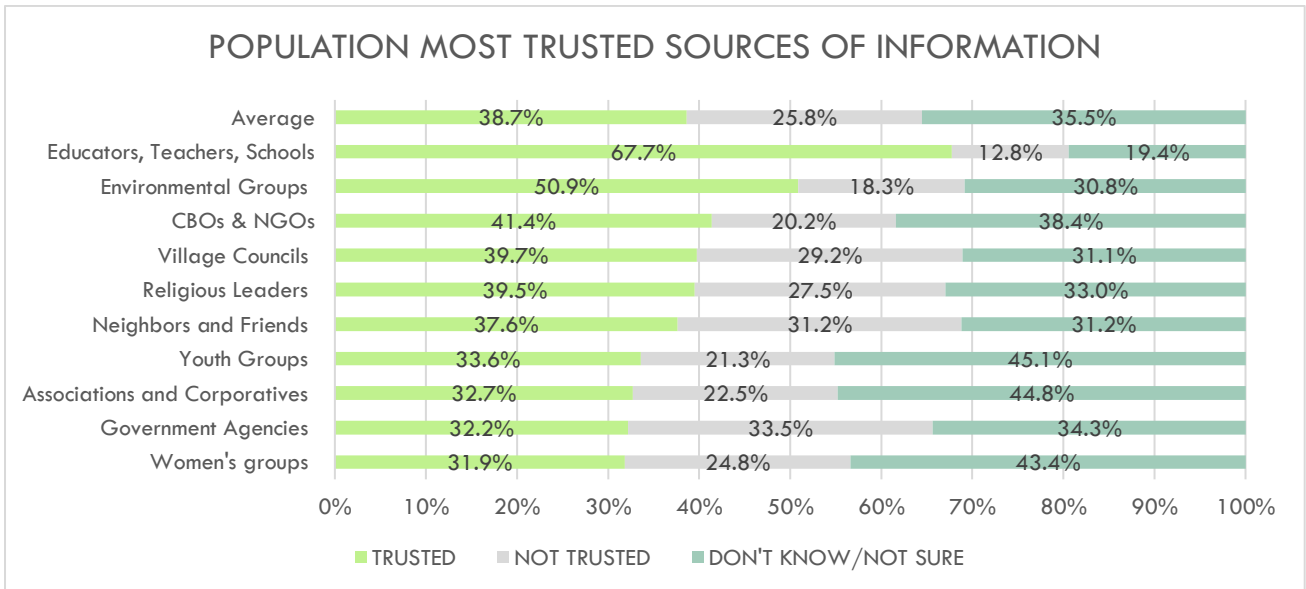


FIGURE 31: MOST TRUSTED SOURCES OF INFORMATION

- b. On average, 40.6% of the respondents were mostly unsure of which mode would be the best source of information. In their selection, most preferred and trusted radio and television stations to provide information. Community Meetings, books and publications and events and presentations were somewhat trusted. The modes that were least trusted were newspapers, billboards, posters, flyers, website information and social media.

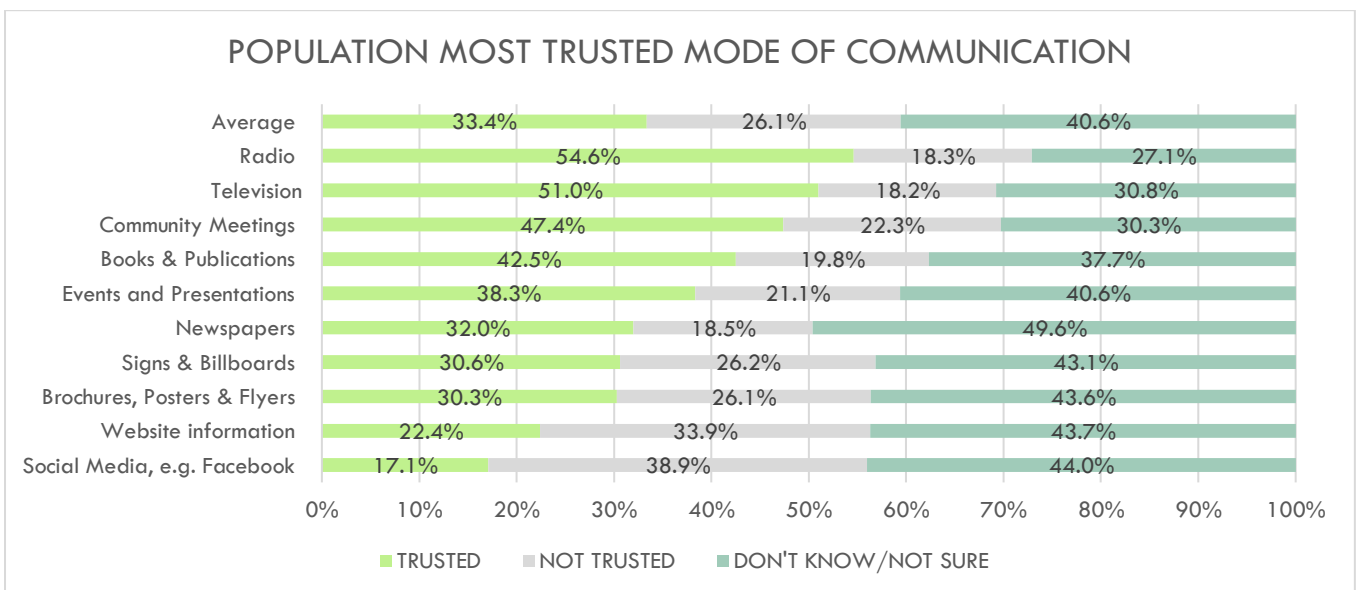


FIGURE 32: MOST TRUSTED MODE OF COMMUNICATION

SFM COMMUNICATION PERSPECTIVES

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TOP-DOWN COMMUNICATION APPROACH

Awareness campaigns are traditionally launched from the top down, “targeting” or directing the message at local community residents and stakeholders but not involving or engaging them in dialogue or gaining their feedback. This ‘one-directional’ traditional approach has been ineffective, particularly since it fails to engage local communities or target the communities that are most in need of the information or engagement. When it is a top-down approach, there is little substantive and sustainable change at the community level. Another approach has been experts’ perspectives through talk-show appearances or radio and television campaigns, but these are unlikely to engage audiences or encourage them to take action or even influence behavioral change. Consequently, messages fail to “connect” with audiences or challenge their core beliefs, necessary to bring about meaningful change. A public participatory process, on the other hand, engages two-way communication, encourages government agencies to listen first and respond to what people may want to know and help to identify appropriate incentives that would encourage behavioral change.

21|

COMMUNICATION PLANS

The development and implementation of an effective communication plan is a critical component of SFM. However, a primary challenge is that communication is seen more as a public visibility activity rather than a process. This is further hindered by several other factors, such as the lack of clear roles and responsibilities, lack of organizational capacity, and limited staff and stakeholders’ willingness, readiness, and ability to collaborate. Ideally, forest management plans at both the national and local levels should include communication processes that foster or strengthen two-way communication and should be an essential component of all forest projects and programs. It should be done with the intent to promote transparency, accountability and inclusiveness.

22|

CAPABILITY & CAPACITY

Since both organizational and community capacity is lacking, efforts need to be made to identify deficiencies and determine the capacity needs at all levels. It provides a critical opportunity to conduct professional development planning and develop capacity building plans both within the organization and collaboratively with other partners. Already, forest Managers, SFM licensees, Inter-government agencies, forest-based NGOs and CBOs, and local government leaders recognized their need to build their capacity (expertise and resources) to help make decisions pertaining to SFM. Establishing structured trainings through vocational and tertiary institutions could serve not only to increase technical knowledge and abilities of key persons from both government and non-government agencies, but can also serve to strengthen collaboration among stakeholders.

23|

INFORMATION

Although information and access to information is a critical part of SFM, a primary issue has been the lack of information on forest resources (both timber and non-timber resources), forest conditions, forest fires, and other forest hazards. Such relevant information will help stakeholders make more informed

decisions. Data and information can facilitate critical communication approaches and actions, ensuring transparency and building credibility. Since information is often lacking regarding SFM, there is a need to establish consistent reliable SFM reporting systems, providing quarterly and annual updates on forest management. Information that should be shared at national and local levels as they become available should include forest inventories, forest management plans, community-drive forest projects, forest legislations, capacity building efforts, forest infrastructures, silvicultural activities, forest ecological threats, impacts and solutions, and monitoring and conservation efforts. Below is a list of information that stakeholders identified as relevant and should be accessible:

- Spatial inventory
 - Land tenure
 - Land use
 - Hazards and risks
 - Terrain model
 - Watersheds
- Site survey
 - Geology and soils
 - Micro-climate
 - Water resources
- Stand Inventory
 - Biodiversity and ecosystem identification
 - Wildlife habitat
 - Timber Products
 - Non-timber products
- Spatial Planning
 - Conservation Areas
 - Critical Protected Areas
 - Commercial Yield areas
 - Infrastructure
- Forest Management Plans
 - Short term or Annual plans
 - Medium-term – production
 - Long-term -environmental plans
- Capacity Building
 - Education of management staff
 - Training of operation staff
 - Education of key stakeholders
 - Training for rural people
- Build and Maintain Infrastructures
 - Roads
 - Water catchments
 - Protection structures
- Landscape management
 - Natural revegetation
 - Silvicultural practices
 - Afforestation and reforestation
 - Thinning and pruning
- Compliance & Monitoring
 - Low impact logging systems
 - Harvesting system applications
 - Pre and post harvesting assessments
- Conservation
 - Support for local communities
 - Access management & ecotourism
 - Wildlife control
 - Pest & disease control
- Risk Management
 - Forest fire management
 - Watershed management

24 | FOREST EDUCATION

The study showed a lack of forest and environmental education at primary and secondary levels. In fact, rural residents repeatedly stated that environmental education was inadequate, and most forest-related topics were not well understood at primary and secondary levels. Residents without and with primary level education showed the least understanding of forest issues and often had many misconceptions about forest conservation. Some of the misconceptions were that: protected areas should remain untouched and locked-up, that trees should not be harvested and that all fires damaged forests. Majority were confused about what were appropriate and inappropriate environmental actions.

During interviews with teachers and representatives of the Ministry of Education, it was clear that teachers somewhat knowledgeable about basic forest functions and benefits but were vastly unaware of what is Sustainable Forest Management and forest principles, policies and practices, forest threats, as well as cause and effect relationship of forest loss on local communities. Many school leaders expressed difficulties in executing an already overloaded curriculum and admitted that they lacked the capacity to educate on forest-issues without access to relevant, accurate information and training.

Also, there is still a high a need for alignment of environmental education programs with Ministry of Education, revising and enhancing portions of the curricula to focus on relevant forest education. The Ministry of Agriculture, Forestry, Fisheries, Environment, and Sustainable Development has a crucial role to play in the development of forest education, providing technical support in the provision of supporting educational resources. An important stakeholder group that needs to be involved are the local universities and academia that are instrumental in providing teacher education, such as the University of Belize.

25 | COHESIVE MESSAGES

Although environmental education and awareness is often carried out by both Government and CBOs or NGOs, there is still a need for greater collaboration on developing more cohesive messages, especially where themes are overlapping. Together, both government and stakeholders, can facilitate more cohesive messages and avoid mixed messages, which can discourage recipients and create further resistance to the information. For instance, residents were confused about “forest protection” messages and “sustainable use of forest resources” messages. If messages are more consistent and clear, it could eventually lead key stakeholders to concentrate on joint communication campaigns to shift from just increasing awareness to promoting community behavioral changes.

26 | COMMUNICATION, COORDINATION & COLLABORATION

Lack of coordination among government and stakeholders presents many challenges, resulting in inadequate, duplicated or fragmented efforts. At the national level, better coordination and collaboration among inter-agencies can greatly enhance planning and operational activities.

At the regional levels, forest fire management and land-use planning for instance, has resulted in CBOs, NGOs, forest sector stakeholders and other government inter-agencies occasionally running parallel operations and activities. One group of farmers explained that they were given similar trainings by two different groups on sustainable farming practices. Consequently, apart from it being an inconvenience for farmers, it demonstrated a clear lack of coordination between co-management groups and government agencies. Partnership between government and its partners needs to strengthen and provide more opportunities for both parties to truly maximize financial and human resources to avoid duplication.

Stakeholders noted that one of the problems is the lack of adequate communication mechanisms to properly coordinate and communicate SFM issues. Currently, there are discussions to institute working groups and/or district or regional committees for key stakeholders to coordinate on SFM and forest fire management activities. Establishing a National Forest Advisory group, for instance, and instituting proper information and reporting systems were also recommended to help improve communication.

According to residents, the lack of coordination is also seen in the process of conducting surveys. Because the information is not shared with other agencies and organizations, surveys become repetitive and communities grow disinterested, especially when there is no feedback, or the results are not shared with them. By collaborating, government and key stakeholders can maximize resources and more effectively assist local communities.

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LACK OF MEDIA COVERAGE

The media is an important and influential stakeholder in SFM. They acquire information from relevant sources and disseminate rapidly to their audience base. The information they provide can help people build appreciation for forests, identify sustainable forest practices, and discourage deforestation and forest degradation. At present, the media provides limited coverage on SFM or its policies and practices as part of our biodiversity conservation and Climate Change solution. There is a need to facilitate trainings and media opportunities for media personnel to report on SFM matters appropriately. Apart from trainings, field trips or familiarization visits to forest areas, talk show guest appearances, community stories, feature stories and news briefings can increase media coverage. These various PR opportunities can also build media confidence and competence on reporting on SFM.

SUPPORTING MATERIALS:

[SEE PUBLIC PERSPECTIVE STUDY SUMMARY TABLE ATTACHED](#)

[SEE SWOT ANALYSIS ATTACHED](#)

FOREST FIRE COMMUNICATION STRATEGY



CHAPTER 4

INTERNAL COMMUNICATION

EMPLOYEE ENGAGEMENT STRATEGY

INTERNAL COMMUNICATION

Employee Engagement Strategy

PURPOSE

Internal communication is essential to help FD employees understand the mission, vision, core values, communication and operational culture. It provides opportunities for greater staff involvement in SFM day-to-day operations, assessing, planning, implementing and monitoring. Apart from keeping staff abreast of ongoing activities and milestones, internal communication also serves to build capacity and orient staff with changes in procedures and policies.



INTRODUCTION

Delivering better services and improving forest management operations depend on having well-informed, highly skilled, diverse and a dedicated work team. An **Employee Engagement Strategy** was pinpointed as the most effective way to secure buy-in. It guides the development and maintenance of open lines of communication between management and staff necessary to carry out the work of SFM. To begin, the Employee Engagement strategy was developed through consultation with staff through meetings, workshops, surveys and interviews. It resulted in the development of a SWOT analysis, identifying what staff believe were their communication obstacles and potential initiatives that would create more meaningful impact. Through the development process, employment engagement was defined as a workplace approach and tool for the department's success. It is achieved through developing and nurturing a two-way relationship between management and employees that ensures commitment to organizational goals and employees' well-being. (See ANNEX I: SWOT ANALYSIS & ANNEX II: INTERNAL COMMUNICATION RECOMMENDATIONS)

Underestimating the value of employees in the SFM process could undermine present and future efforts for SFM development. Communication must become a priority and necessity, requiring greater attention and investments. Firstly, communication will need to be an integral part of institutional strengthening, which can encourage greater staff involvement and cooperation in SFM strategic actions. Secondly, internal communication must be seen as a key tool and process

within the department and an opportunity to change one-directional communication culture to consistent two-way, multi-directional communication flow that will encourage active participation of both internal and external stakeholders. Unless the Forest Department adopts high degree of internal communication practices, it will continue to face difficulties in engaging staff and its external participants or audiences.

Although effective communication is a high value, FD personnel recognized that internal communication breakdown was frequently the cause of some of their institutional and operational difficulties. Employees noted that occasional interruptions in the circular communication processes became part of the organizational culture. Some employees and managers expressed difficulty operating under this culture and repeatedly raised concerns regarding the inconsistency or lack of departmental meetings, consultations, discussions and feedback. Other members of staff indicated that often, external stakeholders were more aware of the issues within FD than they were, which made them feel excluded and uninformed, particularly regarding SFM issues. These were evidences of ineffective communication practices, inadequate interventions and/or a disconnect between management and staff.

VISION STATEMENT

To achieve employee engagement, the Forest Department managers and employees identified priority issues and key strategies to engage and motivate staff to achieve the organizational goals. This internal communication strategy guide the development of an atmosphere where employees collaborate with each other towards organizational targets and improve overall performance. Staff will be more aware of SFM and can effectively communicate forest-related issues through a well-maintained employee engagement approach.

GUIDING PRINCIPLES

INTERNAL STAKEHOLDERS

The first step in transforming the department's communication culture is setting clear guiding principles for internal communication activities. The following were identified as the guiding principles for this employee engagement strategy.

LIVING OUR CORE VALUES

To build credibility and trust, it was recognized that department officers will need to practice what they preach. Forest Officers understood that what they say and do have a direct bearing on their relationship with each other and with their stakeholders. To help guide their speech and actions, the department will need to collectively create a set of core values and vision. Both managers and employees will need to regularly communicate those values and constantly make links between the Department's core values and their work.

RIGHT TO VOICE

Employees need to have their views heard and included into the decision-making processes. Staff should be communicated with and consulted regarding organizational plans, changes and other workplace issues that affect them.

BE RELIABLE

Ensure regular and predictable communication is a core practice for building trust within an organization. As leaders, Forest Managers will need to sustain meaningful and regular discussions with their staff and establish sound communication practices to improve communication and trust. Likewise, staff members will need to also be held accountable for providing timely reports, submitting regular feedbacks, building rapport, and reflecting on organizational matters.

BE INFORMED

Well-informed employees mean that better decisions can be made. A key aspect of this is that being informed requires employees having access to the information and understanding the issues as well. It also means that employees need to take responsibility for their own learning. Managers and staff will need to communicate more to ensure that they acquire important department information and know about issues affecting them from internal sources rather than external stakeholders.

ENCOURAGE ENGAGEMENT

This is the involvement of staff in planning, delivery, improvement, monitoring and evaluation of SFM services. Build the supportive environment, confidence

and capacity of staff to openly discuss and communicate on SFM issues internally and externally.

 **MEANINGFUL
WORK**

Articulate the link between individual tasks and department goals, showing how each role is important and makes a difference.

 **INVEST IN
COMMUNICATION**

There is a cost associated with effectively communicating, but there is an even higher cost when the department fails to communicate effectively. Investments of both time and money in strengthening internal communications is a more cost-effective and creative solution to solve or avoid complex organizational challenges.

OBJECTIVES & TACTICS

The strategic objectives of the Employee Engagement Strategy will help to ensure that Forest Department employees managing public forests are adequately informed and engaged in meeting forest management obligations.

STRATEGIC OBJECTIVE 1. **Build and maintain internal communication capacity and staff capability to facilitate changing organizational culture;**

LIVING THE FOREST DEPARTMENT
CORE VALUES

- 1.1. Develop and incorporate core values as part of the Forest Department's plans, policies, processes and practices through staff consultative approach.
 - 1.1.1. Develop and incorporate core values as part of the Forest Department's plans, policies, processes and practices through staff consultative approach.
 - 1.1.2. Consult with staff to review mission, vision and goals and determine the core values of the department
 - 1.1.3. Develop core values posters for the department offices and ranges
 - 1.1.4. Develop and implement Living the Forest Department core values plan
 - 1.1.5. Incorporate core values in all policies, processes and practices

STRENGTHEN EMPLOYEE
COMPETENCE

- 1.2. Increase employees' awareness and understanding of their roles and responsibilities as members of the Forest Department;
 - 1.2.1. Organize and conduct consultation with managers and staff to develop their employment charter and professional development plan
 - 1.2.2. Facilitate in the development of a Forest Department Handbook for staff, which provides information on key personnel roles and responsibilities.
 - 1.2.3. Conduct a staff familiarization of guiding Forest Department documents on the legislations, polices, processes and practices
 - 1.2.4. Develop and implement a customized Professional Development Plan, identifying professional development needs.
 - 1.2.5. consult with staff on the revision of forest department policies and practices.

- 1.3. Build capacity and capability of employees to become knowledgeable about SFM and effectively dialogue with key stakeholders, local communities and indigenous groups about forest management plans and policies
 - 1.3.1. Redesign recruitment and orientation models for staff to include information guides and induction trainings
 - 1.3.2. Conduct annual induction trainings for new staff and recurrent professional development trainings to build the communication knowledge and other job skills of managers and staff.
 - 1.3.3. Conduct a series of professional skills trainings to improve staff's interpersonal, public speaking, reporting, negotiations skills, and social media networking within the workplace.
 - 1.3.4. Develop capabilities and capacity of forest managers to guide or lead communication and collaborative efforts within the organization.
 - 1.3.5. Build capacity of staff to respectfully communicate and engage indigenous people and local communities in SFM.
 - 1.3.6. facilitate peer-to-peer trainings for staff on forest legislations and international forest-related conventions
 - 1.3.7. conduct team-building exercises and motivational activities to encourage the development of excellent leadership and management practices.

- 1.4. Increase access to funding and human resources to improve communication capacity and capabilities at all levels of the department
 - 1.4.1. Identify resources needed for the implementation of cost-effective communication strategies for the department
 - 1.4.2. seek funding for the implementation of the communication strategy prior to its implementation
 - 1.4.3. allocate funding for the implementation of communication actions at all levels
 - 1.4.4. ensure proper management of communication funds

STRATEGIC OBJECTIVE 2. Create and effectively utilize communication mechanisms to foster greater circular communication processes, collaboration, feedback and participation in decision making processes within the department;

- 2.1.** Establish a Communication Unit to coordinate the development, implementation and monitoring of communication activities.
 - 2.1.1. Establish a post for an Information Officer within the Forest Department to ensure that communication remains a high priority, communication issues are addressed adequately and that there is consistent professional communication with both internal and external stakeholders.
 - 2.1.2. Contract or retain a Forest Education Officer within the Forest Department to coordinate education and awareness building, develop and deliver the forest curriculums to primary and secondary school students.
- 2.2** Establish a Communication Task Force to help align, direct and guide communication actions with forest management actions.
- 2.3** Develop, implement and monitor the communication strategy
 - 2.3.1 Develop communication strategy and implementation plan
 - 2.3.2 Design clear communication objectives and unified messages in consultation with staff.
 - 2.3.3 Incorporate internal and external communication strategies in all annual plans and forest policies.
 - 2.3.4 Regularly monitor the implementation of communication plans to ensure that they are aligned with national forest goals and objectives and make modifications where needed.

- 2.4** Develop or Customize communication mechanisms that ensure employees have access to SFM information in a timely manner and enabling greater feedback.
 - 2.4.1 Design, revise and institute communication protocols through staff consultation and review.
 - 2.4.2 Develop and familiarize staff on the standard reporting and information sharing systems.
 - 2.4.3 Develop and incorporate the use of an Annual event calendar and staff directory.
 - 2.4.4 Organize and conduct regular staff forums as opportunities for strengthening internal communication between managers and staff.
 - 2.4.5 Establish formal and informal meetings to increase opportunities for staff discussions on forest management activities and for staff feedback and involvement in planning, delivery, improvement and evaluation.
 - 2.4.6 Share regularly meeting notes, reports and project updates with all staff
 - 2.4.7 Redesign, populate and manage the Forest Department Website to provide easily accessible information for both internal and external stakeholders on Sustainable Forest Management, biodiversity protection, showcase the key biodiversity areas and terrestrial protected areas managed by the Forest Department.
 - 2.4.8 Develop and manage information repository of important information on SFM.

- 2.5** Develop and institute activities and social programs to encourage staff input, ownership and feedback for improving forest management practices.
 - 2.5.1 Develop and conduct annual staff satisfaction surveys and focus groups to gain feedback from staff as part of the department's annual self-assessment process.
 - 2.5.2 Provide formal and informal communication platforms to encourage greater staff feedback.
 - 2.5.3 Host Annual General Meetings with staff to report, review and gain staff input and ownership of identified suggestions for improvement
 - 2.5.4 Host regular organizational online forums for staff discussion and input in SFM

STRATEGIC OBJECTIVE 3. To provide regular opportunities for employees to engage in the Sustainable Forest Management development process with a view to influence and improve forest management practices.

- 3.1. Host information briefings on SFM to Inform staff of forest management
 - 3.1.1. Inform of their roles and responsibilities of as communicators and ambassadors of SFM
 - 3.1.2. Share timely and updated information on events, research, meeting minutes, policy changes and other institutional issues through appropriate channels.
- 3.2. Increase staff engagement in developing and implementing SFM related projects and activities.
 - 3.2.1. Provide open invitation for staff attendance at all SFM briefing meetings at range level.
 - 3.2.2. Develop volunteer programs for staff to participate in community initiatives.
 - 3.2.3. Conduct Forest Challenge at all ranges, whereby department personnel will engage in Reforestation activities as part of team building.

STRATEGIC OBJECTIVE 4. Foster greater communication between senior managers and staff.

- 4.1. Increase dialogue between management and staff on issues affecting staff and devising appropriate solutions together.
 - 4.1.1. Establish monthly manager and staff one-on-one face to face sessions at all ranges;
 - 4.1.2. Organize social programs for managers and staff to build work relationships
 - 4.1.3. Facilitate meditation sessions between managers and staff
 - 4.1.4. Conduct annual staff team-building retreat to improve working relations between management and staff;
 - 4.1.5. Provide access to professional coaching and mentorship programs for management and staff.
 - 4.1.6. Develop and implement a new quarterly internal performance feedback model for staff at range level

- 4.2. Provide incentives for staff excellence in services and performance within the workplace
 - 4.3. Develop a set of criteria for staff recognition and affirmation programs.
 - 4.4. Host ceremony to celebrate staff achievements in the socialization of SFM at the community level
 - 4.5. Develop staff suggestions and idea programs
 - 4.6. publicize employee's initiative in both internal and external publications and multimedia messages.

INTERNAL STAKEHOLDERS

The internal audience consists of those within the organization. There are three tiers of internal audiences. The first tier consists of senior officers whose decisions have impact on all others within the organization, the second tier encompass the middle management consisting of foresters and administrators who often carry out directives and the third tier involves forest rangers and forest guards involved in the day-to-day implementation of decisions.

The expectation of these audience segments is that there is effective communication and coordination on all department matters at all levels. This will be possible through the formulation and articulation of clear policies and practices, and includes the regular and timely provision of relevant information and data through appropriate communication channels.

TABLE 1: INTERNAL AUDIENCE MODE OF COMMUNICATION

INTERNAL STAKEHOLDERS	PREFERRED CHANNEL
All Staff	<ul style="list-style-type: none"> ❖ Annual General Meeting ❖ Annual Report ❖ Conferences/Trainings/Workshops ❖ Induction Trainings ❖ Staff Guidelines and Handbook ❖ Emails ❖ E-Newsletters ❖ Minutes of Meeting ❖ Professional Development Trainings ❖ Social Media ❖ SMS messages ❖ Phone usage ❖ Staff Forums ❖ Surveys ❖ Website ❖ Staff Appreciation Day
TIER 1 Forest Managers Operational Managers	<ul style="list-style-type: none"> ❖ Administrative Letters ❖ Collaborative Apps ❖ Monthly Senior Management Meetings ❖ Quarterly Program Meetings ❖ Weekly Range/Unit Meetings ❖ Reports ❖ Video Conferences
TIER 2 Foresters Administration Managers	<ul style="list-style-type: none"> ❖ Operational Briefings ❖ Quarterly Program Meetings ❖ Weekly Range/Unit Meetings ❖ Reports

TIER 3

Rangers

Wardens

Auxiliary Staff

- ❖ **Operational Briefings**
 - ❖ **Weekly Range meetings**
 - ❖ **Quarterly Program Meetings**
-

COMMUNICATION TOOLS

The approved delivery vehicles for the department’s internal communication were selected. The staff will be supported by the Communication personnel, their program or range unit and management to use these communication vehicles appropriately.

COMMUNICATION MECHANISMS

INFORMATION REPOSITORY

1|

Information Repository: This can be both an online data storage (on website) and a physical library, where data can be stored and is accessible. As a multimedia library found on the Forest Department Website, it allows staff and stakeholders access to publications on SFM and forest-related matters. The information will be provided in both print and audio-visual format to chiefly encourage self-instruction. Present difficulties with the Forest Department Website will need to be ironed out to establish a more suitable online information repository. As another resource center, the FD library facilities needs to be upgraded and managed properly. An appropriate area needs to be identified so that invaluable resource of materials that are both online and those that unavailable online can be accessed. The main challenge is to ensure that staff and stakeholders use these resource centers, the information are managed properly and that they are easily accessible. The Communication Unit should ensure that this repository is populated, by gathering information from reliable sources and placing it on the site.

FD COMMUNICATION UNIT

2|

FD Communication Unit: This unit should fall part of the restructuring efforts to facilitate the organizational communication management, public awareness and public participation actions. The unit, which consists of a Communication Officer and public education officers, should help to facilitate the coordination and strengthen relations with inter-government agencies and partners. This unit will manage, implement, monitor and update the department’s communication strategy, helping to build the department’s communication capacity. The unit will provide regular information to the public and design and implement result-based communication campaigns.

3|

Annual Staff Survey: Staff engagement surveys is a useful way of gather insight and allow feedback. It measures the engagement level of employees, assessing whether your employees are engaged or disengaged. These surveys are crucial to examine leadership, staff satisfaction, benefits, roles, service delivery, communication and collaboration, training & development opportunities, and work environment. More profoundly, it gives employees a voice, giving employees a platform for open feedback. It is an opportunity to establish two-way communication, involve employees in the development process and giving them a voice. The surveys information will identify strengths and opportunities for improving staff engagement, and best practices.

4|

IEC Committee: The committee should be made up of FD staff and key external partners (particularly KBA forest managers) who will catalyze the shift from top-down approach to a more community-driven approach. It generally oversees the creation, dissemination of accurate information to target the public audiences. It leads the public outreach programs through collaborative actions with relevant stakeholders to provide reliable information as well as work with education communities to develop concepts for primary and secondary school educators and students. This group also advise staff communicators, SFM and FFM Councils and Committees on messages and public education and awareness campaigns. An important role of this role is to coordinate communication activities and monitor their effectiveness.

5|

Collaborative App: As the Department's work expand, so does its need to interface with multiple players at one given time and do so more frequently and efficiently. A workplace collaboration tool is needed to share files, data, ideas, and provide updates on multiple devices more immediately and efficiently. It should be able to combine formal and informal information sources in one location for greater real-time information-sharing. This will allow staff to be constantly engaged and remain in-tune to tasks, actions, and events. One important features are file-sharing and conferencing capabilities, which can be linked to other information sharing platforms, such as Dropbox, Google Drive, and SharePoint. As a full-service collaboration platform, e.g. Bitrix, Smartsheet, Slacs, FD teams will have one integrated communication system for employees. It counters the reply-all e-mail chain scenario and provides persistent chatrooms or channels organized by topic. This can reduce internal emails by almost 40% and increase employee engagement by 60%.

6|

Monthly and Annual Report Forms: This is a web-based reporting system that will allow Forest Officers to send and receive reports electronically and immediately. This will automatically generate monthly statistical reports, information data, identify priority areas, and other features not currently available and/or accessible. These will replace the present system of reporting and will ultimately produce more efficient time management and supervision.

REGULAR & ESTABLISHED MEETINGS

7|

Unit Weekly Status Meetings: these are meetings at program and range level to discuss status reports with immediate supervisors. It includes examining the tasks done last week, what tasks are planned next week, any pending issues. An electronic report template (to be developed and shared for approval) will be used for real-time updates that can be seen by all senior managers. This process is important for supervisors and employees to have mutual understanding of what is going on. The meeting minutes or online report submitted can prove very handy for planning purposes.

8|

Monthly Senior Staff Meetings: Already activated, these meetings need to become more consistent and established. The meeting allows senior managers to review the overall operations and condition of the organization and review recent achievements. The weekly online report submissions can serve as reports for these meeting. Guidelines for meeting management needs to also be established and may only require a two-page description of what is the meeting structure, who chairs meetings, what should be done prior to, during and after meetings and so forth. It is suggested that at the commencement of the meeting, a basic "in service" training be conducted, where managers take turns at each meeting peer teaching on a specific forest topic or another approach can be inviting a stakeholder, client or staff member to present their 'story' to managers. A secretary needs to be assigned to prepare Meeting Minutes and have it vetted and circulated to all staff no later than a week following the meeting.

9|

Quarterly Program Meetings: Held every three months, the quarterly program meetings are for programs to meet regarding performance, projects and upcoming program activities. To facilitate this meeting, each person should bring their calendar to ensure scheduling of future actions and meetings accommodates each person's calendar.

10|

Forest Department AGM: Annual General meetings are to be held with staff each year. The main purpose of the AGMs is to review the department's performance based on its set goals, determine the future goals and objectives, present financial report, recognize challenges and achievements, and informing staff of present and future activities.

11|

ONE-ON-ONE Meetings: While modern technology allows us to send direct messages quickly, they can also cause conflicts if they are misinterpreted. Never underestimate the value of face-to-face communication in the workplace. One-on-one meetings with staff and supervisors are essential to build trusts and understanding. At these meetings, review overall status of work activities, share experiences and exchange ideas, give and gain feedback and answer questions about current programs and services, and also discuss professional development planning, etc. Consider these meetings as interim meetings between the more formal, yearly performance review meetings. Create an annual calendar so that you can ensure that time is dedicated for each staff within your range or program.

12|

Yearly Performance Review Meetings: Normally done once a year by Range offices or Program Units, these yearly performance meetings should precede AGMs and sets the primary agenda topics for the event. This is scheduled in annual calendars and should not be overlooked. This meeting essentially allows all Range staff to examine their own performance. Also, it is an opportunity to access how the work of the Range or Program facilitated achieving the organizational goals.

13|

Brown Bag Lunches: These are often used as learning sessions on a singular topic or sub-topic and encourage informal discussions, comments, and questions. It offers productive use of time for staff to eat and learn at the same time. Often times, audio-visual presentations are used. These meetings can motivate high performance team behaviors.

INFORMATION & MULTIMEDIA MATERIALS

NATIONAL EVENT CALENDAR

14|

Develop & Maintain A National Staff Event Calendar: The event calendar is one of the key tools that the Forest Department and its partners need to ensure that staff and stakeholders are adequately informed of upcoming events and that there is coordination of events. Entries should include activities at national, district and community levels. This event calendar will be accessible on the Forest Department website and be placed as part of the intranet. The following are advantages of this calendar: (1) increases awareness of upcoming events and communications activities, (2) offers opportunities to leverage channels and broaden outreach for scheduled events; and (3) shows current schedule of events to avoid scheduling conflicts.

STAKEHOLDERS DIRECTORY

15|

Stakeholders Directory: The Forest Department will develop a national stakeholder contact list that provides information on all interested and affected stakeholder groups, commercial companies and institutions. The list will also provide information on who will be engaged and at what stage of the engagement process will certain groups become more involved. This list can help to track how the Forest Department engage stakeholders and help indicate which groups have not been sufficiently engaged.

FOREST DEPARTMENT HANDBOOK

16|

Forest Department Handbook: There are currently several documents that are used by Forest Officers to help guide their work but none that summarizes the organizational core values, vision, mission, goals and objectives, structure, guiding regulations, primary services, roles and responsibilities of officers, ethical standards and job performance requirements. This handbook can be a quick reference guide and direct officers to find information pertaining to other important and relatable topics. It is an important resource guide that can be used for induction trainings and complement other training modules developed for staff.

17|

Sustainable Forest Management Guide: The Sustainable Forest Management Guide can provide vital information on the thematic areas under SFM. It can also include information on the four types of permits and licenses for timber forest management and non-timber harvesting, guidelines for pre-harvesting and post-harvesting assessments, and other pertaining procedures, such as guidelines for public participation in SFM.

18|

Multi-media Products: The products include videos, audio, animation, podcasts, web-based trainings, and interactive media activities. Staff will engage video interviews to tell their stories and share their knowledge or demonstrate skills. Other opportunities will be audio presentations that can be shared with staff, who were unable to attend an event or need additional support. Provide access to policies, plans, roles, programs and activities, through the publication of printed materials such as newsletters, annual reports, infographics, brochures, flyers; photos; and other print materials that is also made available for the media and public.

19|

Core Values Wall: This is a featured wall to display department's core values and staff of the month. It can be inexpensive but serve as constant reminders of the main values, upcoming changes; current project achievements and/or goals.

STAFF ENGAGEMENT

STAFF FORUMS

20|

Staff Forums: Staff engagement is presently low and engagement primarily occurs at the senior management level. An integral part of staff engagement is providing forums for staff to voice their concerns and submit recommendations. This is vital to help management to identify weaknesses and strengths, which supports the decision-making process. Quarterly round-table sessions form part of the process leading up to the annual Staff AGM. The quarterly round-table session invites about 15 to 20 staff members to sessions to share their views on ongoing programs and projects with the Chief Forest Officer (CFO).

EMPLOYEE APPRECIATION

21|

Employee Appreciation Awards: An Employee Appreciation Day will be established, where regional offices will gather to celebrate the work of forest-fire fighters and other supporting members. The occasion will allow others to recognize core values being practiced by team members and give tangible recognition for their work and professionalism. Micro-bonuses or small monetary rewards can be presented by government to honor employees' valuable contribution and motivate and encourage other members of staff.

ASK MANAGERS

22|

Ask Senior Managers: It is an opportunity for staff members to present questions anonymously to senior managers via workshops, trainings, team briefing meetings or intranet. This will require that Managers will receive capacity development on interviewing, public speaking, interpersonal skills, negotiation and conflict resolution skills. In turn, staff members will be guided on operations, management, monitoring and other relevant elements within the legal framework.

3D-DAY

23|

Department Development Day (3D Day): This is an annual retreat event that offers an opportunity for staff to learn about a specific topic and engage in team-building exercises. This event can help to share best practices and build team morale. It is also an opportunity for the staff to make recommendations on policies and operations in an informal manner. Officers will be responsible for contributing ideas and representing their unit, bridging staff understanding and practices.

24|

Staff trainings: Training and professional development strengthen employee skills. When an employ receives the needed training, they gain tools to improve their performance and the knowledge to adopt better practices and proper procedures. Most significantly though, the training may help to build employee's confidence, gaining a better understanding of 'self', organizational policies and procedures, and their roles and responsibilities. Putting all employees through regular training in these areas ensures that all staff members have adequate exposure to FD information. A well-defined training program needs to be developed for staff and should include communication skills and understanding of the communication protocols.

SUPPORTING INFORMATION

[Annex 1: SWOT – Strength, Weaknesses, Threats and Opportunities](#)

[CHAPTER 4: Messages](#)²

[Annex III: Employee Engagement Strategy](#)

² *Employees are considered to be informal ambassadors of the Forest Department and therefore internal messaging are aligned with external communication strategies.*



CHAPTER 5

EXTERNAL COMMUNICATION STAKEHOLDERS ENGAGEMENT STRATEGY

EXTERNAL COMMUNICATION

Stakeholder Engagement Strategy



Sustainable Forest Management shifts the direction from “management by exclusion” to “management by inclusion” (5). This transforms the previous ‘top-down’ approach taken by government to a partnership approach between forest managers and local communities. The section presents principles, objectives, methods and messages to encourage more open stakeholder involvement.

INTRODUCTION

WHO ARE OUR EXTERNAL STAKEHOLDERS?

The stakeholders identified SFM licensees, local community leaders, Indigenous People, KBA community residents, forest workers, forest Community Based Organizations and NGOs, forest managers, researchers, academia, inter-government agencies, donors, other sectors and others who are crucial to the decision-making process and management. Forest stakeholders, both their interventions and interactions, are central to SFM in its development and implementation within forest regions (5). They are people who depend directly on forests or participate in their management (5). These people also include those who are most vulnerable to impacts of forest depletion and face challenges of vulnerability, mitigation and adaptation in the face of Climate Change, as well as dynamic local and global economic, social, and political environments. When forest stakeholders play a key role in SFM, they are concerned about the management of forests and have a stake in determining what forest resources and services should be used, determining their roles and functions in forest management, and land utilization and management practices.

MAIN APPROACHES:

The FAO/ECE/ILO Joint Committee Team of Specialists on Participation in Forestry sees the value of both public awareness and participation, whereby the public awareness is a strategic aspect of the overall public participation process (10). Eckland et al describes this concept as awareness of the need for nature protection. Public participation, on the other hand, is conceptualized as 'nature related activities of people within the domains of conservation, consumption, and politics' (6). To differentiate between public participation and other ways in which people in the forestry sector can interact with the public, the team characterizes public participation in forestry as an instrument that is inclusive, voluntary, complement to legal requirements, fair and transparent (10). In order to maximize community participation and ensure that it will be effective, it must be preceded and accompanied by public awareness, education and greater access to information. These activities must be spearheaded by an organized group that exchange information, express opinions, articulate interests, and have the potential to influence decisions or the outcome of specific forestry issues' (10).

BENEFITS OF AWARENESS & PARTICIPATION

The benefits of greater stakeholder inclusion in SFM have proven to transform antiquated and unsustainable Forest Management practices to more sustainable long-term forest productivity and protection. According to Thomas Beckley et al., public awareness and public participation are vital components of enabling people to see themselves as part of Sustainable Forest Management, where individuals, communities, and stakeholder groups can (i) exchange information, (ii) articulate interests, and (iii) have the potential to influence decisions or the outcome of forest management issues (6). It generally aims to facilitate a constructive joint-cooperation between forest managers and public, particularly as it (i) increase public awareness of forests and forestry among the public; (ii) maximize the total benefits of forests, (iii) share costs and benefits in a fair and equitable way; and (iv) enhance the social acceptance of Sustainable Forest Management (10).

Firstly, through active participation, there will be improved communication between government and people, allowing greater information exchange and collaborative learning to increase awareness of complex forest issues. Secondly, by increased dialogue with the public, it opens new opportunities for the forest sector to better define social demands and track social changes in the uses of forests. Such collaboration allows equal opportunity to express diverse views and opinions and the development of commonly agreed solutions. Finally, public participation in forestry may be considered a means to social acceptance of forest management and public commitment to Sustainable Forest Management (10).

The benefits of active public participation include, but are not limited to:

Improved understanding of community expectations and understanding of forest needs.

Improved agency's understanding of conservation issues.

Improved agency's understanding of the role and contribution of the community.

build community support for a project

Improved public understanding of the agency's responsibilities.

improve stakeholder relationships

Improved staff and community technical knowledge.

FIGURE 33: BENEFITS OF PUBLIC PARTICIPATION

Because public participation is often confused with public relations, Beckley made sure to clarify that this two-way process between forest managers and the public is not the same as the one-way flow of information in public relations exercises, whereby public participation allows people, particularly rights holders, to have say in the decision-making process (6). Joint FAO/ECE/ILO Committee on Forest Technology, Management and Training further added that public participation is much more than an approach, but it is a way of acting and working (10).

GUIDING PRINCIPLES

EXTERNAL STAKEHOLDERS

These specific principles guide the External Communication Strategy.

1 | INCREASE AWARENESS

Communicators first need to build awareness of SFM. Communicators can build awareness using a variety of methods. They will need to:

- ❖ Increase the level of understanding of SFM and its benefits for different stakeholder groups.
- ❖ Widely disseminate messages that are simple, easy to recall, repeated and attention-grabbing.
- ❖ Use traditional methods for remote rural communities and use diverse media and social media channels for other areas.
- ❖ Identify and use credible sources for target audience.

2 | PROMOTE SOLUTIONS

People need to believe that there are solutions to deforestation and forest degradation. SFM is one of the solutions to build forest resilience to Climate Change. Communicators need strategies to match the perception of susceptibility to the real magnitude of forest loss. Communicators can use the following approaches to increase personal relevance of the issue.

- ❖ Create a connection between forest and the life and livelihood of people at the community level.
- ❖ Show how local communities may be vulnerable and how forest problem's impact people but also show how SFM can address these concerns. Do so by promoting the implementation of SFM as a desired action to reduce biodiversity loss and the impacts of Climate Change.
- ❖ Create a sense of urgency to prompt decisions and action, especially on forest fire prevention.
- ❖ Explain where to find information and resources that support implementation.
- ❖ Use interpersonal communication channels to enhance learning about SFM practices.
- ❖ Direct media attention to incidents which the target audience can relate to.
- ❖ Encourage community dialogue so people can ask questions and offer feedback.

3|

BE CONSISTENT AND HELPFUL

- ❖ recognize that community residents have different levels of education and different socioeconomic backgrounds and learning differences
- ❖ use plain language and visuals enhance understanding of solutions and speed adoption of the recommended behaviors.
- ❖ Use photographs, videos and infographics to show a sequence of required steps or statistics.

This principle states that communication should always be consistent with the policies, plans, programs and objectives of the organization and not in conflict with them. To be consistent and helpful, the department will need to:

- ❖ establish a Communication Unit as a single point of contact and primary source of information and communication with the public. Internally, this unit will ensure that staff understands the organization's priorities, recognize that effective communication is integral to professionalism, performance and productivity, encourage the right communication culture and foster cross-team collaboration. Externally, the unit will strengthen stakeholder relations and seek to improve the overall credibility of the department.
- ❖ Prepare consistent and unified messages and ensure they are incorporated in activities at all levels.
- ❖ Commit to effective communication practices.
- ❖ Ensure Communicators are encouraged to regularly share technical content, key messages, narratives and media responses in a timely manner.
- ❖ Ensure that all activities are planned, staff are well-informed, and communicators are better able to ensure consistency, avoid conflict, and coordinate information.

4|

BE TRANSPARENT

Presenting clear messages and being transparent are important to build credibility and trust. It is therefore essential that communicators of this strategy can present information in a logical and understandable manner.

- ❖ Where possible, information or research needs to be presented in a manner that allows people to use for the decision-making process.
- ❖ Where there is misconceptions or inaccuracies, communicators will need to address them quickly and clearly.

5 | DESIGN COHESIVE MESSAGES

The Forest Department and its partners should speak as one voice to maintain trust and encourage appropriate actions. Messages must be coherent, cohesive and consistent. It requires:

- ❖ coordination among inter-agencies and partners involved in SFM and forest fire management

6 | FOSTER COMMUNITY ENGAGEMENT

Opportunities for community engagement need to be identified. This is particularly significant in Sustainable Forest Management development processes and Community-based forest fire management. To support community involvement, communicators can:

- ❖ develop community dialogue plans with NAVCO and DAVCO
- ❖ coordinate with institutions, community groups, local leaders, and partner organizations to host joint community meetings and reach the target audience;
- ❖ use toolkits to create well-timed local messages.

7 | INCREASE COLLABORATION

To promote collaboration, communicators must work closely with technical experts to ensure the accuracy of messages and materials.

- ❖ The government agencies and its partners will need to assign specific focal points or leads as liaisons. These focal points become familiar with their specific forest topics.
- ❖ Host regular meetings with the respective technical teams;
- ❖ integrate communications considerations from the beginning of discussions on projects, programs, policies, interventions and initiatives.

8 | LISTEN

Communicators can listen in a variety of ways to gain insight into whether people find forest topics relevant. Listening can identify and address:

- ❖ level of interest in the issue;
- ❖ perceptions and attitudes and the promoted action (behavior change, policy adoption, etc.);
- ❖ current position or behaviors responding to forest issues;
- ❖ the concerns of at-risk audiences and the organizations that support them;
- ❖ how the media portrays the issue;
- ❖ the focus of conversations on social media; and
- ❖ any inaccuracies, misinformation or misconceptions.

9 | ENCOURAGE LOCAL VOICES

There is no better way to have people understand and connect to the issue of Sustainable Forest Management and forest fires than using storytelling to make the information more understandable and compelling. This allows people to become the champions of SFM. The narratives to be considered are:

- ❖ those people vulnerable or affected by forest fires and forest loss
- ❖ forest-fire fighters who risk their lives to protect people, property and forests.
- ❖ the successes of local people that would motivate others to take action;
- ❖ showcase those people who have changed behavior and are now experiencing positive outcomes
- ❖ specific people within organizations who have special connection to issues and people.
- ❖ Photo stories are a good way to demonstrate the effects of the positive work the Forest Department and its partners.
- ❖ reinforcing the authenticity of a story by including quotes from people highlighted in the narrative.
- ❖ Use infographics, graphics, other visuals to tell stories.

10 | DISTRIBUTE MESSAGES IN RELEVANT LANGUAGES

People are more likely to understand messages presented to them in their local languages. To increase multilingual messaging, communicators can carry out the following steps.

- ❖ Publish information in two main languages (English & Spanish).
- ❖ Personalize the message by using the local languages when possible.
- ❖ hire interpreters for local meetings.

GOAL

Through a deliberately articulated Communications Strategy, FD will be in a better position to increase awareness and understanding of forest importance and threats, Belize's integration of Sustainable Forest Management as part of our Climate Change resilience, strengthen stakeholder engagement, and enhance public participation in SFM.

- 📍 **Forest Policy Vision:** A thriving and integrated forest sector, where the forests of Belize are valued for their significant economic, socio-cultural and environmental benefits, and are sustainably managed for the lasting benefit of the nation.
- 📍 **Communication Goal:** to increase awareness of key stakeholders and increase participation through multiple established communication mechanisms in an effort to promote sustainable management of forests and forest fire management.

OBJECTIVES

STRATEGIC OBJECTIVE 1: INCREASE AWARENESS OF FOREST IMPORTANCE

STRATEGIC OBJECTIVE 1. To increase awareness and information among KBA adjacent communities' residents on the importance of forests, and the national and local actions that contribute to forest conservation, Sustainable Forest Management and enhancement of forest carbon stocks.

TARGETS: increase the percentage of KBA adjacent community households aware of the importance and benefits of forests, protected areas and KBAs from 35% to 50% by 2020.

ACTIVITIES:

FOREST POLICY & STRATEGY 2015

Principle 9: Public awareness and education are essential elements in developing well-informed and committed stakeholders needed to support the forest policy and legislation and for effective implementation of related plans and programs.

- 1.1. *Develop Forest for Life campaign using traditional face-to-face and multimedia methods within KBA adjacent communities to increase awareness and understanding of the social, economic and ecological benefits of forests (e.g. Oxygen, sequester carbon, protect biodiversity, generate national and local income, provide employment, livelihoods and recreation)*
 - 1.1.1. *Design Forest for life campaigns for radio and television with the view to promote the importance of forests, KBAs and Protected Areas for two-years.*
 - 1.1.2. *Organize and launch the Forest for Life campaign to gain media and public attention of FD efforts to promote awareness of forest importance.*
 - 1.1.3. *Develop an online registration of youth groups, businesses and organizations to become part of the Forest for Life program*
 - 1.1.4. *Prepare information and promotional items for the Forest for life initiative*
 - 1.1.5. *Develop acceptance packages in acknowledgment of individual, group or institution registration and participation in forest education and outreach.*

- 1.3 *Develop user-friendly information and multimedia materials and resources to utilize in SFM public awareness initiatives;*
 - 1.3.1 *Design and deliver consistent radio and television campaigns on forest importance.*
 - 1.3.2 *Design, pre-tests and disseminate appropriate, easy-to-read print materials on the importance of forests*
 - 1.3.3 *Develop attractive signs and posters for forest ranges, schools, businesses and community centers to promote Forest for Life actions of responsible forest management practices, protection of watershed, wildlife conservation, and reducing forest loss.*

- 1.4 *Develop, modify and pilot a Forest for Life curriculum in primary and secondary schools in adjacent Key Biodiversity Areas communities.*
 - 1.4.1 *Develop a forest for life curriculum in consultation with teachers within the KBA communities.*
 - 1.4.2 *Prepare forest for life tool-kit and additional resources needed to facilitate the delivery of the curriculum.*
 - 1.4.3 *Conduct training of trainers' sessions for teachers, key stakeholders and government personnel working within adjacent KBA communities for effective curriculum delivery in primary and secondary schools.*
 - 1.4.4 *Pilot the curriculum in six primary schools and three high schools, targeting students of KBA adjacent communities.*
 - 1.4.5 *Plan and conduct school visits to educate students on forests using the forest for life curriculum.*
 - 1.4.6 *Promote and support outdoor learning by providing sponsorship for pilot schools to conduct field trips, outdoor experiments and forest-related projects as part of curriculum to build knowledge, skills and appreciation for the importance of forests.*

- 1.5 *Develop competition and reward programs for students to showcase forests importance and build awareness of SFM, biodiversity protection and Climate Change.*
 - 1.5.1 *Conduct school competitions to engage students and schools to build appreciation and support for SFM as beneficial for learning about the importance of forests*
 - 1.5.1.1 *Conduct high school photo, video, logo, social media outreach and/or forest project competitions*
 - 1.5.1.2 *Conduct primary school painting, drama, nurseries and tree planting project competition*
 - 1.5.2 *Develop and identify rewards for recognition, appreciation and achievements in environment protection and forest conservation.*
 - 1.5.2.1 *Prepare promotional packages as part of reward program*
 - 1.5.2.2 *Sponsor field trips to protected areas and Sustainable Forest Management businesses and initiatives as part of reward program.*
 - 1.5.3 *Host award ceremonies to attract media and public attention to highlight and recognize winners of the competitions.*

- 1.6 *Redesign Forest Department website to integrate new technology for usability, easier access to relevant information on SFM and the department's services, programmes and projects.*
 - 1.6.1 *Improve user experience by removing text clutter and redesigning for more artistic visual resources by uploading more infographics, charts, maps, videos and audio files, registration forms, and feedback.*
 - 1.6.2 *Improve website structure by reformatting layout, improving upload speed, synchronizing w*
 - 1.6.3 *eb site and email addresses, improving access to publications and ensuring stronger security.*
- 1.7 *Develop social media plan to add and improve the social media sites for the Forest Department to increase awareness and visibility of the Forest Department and its work to sustainably manage forests.*
 - 1.7.1 *Manage multiple platforms, such as Facebook, Twitter, Snapchat, and YouTube to increase traffic on social media sites to cater to diverse ages and demographics.*
 - 1.7.2 *Increase interaction and traffic of the department's social media sites by using creative and versatile contents for people to respond and react.*
 - 1.7.3 *Increase public satisfaction of the work and services of the Forest Department.*
- 1.8 *Utilize national and international environmental days to celebrate Belize's forests and its importance for the country's natural-based economy and for local communities for development and for forest-dependent people for their livelihoods.*
 - 1.8.1 *Host annual Forest Day and Wildlife Day events to direct national attention to the value of Forests, Sustainable Forest Management, biodiversity protection, forest fires prevention and building Climate Change resilience.*
 - 1.8.2 *Utilize these days to feature local groups or people who consistently demonstrate sustainably harvesting practices on local and national radio and television stations.*
 - 1.8.3 *Organize a national seminar and/or ceremony to highlight those who have provided excellence in service and outstanding achievement in SFM planning and practices by commercial groups, local leaders, students, and government and non-government institutions.*

- 1.9 Improve media relations by increasing opportunities for media engagement, improving networking and establish appropriate media contacts.
 - 1.9.1 Develop and disseminate media press release that reduce the use of technical jargons and provide more clear and compelling news pieces that engage media interests.
 - 1.9.2 Develop and implement Crisis communication protocols
 - 1.9.3 Organize and conduct regular media familiarization exercises to understand the different media interests and opportunities for media engagement.
 - 1.9.4 Track media contacts and maintain updated media lists.
 - 1.9.5 Conduct exclusive interviews with media houses interested in covering forest issues from different angles.
 - 1.9.6 Tailor media packages or materials for events and circumstances such as media advisories, press releases, expert interviews, talk-show appearances, media briefings, media visits, Provide background information and online resources.
 - 1.9.7 Organize, *coordinate* and host media trainings and familiarization tours of protected areas and other SFM site visits to improve media reporting on forest issues.

STRATEGIC OBJECTIVE 2: PROMOTE SFM BENEFITS & OPPORTUNITIES

STRATEGIC OBJECTIVE 2. To increase awareness and understanding of stakeholders and local communities about Sustainable Forest Management as a social, economic and environmental solution to build forest resilience.

TARGETS:

To increase the percentage of KBA adjacent community households aware of Sustainable Forest Management as a Climate Change solution from 35% to 50% by 2022.

FOREST POLICY & STRATEGY 2015

Forest Policy Objective IV: Raise awareness and maintain a high level of consciousness among the public and government agencies on the functionality of forests and benefits to be derived from appropriate forest resource conservation and Sustainable Forest Management;

Forest Policy Objective VI: Provide guidance for actions to be taken with regards to the direct and indirect threats posed by global climate change on forests and forest dependent people in order to reduce their vulnerability, increase their resilience and adapt to climate change

Principle 3: Administrative decisions regarding the management and utilization of forest resources are most effective when they follow principles of sustainable development and if they are made transparently with inputs from stakeholders, based on best available science, valid technical information and free from political interference in a timely manner.

ACTIVITIES

INCREASE SFM
AWARENESS

- 2.1 *Conduct a series of face-to-face and multi-media activities within KBA adjacent communities to increase awareness and understanding of government and non-government actors in Sustainable Forest Management, promoting present and potential actions, processes, issues and efforts.*
 - 2.1.1 *Prepare information materials, publications, summary reports and visual-aid resources to build awareness of KBA communities on Sustainable Forest Management*
 - 2.1.2 *Clearly define and promote, in simple terms, Sustainable Forest Management and its development process in Belize.*

- 2.1.3 *Conduct regular radio and television programs to discuss Sustainable Forest Management issues and efforts that aim to reduce forest threats, particularly deforestation and forest degradation and increase forest resilience.*
 - 2.1.4 *Host community meetings in KBA adjacent communities to explain SFM development processes.*
 - 2.1.5 *Develop and launch online exhibits to showcase the forestry industry in Belize, work of stakeholders in SFM activities*
 - 2.1.6 *Provide regular and updated information on sustainable timber and non-timber harvesting activities.*
 - 2.1.7 *Educate and advise the public on forest legislations to help promote Sustainable Forest Management issues and efforts.*
 - 2.1.8 *Provide timely information on the intended forest actions for sustainable timber and non-timber harvesting, process and issues on Sustainable Forest Management to the public using diverse tools throughout SFM development processes.*
 - 2.1.9 *Prepare and disseminate information on harvesting regulations for timber and plant species.*
- 2.2 *Conduct visits to various stakeholders to clearly define and identify the roles of diverse forest stakeholders in Sustainable Forest Management in Belize.*
- 2.3 *Facilitate a series of information sessions at range level for key stakeholders (forest resource producers, forest resource users, forest processors), local community leaders and women to improve understanding of the mandate of work and role of Sustainable Forest Management and fire management in building Climate Change resilient communities.*
- 2.4 *Develop appreciation and reward programs in recognition of key stakeholders, youths, women, community residents and media who advocate for forest conservation and SFM as part of our biodiversity protection and as a Climate Change solution.*
- 2.4.1 *Recognize youth groups, businesses and organizations championing and involved in SFM outreach efforts, social media campaigns, community projects and forest conservation actions.*
 - 2.4.2 *Provide communication incentives programs for key stakeholders and the media to educate and promote the efforts of SFM as a Climate Change Solution.*
- 2.5 *Provide opportunities for Sustainable Forest Management beneficiaries (stakeholders, local and indigenous people) to express their thoughts and opinions on forest policies, processes, and practices.*
- 2.5.1 *Promote the voices of community residents, key stakeholders and government personnel through radio, television, and social media to explain how Sustainable Forest Management practices build Climate Change resilience.*
 - 2.5.2 *Develop local radio and television programs for discussions and support of Sustainable Forest Management.*

- 2.6 Promote and highlight the benefits of responsible actions taken by national and local governments, forest stakeholders and local people in building forest resilience.
- 2.6.1 *Increase awareness of multiple sustainable forest solutions and approaches being used by individuals, groups, communities and organizations to reduce deforestations and forest degradation*
- 2.6.1.1 *Promote the existing and potential benefits of sustainable harvesting of Non-timber forest produce*
- 2.6.1.2 *Promote Community Forestry through a feature story and documentary of the process of Community Forestry in Belize.*
- 2.6.1.3 *Promote private landowners investing in agroforestry, silvicultural practices and the integration of trees into farming.*
- 2.6.2 To develop and circulate five positive feature stories of people or organizations involved in SFM activities each year, targeting KBA adjacent communities and the public through radio and television.
- 2.6.2.1 *Create storylines to promote the connection between people and forests, particularly at the community level, using radio and television outlets.*
- 2.6.2.2 *Invite residents and experts on multimedia channels to present different individual, community, businesses, and government actions conducted to promote Sustainable Forest Management.*
- 2.6.2.3 *Profile the work of employees, key stakeholders or credible community residents by featuring their passion and efforts to champion SFM.*
- 2.7 *Develop and utilize small community projects that are designed to influence voluntary behavior towards forest conservation and showcase forms of Sustainable Forest Management efforts.*
- 2.7.1 *Develop and launch Forest volunteer programs for the beautification of schools and all Forest ranges.*
- 2.7.2 *Collaborate with Agriculture Department to conduct community campaigns demonstrating forests direct contribution to agriculture, farmers, food security and nutrition.*
- 2.7.3 *Develop and promote community and school nurseries in support of reforestation efforts.*
- 2.7.4 *Create and launch the Annual Forest Challenge where communities, organizations and teams volunteer to construct and manage school nurseries and conduct replanting exercises as part of reforestation efforts, including riparian forests, in one of the six KBAs.*
- 2.7.5 *Showcase the development and implementation of community-driven pilot projects to demonstrate forms of community involvement in Sustainable Forest Management.*
- 2.7.6 *Highlight Sustainable Forest Management practices used by forest sector stakeholders and local communities through suitable multimedia mechanisms.*

STRATEGIC OBJECTIVE 3: STRENGTHEN COMMUNICATION MECHANISMS

STRATEGIC OBJECTIVE 3. To improve communication mechanisms and processes for government and key stakeholders to enable increased communication, collaboration and participation in SFM compliance, policies, processes, practices and achievements.

TARGETS:

- Increase stakeholders and sectors collaborating and sharing information on SFM from 38% to 60% by 2022.
- Establish a national and three regional productive communication networks to enable increased participation by 2020.

FOREST POLICY & STRATEGY 2015

Strategy 1.73: Enhance inter-agency coordination and multi-stakeholder involvement as a cost-effective measure that addresses fire management for ecosystem sustainability;

Principle 6: All stakeholders collaborate to ensure adequate implementation of policy through their advocacy for consistent and equitable application, transparency and accountability.

Principle 7: The Government of Belize, with the collaboration of all stakeholders, consistently works at ensuring adequate financial and human resources for the implementation of the Forest Policy.

ACTIVITIES

- 3.1 Establish and build the capacity of the Communication Unit with both Communication officer and Education officers to manage and maintain external communication (established under internal communication plan).
 - 3.1.1 Facilitate the establishment of community, district and national forest advisory committees to help modify, update and improve forest management.
 - 3.1.2 Revise co-management agreements and licenses to establish timely and appropriate communication processes and feedback on forest matters in consultation with relevant stakeholders.
 - 3.1.3 Establish user-friendly online data and reporting system for forest stakeholders to access information, share information regarding progress in meeting social and environmental objectives, addressing emerging issues and highlighting key achievements.
 - 3.1.4 Develop an online national stakeholder registry of SFM licensees, Forest Comanagers, leads within KBA adjacent communities, indigenous groups and other interest groups.

- 3.2 Develop an online Information Repository for data storage for secondary data with a client-based data search and recovery capability.
 - 3.2.1 Establish, manage and launch a Forest Hotline with a voice messaging system for reviewing and responding to public concerns and complaints, promoted on signage in active KBA areas, websites, social media and multimedia channels.
- 3.3 Establish an inter-disciplinary team (Community Engagement Team) consisting of a Communication Officer, forest officers, key stakeholders and NAVCO representatives to implement communication strategy.
 - 3.3.1 Prepare a Community Engagement Team guidelines and communication protocols to formalize circular communication processes, articulate forest terms and concepts for diverse audiences, collaborate to develop unified messages, coordinate on outreach initiatives, standardize reporting systems, and monitor communication activities to recommend improvement of communication strategies on forest matters.
 - 3.3.2 Organize and conduct training of Community Engagement Teams and other relevant stakeholders in the communication protocols and process techniques for engagement of local communities.
- 3.4 Strengthen the capacity and coordination of key stakeholders and the local and national advisory committees to communicate, advocate and increase community involvement in forest matters, development programs and projects for sustainable forestry and forest fire management programs and projects;
 - 3.4.1 *Prepare training plans and training schedules in consultation with key stakeholders.*
 - 3.4.2 *Coordinate and conduct trainings for community leaders and relevant forest stakeholders to improve their knowledge and understanding of Sustainable Forest Management processes, procedures, standards, policies and practices*
 - 3.4.2.1 *Conduct trainings for relevant inter-government agencies to understand the mandate and their role in Sustainable Forest Management in Belize.*
 - 3.4.2.2 *Conduct trainings for forest workers and forest-dependents personnel on sustainable harvesting techniques.*
 - 3.4.2.3 *Conduct a series on trainings for law enforcement, community leaders, media personnel, relevant stakeholders and government officials to increase understanding of the forest legislations and SFM compliance requirements.*
 - 3.4.2.4 *Conduct trainings for forest-dependent individual, including women and youths to educate and discuss their significant role in forest management, learn about agroforestry practices and integration of trees in farming systems.*
 - 3.4.2.5 *Conduct trainings of government and relevant stakeholders to support a fire programme development and implementation*

- 3.5 Identify and acquire resources to enhance the capability of the Forest department to implement the Communication Strategy.
 - 3.5.1 Provide resources needed for Communication Unit to manage external communication
 - 3.5.2 *Prepare and submit proposals to donor agencies for funding of forest communication strategy and plans*
 - 3.5.3 *Embed cost-effective and appropriate communication components in all projects and programs*
 - 3.5.4 *Acquire and allocate funding to support local communities and relevant stakeholders in social mobilization efforts and outreach activities that meet communication objectives.*

STRATEGIC OBJECTIVE 4: INCREASE STAKEHOLDER ENGAGEMENT OPPORTUNITIES

STRATEGIC OBJECTIVE 4. To increase opportunities for the participation of local and indigenous communities and key stakeholders in Sustainable Forest Management development processes.

TARGETS:

- Increase the percentage of external stakeholders involved in Sustainable Forest Management development processes from 15% to 50% by 2022.

FOREST POLICY & STRATEGY 2015

Policy Objective II: Encourage the participation of all stakeholders in the planning and decision-making process for effective protection, security, management and development of the forest resources;

Forest Principle 2: All citizens have the right to enjoy the sustained benefits of well-managed forest resources and services of Belize and the concomitant responsibility to ensure that such natural resources are properly protected, effectively managed and used sustainably.

Forest Principle 8: The active participation of women and men, young people and the elderly, and vulnerable or disadvantaged groups should be integrated into forest sector development.

ACTIVITIES:

- 4.1 Determine and develop public participation policies, processes and practices for KBAs in consultation with key stakeholders with a view to encourage and integrate public concerns in the sustainable management of Belize’s forests.
 - 4.1.1 Develop a public participation strategy that articulates the processes and procedures to guide the Forest Department and other stakeholders in Sustainable Forest Management planning, implementation and monitoring.
 - 4.1.2 Seek validation of Public Participation Strategy and community engagement processes in Sustainable Forest Management development and improvement.
 - 4.1.3 Acquire government endorsement of Public Participation Strategy
 - 4.1.4 Launch and socialize the Public Participation Strategy with relevant stakeholders, local community leaders, and government. Educate the public on the public participation processes in Sustainable Forest Management using multiple traditional and multimedia channels.

- 4.2 *Provide regular and consistent opportunities for Sustainable Forest Management beneficiaries (stakeholders, local and indigenous people) to dialogue and give feedback to help shape Sustainable Forest Management efforts.*
 - 4.2.1 Organize and conduct annual AGM meeting for SFM stakeholders to discuss operational plans, procedures and compliance requirements.
 - 4.2.2 Organize and host community engagement meetings for six KBAs, where local and indigenous community leaders, forest sector stakeholders and Forest Department can to review and express their thoughts and opinions of SFM plans and compliance with forest laws, regulations, policies, standards and other requirements.
 - 4.2.3 *Organize and conduct joint community dialogues with local and indigenous community leaders to present and discuss current forest trends and SFM policies, processes, and practices.*
 - 4.2.4 Conduct biennial Forest Resilience Conference with key stakeholders, academia, community leaders and government and media to review forest conservation efforts in Belize.
 - 4.2.5 foster meaningful dialogue with Indigenous communities to identify and achieve a more equal participation in forest management planning based on public participation strategy.

- 4.3 Coordinate and collaborating on meetings and conferences between Forest Department and key stakeholder to provide input on the following forest management actions:
 - 4.3.1 Revision of the Forest Act and its implication on forest sector and forest-dependent people.
 - 4.3.2 Development of Sustainable Forest Management standards and system
 - 4.3.3 Promote eco-labelling, certification and sustainable measures for forest supply-chain actors.
 - 4.3.4 Develop and promote guidelines for management of Riverine forests.
 - 4.3.5 Develop a national integrated financing strategy for forest management in Belize,
 - 4.3.6 Promoting land usage and planning and the development of agroforestry in forests areas.
 - 4.3.6.1 Discuss incentives to encourage private investments in sustainably managed public and private forestry.
 - 4.3.7 Develop framework for carbon sequestration and credits to encourage reduction in deforestation.
 - 4.3.7.1 Articulate a clear legal framework for the incorporation of carbon rights and greater investment in forest conservation by way of REDD+ and other similar mechanisms.
 - 4.3.7.2 Identify policies, governance conditions and payment mechanisms that lead to effective implementation of REDD mechanisms.

EXTERNAL AUDIENCES

This section outlines the array of existing and future communication channels that the Forest Department will use to engage internal and external stakeholders. The tools are dependent on stakeholders' communication needs, content, nature, and cultural and time-sensitivity of the information. Notably, this list is representative but not exhaustive of the available communication resources.

Academia	<ul style="list-style-type: none"> ❖ Workshops ❖ Conferences ❖ Website ❖ Social Media ❖ Publications ❖ Reports
Community Leaders	<ul style="list-style-type: none"> ❖ NAVCO/DAVCO meetings ❖ Community Meetings ❖ Workshops ❖ Trainings ❖ Face-to-Face meetings ❖ Interviews
Forest Sector Stakeholders	<ul style="list-style-type: none"> ❖ Community Meetings ❖ Special Meetings
Farmers, commercial timber companies, private land-owners)	<ul style="list-style-type: none"> ❖ Conferences ❖ Website ❖ Emails ❖ Reports ❖ Social Media ❖ Newsletters ❖ Demonstrations
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Forest Sector Stakeholders	<ul style="list-style-type: none"> ❖ Community Meetings ❖ Face-to-Face meetings
Forest Resource Processors (charcoal makers, saw-mills, artisans, traders)	<ul style="list-style-type: none"> ❖ Special Meetings ❖ Conferences ❖ Phone (Calls & SMS) ❖ Letters ❖ Emails ❖ Demonstrations
<hr/>	
Forest Sector Stakeholders	<ul style="list-style-type: none"> ❖ Community Meetings ❖ Conferences
Forest Producers (commercial consumers, forest-dependent households)	<ul style="list-style-type: none"> ❖ Phone (Calls & SMS) ❖ Letters ❖ Demonstrations ❖ Trainings ❖ Local Events & Presentations ❖ Community theatres
<hr/>	

Inter-government agencies	<ul style="list-style-type: none"> ❖ Website ❖ Social Media ❖ Technical Workshops ❖ Meetings ❖ Conferences ❖ Trainings ❖ Publications ❖ Reports ❖ Newsletters
Media	<ul style="list-style-type: none"> ❖ Trainings ❖ Workshops ❖ Familiarizations Tours ❖ Media Briefings ❖ Fire Watch partnerships ❖ Media Award Program ❖ Media Invites
Forest Non-Government Organizations & Community Based Organization	<ul style="list-style-type: none"> ❖ Websites ❖ Social Media ❖ Emails ❖ E-Newsletters ❖ Meetings ❖ Briefings ❖ Workshops ❖ Trainings ❖ Conferences ❖ Video Chats ❖ Reports ❖ Annual General Meeting
Local and Indigenous people, Rural communities	<ul style="list-style-type: none"> ❖ Community dialogues ❖ Traditional entertainment ❖ Face to Face interaction forums, e.g. workshops, trainings, demos ❖ Media entertainment, e.g. folk stories, folk music, drama and play ❖ Information displays and service centers ❖ Storyboards and testimonials

School Communities (Teachers, Education Administration, Students, Parents)	<ul style="list-style-type: none"> ❖ Community Radio programs, morning talk shows, discussion programmes, jingles, radio features using rural and ❖ community FM stations ❖ Local festivals Traditional and other social events ❖ Marketplaces ❖ Peer to-peer information exchange ❖ Organized Events and direct dialogue ❖ Community education ❖ School-based competitions ❖ Loud speaker for special announcement ❖ Visual materials-posters and videos
	<ul style="list-style-type: none"> ❖ Education Curriculum ❖ Teacher Trainings ❖ Teaching Resources Toolkit ❖ School visits ❖ Guest Appearances ❖ Mascot ❖ Competitions ❖ Games ❖ Field Trips ❖ Interactive online games ❖ Board Games ❖ Information Resources
Urban Residents	<hr/> <ul style="list-style-type: none"> ❖ Radio Talk-Shows ❖ Infomercials ❖ Television Programs ❖ Press Releases ❖ Billboards ❖ Social Media ❖ School-based Competition ❖ Organized events =, e.g. Seminars, Conferences ❖ Collateral Materials <hr/>

COMMUNICATION TOOLS

The Communication Strategy is aimed at improving information flow between government and stakeholders, increase awareness and engage external stakeholder in SFM development processes. The approaches listed were recommended by both internal and external stakeholders as the more appropriate tools and activities to inform and engage the wider community. Majority of the communication activities form part of the large goal of the Forest Department to increase public participation in SFM and FFM.

Within the Forest Department, a Communication Unit will be established, managed by a Communication Coordinator and supported by two technical Information Officers and volunteers. The unit will manage and direct forest information internally, share relevant and timely information, coordinate and communication with key stakeholders, act as national communication advisory on forest-related issues, design and implement forest education programs and develop and implement communication campaigns on SFM and FFM. This Communication unit is to facilitate the communication of complex messages to diverse audiences, respecting and reflecting the diverse nature of the government and external stakeholder organizations promoting Sustainable Forest Management.

INCREASE AWARENESS OF FORESTS ISSUES & THREATS

Forest For Life Campaign

1/

Forest for Life Campaigns: This is an ambitious youth-driven campaign to increase awareness among youths and encourage their participation in forest conservation efforts in their areas. Young people, who are becoming disconnected from forest issues, will hear and see other young people promoting forests as integral for their future.

- The campaign consists of establishing rural youth groups, developing radio and television infomercials, and organizing various youth-driven activities that educate the public on the importance of forests.
- It aims to influence greater support for smart forest use and forest conservation.
- *It promotes youth conservation leadership and the mobilization of young people to become champions of forests.*
- *It develops interactive programs that allow young people to learn and experience forests.*
- *Encourages young people to commit to becoming life-long leaders in forest conservation efforts in their communities.*

2/ Forest for Life Audio-Visual Contents. These audio-visual contents developed to be used for radio, television, and print media.

- These should be attractive but informative materials to educate the public about forest issues. Colorful and emotive online banners and short fun fact sheets can help to easily report on forest management activities.
- It includes sharing public notices of consultation meetings results and outcomes. The public service notices will be posted in both English and Spanish languages.
- Although written materials are less preferred, there is still a need to provide printed materials to build credibility and trust. The most preferred printed materials are exercise books, brochures and posters.
- Invitation letters to local and indigenous leaders, agencies and stakeholders will be used to inform about meetings and communicate additional information. Information materials should be available online and at the Forest Department offices and target specific audiences.

3/ Piloting Forest Education Curriculum & Tool Kit: A forest education curriculum can guide Forest Department staff, key partners, and facilitate high school and primary school teachers in educating young people about the value of forests, forest fire prevention and sustainable forest practices. This can be daunting but worthwhile undertaking.

- Developing the forest education curriculum could involve building relationship with teachers to formulate syllabus and lesson plans for primary and secondary level students. It is an opportunity to have teachers engage in the development of a forest curriculum that could be piloted in schools in rural communities.
- Key topics must be based on the pedagogical level and should look at meeting specific learning objectives within a given time frame.
- In addition, diverse learning strategies, such as cooperative learning, experiential learning and inquiry-based strategies, could be employed to engage students in learning about forests, protected areas, SFM, biodiversity, Climate Change and forest fires. Resources such as videos, audio books, e-books, forest clubs, incentive programs, school competitions, and fire prevention week can also help to facilitate curriculum delivery.

4/ Intensify Media Outreach and engagement: Media coverage for forest-related issues have increased over the last year but there is still need for greater media engagement in SFM. This can reduce the number of inaccurate reporting and facilitate the media in promoting forests as part of the Climate Change solutions.

- Develop list of core journalists and media contacts willing to report regularly on forests issues.
- There is need to maximize reporting on milestone achievements for SFM.
- More regular forest and people oriented stories (human-interests) can prompt media interests and coverage.
- To build credibility, the Forest Department needs to provide accurate statistical data to support information. This can help to build credibility with the media and the public.
- media relations can be strengthened through the FD Communication Unit.
- Engagement with the media can be facilitated through press releases, press conferences, press briefings, expert interviews, and other activities.
- Media trainings and familiarization tours of protected areas and other site visits is also a valuable opportunity to improve media reporting on forest issues.
- Conduct briefings with news media to make them aware of the benefits of the prescribed burn as well as the risk. Invite local morning television talk shows, weather forecasters, or radio drive-time shows to conduct an on-air interview with a representative of the entity about a forest fires technique and the benefits. Suggest the location of the planned burn to show viewers the need. When sufficient time has passed to begin to see noticeable effects from the prescribed burn, encourage media to do follow-up stories about the benefits.
- Provide background information and online resources.

5/ Develop and Manage Selected Social media platforms— Social media has rapidly become the preferred mode of communication in some communities and specifically for young people. The goal is to use social-media to connect with those parties that use this as their only source of outside news.

- There are multiple platforms, such as Facebook, Twitter, Snapchat, and YouTube.
- Target platforms and tailor information for different age demographics. For instance, Facebook is highly used by people between ages 25 and 45 years old.
- The Forest Department will need to engage and use other platforms if it intends to expand its social media demographics.

6/ **National Forest E-Magazine:** The magazine will be published on the Forest Department Website.

- It will target interest groups, SFM licensees, forest workers and government agencies but could eventually expand to other private sector groups and the public.
- The E-magazine can also carry advertising of local forest products and carry feature stories on residents volunteering as fire-fighters. The online magazine should contain an editorial, event calendar, partners' featured articles and infographics on SFM.
- It should support the outreach efforts by featuring the achievements and outcomes of SFM.

7/ **Develop and distribute public promotional items:** Design and distribute, as appropriate, resourceful promotional materials to promote key messages.

- Print materials have become less effective and are often thrown away, but promotional items are considered more worthwhile tangible products, such as t-shirts, water bottles, exercise books, tote bags, pencils, pens, rags, caps, umbrellas, and containers. These are less likely to be thrown away.
- They become difficult to miss and often generate a form of brand awareness.
- They attract people to learn more about forests, serving as giveaways and 'thank you' for participation.

PROMOTE SFM BENEFITS & OPPORTUNITIES

1|

Radio and TV interviews – Conducted by local or regional radio or TV stations, the intent is to inform the public about SFM and FFM goals and actions.

- It is an opportunity to highlight forests issues and threats and encourage specific positive behaviors to address these issues.
- These interviews can also highlight milestones and upcoming events, e.g. Forest Fire Prevention week, Forest Day, Opening of Logging Season, and specific game hunting seasons, legislation review and project implementation.
- These interviews can be conducted in both English and Spanish depending on target populations.
- Collaborative interviews with Forest Department managers and partners can help to provide cohesive messages but different approaches at national and local levels.
- The interviews need to be simplified and tailored for audiences to easily understand. Therefore, soundbits need to be developed prior to interviews.
- The goal is to remain timely and pertinent with news that the public wants to hear.

2|

Traditional & Technical Forest Knowledge Exchange: Although a link between indigenous or local knowledge and Sustainable Forest Management is recognized, there is minimal exchanges on technical and traditional knowledge.

- There is a need to facilitate more opportunities for dialogue and exchanges.
- It is important to highlight indigenous people specific contributions to biodiversity conservation and their present SFM.
- Indigenous peoples and local communities are also recognizing the value of technical knowledge to identify risk and vulnerability and monitoring strategies. It is hoped that over the next few years, both indigenous and technical or scientific groups can work together to share ideas and make informed decisions in SFM efforts.
- A special forum could facilitate discussions and build a bridge between technical and traditional knowledge of SFM.

3|

Demonstrations of SFM Best Practices: Existing communication approaches often provide information, hoping that this will change behavior but it has proven to be ineffective.

- A behavioral change approach will be to engage village leaders in land-use management planning and determining by-laws or actions that can enable forest fire management at the local level. This enables village leaders to become more involved in discussing forest management issues at a community level.
- Community-driven projects can serve as models of conservation practices and demonstrate the commitment of people to better manage forested areas.
- Another approach is to conduct peer-teaching for farmers to share their knowledge with other farmers. Farmers exercising certain SFM best practices can demonstrate how this can be adopted to other local farmers.
- Women and children can gain a better appreciation for forests, if they are directly engaged in specific community projects, field trips, nurseries, beautification and tree-planting projects.
- Skill-based trainings for government personnel, forest stakeholders, community leaders, farmers and teachers can also help to strengthen their understanding of SFM. These trainings include field trips, familiarization tours, fire-wise demonstrations, community driven-projects and other such activities.
- These activities should be video documented and used for feature audio-visual presentations.

4|

Local Voices: When presenting forest-related issues, personalizing messages are far more effective than non-personalized or technical messages. The views of all our stakeholders are critical. Although surveys, focus groups and consultation meetings are obvious ways to involve stakeholders, there are other methods that can allow others to hear voices that are otherwise silent. This involves five major groups: young people, villagers, women, co-managers and Forest Department employees.

- Stakeholders will share their views with other audiences and groups via multimedia channels. Using storyline techniques, interviewees can share their knowledge and experiences on Sustainable Forest Management and forest fire management. This can be a powerful way to carry messages.

- Local voices have often been ignored on forest issues but by allowing them to speak on these forest resources opportunities and forest solutions, they can become ambassadors of forests for their community.
- Video/audio interviews with villagers or guest talk show appearance can help to highlight issues and showcase the work of local communities.
- The voices of women are the least heard when it relates to forests. They are willing to share their experiences on the value of forests to them and how they participate in SFM.
- SFM licensees and NGOs should be featured to help people understand their role and responsibilities in SFM.
- Finally, the employees of both co-managers and the Forest Department have been silent about their heroic efforts. Their voices can serve to present the humanize certain issues and the work of key agencies and interest groups.

5|

Community theatres: Where appropriate, establish monthly community theatres, with the aid of local leaders, where audio/visual contents can be displayed.

- It will highlight the potential opportunities of SFM and showcase the rewards when local or indigenous communities, civil society, and private sectors embrace or adopt socially responsible SFM practices.
- These presentations can be included as part of community meetings or community events.
- Community theatres should present local voices and showcase community-driven actions and their results. It must also seek to present gender-sensitive issues associated with SFM.

STRENGTHENING COMMUNICATION MECHANISMS

1| Establish Communication Protocols: This is necessary for communication of national and regional committees. It should also include the development of crisis or risk communication for Forest Fire Management. This is necessary to lessen the negative impacts of crisis events.

2| Forest Department Website – The Forest Department website is presently under reconstruction. The goal is to update the website to feature more people and forest oriented stories and keep information current. The website will serve as an information repository and source for SFM and FFM information.

- When active, the website will dedicate a webpage for public participation process, scheduled community engagement events, draft and finalized Forest Plans and opportunities for collaboration. This will need to be routinely updated by the Communication Unit, providing meeting summaries, schedule, and other relevant information.
- Additionally, the Forest webpage will also provide link to storylines and interviews with local voices who are willing to share their views and concerns.
- The website must be linked to social media platforms to encourage more traffic.
- There is a need to develop the capabilities of the website to not only provide written texts, but also graphics, infographics, charts, maps, videos, and audio files with the public.
- A unique feature to be included is an online survey, which will allow tracking of visitors and their level of satisfaction with the online information.

3| Forest Public Education Officers: Forest Public Education Officer should be assigned to educate local communities in each district about SFM and FFM.

- Their main responsibilities will include educating students about forest fire causes, risks and what is being done to address forest fires.
- They will need to ensure that consideration is given to the social context and use cultural sensitive messages.
- These persons will also need to keep local stakeholders updated about SFM and FFM efforts in their area.
- They may need to build their communication skills, including interpersonal and public speaking skills.

4| Forest for Life Teams: The Forest Department and its partners do not have the capacity to maintain communication with more than 194 rural communities and some 9 urban areas. Keeping these communities engaged and informed about forests is important however. Volunteers can assist in this regard. Forest for Life volunteers can be teachers, local leaders, existing environmental groups and other community volunteers who are willing to help educate and inform on forest-related issues.

- These volunteers will identify outreach opportunities, establish linkages with key stakeholder groups in their area and help to represent the community on forest issues at local and regional meetings, conferences and via media programs.
- The Forest for Life volunteers will be supported with trainings, resources and serve as part of the community consultative committee.

5| Emails – Email will be used for notification of workshops, meetings and general stakeholder contact or for electronic version of newsletters. The ANF will develop a comprehensive public email data base that will be perpetually updated to keep people informed on the latest plan revision happenings. This method of communication is ideal to target the segment of the population that stepped forward and requested to receive information, so they can be involved and informed.

6| Forest Hotline– There is a growing use of mobile phones in many rural communities. Partners and the public have expressed a need to contact the department regarding forest-related concerns whenever they occur. A Forest Hotline will need to be established to support efforts. This option proves far more effective since emails and internet access are somewhat difficult and inaccessible in many rural communities.

- A mobile cellular number can be used to communicate and respond to concerned calls and text messages.
- It can be used to send mass SMS reminders and announcements.
- This can be used as an informal method to contact community leaders and remind them of upcoming meetings and events.

7

SFM Working Groups or Forest Advisory Committees: Indigenous

People and local communities have both a right and responsibility to participate in forest management.

- There is need to establish local, regional and National Forest Advisory Committees (including National Forest Fire Working Group and Regional Forest Fire Management Committees) to ensure that people are being consulted and remain engaged.
- The goal is to increase participation and foster a sense of ownership and responsibility to better manage forest resources through public participation activities.
- The committees will consist of key stakeholder representation.
- The initial phase involves establishing a national working group, which will be tasked to identify goals, methods, resources, management and monitoring of SFM development processes.

8

Community-Based Fire Management Teams³: This is an effective fire

management approach being adopted by the Forest Department. Since many communities often use fires as a traditional form of livelihood activities, such as farming, hunting, land clearing, improving pastures and managing non-timber forest produce, it is important that they have a stake in fire management issues. Studies have proven that when local people directly engaged in designing their own strategies to prevent, control and utilize fires, they benefit by reducing threats, improving and securing life and livelihoods.

- This approach recognize that people depend on fires and engage local people in the process of development, implementation and monitoring of fire management strategies.
- Local communities receive government support in analysis of fire problem, technical capacity development, regulatory framework or logistical assistance.
- Community volunteers join the Forest Department in fire management across public and private lands.
- Volunteer members will form part of the association of Community Volunteer Forest Fire Brigades.
- Apart from developing operational plans, communication protocols for these teams are necessary.
- Volunteers will need to be trained in forest fire management at different stages, including forest fire risk communication.

³ The term community-based fire management (CBFiM) was coined by Sameer Karki at the Regional Community Forestry Training Centre (RECOFTC) in Bangkok in 2000.

9| Stakeholder online surveys – A diverse representative group of stakeholders can participate in SFM via online surveys.

- The survey which requires more than a hundred participants can be easily conducted via online surveys, which can generate faster results and is less costly.
- It is convenient and allows participants to respond to questions in their own time and at their own rate.
- The Forest Department will be able to conduct issue assessments ahead of convening a group of stakeholders for workshops or events.

10| Annual Forest Resilience Conference: This can provide a forum for local community leaders, different interest groups and private sector groups to learn about each other's goals, attitudes and concerns.

- They can also provide the agency with valuable insights into public values.
- The public and media can learn about many diverse viewpoints.
- Using a moderator, the conference will include guided discussions.
- Since an annual seminar should be established, ensure that sufficient notice is given and that the date is established annually.
- Topics are selected based on stakeholders' recommendations.
- Speakers would need to submit outline of their presentations a month prior to the conference.
- Let the public know about how the information obtained from the seminars will be used.

INCREASE PUBLIC PARTICIPATION

1

Public Participation Strategy – The public participation strategy is a communication tool to guide the Forest Department and its key stakeholders in increasing public participation in Sustainable Forest Management.

- It must define public participation and articulate the guidelines, processes and methods of community engagement for the revision of forest plans.
- It identifies specific phases in the public participation process and outlines specific approaches and timeframe for various activities.
- It will be made available the Forest Department Website for people to be aware of the process and determine which part of the process fits their interest.
- **Joint Community Dialogue:** Too often past approaches were ‘top-down’ approaches that did not allow communities to share their concerns or for government to get and give feedback.
- During these meetings, attendees have opportunities to ask questions, provide input and express concerns about issues that affect them.
- They would like to gain deeper insight into alternative practices, understand more about SFM and discuss forest opportunities.
- Community residents can offer helpful recommendations to address environmental concerns and help to trigger discussions on what people could realistically and collectively achieve at their level.
- The Forest Department and stakeholders will collaborate to use a combination of informative, inquiry, and consent building facilitation techniques in the first phases and collaboration techniques during the development phase. The monitoring phase will use a combination of engagement strategies to best fit the need.
- The Free, Prior and Informed Consent principle must be adhered to in these instances.
- **Co-hosted or joint** meetings on forest issues can be coordinated between the Forest Department and local community leaders, the department and other government agencies, or the department and non-government agencies.
- The discussion should be as it relates to Forest management or addressing the needs of a target group interest or concern pertaining to forest-related matters.

2|

Partnership Agreements: Dialogue can help to form understanding but it is hardly established strong relationships. By forging partnerships in forest activities, it can help to promote stakeholders' sense of responsibility, build social capital, and maintain relationships between government employees and community.

- Although these partnerships could be informal, they are more effective if they are formal agreements made between communities and government agencies and must be seen as providing benefits for both parties.

3|

SFM Briefings: The Forest Department has opportunities to present information to staff and various stakeholder groups.

- Using standardized information media and print packages, it can encourage managers at different district level to conduct information briefings with other stakeholders in their district about twice for the year.
- Training of OICs to communicate SFM matters is necessary to build their confidence and competence to respond to questions and concerns.
- SFM Briefings should be held at each Range level and allows key stakeholders to address concerns at that level.
- It provides a way for everyone to contribute, no matter how large the group.
- These SFM Briefings can also be held at NAVCO.DAVCO Meetings, Co-operatives, Association Meetings, CBOs/NGOs meetings, Educational Institutions, Town/City Council Meetings, Tourism Association Meetings, Lion's Club Meetings, Rotary Club Meetings, Government Agencies meetings and conferences, Technical Advisory Committee meetings, and other Working Group meetings, etc.



CHAPTER 6

MESSAGES

MESSAGES

Messages are the cornerstone of this communication strategy, setting consistent, compelling messages for use in all proactive and reactive communications. The messages selected were chosen for two primary purposes: to be informative and to be actionable where appropriate. As a result, they don't just educate but they also motivate the audiences to act on what they have learnt. The messages repeatedly ask the audiences to become informed and be supportive of agencies' and stakeholders involved in sustainably managing our forests.

These key messages are general concepts that government agencies and other stakeholders are encouraged to incorporate into their discussions, print materials, and other resources used in communication, education, information, and prevention efforts. As umbrella statements, they include additional supporting points and examples for context but can be changed and modified depending on the audience and context. The supporting points provide details of the key messages and enable communicators to further explain the roles of forest for biodiversity, forest –friendly actions to combat Climate Change, prevent biodiversity loss, enforce forest regulations, increase public participation, and promote Sustainable Forest Management.

To increase awareness and information among KBA adjacent communities' residents on the importance of forests, and the national and local actions that contribute to forest conservation, Sustainable Forest Management and enhancement of forest carbon stocks.

ENVIRONMENTAL VALUE

Life would be impossible without forests.

Care for our Forests!

Forests absorb Carbon Dioxide CO₂ (a greenhouse gas) and in return, it gives us Oxygen. Forest create climate, climate influence and impact on people. Forests balance our climate, sequester carbon, help regulate water our cycle and provide us with vital oxygen. A single tree produces approximately 260 pounds of oxygen per year. That means two mature trees can supply enough oxygen annually to support a family of four!

Forest are more than trees. They are home to 80% of our biodiversity. Our forest is teeming with rare threatened and endangered species, such as the Macaw Parrots, Spider Monkeys, Howler Monkeys, and Jaguars, depend on healthy forest ecosystems to survive.

Living forests are an important part of our climate. Trees absorb carbon dioxide for hundreds or even thousands of years. Growing trees soak up CO₂ from the atmosphere and store it in their trunks, roots, leaves, and forest soils. Belize has 169 million metric tons of carbon stocks in living forest biomass (9).

Forest reduce impacts of flooding and natural disasters.

Forests are our allies, providing massive tree root systems that help the absorb heavy rains, brace the entire ecosystem's foundation against erosion, and reduce flooding and property damage especially in low-lying areas. Deforestation increases

the impacts of flooding and can trigger life-threatening problems like landslides.

ECONOMIC VALUE

Forest are important for our national and local economy.

Forest provides us with wood for furniture, lumber, firewood and other products. Several companies and local communities are sustainably harvesting timber for local use and export, generating revenue and managing forests for our future. Belize's 17 public Forest Reserves and few private owned forests are under Sustainable Forest Management, contributing about Bz\$30 million to Belize's economy. Illegal logging robs us of our economic and ecological potential for development. In total, about 30 percent of the world's forests are used for production of wood and non-wood products (such as food, resins, medicines, etc.).

Forests are both beauty and benefits. People depend on

Forests for their livelihood. *Everything we need to survive originates from forests: Air, Water, Food, Shelter & Energy.* Forests are a source of food, shelter, medicine, water, fodder, rattan, and soil protection for our people. In Belize about 1 of 3 persons directly depend on forest for their living, almost 130,000 people or 37,000 households. They are legally and sustainably managing forests not just for their benefit but to secure life for themselves and their children in the future. Forests are also an indispensable part of our natural-resource based economy, providing resources, income and employment for forestry, tourism and agriculture sectors.

SOCIAL VALUE

Forest provide beauty, enjoyment & recreation. Belize's protected areas are set aside for present and future generation to benefit and enjoy. Trees and forests are sources of human enjoyment and give people a feeling of peace and tranquility and a source of spiritual renewal. These protected areas allow camping, hiking, outdoor sports, and bird-watching, and other recreation, tourism, and educational activities.

Forest for life! Forests are our children's inheritance.

Sustainable Forest Management allows us to benefit from forest now but leave more for our children tomorrow.

KEY BIODIVERSITY AREAS

Key Biodiversity Areas (KBAs) are natural habitats of high conservation value. They are home to plant and animal species that provide important benefits to Belize's many local and

indigenous communities. These are national protected areas that are of global importance.

There are six KBAs: Freshwater Creek Forest Reserve, Spanish Creek Wildlife Sanctuary, Vaca Forest Reserve, Chiquibul National Park, Columbia River Forest Reserve and Maya Mountain Forest Reserve.

KBAs provide opportunities:

- **Opportunity for Biodiversity Conservation:** They reduce and prevent risks of biodiversity loss and they identify **opportunity for biodiversity conservation.**
- **Opportunity for local and indigenous community involvement:** KBAs provide opportunities for local and indigenous communities to become involved in sustainable use, management and protection of these areas.

To increase awareness and understanding of stakeholders and local communities about Sustainable Forest Management as a social, economic and environmental solution to build forest resilience.

THREATS

Deforestation threatens the livelihoods of local and indigenous communities. Deforestation can have major negative impact on our people and environment by lowering communities' capacity to withstand and recover from disasters. It increases the risks of experiencing more frequent and intense disasters. It is one of main drivers of Climate Change. Deforestation is the total destruction of forests habitats, mainly by clear-cut logging operations, small and large scale agricultural expansion, urbanization and development. While land use is important for development, *Belize's forest cover has declined to 59% mainly due to deforestation in the name of development. Indigenous people and rural communities' dependence on forests make them especially vulnerable to deforestation and Climate Change.*

Forest Degradation are activities that reduce or destroy the quality of forest ecosystems. It is the result of over-harvesting, forest fires, over-grazing, pollution, pest and diseases, global warming and fragmentation.

Forest fires impact our people, economy and environment.

Forest fires can be natural, used to manage forests from time to time and caused by poor human actions. Increased forest fires have devastating impacts on people, forests, wildlife, and our economy.

Forest Fragmentation is breaking up large forests into smaller patches, which disrupts healthy forest ecosystems.

Pest or disease outbreak can destroy our forests biodiversity. *Outbreaks of diseases and pest attacks trees and damage vegetation of forests, which leads to loss of biodiversity and forest features.* Healthy trees are better at resisting insects and diseases.

Global warming has local impacts; Extreme climate changes can degrade forest. Prolonged droughts and dry conditions reduce the tree cover and dry out water bodies running through them. They force many animals to migrate and reduce the quality of forests ecosystems. *The forest plays an important role in tackling global warming. We need to conscientiously work towards conserving and wisely or sustainably using our forests.*

Pollution can destroy forests. Land pollution can destroy forest regions, making it difficult for the survival of trees, vegetation, and animal species. It even interferes with the animals' interactive food chains because the chemicals contaminate plants and waters which are consumed by the animals.

Climate Change is increasing frequency and intensity of Climate hazards. Destroying the forests only leads to more CO₂ in the atmosphere, increasing greenhouse gas emissions (GHG) that alters the climate of our region. We are facing more and more intense natural disasters that have costed lives and devastated families, farms, resources and our wildlife. It's not too late to make the right choices protect our future by wisely managing our forests.

SOLUTIONS

Forest builds our Climate Change Resilience. The sustainable management of our forests is our most efficient and cost-effective response to climate change.

Building Climate Change resilience presents us with unique opportunities for inclusiveness in forest management policies and practices that reduce the impacts of Climate Change.

- ❖ Reduce forest loss.
- ❖ Ensures trees are replanted and retained for maintaining adequate nutrient cycling and soil protection.
- ❖ Ensures community-driven programs for forest fire reduction, readiness, and response.
- ❖ **More Firewise People: Preparing, Preventing and Protecting:** Ensure forest fire prevention, suppression, and management
- ❖ Ensures that we Monitor for early detection and removal of invasive plant species.
- ❖ Manage forest landscape by using silviculture techniques.
- ❖ Increase forest cover in riparian areas and forests adjacent to riparian areas and wetlands to maintain wildlife corridors, and mitigate flooding impacts.

- ❖ Monitor timber and non-timber harvests and operations to protect soil, water, wildlife, ecosystems and infrastructure
- ❖ Use low-impact harvesting techniques
- ❖ Work with the agricultural communities to enhance forest management efforts.
- ❖ Work with communities to conserve uncommon forest communities and maintain connectivity.

To improve communication mechanisms and processes for government and key stakeholders to enable increased communication, collaboration and participation in SFM compliance, policies, processes, practices and achievements.

We can't protect forests on our own. We need a powerful forest alliance – government, businesses, indigenous people, local communities and NGOs working together to sustainably manage Belize's forests.

SFM is an opportunity to increase transparency of forestry operations, enhance stakeholder participation, and boost interest in forest conservation and SFM at the community level. Moreover, people begin to comprehend and value the forests differently, which can be categorized based on access to livelihood necessities, economic security, cultural and social identity and quality of life.

Governments, businesses, communities and individuals must come together to secure the future of our forests for present and future generations.

To increase opportunities for the participation of local and indigenous communities and key stakeholders in Sustainable Forest Management development processes.

Wisely Managing Forest increases benefits for local communities. SFM increases public involvement in determining how best to manage forests for now and the future. It promotes community-driven forest initiatives that allow communities to benefit and protect forests. REDD+ provides financial incentives, for both local communities and national governments, to conserve and restore forests.





Together we can stop our forests from being degraded. Let's practice and promote sustainable or legal forest harvesting methods.

Imagine Belize without forests. Each year, Belize lose about 40,000 acres of forests. We can change this by promoting sustainable agriculture or smart agriculture and sustainable forestry or only legal use of our forests.

Support your local Forest NGOs efforts to better manage forests. Volunteer to help, spread the word and engage in forest-friendly practices.

Take Climate Action now! Partner with us to reduce forest loss, restore forest areas, promote Sustainable Forest Management and sustainable agriculture.

TREES for the Sustainable Forest Management concept:






-  **Teach** others about the importance of forests and how we can wisely use forests.
-  **Restore** damaged forests by replanting more trees.
-  **Encourage** legal use and wise forest management practices.
-  **Establish** protect areas for wildlife.

TAGLINES

AWARENESS MESSAGES:













-  Forest are more than trees.
-  Imagine Belize without our forests.
-  Forests biodiversity: our rich and colourful variety of life!
-  Forest feeds and shelters us.
-  Living forests are vital for our water and climate.
-  Forest reduce impacts of flooding and natural disasters.
-  Everything we need originates from forests.
-  Forest for Life!
-  Forest- our life investment, our children's inheritance.
-  Forests gives us both beauty and benefits!
-  Forest is our source of life and livelihood.
-  Forests are vital safety-net for our local and indigenous people.
-  Forest loss impacts all of us
-  Forest builds our resilience to Climate Change

BEHAVIOURAL MESSAGES

-  Care for our forests.
-  Join the many of us buying only legal and responsible harvested forest goods.
-  Take less, leave more, and manage forests.
-  Join the thousands – buy only legal and responsibly harvested products.
-  From our local forests to our homes; our timber products can be legally and responsibly harvested

-  Are you helping to secure the future of our forests? Buy only legal forest produce.
-  Help us build a stronger forest sector that responsibly manages our forests.
-  When we properly manage our forests, our local communities benefit.
-  We can participate in Sustainable Forest Management by respecting our Green laws.
-  Sustainable Forest Management keeps our forests healthy and strong.
-  Make responsible decisions: take responsible steps to secure our forests. only legal and smart harvesting of goods and services.
-  **If** we are to **continue** to **enjoy** the use of our forests, we **need to embrace sustainable** land use and smart timber harvesting practices **now**.

MANAGEMENT MESSAGES

-  The Forest Department and its partners promote sustainable or **smart harvesting** of timber as a **vital** renewable commodity.
-  The Forest Department and its partners promote sustainable non-timber forest harvesting.
-  The Forest Department and its partners ensure that each year only a **limited number** of mature trees are harvested with the **least impact on our forests**.
-  Managing forests for future and present generations
-  Let's combine traditional and technical knowledge to better integrate SFM.
-  Combining efforts to better manage our forests!
-  Sustainably managing forests!
-  If we want to continue to enjoy the use of our forests, we need to embrace legal and smart forest practices now.
-  Soil and water are better protected when forests are sustainably managed.
-  Sustainable forests sustain us all.
-  Forests are a source of life and livelihood.
-  **SFM- forest opportunities now and for the future.**



CHAPTER 7

MONITORING & EVALUATION

MONITORING & EVALUATION

The main objective of this Monitoring and Evaluation plan is to identify mechanisms necessary to ensure monitoring and compliance with the communication objectives, and to establish the necessary directives for assessing communication actions. This built-in monitoring and evaluation component has been included as a means of checking accountability and making adjustments and improvements over time. To do so, the evaluation plan compares the communication objectives and baselines to its campaign results. To do so, the key objectives were listed and evaluation points were assigned. The evaluation varies based on the specific activity being covered. In some instances, while some indicators are identifiable, some are not easily quantifiable. In these cases, the mechanisms for measurement depends on the metric they are being compared against.

EVALUATION METHODS

There are three major form of assessments identified. These assessments can examine awareness level, connections, timing, response or difficulties encountered in engaging internal and external stakeholders. The findings will be used to make changes as needed.

The major forms of evaluation that are being used are:

- (i) **Process evaluation** will be applied to measure how well the communication plan is being implemented. It involves having regular review of communication activities and evaluation of overall performance, collaboration, development and implementation of activities in the plan. An approach that have been suggested is the use of lessoned learnt sessions.
- (ii) **Direct evaluation**, which are measured against quantifiable goals, identifies the number of activities achieved as it relates to the goals.
- (iii) **Outcome analysis**, which measure impact on the target audience, short-term and long-term impact of the effort. For instance, focus groups and surveys of rural residents will track unaided and aided awareness and public tendency to be influenced by a message. Surveys will also be conducted among special audiences such as farmers and community leaders as part of the evaluation process. Some other evaluation activities include pre-testing information materials, monitoring shifts in public opinion, level of organizational and stakeholder participation, and improved institutional capacity.
- (iv) **Other:** Evaluations such as media analysis will be conducted.

Roles & Responsibilities

Ministry of Agriculture, Forestry, Fisheries, the Environment, Sustainable Development and Climate Change:

- Define a common assessment framework of the communication plan
- Identify funding for the communication evaluation process
- Participate in group consultation on the communication plan
- Review final performance reports to include in future development planning

Advisory Committees

- manages continuous dialogue for collaboration among key stakeholders
- serves as the information source for SFM and FFM communications
- Act as a monitoring committee for the SFM plans
- Monitor the developments and changes in the communication plan
- Examine the system of monitoring and assessment indicators of the communication by applying instructions and mechanisms
- Coordinates all regional committees
- Coordinate discussions on lessons learnt and good practices.

Forest Department Communication Unit

- Provide monitoring of the development and implementation of the communication plans
- Coordinate the assessment process by setting meetings and assessment
- Disseminate information to and from committees as needed
- systematically monitor communication efforts and make adjustments as needed
- Initiate the assessment of the communication plans

Regional Committees

- Develops communication plans for their area
- Collaborates with Communication Unit, other Regional committees and National committees on implementing communication strategy
- Ensures the compilation and dissemination of necessary information and documentation
- Sends quantification of their own indicators of their activities
- Take part in development and implementation of specific communication assessments
- Take part in discussions on lessons learnt and good practices.

INTERNAL EVALUATION

The Internal communication will be considered successful if more than 60% of the employees and auxiliary staff are aware of SFM processes and policies, are able to contribute to its development process and are operationalizing SFM plans into their day-to-day activities. Another primary achievement of the strategy would be if communication activities are embedded within each unit and Forest ranges (stations) annual plans, and they are aligned with both the forest and communication strategies. These could be supported if about 40% of Forest Officers receive more than two communication skills trainings and are able to conduct regular and consistent activities to maintain open dialogues with key stakeholders and local communities.

Constraints, Limitation and Risks (Internal)

The success of the strategy hinges on addressing several constraints and limitations. These primary constraints are: limited resources (financial, time and personnel), lack of clearly defined SFM development processes, lack of management commitment, conflicting organizational cultures, disconnect between management and staff, and limited staff buy-in and ownership.

While there are a series of actions that may help to minimize organizational constraints, there are three major recommendations that were echoed by staff. Firstly, the department may need to identify resources prior to embarking on its implementation process as previous plans have failed due to lack of or limited resources. Secondly, the department needs to establish a Communication Unit immediately to ensure that the strategy is not placed on the backburner once again. The department may also need to clearly define its SFM development processes and identify every opportunity for employee engagement. This can be facilitated through conducting several joint sessions and trainings between management and staff to outline SFM development processes with a view to also strengthen linkages between management and staff.

EXTERNAL EVALUATION

The External communication will be considered successful if more than 50% of KBA stakeholders are aware SFM and understand their roles in the SFM development processes. A primary success of this

strategy would be the increasing number of KBA community residents participating in SFM development processes, particularly local and indigenous men, women, and youths. Another achievement would be greater sharing of information and discussions between government and key stakeholder groups, specifically SFM licensees, forest NGOs, inter-governmental departments and law enforcement agencies. Having featured stories capturing the work of key actors in SFM would also serve to bring to the forefront how people should interact with forests and how SFM plays a crucial role in reducing Biodiversity loss and building Climate Change Resilience.

RISKS, CONSTRAINTS AND LIMITATIONS

The external communications strategy identified many potential challenges in implementing the plan. These were reflected as the greater risks, constraints and limitations of the plan:

Risks:

- There is a risk that the communications plan will not be implemented in full due to insufficient funding, lack of political will, lack of institutional capacity, and lack of interest by Indigenous groups and local communities.
- Creation of the National Forest Advisory Committee may take a considerable amount of time and may require training members to keep it functioning well.
- There is a risk that internal institutional restructuring, changes and transfers of staff may impact on the commitment of officers to communicate. Changes require a change management plan, which is often overlooked.
- There is a risk that some potential stakeholders, although interested in Sustainable Forest Management, may not wish to engage in the development of National Forestry Standard or review of SFM plans.
- There is a risk that the main area of local and indigenous interest may not be tied to ecosystem services and carbon trading but rather economic opportunities, land rights, governance matters and development issues.
- There is a risk that not all stakeholders may have been identified, although this is reduced by including wide reaching communication channels in the plan.
- Given the highly localized nature of Indigenous engagement, FD ongoing connection with Indigenous groups will require more traditional approaches and networking through IP groups and local NGO partners, which may be time-consuming.

Constraints & Limitations

- The main limitation affecting the implementation of the Communication Strategy is that the department lacks adequate capacity, information repository, and have limited SFM data, pertaining to forest stands, forest trends, existing licensees and operations, and other forest related information.
- There is a lack of commitment by managers to spearhead communication processes. This is mainly due to their lack of confidence in their own capabilities.
- In addition, the Forest Management team, despite showing willingness, were overwhelmed with other staff priorities. Their conflicting schedules or overwhelming duties, prevented them from investing time in communication actions. This will present difficulties since managers view communication as additional tasks to an already monstrous workload.

LOGICAL FRAMEWORK

Logic frames have been developed to outline the steps and resources needed to achieve communication goals for this strategy. These frames help to identify the appropriate communication resources and steps that can be strategically integrated with other national forest activities. These help to identify points of evaluation, and help technical experts understand the role that communication efforts support national goals.

- ❖ **Inputs** include communication resources put into the project to support its implementation. These include assets such as personnel, finances, and equipment, as well as experience and expertise.
- ❖ **Activities** include actions to perform to achieve the project's goals. Activities could include adapting messages to key audiences or creating messages, materials, and their dissemination.
- ❖ **Outputs** are first-level results including quantification of activities. Outputs could include the number of posters disseminated, number of staff trained, or numbers of websites linking to FD content.
- ❖ **Outcomes** include second-level results that occur from communication outputs. These are usually changes in audience knowledge, attitudes, or behaviors taken by target audiences based on exposure to the communication messages or materials. These changes are necessary to achieve impact.
- ❖ **Impact** refers to longer term goals of reducing poor fire practices, increasing community involvement in managing forest fires and forest fire resilience. These impacts require, but routinely transcend, communication inputs, activities, outputs or outcomes.

TIMEFRAME

This section answers the question: “When and how much is needed to implement the communication strategy?” The strategy spans over a five-year period and looks at specific focuses each year. It conducts a full evaluation after three years. For instance, one of the three main focus for 2018 to 2019 is developing information materials, developing communication tools, and pre-testing messages. From 2018 to 2019, strengthening government and stakeholder collaboration and increasing awareness campaigns in local and indigenous communities will commence. Between 2018 and 2022, efforts will be made to increase local and indigenous participation.

BUDGET

Often times, the main constraint of communications action plans is the budget. With limited finances and resource for all

the wished-for initiatives, working in partnership must be recognized as a necessity, rather than an aspiration. Consequently, the strategy looks at collaboration between projects and building partnerships with stakeholders to maximize budget, identify priorities and utilize opportunities for collaborating on project communication activities.

In this strategy, it is proposed that funding should be approximately Bz\$185,000 per annum to for communication activities. It includes two dedicated Communication Unit personnel, administrative and maintenance cost, as well as communication activities. Apart from this cost, a separate one-time purchase should be included for technical resources, such as communication technologies and equipment, and a designated vehicle for conducting activities. Previous difficulties with access to transportation proved to create difficulties in conducting outreach programs in areas where only traditional face-to-face communication methods are preferred.

Over the time span of this Communications Strategy, budgetary constraints are likely to be anticipated and may become more restrictive as time goes by. It is therefore important that 50% of available resources are identified prior to the delivery and that SFM plans nationally and locally integrate components for public participation and public awareness activities. Additionally, stakeholders can continue to be champions of SFM and FFM by building on their current achievements and campaigns linked to Sustainable Forest Management themes, already embedded in their strategies and policies.

CONCLUSION

Communication is at the heart of development and people are central to Sustainable Forest Management. If this is the case, then successfully promoting SFM hinges on building more transparent, inclusive, and participatory communication.

Improving communication is easier said than done, particularly when a one-directional method has been a traditional communication approach of many government departments. It may also be daunting since the Forest Department has been operating for decades without hardly any investments in capacity development for communication, although a crucial and necessary tool of Sustainable Forest Management. To be effective, the department will not only need to seriously invest time, finance and human resources into communication but will also need to change its existing communication culture by embedding communication actions in every aspect of their planning and practices. In fact, the strategy encourages change in organizational cultures as a prerequisite for success. The employee engagement strategy should help officers to define the organizational core values and embrace a circular communication culture internally and externally.

Let's remember why this strategy was developed. It is to reconnect people with forest and its stewardship. People need to **see** the relevance and **feel** relevant to the SFM process. They can become more aware of forest-related issues, and more involved in discussions regarding forests when they are valued and seen as important partners in development. It will only happen when we can provide more opportunities for awareness and participation.

Finally, the strategy is only a guide. It will continuously require the input and dedication of all stakeholders.

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ANNEX I: SWOT ANALYSIS

SWOT















management team identifies the internal and external factors that will affect the department's future performance



FIGURE 34: SWOT ANALYSIS

ANNEX II: INTERNAL COMMUNICATION CHALLENGES & RECOMMENDATIONS






TABLE 2: INTERNAL COMMUNICATION CHALLENGES & RECOMMENDATIONS
(STAFF CONSULTATIONS, 2016)

CHALLENGES	RECOMMENDATIONS
Strategic Objective 1. Strengthen and maintain internal communication capacity to facilitate changing organizational culture;	
high levels of confusion regarding department's direction and goals	<p>Living the Forest Department Values</p> <ul style="list-style-type: none">  Review mission, vision and goals in consultation with all staff  Develop core values for the department  Develop and implement Living the Forest Department core values plan  Incorporate core values in all policies, processes and practices
lack of understanding of roles and responsibilities,	<p>Strengthening Employee Competence</p> <ul style="list-style-type: none">  Develop Forest Department Handbook for staff, which provides information on key personnel roles and responsibilities.  Develop and implement a customized Professional Development Plan, identifying professional development needs.  Increase awareness and build capacity through knowledge and skills trainings.  facilitate peer-to-peer training opportunities  Conduct trainings for staff to develop knowledge, skills and experiences.  Encourage the development of excellent leadership and management practices.  Redesign recruitment and orientation models for staff to include information guides and induction trainings
lack of investments in internal and external communication	<p>Invest in Communication</p> <ul style="list-style-type: none">  identify the most cost-effective communication strategies for the department  allocate funding for the implementation of communication actions at all levels.
Strategic Objective 2. Create communication mechanisms for greater employee collaboration, feedback and participation in decision making processes within the department;	
lack of communication systems and protocols for	<p>Establishing Communication Structures</p> <ul style="list-style-type: none">  Establish a Communication Unit to coordinate the development, implementation and monitoring of communication activities.

CHALLENGES




RECOMMENDATIONS

consistency and cohesion

-  Establish a Communication Task Force to help align, direct and guide communication actions with forest management actions.
-  Develop communication strategy with clear objectives and unified messages.
-  incorporate internal and external communication components in all annual plans and forest policies.
-  customize appropriate communication mechanisms for information sharing, reporting, feedbacks.
-  Design, revise and institute communication protocols through staff consultation and review.



Limited teamwork and collaboration,

Commit to Collaborative Culture

-  Identify, develop and implement opportunities for strengthening internal collaboration
-  Develop capabilities and capacity of forest managers to guide or leader collaborative efforts within the organization.
-  Design, share and incorporate the use of an Annual event calendar and staff directory.

lack of cohesive messages




Technical Engagement

-  develop and utilize clear and cohesive key messages.
-  Increase opportunities for staff involvement in planning, delivery, improvement and conduct self-assessment of the department.

Strategic Objective 3. Increase awareness and information sharing of staff's roles and responsibilities as communicators and ambassadors of SFM;

lack of awareness and information sharing pertaining to SFM, FFM and other relevant forest matters




Increase Awareness & Information Sharing

-  Provide timely and updated information on roles, responsibilities, key personnel, research, meeting minutes, policy changes and other institutional issues through appropriate channels.
-  design and disseminate information materials for staff
-  Develop reporting and information sharing systems

Strategic Objective 4. Enhance communication between senior managers and staff.

lack of staff appreciation




Listen to Employee Voices

-  Conduct surveys to check employee satisfaction and opportunities for improvement
-  Incorporate formal and informal systems of communication to encourage feedback
-  Recognition, Affirmation and Celebration of staff social involvement in SFM






CHALLENGES

RECOMMENDATIONS

Conflicting organizational cultures

-  Develop staff suggestions and idea programs
-  Host organizational forums for staff input
-  publicize employee's initiative in both internal and external publications and multimedia messages.

Supportive Work Environment

-  Develop professional coaching and mentorship program.
-  Develop and implement a new performance feedback model.
-  Develop valued-based reward and recognition system.
-  Customize incentive programs.
-  Embed engagement opportunities into practice.

ANNEX III: SUMMARY OF SURVEY RESULTS

TABLE 3: SURVEY CORNERSTONE

TABLE 4: SFM SURVEY SUMMARY TABLE

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
GENDER						
Female	77	259	210	221	758	48%
Male	117	261	191	222	812	52%
AGE RANGE						
12-17 years old	32	153	67	38	290	18.47%
18-24	21	84	73	100	278	17.71%
25-34	33	94	81	87	295	18.79%
35-44	50	84	66	72	272	17.32%
45-54	31	44	63	85	223	14.20%
Above 55	27	60	51	61	199	12.68%
Not Given	2	1	6	4	13	0.83%
Grand Total	196	520	407	447	1570	100.00%
ETHNICITY						
Asian	0	1	0	0	1	0.1%
CAUCASIAN	0	0	0	1	1	0.1%
CREOLE (KRIOL)	178	9	12	1	200	12.8%
EAST INDIAN	0	2	6	0	8	0.5%
GARIFUNA	0	0	0	2	2	0.1%
KEKCHI MAYA	0	1	224	3	228	14.6%
MENNONITE	0	10	0	0	10	0.6%
MESTIZO	7	483	61	298	849	54.5%
MIXED	9	14	13	22	58	3.7%
MDPAN MAYA	0	0	84	6	90	5.8%
YUCATEC MAYA	0	0	1	110	111	7.1%
Educational level						
None	1	66	39	31	137	8.8%
Some primary	3	28	9	9	49	3.2%
Completed Primary	61	196	185	200	642	41.3%
Some Secondary	21	65	30	40	156	10.0%
Completed Secondary	77	110	103	95	385	24.8%
Tertiary level	26	47	28	63	164	10.5%
Vocational training	5	5	7	5	22	1.4%
Occupation						
Business or Sales	4	14	7	12	37	2.36%
Education Occupations	3	5	2	6	16	1.02%
Farming & Forestry	1	11	12	16	40	2.55%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
Farming & Hunting	10	18	9	3	40	2.55%
Farming (Commercial or cash crop farming)	2	37	38	28	105	6.69%
Farming subsistence (for home use only)	4	25	71	17	117	7.45%
Fishing and Forestry	1	14	3	0	18	1.15%
Food Preparation Occupations	2	9	3	7	21	1.34%
Government Worker	9	6	3	6	24	1.53%
Housewife	18	126	95	109	348	22.17%
Labourer, construction or mining worker	31	50	26	52	159	10.13%
Office or Administrative	5	13	12	20	50	3.18%
Skilled worker	13	3	7	27	50	3.18%
Student	28	124	52	53	257	16.37%
Tour Guide/Taxi operator	4	2	0	0	6	0.38%
Tourism Occupations	14	0	18	48	80	5.10%
Transportation	0	2	6	3	11	0.70%
OTHER	0	0	3	4	7	0.45%
DON'T KNOW	26	14	22	33	95	6.05%
BLANK	11	16	25	37	89	5.67%
EMPLOYMENT STATUS						
Employed	100	79	83	144	406	26.98%
Part-time/Seasonal employment	9	31	23	24	87	5.78%
Self-Employed	20	89	59	67	235	15.61%
Unemployed	54	297	221	189	761	50.56%
(blank)	0	16		0	16	1.06%
HEAD OF HOUSEHOLD						
Below \$500	5	30	30	22	87	11.1%
\$500-\$1000	20	33	37	65	155	20.1%
\$1000-\$2000	35	30	15	36	116	35.9%
\$2000-\$3000	1	11	2	8	22	26.9%
Above \$3000	1	3	0	0	4	5.1%
None	4	12	19	13	48	0.9%
Grand Total	66	119	103	144	432	
% TOTAL	11.1%	20.1%	35.9%	26.9%	5.1%	0.9%
INCOME RANGE						
None	65	298	226	202	791	50.80%
Below \$500	31	81	73	55	240	15.41%
\$500-\$1000	31	80	63	119	293	18.82%
\$1000-\$2000	61	41	35	54	191	12.27%
\$2000-\$3000	4	17	4	13	38	2.44%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
Above \$3000	1	3	0	0	4	0.26%
Grand Total	193	520	401	443	1557	100%
NUMBER OF MEMBERS OF HOUSEHOLD						
1-3	41	78	57	86	262	16.69%
4-6	122	288	202	218	830	52.87%
7-9	19	94	97	96	306	19.49%
10-12	10	39	24	36	109	6.94%
Above 12	2	13	17	5	37	2.36%
Not Given	2	18	4	2	26	1.66%
Grand Total	196	530	401	443	1570	100.00%
NUMBER OF ROOMS						
1 TO 2	79	162	151	148	540	34.39%
3 TO 4	103	307	228	235	873	55.61%
4 TO 5	7	47	10	54	118	7.52%
more than 6	4	3	0	6	13	0.83%
DON'T KNOW	0	4	1	0	5	0.32%
BLANK	7	4	6	4	21	1.34%
TOTAL	200	527	396	447	1570	100.00%
LAND OWNERSHIP						
	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	Grand Total
Community ownership		1	19		20	1.3%
Do not own land	80	291	259	217	847	54.4%
Don't know	3	22	15	10	50	3.2%
not given	9	16	7	4	36	2.3%
Private land owner	52	85	25	67	229	14.7%
Rent or lease land	22	92	62	125	301	19.3%
Shared or joint ownership	28	13	14	20	75	4.8%
Grand Total	194	520	401	443	1558	100.0%
AMENITIES						
Water Supply						
Pipe water in home	110	258	159	243	770	49.04%
well or spring water	1	16	13	8	38	2.42%
public water pipe or fountain	18	17	17	18	70	4.46%
River, pond or stream	1	1	12	4	16	1.02%
water from water truck	4	3	18	15	40	2.55%
Rainwater	54	43	71	86	254	16.18%
Bottled OR purified water	78	162	122	134	496	31.59%
multiple sources	3	8	8	5	24	1.53%
Don't know	2	0	1	1	4	0.25%
ELECTRICITY						
battery	0	2	0	6	8	0.51%
Biomass energy	0	0	0	2	2	0.13%
Connected to electrical grid	188	468	220	458	1334	84.97%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
diesel generator	0	10	0	2	12	0.76%
Don't know	0	4	8	4	16	1.02%
Kerosene lamp	0	0	14	0	14	0.89%
No power source	0	28	40	18	86	5.48%
solar energy	0	16	58	14	88	5.61%
windmill power	0	0	0	2	2	0.13%
OTHER (e.g. candles,	1	1	4	2	8	0.51%
Grand Total	189	529	344	508	1570	100.00%
COMMUNICATION						
Radio	164	384	274	330	1152	73.80%
Cellphone or Telephone	158	346	213	315	1032	65.70%
Television	132	330	107	299	868	55.60%
CableTV	31	332	91	326	780	49.70%
Community/Village Meetings	71	124	208	100	503	32.00%
Newspapers	81	81	134	110	406	25.90%
Internet	91	226	80	202	599	38.15%
KNOWLEDGE						
WHAT IS A FOREST?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	AVERAGE
A large area of trees	85	203	127	134	549	137.25
Ecosystem of mostly trees	4	32	16	36	88	22
Natural area of wild animals and trees	89	225	153	179	646	161.5
Protected Areas of animal and trees	12	72	47	66	197	49.25
Don't know/Not Sure	4	21	19	24	68	17
Grand Total	194	553	362	439	1548	387
HAVE YOU HEARD OF BIODIVERSITY?						
Column Labels						
Row Labels	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	50	305	174	242	771	49.5%
2. Heard of it but don't know about it	60	113	106	84	363	23.3%
3. Have some knowledge of it	72	101	62	89	324	20.8%
4. Know a lot about it	12	39	20	29	100	6.4%
Grand Total	194	558	362	444	1558	100.0%
HAVE YOU HEARD OF PROTECTED AREAS						
Column Labels						
Row Labels	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	5	66	50	57	178	11.4%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
2. Heard of it but don't know about it	20	182	82	119	403	25.9%
3. Have some knowledge of it	70	173	135	171	549	35.2%
4. Know a lot about it	99	136	92	96	423	27.2%
Sustainable Forest Management	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	34	229	108	206	577	37.03%
2. Heard of it but don't know about it	65	152	104	93	414	26.57%
3. Have some knowledge of it	78	128	116	116	438	28.11%
4. Know a lot about it	16	45	34	28	123	7.89%
(blank)	1	4		1	6	0.39%
FOREST FIRES	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	67	347	212	298	924	59.31%
2. Heard of it but don't know about it	60	128	92	75	355	22.79%
3. Have some knowledge of it	61	65	47	55	228	14.63%
4. Know a lot about it	6	17	9	15	47	3.02%
(blank)		1	2	1	4	0.26%
FOREST CONSERVATION	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	30	331	74	197	632	40.56%
2. Heard of it but don't know about it	49	154	69	121	393	25.22%
3. Have some knowledge of it	77	50	129	103	359	23.04%
4. Know a lot about it	38	18	90	18	164	10.53%
(blank)		5		5	10	0.64%
KEY BIODIVERSITY	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	67	347	212	298	924	59.31%
2. Heard of it but don't know about it	60	128	92	75	355	22.79%
3. Have some knowledge of it	61	65	47	55	228	14.63%
4. Know a lot about it	6	17	9	15	47	3.02%
(blank)		1	2	1	4	0.26%
Grand Total	194	558	362	444	1558	100.00%
CLIMATE CHANGE	EASTERN	NORTHERN	SOUTHERN	WESTERN	Grand Total	
1= never heard of it.	84	98	126	74	382	24.52%
2 = heard of it but don't know about it and	52	142	139	100	433	27.79%
3=have some knowledge of it.	48	170	96	174	488	31.32%
4=know a lot about it.	6	106	31	94	237	15.21%
(blank)	4	4	9	1	18	1.16%
Grand Total	194	520	401	443	1558	100.00%

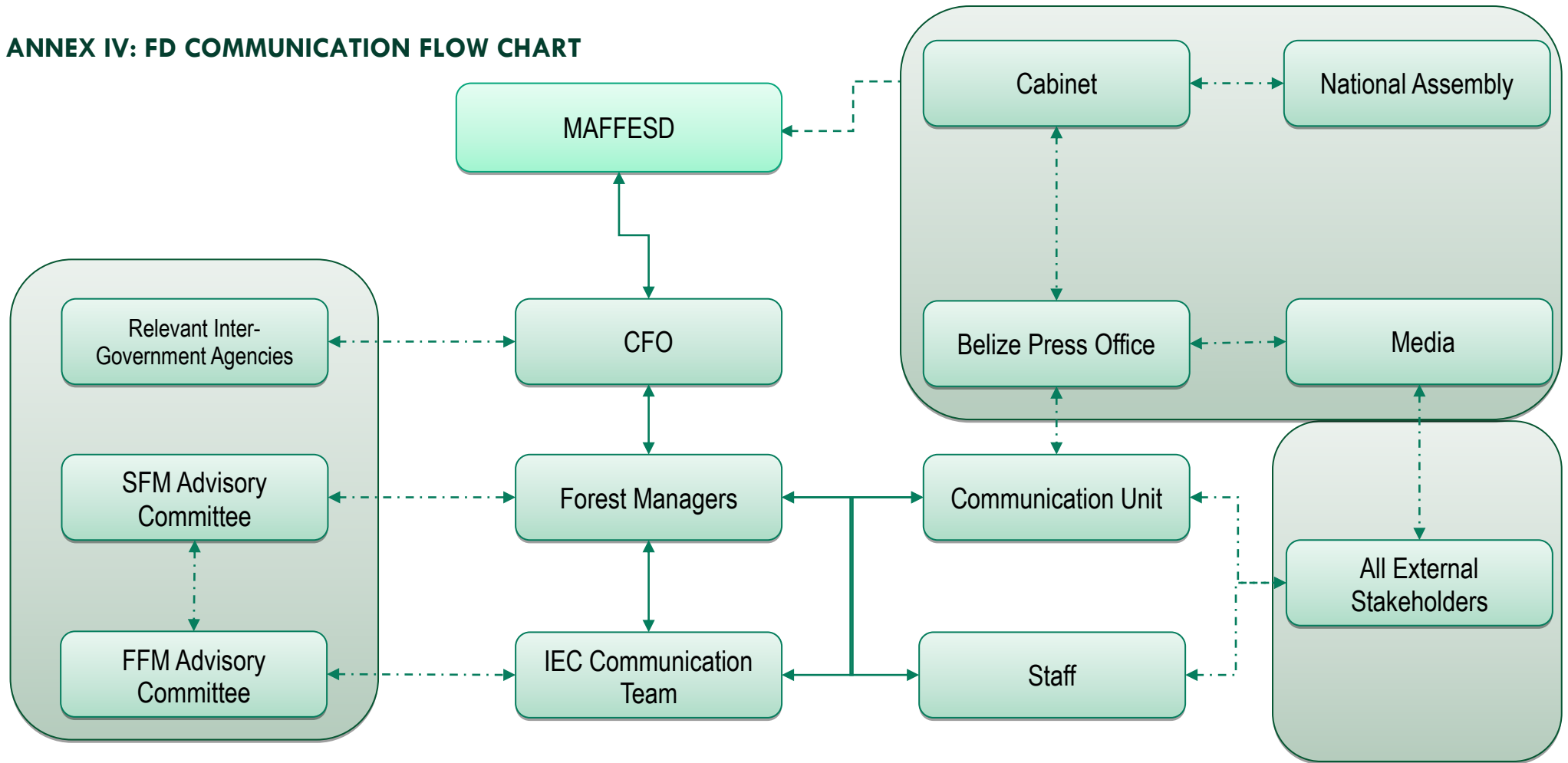
CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
FOREST ACT	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it.	44	168	158	213	583	37.42%
2. Heard of it but don't know about it	83	187	156	151	577	37.03%
3. Have some knowledge of it	56	134	71	62	323	20.73%
4. Know a lot about it	10	31	16	13	70	4.49%
(blank)	1			4	5	0.32%
Grand Total	194	520	401	443	1558	100.00%
WILDLIFE PROTECTION ACT	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it.	23	138	144	205	510	32.73%
2. Heard of it but don't know about it	61	203	154	134	552	35.43%
3. Have some knowledge of it	74	106	85	86	351	22.53%
4. Know a lot about it	35	73	18	18	144	9.24%
PROTECTED AREAS SYSTEM ACT	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it.	39	184	204	211	638	40.95%
2. Heard of it but don't know about it	86	209	140	160	595	38.19%
3. Have some knowledge of it	53	98	47	63	261	16.75%
4. Know a lot about it	16	28	10	9	63	4.04%
(blank)		1			1	0.06%
Grand Total	194	520	401	443	1558	100.00%
Have you heard of the FOREST DEPARTMENT?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it.	75	185	162	169	591	37.93%
2. Heard of it but don't know about it	72	231	149	186	638	40.95%
3. have some knowledge of it.	38	72	70	59	239	15.34%
4=know a lot about it.	9	32	20	29	90	5.78%
Grand Total	194	520	401	443	1558	100.00%
Do you understand the link between forest and climate change?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
DON'T KNOW/NOT SURE	8.4%	34.3%	26.5%	30.8%	41.2%	
NO	20.2%	27.0%	24.8%	28.0%	19.7%	
YES	12.8%	35.6%	25.5%	26.1%	39.1%	
Grand Total	12.5%	33.4%	25.7%	28.4%	100.0%	
ATTITUDES						
How valuable is forest to you?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Highly valued	128	315	293	358	1094	70.22%
Somewhat valued	60	80	61	66	267	17.14%
Not valued at all	3	17	13	9	42	2.70%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
Don't know	3	84	31	10	128	8.22%
(blank)		24	3		27	1.73%
Forest is being loss at a rapid rate.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Agree	64	122	163	84	433	27.79%
Disagree	20	23	19	12	74	4.75%
Don't Know	25	47	65	48	185	11.87%
Somewhat Agree	44	93	32	48	217	13.93%
Strongly Agree	40	222	115	246	623	39.99%
Strongly Disagree	1	13	7	5	26	1.67%
Grand Total	194	520	401	443	1558	100.00%
Do you believe that our Climate is changing?	EASTERN	NORTHERN	SOUTHERN	WESTERN	Grand Total	
DON'T KNOW	15	30	60	10	115	7.4%
Maybe	18	102	104	48	272	17.5%
No	2	31	18	23	74	4.7%
Yes	117	329	191	338	975	62.6%
(blank)	42	28	28	24	122	7.8%
Grand Total	194	520	401	443	1558	100.0%
Overcutting of trees can cause changes to our climate	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Agree	110	98	172	146	526	33.76%
Disagree	8	32	20	11	71	4.56%
Don't Know	4	50	40	14	108	6.93%
Somewhat Agree	22	47	30	49	148	9.50%
Strongly Agree	50	280	129	215	674	43.26%
Strongly Disagree		13	10	8	31	1.99%
Grand Total	194	520	401	443	1558	100.00%
There are too many laws regarding forest harvesting.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Strongly Agree	4	86	35	23	148	9.50%
Agree	33	131	119	97	380	24.39%
Somewhat Agree	54	63	35	47	199	12.77%
Disagree	80	100	121	114	415	26.64%
Strongly Disagree	7	51	22	47	127	8.15%
Don't Know	16	89	69	115	289	18.55%
Forest not used is a waste of resources.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Strongly Agree	13	88	48	33	182	11.68%
Agree	56	155	126	85	422	27.09%
Somewhat Agree	73	78	35	35	221	14.18%
Strongly Disagree	8	42	35	71	156	10.01%
Disagree	34	106	101	168	409	26.25%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
Don't Know	10	51	56	51	168	10.78%
Grand Total	194	520	401	443	1558	100.00%
Logging, hunting and farming should not be done in protected areas.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
5. STRONGLY AGREE	24	78	47	57	206	13.22%
4. AGREE	70	97	73	94	334	21.44%
3. SOMEWHAT AGREE	40	77	68	93	278	17.84%
DISAGREE	15	106	70	69	260	16.69%
STRONGLY DISAGREE	15	21	33	23	92	5.91%
Don't Know	29	132	108	103	372	23.88%
(blank)	1	9	2	4	16	1.03%
Grand Total	194	520	401	443	1558	100.00%
Government should not 'lock out' people from forest. It's for their livelihood.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Strongly Agree	12	99	59	33	203	13.03%
Agree	46	139	136	127	448	28.75%
Somewhat Agree	87	89	34	36	246	15.79%
Disagree	37	102	102	147	388	24.90%
Strongly Disagree	2	40	32	36	110	7.06%
Don't Know	10	51	38	64	163	10.46%
Grand Total	194	520	401	443	1558	100.00%
The government sustainably or responsibly manages forests in our area.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Strongly Agree	5	35	12	16	68	4.36%
Agree	32	90	116	111	349	22.40%
Somewhat Agree	74	78	42	128	322	20.67%
Disagree	45	81	115	71	312	20.03%
Strongly Disagree	4	59	43	29	135	8.66%
Don't Know	34	177	73	88	372	23.88%
Grand Total	194	520	401	443	1558	100.00%
FOREST PRACTICES						
Have you heard of ways to protect forest resources.	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
1. Never heard of it	16	306	76	234	632	40.56%
2. Heard of it but don't know about it	63	109	75	146	393	25.22%
3. Have some knowledge of it	77	87	144	52	360	23.11%
4. Know a lot about it	38	13	105	8	164	10.53%

CATEGORIES	EASTERN	NORTHERN	SOUTHERN	WESTERN	TOTAL	TOTAL PERCENT
Are you dependent on forest resources?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
DON'T KNOW	11	61	42	35	149	9.56%
Limited need or dependency	46	97	49	71	263	16.88%
Not dependent on forests	25	119	20	89	253	16.24%
Somewhat dependent	54	160	110	191	515	33.06%
Very dependent	58	76	178	56	368	23.62%
(blank)	6	7	2	1	16	1.03%
How often do you use forest resources?	EASTERN ZONE	NORTHERN ZONE	SOUTHERN ZONE	WESTERN ZONE	Grand Total	
Not at all	10	82	23	49	164	10.53%
Not often (few times)	64	171	128	126	489	31.39%
Somewhat often	45	151	86	198	480	30.81%
Very often	64	62	137	50	313	20.09%
DON'T KNOW	10	40	24	20	94	6.03%
(blank)	1	14	3		9	1.58%
Grand Total	194	520	401	443	1558	100.00%

ANNEX IV: FD COMMUNICATION FLOW CHART



Forest Department Organizational Communication Flow Chart

ANNEX V: STAKEHOLDER INTEREST, IMPACT AND COMMUNICATION NEEDS

External Stakeholders	Interests in SFM	Assessment of the Impact	Information/Communication Needs	Communication Opportunities
Academia/Researchers	Research on SFM, Forest Fires, Deforestation, Forest Degradation, Climate Change, Biodiversity, Regulations & Policies	Medium Impact – be applying the outcomes of the project in their own work Low Impact: by making other researchers aware of SFM findings and potential for further research.	Regular updates on the progress of SFM and FFM	Conferences, seminar, workshops, trainings, website information, social media, emails, publications, exhibits, research, scientific journals and educational presentations
Community Leaders	Knowing how communities may benefit from SFM, Knowing about benefits and opportunities of KBA project Their role in Forest Fire Management Capacity Development for Forest Fire Management Knowing the Forest laws	High Impact: their participation in SFM	Information about SFM and FFM Regular updates on the progress of SFM and FFM Roles and Responsibilities in SM and FFM Collaboration and involvement opportunities Notification of community engagement meetings Notification of decisions	Conferences, workshops, community meetings, trainings, presentations, interviews, demonstrations, focus groups, surveys, pilot projects, radio and television interviews and campaigns.
Rural Subsistent Farmers	Knowing about: SFM legislations and how it impacts them Land use management Sustainable forestry and agricultural practices	High Impact: participation in sustainable agriculture and sustainable forestry	Information about SFM and how it affects them	Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, incentive programmes, radio and television campaigns.
Large-Scale Farmers	Knowing about: SFM legislations and how it impacts them Land use management Sustainable forestry and agricultural practices	High Impact: participation in sustainable agriculture and sustainable forestry	Information about SFM and FFM Information about how it affects them	Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, incentive programmes, radio and television campaigns.

External Stakeholders	Interests in SFM	Assessment of the Impact	Information/Communication Needs	Communication Opportunities
Forest Sector Stakeholders (loggers)	Knowing about: SFM legislations and compliance issues Land use management Sustainable forestry practices Capacity Development on Sustainable Forestry	High impact: participation in SFM, compliance implications	Information about SFM Regular updates on the progress of SFM Notification of community engagement meetings Notification of decisions	Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, social media, incentive programmes, radio and television campaigns.
Inter-government agencies	Knowing the general purpose of SFM and FFM Understanding the laws and their organizational roles Knowing future plans of the KBA project and SFM activities Knowing the linkages between inter-agencies work Cooperation and collaboration opportunities Improving monitoring and compliance	High Impact – fulfillment of the role in SFM, legislation, standards, planning, policies, compliance and monitoring	Information about SFM and FFM Regular updates on the progress of SFM & FFM Collaboration opportunities Inter-agencies meetings Notification of community engagement meetings Notification of decisions	Conferences, seminar, workshops, trainings, website information, social media, emails, publications, exhibits, research, and educational presentations
Media	Understanding SFM and FFM legislations, standards, policies, practices and opportunities Knowing about deforestation and forest degradation Knowing about what government is doing regarding illegal logging and forest crimes Understanding the link between Forest and Climate Change	Low impact: by making people aware of SFM and FFM	Information about SFM Regular updates on the progress of SFM Notification of community engagement meetings Notification of decisions	Media Briefings, News Releases, arts and culture, multimedia campaigns, field trips and familiarization tours, trainings, workshops, audio-visual programs, incentive programs, media partnerships, media packages, website information, emails, media invites, social media, events.
Partners or Key Stakeholders (NGOs & CBOs)	Clear understanding of SFM	High impact: SFM participation, advisory	Information about SFM	Conferences, seminar, workshops, trainings, website

External Stakeholders	Interests in SFM	Assessment of the Impact	Information/Communication Needs	Communication Opportunities
	<p>Knowing about the KBA project and opportunities</p> <p>Understanding participation actions and the role they play in SFM</p> <p>Understanding the scope and impacts of SFM</p> <p>Knowing about Monitoring and Compliance of SFM</p> <p>Updates on SFM and project</p>	<p>committee representation, community engagement</p>	<p>Regular updates on the progress of SFM</p> <p>Collaboration and involvement opportunities</p> <p>Notification of community engagement meetings</p> <p>Notification of decisions</p>	<p>information, social media, emails, publications, exhibits, research, pilot projects, incentive programs, partnership agreements.</p>
Private Forest Owners	<p>Knowing about SFM legislations and policies</p> <p>Knowing how SFM impacts them</p> <p>Understanding compliance issues</p>	<p>High Impact: if participate in sustainable forestry</p> <p>High Impact: compliance and monitoring</p>	<p>Information about SFM</p> <p>Regular updates on the progress of SFM</p> <p>Notification of community engagement meetings</p> <p>Notification of decisions</p>	<p>Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, incentive programmes, radio and television campaigns.</p>
Indigenous People	<p>Knowing land rights issues</p> <p>Understanding SFM and KBA project</p> <p>Understanding the role they play in SFM and how it can benefit them</p> <p>Community Forestry opportunities</p>	<p>High Impact: if participate in sustainable forestry</p> <p>High Impact: public participation</p> <p>High impact: land rights</p>	<p>Information about SFM</p> <p>Regular updates on the progress of SFM</p> <p>Collaboration and involvement opportunities</p> <p>Notification of community engagement meetings</p> <p>Notification of decisions</p>	<p>Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, incentive programmes, arts and culture, social media, radio and television campaigns.</p>
Rural community residents	<p>Knowing about Forest issues</p> <p>Knowing what are the unsustainable and sustainable practices</p> <p>Understanding how SFM will impact and benefit them</p> <p>Understanding how they can participate in SFM</p>	<p>High Impact: if participate in sustainable forestry</p> <p>High Impact: public participation</p> <p>High impact: land rights</p>	<p>Information about SFM</p> <p>Regular updates on the progress of SFM</p> <p>Collaboration and involvement opportunities</p> <p>Notification of community engagement meetings</p> <p>Notification of decisions</p>	<p>Community meetings, trainings, demonstrations, surveys, farming projects, surveys, focus groups, interviews, incentive programmes, arts, culture and music, edutainment, social media, edutainment, radio and television campaigns.</p>

External Stakeholders	Interests in SFM	Assessment of the Impact	Information/Communication Needs	Communication Opportunities
	<p>Knowing about FFM, reduction and readiness for forest communities</p> <p>Land management issues (agricultural clearing and agricultural fires)</p> <p>Legislations pertaining to wildlife and logging</p>			
School Communities (Teachers, Education Administration, Students, Parents)	<p>Knowing about the importance of forests</p> <p>Knowing about the link between forests and Climate Change</p> <p>Knowing about wildlife</p> <p>Knowing about protected areas</p>	<p>Medium Impact: involvement in school projects</p> <p>Medium Impact: awareness of forest issues</p>	<p>Information about Forests, Protected Areas, Wildlife, Climate Change</p> <p>School projects and assistance</p> <p>Collaboration and involvement opportunities</p>	<p>Educational school visits, field trips, forest education curriculum, teacher trainings, environmental clubs, summer camps, exhibits, music jingles, presentations, school information fairs, edutainment, visual arts, social media, audio-visual learning, e-learning, competitions, incentives.</p>
PUBLIC	<p>Knowing about forests importance</p> <p>Knowing what government is doing to protect forest resources</p>	<p>Low impact: by making others aware of SFM and FFM</p>	<p>Environmental education Value of forests</p> <p>Benefits of SFM</p> <p>State of Belize's forests</p> <p>Impact of Climate Change on forests and people</p>	<p>Social media, television and radio campaigns, television and radio interviews, edutainment.</p>

ANNEX VI: COMMUNICATION PERSONNEL RESPONSIBILITIES

Responsible Personnel (From)	Audience (To)	Responsibilities	Communication Tools	Frequency
IEC (Steering Committee)	Communication Unit	Review Communication Strategy Approval of communication actions Assist in identifying resources to meet objectives of communication plan Evaluation	Communication Strategy, Emails, Monthly Meetings	Monthly
Communication Coordinator	CFO, CEO, MAFFESD, Staff, External Stakeholders	Coordinating media activities Implementing Communication strategy Monitoring and evaluating Liaison with CFO and IEC Committee Liaison with Staff Liaison with External Stakeholders Developing media packages Facilitate the development and implementation of the Public Participation Strategy	Communication Strategy, Public Participation Strategy, Multimedia Packages, Emails, Meetings, Trainings, Radio and Television Campaigns, Audio-Visual materials, Website, Social Media	Daily
Information Officer	Internal and External Stakeholders	Assisting the Communication Coordinator Updating website and social media sites	Communication Strategy, Public Participation Strategy, Multimedia Packages, Emails, Meetings, Trainings, Radio and Television Campaigns, Audio-Visual materials, Website, Social Media	Daily
Education Officers (Districts)	Internal and External Stakeholders	Implementing Public Participation Strategy Implementing School Education Program	Communication Strategy, Public Participation Strategy, Multimedia Packages, Emails, Meetings, Trainings, Radio and	Daily

Responsible Personnel (From)	Audience (To)	Responsibilities	Communication Tools	Frequency
		Facilitate coordination of communication at district level	Television Campaigns, Audio-Visual materials, Website, Social Media	
Ministry of Agriculture, Forestry, Fisheries, Environment, and Sustainable Development	Internal and External Stakeholders	Approval of Communication Strategy Approval of Public Participation Strategy Approval of funding and Resources	Emails, Meetings	As needed
Advisory Committees (External)	Forest Managers IEC Committee	Recommendations for Public Participation	Public Advisory Strategy, Meetings, Emails, Reports	Monthly
Forest Managers	Staff External Stakeholders	Review of Communication Strategy Updates and Reports on SFM actions Incorporating communication in planning	Communication Strategy, Public Advisory Strategy, Meetings, Trainings, Workshop, Seminars, Emails, Website, Social Media, Reports, Collaborative App.	As needed
Staff	Forest Managers External Stakeholders	Reporting on SFM actions Feedback on SFM management	Communication Strategy, Public Advisory Strategy, Meetings, Trainings, Workshop, Seminars, Emails, Website, Social Media, Reports, Collaborative App.	As needed
SFM Licensees & Co-managers	Forest Managers Local Communities	Reporting on progress and implementation of plans Submit Annual operational plans	Meetings, Community Meetings, Trainings, Workshop, Seminars, Emails, Website, Social Media, Reports, Annual Operational Plans	As needed

ANNEX VII: FD COMMUNICATION STRATEGIC PLAN INTERNAL

This Employee Communication Engagement Strategy is linked to the Stakeholder and Community Engagement Strategy in this document and contributes to the development of National Forest Policy and Strategy, Wildlife Conservation Awareness Strategy, National Wildland Forest Policy and Strategy, and the National Biodiversity Action Plan and Strategy. The strategy directly benefits Forest Department Employees and will directly and indirectly

impact on stakeholders and local community relationships. It encourages employees to become more involved in decision making at the organizational level, increase staff competence, improve internal collaboration, empower and motivate employees, and contribute to high quality services and organizational productivity.

COMMUNICATION 1 LIVING THE FOREST DEPARTMENT VALUES

<p>CHALLENGE: review organizational mission, vision and establish core values, goals and objectives of the Forest Department to guide the work of officers.</p>	<p>GOAL: create an alignment of employee attitudes and behaviors with organizational values, culture, organizational identity, and strategies thereby increasing employee commitment and internal efficiency.</p>
<p>RECOMMENDATION: Living the Forest Department Values:</p> <ul style="list-style-type: none"> • Review mission, vision and goals in consultation with all staff • Develop core values for the agency • Incorporate core values in all processes and practices • Develop and implement Living the Forest Department core values plan 	<p>1.1. COMMUNICATION STRATEGIC OBJECTIVES: ensure that staff members understand and incorporate the mission, vision, and core values in planning and implementation of Sustainable Forest Management objectives.</p>
<p>ORIENTATION: Staff workshops and trainings provided feedback which indicated that more than 56% were unfamiliar with the Forest Department’s mission and vision. Others stated that both the mission and vision were in need of revision. During internal assessments it was discovered that practices and organizational culture was inconsistent with the mission and vision of the department. By extension, this has led to confusion between the organizational culture and the strategies being developed and applied. Consequently, it is imperative that the organizational mission, vision and core values are properly aligned with the internal structure, processes, systems and internal stakeholder in order to achieve common goals. These mission, vision and core values or organizational philosophy should reflect the department’s new purpose and aspirations. The mission, vision and core values should be shorter statements that: (1) communicate agency’s purpose</p>	<p>COMMUNICATION OBJECTIVES:</p> <ol style="list-style-type: none"> 1) to increase employee engagement by 50% in the reviewing, developing, and incorporating the Forest Department’s mission, vision and core values by 2019. <ol style="list-style-type: none"> (a) Assign personnel to guide the process of development of organizational core values. (b) Consult with staff to brainstorm, discuss and agree on mission statement, vision statement and a set of core values (c) Ensure that there are clear and articulated mission, vision and core values to guide the Forest Department’s goals and objectives. (d) Share final versions for staff acceptance

<p>to stakeholders, (2) inform strategic development, and (3) determines the measurable goals and objectives by which to gauge the success of the organization's strategy.</p> <p>A communication audit reveals that there are presently no core values. These are needed to support the mission, vision and eventually shape the organizational culture. To remedy this, there is a need to identify the core values of the department through a consultative process. These are set of principles or philosophy that shapes the agency's identity. By establishing strong core value, both internal and external stakeholders understand the quality of service and performance standards.</p> <p>Incorporating core values will require planning how they will be integrated in processes and practices. A Core Value plan can facilitate this and should be communicated to all staff members to guide strategy development and implementation, facilitate staff in communicating the organization's purpose to stakeholders, and enable them to determine if their goals and objectives are on track.</p>	<p>(e) Develop a Core Values Plan to guide staff in the process of strategic planning, decision-making, organizational culture and service and performance standards by 2019</p> <p>2) Increase employee awareness and understanding of the Forest Department's mission, vision and core values by 2019</p> <p>(a) Promote, display and share clear mission, vision, and core values of the Forest Department with both internal and external stakeholders</p> <p>3) Utilize core values as a frame for strategic planning, decision-making, improving organizational culture, service and performance standards.</p> <p>(a) Promote the link between core values or strategic plan and individual employee plan</p> <p>(b) Increase support for incorporating values into tasks and duties</p>
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COMMUNICATION 2 IMPROVING EMPLOYEE COMPETENCE

<p>CHALLENGE: provide staff with knowledge of policies, standards, systems, procedures, strategies and develop their technical and professional skills to provide efficient services and appropriate guidance for relevant stakeholders on forest-related issues.</p>	<p>GOAL: Enhance delivery of forestry services to stakeholder groups through professional development of personnel</p>
<p>RECOMMENDATION: Improving Employee Competence Developing Forest Department Manual for staff Developing and implement a customized Professional Development Plan Increase awareness and build capacity through knowledge and skills trainings Increase utilization of staff knowledge, skills and experiences for in-house trainings</p>	<p>2.1. COMMUNICATION STRATEGIC OBJECTIVES: Cultivate committed, knowledgeable and competent staff by providing opportunities to learn, grow and contribute to the sustainable management of forest resources.</p> <p>to facilitate the design and implementation of capacity building programs to equip staff members with the appropriate knowledge, skills and experiences necessary to improve organization communication, build stakeholder relationships and provide effective service delivery.</p>

ORIENTATION: Developing a highly-trained, competent staff is necessary to effectively implement SFM concepts. Presently, there are approximately 52 permanent Forest Department staff personnel and about 51 auxiliary personnel and project staff. Of the 103 personnel, majority (88.6%) were unaware and semi-aware of basic Forest Department's legal framework, policy changes, procedures, operational plans, SFM concepts, and other relevant forest-related issues. Both senior managers and staff members requested more information on the department's strategic goals, and a better understanding of the integration of national strategies for Biodiversity Conservation, Wildlife Management, Protected Areas Management, Forest Fire Management, and other forest-related issues. Though they had basic knowledge of some of these issues, they were uncertain of the Department's position and strategies to address these issues. They were even more so uncertain of where to find accurate and updated information to inform their own planning and activities. During several sessions, staff admitted that they were uncertain of annual plans for ranges, programs, projects and their alignment, expressing their need to become more informed and involved in strategic development of annual plans.

One of the key initiative identified by staff was the development and dissemination of a National Forest Department Handbook which will provide information material for forest department personnel in the management of forestry and agro-forestry practices. The Handbook should contain list of key legal framework, operation and services, staff roles and responsibilities, as well as methodologies and procedures for conducting forest management activities. Development of the handbook and manual would require expert assistance but should be done in consultation with staff members.

To achieve some of the objectives, training programs for staff will need to be better planned, coordinated and conducted every two to three years for eligible staff members. Training should include orienting staff with legal frameworks that guides the department's services, operational procedures and other relevant technical knowledge and skills for staff members. Communication skills for staff members was also pinpointed to develop inter-personal skills, reporting skills, organizational skills, and skills for community engagement and conflict resolution.

Communication objectives identified to meet the above strategy and goal are to:

- 1) **Develop and share the Forest Department Manual and Handbook for orienting staff of core values, list of legal framework, key services, staff responsibilities and procedural issues and pertinent forest department matters**
 - a) Hiring a consultant for the development of the Forest Department Handbook
 - b) Consulting with staff to identify components and elements pertinent to guide operational activities under SFM.
 - c) Publishing and disseminating Forest Department Handbook for staff review and acceptance
 - d) Developing and conducting training on the use of the Forest Department Handbook
- 2) **To increase staff understanding and awareness of their roles and responsibilities within the department and their contribution the achievement of the department's objectives**
- 3) **Develop and implement a customized Forest Department Professional Development Plan to build staff competencies**
 - a) Engaging staff in Identifying key professional training needs
 - b) Discussing with staff short-term and long-term professional development goals
 - c) Designing, publishing and sharing Professional Development plan with staff members
 - d) Conduct training of staff on authorization processes for forestry activities and compliance measures for forest legislations
 - e) Increase utilization of staff knowledge, skills and experiences for in-house trainings
- 4) **To increase the competency of Forest Department staff through building knowledge, skills and experiences in Sustainable Forest Management**
 - a) Develop management capability and capacity through enhanced education and training programs for current and future managers
 - b) Ensure staff is provided clear and relevant information pertaining to SFM and other relevant forest issues
 - c) Develop and disseminate tailored information packages for staff on SFM and relevant forest-related issues
 - d) Ensuring staff receive regular updates regarding SFM activities via diverse channels

<p>Although some communication systems are in place, they are not consistently utilized and there is a need to improve information sharing among staff. Ranges explain that they receive minimal reports from Headquarters regarding senior management meetings outcomes, new policy changes, program development, and general updates. In return, delayed reports from the Districts levels (Ranges) also hinder the communication process. Strengthening the capacity of staff to report and using more user-friendly instruments for reporting could facilitate regular and on-time reporting.</p>	<p>e) Conduct regular information sessions for staff to increase understanding of Forest Department's legal framework, standards, policy, services and other relevant forest information.</p> <p>5) Develop and promote reporting systems for staff to improve communication standards and increase information sharing</p> <p>a) Develop and implement communication matrix for staff on SFM projects in consultation with project teams</p> <p>b) Develop and conduct reporting skills training for staff to improve preparation and submission of monthly and annual plans and reports</p> <p>c) Identify and incorporate user-friendly communication tool for regular and on-time reporting</p> <p>6) Develop and conduct communication training programs annually to improve communication skills, support organizational communication and strengthen stakeholder relations</p> <p>a) Develop communication skills curriculum for staff</p> <p>b) Conduct annual training sessions with staff on different communication skills relevant to their needs</p> <p>c) Develop staff skills and confidence in organizing and engaging in SFM public participation processes</p> <p>d) Encourage managers in leadership and communication trainings</p>
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COMMUNICATION 3 ESTABLISHING COMMUNICATION HUB

<p>CHALLENGE: Fully functional and dedicated Communication Unit established to:</p> <ul style="list-style-type: none"> • develop result-based strategies and programs' • coordinate and implement all communication activities to aid in meeting Forest Department objectives, • develop and implement formal and informal educational programs and, • monitor and evaluate the success of communication activities countrywide 	<p>GOAL: Provide technical forestry expertise to agencies/partners in implementing current forestry regulations, and technical input and information regarding impacts of new/potential forestry legislation/regulations.</p> <p>elevate the understanding and value of the Forest Department as a leading Sustainable Forest Management agency;</p> <p>ensure that the Department has appropriate ways of engaging people in the forest resources management of Belize.</p>
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<p>RECOMMENDATION: Establishing Communication Unit Establish a Communication Unit for consistently coordinating internal and external communication Establish a Communication IEC Committee Develop communication strategy and alliances Review organization communication structure and management Clarify Process and Protocols Coordinate the development, implementation and monitoring of communication activities</p>	<p>3.1 COMMUNICATION STRATEGIC OBEJCTIVE: Improve the communication capacity and capabilities of the Forest department by establishing a communication unit within the Forest Department</p>
<p>ORIENTATION: The communication system of the department remains a crucial determinant of the success of the organization. Despite having a heavy responsibly to inform, educate and communicate with all stakeholders, there are inconsistent communication activities. They only have a temporary Communication Officer funded by the KBA project. When the project is completed, there is a need for continuity, consistency and commitment to communication with the aid of a dedicated unit of communication experts.</p> <p>A large part of capacity building for the Forest Department is equipping the department with a Communication Unit, comprising of a Communications Coordinator and Information Officers. By establishing a communication unit, the Department will be able to devise communication strategies to meet national goals, oversee strategic result-based communication activities, facilitate the department personnel in meeting communication expectations of its stakeholders and monitoring and evaluating communication actions. of planning through training and the establishment of a Communications Officer and a Communications Unit.</p> <p>The work of the Communications Coordinator and Information Officer will require conducting research, strategic planning and alignment with the Department’s strategy. The strategy development is to build, protect and maintain the department’s credibility, creating and maintaining partnerships and delivering consistent messages internally and with its relevant constituencies. The work of this unit entails the promotion of Forest education, presently limited in schools and the promotion of the Forest Department work and activities. Under the Communications Officer, the issue</p>	<p>Communication objectives identified to meet the above strategy and goal are:</p> <ol style="list-style-type: none"> 1) Determine the structure and management of the communication unit for effectiveness of planning and management of communication programs. <ol style="list-style-type: none"> a) Hire professional communication coordinator and information officers with qualifications in communication discipline to form the Communication Unit b) Develop and review terms of reference for Communication personnel in the Communication Unit c) Ensure constant knowledge and skills development of communication team to support the FD team and build 2) Ensure that communication strategy is aligned and contribute to the strategic development with the purpose building and maintaining the department’s credibility <ol style="list-style-type: none"> a) Develop and implement communication strategy and plans in support of meeting national goals b) Clarify communication process and protocols to ensure the quality of communications practice, promoting integration and improvements. c) ensure that communication practices are embedded in key work processes for long-term sustainability 3) Identify and establish clear communication mechanisms and tools for communicating with staff in a planned and consistent manner; <ol style="list-style-type: none"> a) Provide clear channels for staff to raise issues and provide feedback b) Produce information which is clear, relevant and timely; c) Discuss and review Forest Department plans, procedures, communication and resources to make changes and adjustments prior to the launch of annual activities. d) Keep staff fully informed on the issues relating to SFM,

<p>of communications will continue to resonate with staff and activities will be streamlined and presented to staff. As an important part of the work of the Communications Officers, gaps in the information sharing process between the Department and its external stakeholders can be minimized.</p> <p>A Forest Communication Task Force or IEC Committee should be established, consisting of FD members to facilitate coordination and monitoring of communication activities, as well as providing feedback about the effectiveness of the communication plan, and whether it meets the internal and external stakeholder's needs.</p>	<ul style="list-style-type: none"> e) Provide timely and updated information on structures, roles, responsibilities, key personnel, f) Report on research findings, benchmarks and share best practices, <p>4) conduct constant measurement and evaluation of communications programs and activities.</p> <p>5) Seek funding and resources for the development and implementation communication strategy, plans and activities.</p> <ul style="list-style-type: none"> a) Identify funding sources and donor agencies to contribute to the implementation of communication activities b) Submit communication proposals for funding and acquisition of resources needed for communication activities
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COMMUNICATION 4: COMMIT TO COLLABORATIVE CULTURE

<p>CHALLENGE: establishing an open, respectful, inclusive, collaborative culture</p>	<p>GOAL: to strengthen national and local level cooperation and collaboration on planning and implementing strategies for the management and protection of forested areas</p>
<p>RECOMMENDATION: Commit to Collaborative Culture Customize communication channels for sharing Identify, develop and implement opportunities for strengthening internal collaboration Develop unified messages Develop capabilities and capacity to collaborate within and with other government organizations and with indigenous groups. Design, share and incorporate the use of an Annual event calendar</p>	<p>4.1 COMMUNICATION STRATEGIC OBJECTIVE: promote a collaborative culture among internal and external stakeholders, by providing reliable and consistent information, ensuring constant stakeholder involvement and fostering mutual beneficial relationships.</p>
<p>ORIENTATION: The role of organizational culture remains a key variable in achieving organizational goals and improving performance. Presently multiple organizational cultures exist within the Forest Department. In some</p>	<p>COMMUNICATION OBJECTIVES identified to meet the above strategy and goal are:</p>

groups, there is a results-based culture, while others display normative or process cultures. Creating a culture of open and respectful communication takes time but the Forest Department has embarked on building a unified, strong collaborative culture.

To change to a collaborative culture, the department aims to improve performance, commitment, engagement and job satisfaction. Like in many workplaces, however, there are several recurrent communication challenges which affect building a collaborative culture. In some instances, activities are being conducted in isolation and there is rarely inclusiveness in strategic discussions. These discussions exist primarily at the senior management level. Based staff recommendations, communication systems need to be established to allow engagement at all levels.

Another communication difficulty has been the use of inappropriate communication tools for information sharing and discussions. Although technology is increasingly used to share information and give directives, it can often become overwhelming. A more suitable collaborative tool such as bitrix, smart, or office 365 can facilitate staff engagement in work activities. However, the most preferred communication mode is face-to-face discussions between senior management and staff. This can be far more effective than overloaded email messages, which have frequently been misunderstood or proved to be misdirected. Delayed responses have also presented tensions.

There is a need to provide more prompt feedback at all levels. More prompt feedback helps to resolve administrative or technical issues immediately. In fact, timely staff feedbacks have been another communication obstacle. At two staff workshops, staff members expressed that their opinions, ideas and recommendations have been ignored. When employees' response and feedbacks are valued, employees feel appreciated, and there is likelihood of increased cooperation and opportunities for improvement. Participation in decision making process can help employees to feel empowered, allow them to take ownership and encourage them to feel valued within the department.

It is important that clear communication results from a two-way process, gaining clarity, and confirming a common understanding of the Department's business issues or course of action. Meetings, staff forums, and workshops could help staff to identify and share best practices. Personal assessments

- 1) Customize communication channels for sharing
- 2) **Develop communication systems and tools that reflect collaborative culture in the department at all levels**
 - a) Development and acceptance of staff engagement framework in consultation with staff members.
 - b) Identify and incorporate well managed collaborative tool for greater awareness, prompt feedback and better staff engagement.
 - c) Organize and host weekly one-on-one, meetings at headquarters and ranges levels.
 - d) Hold consistently monthly senior staff meetings
 - e) Organize and host quarterly meetings between programs and ranges
 - f) Organize and host annual reviews and annual general meetings to present report to staff members
 - g) Develop and share Forest Department event calendar with all staff members at the beginning of each year
 - h) Produce and disseminate Forest Day Email to commemorate the day and reiterate the strategic direction and remind of core values of the Forest Department
- 3) **Identify, develop and implement opportunities for strengthening internal collaboration**
 - a) Conduct several informal social events such as mixers, team-building retreats, and family days at protected areas to build team spirit
- 4) **Develop, review and approve unified messages in consultation with staff**
 - a) Consult and coordinate to develop unified messages
 - b) Review and finalize key messages for communication campaigns and events
- 5) **Develop capabilities and capacity to collaborate within and with other government organizations and with indigenous groups.**
 - a) Host Post-mortem debriefings for internal assessment of projects and major activities to identify key lessons learnt and turn challenging issues into opportunities.
 - b) Promote collaborative relationships with Indigenous groups and communities
 - c) provide a meaningful good governance approach to consultation and public engagement.
- 6) **Facilitate strengthening staff with communication and collaboration capacity to engage other government departments, Forest NGOs/CBOs, licensees and other Forest Sector groups in SFM.**

<p>and meetings must become a standardized practice within each range, where regular one-on-one and group employee meetings are held to discuss issues and strategies to address problems and set against miscommunication. That means less sporadic meetings and more set meetings to build personnel trust and encourage satisfaction and commitment.</p>	
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COMMUNICATION 5 TECHNICAL ENGAGEMENT

<p>CHALLENGE: Provide opportunities for meaningful staff engagement to influence planning and decision making regarding SFM.</p>	<p>GOALS: Utilize established internal process to promote potential Departmental legislative/ regulatory proposals to advance sustainable forestry. Provide high-standard technical and policy services, information and advice to partners and other stakeholders involved in forest management</p>
<p>RECOMMENDATION: Technical Engagement Increase opportunities for staff involvement in planning, delivery, improvement and evaluation of the agency’s operations Develop communication protocols in consultation with staff Embed engagement opportunities into practice Develop reporting and information sharing systems</p>	<p>5.1 COMMUNICATION STRATEGIC OBJECTIVE: Provide opportunities and mechanisms for staff to engage in planning, implementation and monitoring of SFM. <i>Increase the involvement of staff in key decisions, utilize their ideas and provide feedback</i></p>
<p>ORIENTATION: Based on surveys, staff involvement in decision-making was below 43%. About 79% of Staff members agreed that there was need for greater staff involvement in the decision-making process. At the range and program levels, senior managers have been encouraged to consistently conduct more meaningful discussions with staff to share information, exchange ideas and empower staff to contribute to planning and strategic development. An important part of this engagement process is not only looking at organizational success but also continuous professional development. Each range and program are can identify their professional development</p>	<p>Communication objectives identified to meet the above strategy and goal are:</p> <ol style="list-style-type: none"> 1) Increase opportunities for staff involvement in planning, delivery, improvement and evaluation of the agency’s operations 2) Increase employee involvement at all levels in Strategic Planning Framework 3) Establish an Employment Engagement Advisory Committee to facilitate in clearly managing and articulating the process of engagement, the role of staff in the engagement process and senior management responsibility for Employee Engagement 4) Develop communication protocols in consultation process with staff 5) Embed engagement opportunities into practices 6) Develop reporting and information sharing systems

<p>opportunities or career development pathways to help identify where they are and understand what steps are needed to achieve their professional goals. These professional paths can be aligned with the organizational goals to build capacity and meet its targets.</p> <p>Through the communication audit, it also became increasingly clear that the level of reporting from Headquarters regarding these particular thematic areas and responsibilities were also limited, giving the impression that information was strictly on a ‘need-to-know’ basis’ or restrictive. Ranges personnel believed that they need to be part of the information loop. It was agreed that Minutes of Senior Management meetings should be shared with all staff so that they are aware and updated regarding plans and ongoing activities.</p> <p>A formal reporting system can be formulated to update staff on achievements and strategic changes of the department. It could be updated and standardized, including a set time-frame for reporting. These monthly reports should feed into the Department’s quarterly and annual publications. The Annual Report should include evaluation of the Department’s productivity, challenges and/or constraints, results and recommendations. Annual Reports is to be forwarded to relevant agencies and stakeholders countrywide. These publications should be accessible online.</p>	<p>7) To develop a desire among all members to become involved in SFM participation process and successful implementation of the change and delivery</p> <p>a) ensure that all relevant staff members acquire knowledge, skills and attitudes to use new SFM systems more effectively.</p>
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COMMUNICATION 6 Listening to Employee Voices

<p>CHALLENGE: Help everyone see the big picture and the value of their individual contributions.</p>	<p>GOAL: generate greater productivity and staff input in Forest Department operations.</p>
<p>RECOMMENDATION: Listening to Employee Voices Conduct surveys to check employee satisfaction and opportunities for improvement Incorporate formal and informal systems of communication to encourage feedback Recognition, Affirmation and Celebration of Success Provide information on key personnel and their roles Develop staff suggestions and idea programs</p>	<p>- COMMUNICATION STRATEGIC OBJECTIVE: To provide opportunity for staff to give feedback</p>

ORIENTATION: Although there are numerous ways to contribute to building morale within the department, such as continuous professional development opportunities, there is no aspect more important than listening to the voices of employees. Staff members want to be heard within the workplace because it signals their being valued and they have a vested interest in the success of the department. When department staff members are not allowed to voice concerns and ideas, there is less workplace productivity. Pat Lynch reports that when we encourage behavior to constructively challenge the status quo, we can potentially improve the organization's productivity. In addition, the expectancy theory of motivation teaches that individuals are motivated to do something when they: believe in their capability, see link between the performance and an outcome, and value that outcome. Therefore, the strategy seeks to encourage staff innovative suggestions for change and suggestions for modifications to procedures. This can help to align staff interests with business outcomes.

According to staff members, when FD staff present challenging ideas and viewpoints, they are often branded as rogues and even accused of insubordination. By refocusing and channeling officers to present their views in a more solution focused manner, it can minimize these incidences of misinterpretation and defensiveness. There is a need to also provide senior managers and staff with the communication, negotiation and conflict resolution skills to encourage more open and respectful communication with staff.

To support more staff voices to be heard, the Forest Department is undertaking pulse surveys and focus groups with staff to understand what are the most important motivators and contributors to morale.

Following several consultations with staff and senior managers, it was determined that there is a need to develop a criterion for staff recognition awards. These staff members' works and efforts will be celebrated, highlighting their dedication to service and commitment to the department's core values. The process of selection will be inclusive, enabling staff to nominate others. The awards will be both for individual and team awards to

Communication objectives identified to meet the above strategy and goal are:

- 1) Review existing staff communication mechanisms to create more opportunities for interaction between senior management and employees which allow staff to respectfully voice concerns openly and freely.
 - a) Create safe and confidential communication mechanisms to allow employees to provide prompt feedback
 - b) Develop a network of employees aimed at monitoring, revising strategies and offer feedback to improve workplace culture
 - c) Design and establish a monthly and yearly staff appreciation award for outstanding job performance and true representation of FD core values.
 - d) Develop and utilize internal groups and forums to provide discussions, act as sound boards, conduct staff checks, and recommend solutions to improve performance at all levels of the department
 - e) Develop a Forest Department Employee social media forum as a tool to help drive response rates and encourage employee engagement
 - f) Promote the Staff Feedback and Suggestion Scheme to give staff the opportunity to submit comments and suggestions at any time
- 2) Develop and disseminate inspiring feature stories on Forest Department employees who cultivate the right attitudes and integrates sound practices.
 - a) Create some multimedia storylines to showcase employee's day-to-day operations and highlight exemplary work of staff members
- 3) Design, develop, conduct surveys of staff satisfaction and engagement levels annually
 - a) Introduce pulse surveys to ascertain progress or views on SFM issues to identify key concerns and measure engagement on a more regular basis.

highlight those who demonstrate exemplary efforts and outstanding services.	
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COMMUNICATION 7: SUPPORTIVE WORK ENVIRONMENT

CHALLENGE:	GOAL:
RECOMMENDATION: Positive Work Environment Develop professional coaching and mentorship program Develop and implement a new performance feedback model Develop valued-based reward and recognition system Customize incentive programs	COMMUNICATION STRATEGIC OBJECTIVE: create and stimulate a positive and supportive working environment for employee feedback and participation in decision making within the department;
ORIENTATION: Poor relationships between senior management and staff contribute to disengagement. To address this, there is a need to build trust and mutual respect between senior managers and staff. Performance Mentoring and coaching can rebuild trust and confidence between each other, where new employees are given guidance and support to hone skills for upward mobility. This form of engagement can also foster cross-communication. Regular one-on-one meetings are encouraged and there is a need for more monthly written feedbacks regarding performance than annual performance reviews. Ranges and programs can engage in health challenge that encourage staff to keep healthy together or conduct time-off for volunteer work by staggering shifts for worthwhile causes.	Communication objectives identified to meet the above strategy and goal are: <ol style="list-style-type: none"> 1) Design and implement a staff recognition, affirmation and achievement program celebrating the work of FD officers. <ol style="list-style-type: none"> a) Organize and establish recognition and awards program for outstanding staff performances. b) Develop criteria for the nomination and selection of outstanding staff members c) Support and promote employee satisfaction and recognize staff for exemplary work Support for peers 2) develop a sense of teamwork 3) create a safe environment to express opinions <ul style="list-style-type: none"> • Visibly displaying strong organizational narratives about the organization's past achievements, present priorities and goals. • promote employee access to, and support for, training that is relevant to their position.

ANNEX IX: LOGICAL FRAMEWORK

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR					
							2017	2018	2019	2020	2021	
	STRATEGIC OBJECTIVE 1: To increase awareness and information among KBA adjacent communities' residents on defining and identifying what national and local actions contribute to forest conservation, Sustainable Forest Management and enhancement of forest carbon stocks.											
	TARGET: increase the percentage of KBA adjacent community households aware of the importance and benefits of forests, protected areas and KBAs from 34.6% to 60% by 2020.											
DEVELOP & LAUNCH FOREST FOR LIFE CAMPAIGN	1.2. Develop Forest for Life campaign using traditional face-to-face and multimedia methods within KBA adjacent communities to increase awareness and understanding of the importance of forests, risks and hazards of mismanagement of forests and sustainable forest solutions to reduce forest loss.	Increase awareness of rural KBA residents from 34.6% to 60% by 2020. 2 multi-media campaigns per annum.	Input indicator: resources allocated for the planning and implementation of the activities	Surveys Focus groups Lesson learned discussions	Impact Indicator: Percentage of rural people within rural communities who know about the importance of forests, risks and hazards of mismanagement of forests	\$10,000	★	★	★	★	★	
	1.2.1. Develop and launch Forest for Life campaigns through radio and television channels with the view to promote the importance of forests, KBAs and Protected Areas and Sustainable Forest Management issues and efforts that aim to reduce deforestation and forest degradation and increase forest resilience.	Increase awareness of rural KBA residents from 34.6% to 60% by 2020. 2 multi-media campaigns per annum. Develop and air 2 radio ads and 2 TV ads per annum.	Campaign plans developed Number of radio and television stations used for campaigns Number of people targeted during campaigns	Agreements with media Surveys Focus-group discussions	Percentage of persons who understanding of the social, economic and ecological importance and benefits of forests protected areas. Percentage of persons with access to information Percentage of persons who understand the risks of environmental mismanagement of forests.	\$15,000	★					
	1.2.2. Develop as part of the Forest for Life a social mobilization campaign via online pledges and registration of diverse groups, organizations and sectors to support the Forest for Life campaign to promote Sustainable Forest Management and enhance forest carbon stock.	Increase web-based users by 25% by 2021. Increase the number of stakeholders online registration from 0% to 50% by 2020.	Online registration form Number of youth groups registered	List of Online pledges Online surveys	Percentage of members involved in campaign Percentage of different sectors willing to commit to forest management and increasing forest carbon stock Percentage of public with access to online information	\$200			★	★	★	
	1.2.3. Conduct roadshow presentations and other face-to-face opportunities in rural communities as part of the Forest for Life campaign to increase rural residents understanding of the benefits, and their roles and responsibilities in forest management.	16 roadshow presentations 2,400 invited participants 4 volunteer groups 16 communities visited	Number of roadshow events Number of rural residents participating Number of rural communities visited	Most significant change technique	Percentage of community members aware of the benefits of smart forest management Percentage of rural community residents who understand their roles and responsibilities in forest management	\$10,00			★	★	★	

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	1.2.4. Provide face-to-face opportunities, such as community meetings, local events, presentations, to discuss with local leaders, law enforcement officers and community residents the 'green laws' or forest laws in a more people-friendly manner.	0 to 16 Community meetings on green-laws 0 to 1 meeting with local leaders annually 0 to 50 local community leaders trained	Number of community visits to present on green laws Number of local leaders involved in learning about green laws	Most significant change technique Surveys Training reports List of participants	Percentage of rural community residents aware of green laws	\$5,000	★	★	★	★	★
INFORMATION RESOURCES & EDUCATIONAL MATERIALS	1.10 Develop and disseminate consistent user-friendly information through multimedia channels to increase public awareness of SFM and forest conservation initiatives;	0 to 5 print information materials 0 to 5 radio and television ads 0 to 5 promotional materials 0 to 2 ads aired per annum (duration more 3 months)	Number of user-friendly information materials Number of promotional materials Number of radio and television ads produced	Surveys Focus groups Lesson learned discussions	Percentage of persons with access to information Percentage of persons who understand what is SFM	\$25,000	★	★	★	★	★
	1.10.1 Design, pre-test and distribute audio/visual information materials and promotional items for the Forest for Life initiative to rural residents to become aware of the unsustainable practices that cause forest loss and the sustainable forest practices that are solutions to reduce deforestation and forest degradation.	Regularly hosted pre-testing sessions	Printed information packages Number of promotional items Number of print materials distributed Number of rural communities with access to information	Surveys Focus groups Lesson learned discussions	Percentage of people with access to promotional items Percentage of persons who recalls messages Percentage of people who are aware of the causes and effects of forest loss and the solutions to prevent forest degradation and deforestation.		★	★	★	★	★
	1.10.2 Develop and disseminate attractive signs and posters for forest ranges, schools, businesses and community centers to promote Forest for Life actions of responsible forest management practices, protection of watershed, wildlife conservation, and reducing forest loss.	0 to 2 signs 0 to 2 posters designed 120 schools with posters 120 communities with posters	Number of signs and posters Number of information centers	Surveys Semi-structured interviews	Percentage of persons aware of forest management practices Percentage of persons aware of forest conservation actions		★	★	★	★	★
FOREST FOR LIFE CURRICULUM & DELIVERY	1.4 Develop, modify and pilot a Forest for Life curriculum in primary and secondary schools in adjacent Key Biodiversity Areas communities.	0% to 40% of rural students using Forest for Life Curriculum by 2020.	Developed Forest for Life curriculum Number of teachers involved in the curriculum delivery Number of students who received forest education	Surveys Most significant change technique	Percentage of students who understand basic forest ecology	20,000	★	★	★	★	★
	1.4.1 Develop a Forest for Life curriculum in consultation with teachers within the KBA communities.	0 to 3 consultation meetings with teachers 0 to 3 workshop reports 0 to 25 rural teachers consulted	Number of Consultation meetings and workshops held Number of teachers participating	Training reports List of participants Workshop reports	Percentage of teachers utilizing the Forest for Life curriculum Percentage of students with basic knowledge of forest ecology				★	★	★
	1.4.2 Prepare Forest for Life tool-kit and additional resources needed to facilitate the delivery of the curriculum.	0 to 1 Forest Education Toolkit 2 Online surveys on resources	Prepared educational toolkit	Surveys	Percentage of teachers utilizing the toolkit Percentage of students who have a basic knowledge of forest ecology				★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR					
							2017	2018	2019	2020	2021	
	1.4.3 Conduct training of trainers' sessions for teachers, key stakeholders and government personnel working within adjacent KBA communities for effective curriculum delivery in primary and secondary schools.	3 trainings of teachers	Number of training of trainers' sessions Number of participants	Training reports List of participants Workshop reports	Percentage of teachers with understanding of forests concepts				★	★	★	
	1.4.4 Pilot the curriculum in six primary schools and three high schools, targeting students of KBA adjacent communities.	0 to 3 high schools piloted 0 to 6 primary schools piloted	Number of pilot schools Number of students Number of teachers	Assessment of curricula Assessment of Evaluation Reports	Percentage of students aware of forest importance, forest ecology and forest management				★	★	★	
	1.4.5 Facilitate the curriculum delivery by providing regular monitoring and support through school visits used to educate students on forests using the Forest for Life curriculum.	0 to 2 teacher assessments workshops 1,000 students educated in pilot project	Number of school visits Number of students reached	School visit reports Surveys	Percentage of students aware of forest importance, forest ecology and forest management				★	★	★	
	1.4.6 Promote and support outdoor learning by providing sponsorship for pilot schools to conduct field trips, outdoor experiments and forest-related projects as part of curriculum delivery to build knowledge on forest ecology, sustainable forest practices and appreciation for Sustainable Forest Management and forest conservation.	0 to 13 sponsored field trips 0 to 10 outdoor learning initiatives and student-driven projects 530 students participate in field trips 200 students participate in student-driven projects	Resources acquired for field trips and school projects Number of outdoor learning initiatives Number of student-driven projects Number of field trips Number of students participating in outdoor learning activities	Surveys Field trip feedback List of participants	Percentage of students who develop appreciation for forests through outdoor learning activities Percentage of students aware of basic forest ecology Percentage of students who can identify 3 Sustainable Forest Management or forest conservation practices				★	★	★	
SCHOOL COMPETITIONS	1.5 Develop and launch school competitions and reward programs for students to showcase forests importance, threats and solutions by building awareness of FFM and SFM as part of a biodiversity protection and Climate Change solution.	0 to 3 competitions launched 0 to 120 award packages 13- sponsored field trips 2,400 promotional items	Developed competitions Developed reward programs Number of students participating	Surveys List of participants	Percentage of students who understand forest biodiversity and conservation issues.	12,000	★	★	★	★	★	
	1.5.1 Conduct school competitions to engage students and schools to build appreciation and support for SFM as beneficial for people and forests.	0 to 20 schools participate 400 students participate in school competitions	Number of schools engaged in competitions Number of students participating in competition	Surveys	Percentage of students who understand SFM Percentage of students who support SFM				★	★	★	★
	1.5.1.1 Conduct high school photo, video, logo, social media outreach and/or forest project competitions	Conducted competition each year.	Number of high schools participating Number of students participating	Surveys	Percentage of students who understand SFM Percentage of students who support SFM				★	★	★	★
	1.5.1.2 Conduct primary school nurseries project and/or tree planting project competition	0 to 3 school nurseries 0 to 15 school forest replanting projects	Number of primary schools participating Number of primary school students participating	Surveys	Percentage of students involved in forest conservation activities Percentage of students who support SFM				★	★	★	★
	1.5.2 Develop and identify resources and rewards for recognition, appreciation and achievements in environment protection and forest conservation.	0 to 200 Prepared promotional and reward packages	Resources allocated Number of rewards identified Number of students receiving awards and recognition	Surveys	Percentage of students who understand SFM practices Percentage of students who support SFM				★	★	★	★
	1.5.2.1 Sponsor field trips to protected areas and forest reserves to showcase Sustainable Forest Management businesses and initiatives as part of reward program.	0 to 13 sponsored field trips	Number of sponsored field trips for students	Surveys	Percentage of students who understand and can identify SFM practices Percentage of students who support SFM				★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	1.5.3 Host award ceremonies to attract media and public attention to highlight and recognize winners of the competitions.	2 award ceremonies for winners and Youth Conservation leaders	Held award ceremony Number of media attending Number of winners	List of participants Media agreement	Percentage of people who recognize SFM actions or practices					★	★
WEB-BASED OUTREACH	1.6 Redesign Forest Department website to integrate new technology for usability, easier access to relevant information on SFM and the department's services, programs and projects.	2 Online surveys 0 to 1400 feedback responses 0 to 500 comments	Redesigned website Launching of website Number of persons visiting website Number of feedbacks, comments	Online surveys	Percentage of web-users who have easier access to information Percentage of web-users who understand SFM	5,000	★	★			★
	1.6.1 Improve user experience by removing text clutter and redesigning for more artistic visual resources by uploading more infographics, charts, maps, videos and audio files, registration forms, and feedback.	Redesigned website Launching of website infographics (0 to 5) maps (0 to 5) video files (0 to 10)	Number of infographics Number of charts Number of maps Number of video/audio files Number of feedbacks	Online surveys	Percentage of web-users who have easier access to information Percentage of web-users who understand SFM		★	★			★
	1.6.2 Develop and launch online photo exhibits to showcase the forestry industry in Belize, work of stakeholders in SFM activities	online photo exhibits (0 to 2) responses and feedbacks (0 to 500)	Developed online exhibits Number of audience feedback	Online surveys	Percentage of web-users aware of SFM activities in Belize		★	★			★
SOCIAL MEDIA	1.7 Develop and implement a social media plan to add and improve the social media sites for the Forest Department to increase access to information and increase awareness on the work of the Forest Department in sustainably managing forests.	Increase awareness from 34.6% to 60% by 2020. Developed Social media plan new social media platforms (2) 4,000 new followers	Developed social media plan Number of social media platforms Number of persons who access information monthly Number of information sent via social media	Progress report	Improved access to online users on the Forest Department's work Percentage of persons with access to information regarding the work of the Forest Department Percentage of persons informed about the Forest Department via social media	\$4,000	★	★			★
	1.7.1 Manage multiple platforms, such as Facebook, Twitter, Snapchat, and YouTube to increase access to information on SFM on social media sites, catering to diverse ages and demographics.	2 New social media platforms 4,000 new followers	Managed platforms Number of persons following sites Number of persons providing feedback	Progress report	Improved access to online users on the Forest Department's work Percentage of persons with access to information regarding the work of the Forest Department Percentage of persons informed about the Forest Department via social media		★	★	★	★	★
FOREST & ENVIRONMENTAL	1.8 Utilize national and international environmental days to celebrate Belize's forests and its importance for the country's natural-based economy, local communities' development and for forest-dependent people livelihoods.	Increase awareness from 34.6% to 60% by 2020. 4 international day events per annum 4 key messages developed	Number of activities hosted on environmental days Number of persons participating	List of participants Surveys Progress report	Percentage of persons who understanding of the social, economic and ecological importance and benefits of forests protected areas. Percentage of persons who understand the risks of environmental mismanagement of forests. Percentage of aware and participating in SFM	\$12,000	★	★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	1.8.1 Host annual Forest Day and Wildlife Day events to direct national attention to the value of Forests, Sustainable Forest Management, biodiversity protection, forest fires prevention and building Climate Change resilience.	4 Forest Day media events 4 Wildlife Day media Events	Hosted wildlife event Resources acquired for hosting events Number of stakeholders participating Number of persons participating	Surveys	Percentage of persons who participate in environmental days Percentage of persons who are aware of value of Forests, Percentage of persons aware of Sustainable Forest Management and biodiversity protection, percentage of persons who understand forest fires prevention and actions leading to forest resilience.		★	★	★	★	★
	1.8.2 Organize a national seminar and/or ceremony to highlight those who have provided excellence in service and outstanding achievement in SFM planning and practices by commercial groups, local leaders, students, and government and non-government institutions.	Seminars (2) Award ceremonies for communities (2)	National award ceremony held Number of nominees for awards Number of awards issued Number of persons attending	Surveys List of participants Workshop report	Increased access to information on SFM and FFM					★	★
MEDIA ENGAGEMENT	1.9 Increase media engagement to provide sustainable, accountable and competent reporting on forest-related issues in order to improve public access to relevant information on SFM.	1 to 5 media engagements per annum 0 to 15 media practitioners accurately reporting on SFM and forest-related issues.	Number of media engagement per year Number of media coverage per annum	Training report Focus-group discussion Online survey	Increased access to information on SFM and FFM Increased reporting on SFM and FFM by media practitioners Percentage of persons who understanding of the social, economic and ecological importance and benefits of KBAs and forests protected areas.	\$5,000			★	★	★
	1.9.1 Provide media trainings on journalistic reporting on forest issues.	1 media training	Number of media trainings held Number of media personnel attending	Training report	improved public access to relevant information on forest management				★		★
	1.9.2 Organize and conduct regular media familiarization tours of protected areas and other SFM site visits for media practitioners to understand the different media interests and opportunities for media engagement. Organize, coordinate and host media trainings and familiarization visits to improve media reporting on forest issues	1 field tours for media 0 to 15 media aware of SFM	Developed crisis communication protocols	Training report Trainee's self perception and awareness survey	Increased access to information on SFM and FFM Increased reporting on SFM and FFM by media practitioners Percentage of persons who understanding of the social, economic and ecological importance and benefits of KBAs and forests protected areas.				★		★
	1.9.3 Tailor media packages or materials for events and circumstances such as media advisories, press releases, expert interviews, talk-show appearances, media briefings, media visits, providing access to background information and online resources. 1.9.4 Develop and disseminate media information that reduce the use of technical jargons and provide more clear and compelling news pieces that engage media interests.	Developed user-friendly information for media (3)	Number of media field trips held Number of media participating	Online Surveys Progress report	Percentage of persons who can identify 3 ways to reduce risks of environmental mismanagement of forests. Percentage of persons involved in SFM				★		★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	1.9.5 Develop and implement Crisis communication protocols and Track media contacts and maintain updated media lists	1 Crisis Communication protocol	Number of media interviews Number of press releases Number of national and local media covering news pieces Developed media contact list	Progress report	Percentage of persons who understand and support SFM and forest conservation Percentage of persons aware of efforts to enhance carbon stock				★		
	STRATEGIC OBJECTIVE 5. To increase awareness and understanding of stakeholders and local communities about Sustainable Forest Management as a social, economic and environmental solution to build forest resilience.										★
	TARGETS: To increase the percentage of KBA adjacent community households aware of Sustainable Forest Management as a Climate Change solution from 18% to 50% by 2022. To increase the percentage of KBA residents aware of the KBAs where Sustainable Forest Management is being conducted from 12% to 50% by 2022.										★
PROMOTE SFM PRACTICES	2.8 Conduct a series of face-to-face and multi-media activities within KBA adjacent communities and with forest stakeholders to increase awareness and understanding of Sustainable Forest Management.	Increase awareness of rural KBA residents from 34.6% to 60% by 2020.	Number of adjacent communities visited Number of rural residents participating	Surveys Focus groups Lesson learned discussions Progress reports List of participants Workshop reports Most significant change technique	Increased access to information Percentage of persons aware of what is SFM	\$8,000	★	★	★	★	★
	2.8.1 Prepare and conduct piloting of marketing campaigns for the promotion of SFM stakeholders aimed at encouraging social responsible behaviors of people to support legal and sustainable harvesting.	0 to 2 SFM radio and television ads	Number of prepared information regarding harvesting regulations	Surveys Focus groups Workshop report	Percentage of persons aware of social responsible behaviors to support legal SFM products		★	★	★	★	★
	2.9 Conduct forest stakeholders' information sessions, meetings and site visits to build greater understanding among local forest managers and their employees and forest workers of SFM and SFM policies and practices, and their roles and responsibilities in forest conservation.	0 to 10 information sessions 0 to 10 site visits	Number of visits with stakeholder groups	Focus groups Workshop report Self-perception awareness surveys	Percentage of forest workers aware of SFM Percentage of forest stakeholders complying with SFM standards and policies. Percentage of persons aware of SFM social responsible behaviors		★	★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	2.10 Facilitate a series of information sessions at range level for local community leaders and local businesses to understand their role in Sustainable Forest Management and fire management policies, processes, and practices.	20 range level information sessions with key forests and non-forest stakeholders	Number of range level stakeholder meetings held	Focus groups Workshop report Self-perception awareness surveys	Percentage of community leaders aware of SFM Percentage of community leaders participating in SFM activities Percentage of persons aware of SFM social responsible behaviors		★	★	★	★	★
INCENTIVE PROGRAMS	2.11 Develop appreciation and reward programs in recognition of key stakeholders, youths, women, community residents and media who advocate for forest conservation and SFM as part of our biodiversity protection and as a Climate Change solution.	2 recognition and achievement award programs 12 people and organizations recognized 10,000 people reached via social media	Number of incentive programs Number of persons nominated Number of persons rewarded	Progress report	Percentage of persons aware of social responsible behaviors to support legal SFM products	\$12,000			★	★	★
	2.11.1 Recognize women and youth groups, businesses and organizations championing and involved in SFM efforts, community behavior change campaigns, community projects and forest conservation actions.	0 to 12 women recognized 0 to 12 youth leaders recognized	Number of recognized groups for SFM efforts	Surveys Focus groups Workshop report Self-perception awareness surveys MSC	Percentage of women, youths, businesses and organizations aware of social responsible behaviors to support SFM Percentage of women, youths, businesses and organizations taking actions to support Forest conservation and SFM				★	★	★
	2.11.2 Provide communication incentives for joint communication activities with key stakeholders to educate and promote the efforts of SFM as a Climate Change Solution.	5 piloted partnership agreements 5 joint communication campaigns 10 successful activities 10,000 people reached	Number of communication incentives Number of stakeholders engaged in media campaigns	Workshop report Self-perception awareness surveys MSC	Percentage of stakeholders collaborating with government to promote SFM.				★	★	★
LISTEN TO LOCAL VOICES	2.12 Provide platforms and media opportunities for Sustainable Forest Management beneficiaries (stakeholders, local and indigenous people) to express and share their thoughts and opinions on forest policies, processes, and practices.	1 platform developed 20 featured stories 20 interviews with media 5 stakeholder groups featured via multi-media platforms	Number of persons participating in listen to local voices campaign	Surveys Lessons learned	Increased access to information Percentage of forest-dependent people benefiting from SFM	\$5,000	★	★	★	★	★
	i. Promote the voices of community residents, key stakeholders and government personnel through radio, television, and social media on how they participate in Sustainable Forest Management and help to build forest resilience.	0 to 10 local voices promoted 10,000 people reached	Number of persons engaged in SFM media campaigns Number of persons interviewed	Surveys Lessons learned	Percentage of community residents informed of the benefits of SFM		★	★	★	★	★
	ii. Design and consistently provide quarterly local radio and television programs that encourage local men, women and young people to discuss forest conservation and Sustainable Forest Management efforts in their area.	12 Quarterly forest reporting 12 Radio programs featuring forests 20 local people championing SFM	Number of radio and television programs on SFM Number of local people championing SFM	Surveys Lessons learned	Increased access to information on SFM Percentage of people who recall messages		★	★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
FEATURE STORIES	b. Promote and highlight the responsible actions taken by government, individuals, groups, communities and organizations to reduce deforestations and forest degradation and build forest resilience.	0 to 20 people championing SFM 10,000 people reached	Number of stories per year	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions				★	★	★
	1. Promote Community Forestry and sustainable harvesting of Non-timber forest through a feature stories and documentary of the process of Community Forestry in Belize through feature stories.	5 featured stories of Community Forestry and Sustainable Non-timber harvesting	Number of featured stories on Community Forestry	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions				★	★	★
	2. Promote private landowners investing in agroforestry, silvicultural practices and the integration of trees into farming through feature stories.	2 featured stories of private landowners changing practices	Number of featured stories on agroforestry, silvicultural practices	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions				★	★	★
	3. Profile the work of Forest employees, key stakeholders or credible community residents by featuring their efforts to champion SFM.	5 featured stories of staff and stakeholders	Number of feature stories on FD staff, stakeholders, or residents	Surveys Lessons learned	Increase awareness of the work of the Forest Department in SFM				★	★	★
FOREST PROJECTS	c. Facilitate and promote the development of small community-driven projects to influence voluntary behavior towards forest conservation and Sustainable Forest Management efforts.	0 to 5 community-driven initiatives linked to SFM	Number of small-scale community-driven SFM projects	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions	\$20,000				★	★
	i. Develop and launch Forest volunteer programs with women and children for the beatification of communities and development of community nurseries in support of reforestation efforts at all Forest ranges.	0 to 20 women volunteers	Number of forest volunteers registered Number of forest volunteers participating	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions					★	★
	ii. Collaborate with Agriculture Department to conduct community campaigns demonstrating forests direct contribution to agriculture, farmers, food security and nutrition.	2 demonstrations 2 videos developed and aired via multi-media platforms	Number of meetings with AD Number of AD officers participating Number of joint community visits	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions					★	★
	iii. Create and launch the Annual Forest Challenge where communities, organizations and teams volunteer to conduct small community-driven forest conservation projects.	2 Annual Forest Challenge from 2019 to 2021 15 stakeholder groups participate	Developed Annual Forest Challenge Resources allocated for AFC	Surveys Lessons learned	Increased access to information on SFM actions Increased awareness of efforts to build forest resilience Increased involvement in SFM community-driven actions					★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR					
							2017	2018	2019	2020	2021	
	STRATEGIC OBJECTIVE 6. To improve communication mechanisms and processes for government and key stakeholders to enable increased communication, collaboration and participation in SFM development processes and practices.											★
	TARGETS: - Increase stakeholders and sectors collaborating and sharing information on SFM from 20% to 50% by 2020. - Establish a national and three regional productive communication networks to enable increased participation by 2020.											★
COMMUNICATION MECHANISMS	3.6 Provide timely quarterly and annual reports and information on present and future forest actions for sustainable timber and non-timber harvesting, Sustainable Forest Management compliance and monitoring, and other relevant information to key forest stakeholders.	12 quarterly reports online 4 annual reports online 0 to 200 stakeholders feedback	Number of quarterly reports developed Number of annual reports developed Number of stakeholders who receive reports Number of feedbacks received	Distribution lists Lessons learned Focus groups Online Surveys	Increase access to information Percentage of forest stakeholders aware of present and future SFM activities	\$4,000		★	★	★	★	★
	3.7 Foster greater collaboration between the Forest Department and other relevant government agencies through establishing leads and technical advisory committees. 3.7.1 Conduct regular meetings and workshops to discuss and design collaborative SFM efforts and development processes.	0 to 10 collaborative meetings	Number of collaborative meetings	Meeting minutes Progress reports Minutes of meetings Workshop reports List of participants Focus groups	Increase access to information Percentage of forest stakeholders aware of present and future SFM activities	\$10,000		★	★	★	★	★
	3.8 Establish and build the capacity of the Communication Unit with both Communication officer and Forest Information and Education officers to manage and maintain external communication (established under internal communication plan).	1 communication unit 2 personnel	Established FD Communication Unit Number of persons hired Number of persons assigned tasks	Progress reports	Increase access to information Percentage of forest stakeholders aware of present and future SFM activities Percentage of stakeholders participating in SFM	\$85,000		★	★	★	★	★
	3.8.1 Facilitate the establishment of Districts and National Forest Advisory Committees or Working Groups to provide recommendations, advice and information on forest matters to ensure Sustainable Forest Management for community development and building forest resilience. 3.8.1.1 Facilitate regular and consistent meetings of the Forest Advisory Committees 3.8.1.2 Conduct official launching of the National Forest Advisory Committee	2 consultation meetings 1 to 3 Forest Committees or Working groups 2 annual Committee meetings 4 regular meetings annually	Established national forest advisory committee Number of established regional committees Number of persons on committees	Progress reports Focus group	Increase access to information Percentage of forest stakeholders aware of present and future SFM activities Percentage of stakeholders participation in SFM			★	★	★	★	★
	3.9 Conduct consultations for the revision of co-management agreements and licenses to included more timely and appropriate communication processes and outreach partnerships for greater public awareness and participation in SFM.	2 consultations meetings with stakeholders	Number of co-management agreements incorporating communication components	Progress reports Minutes of meetings Focus groups	Percentage of public aware of SFM and the actions of government and non-government agencies in SFM			★	★	★	★	★
	3.10 Establish user-friendly online data and reporting system for forest stakeholders to access and share information regarding meeting management plans objectives, addressing emerging issues and highlighting key achievements.	Reporting system Feedback 2 trainings in the use of reporting	Developed user-friendly online reporting system Number of stakeholders utilizing online system	Online surveys	Increased access to information for forest stakeholders			★	★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	3.11 Organize and conduct annual AGM meeting for SFM stakeholders to discuss operational plans, procedures and compliance requirements.	60% participation of forest stakeholders to 80% by 2021 4 AGMs	Number of participants	Progress reports AGM report	Percentage of public aware of SFM and the actions of government and non-government agencies in SFM		★	★	★	★	★
	3.12 Develop an online national stakeholder registry and Information Repository for SFM licensees, Forest Comanagers, leads within KBA adjacent communities, indigenous group representatives and other interest groups.	0 to 1 registry 0 to 1 data repository	Developed data/information repository Developed online stakeholder registration Number of stakeholders registered	Progress report List of registered stakeholders	Increased access to information for forest stakeholders			★	★	★	★
	3.13 Establish, manage and launch a Forest Hotline with a voice messaging system for reviewing and responding to public concerns and complaints, which should be promoted on signage in active KBA areas, websites, social media and via multimedia channels.	0 to 1 forest hotline	Designed and launched Forest Hotline Number of persons using Forest Hotline	Surveys Focus groups Progress reports	Increased access to information for forest stakeholders Percentage of persons monitoring and reporting on forest risks and hazards			★	★	★	★
	3.14 Conduct Community Forest Advisory days in rural communities, which will allow community residents to access services and information regarding forest opportunities, forest management and forest conservation efforts.	0 to 20 rural communities	Community visits schedule Number of Community residents visiting booths List of attendees	Surveys Focus groups Progress reports MSC	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM			★	★	★	★
	3.15 Establish an inter-disciplinary team (Community Engagement Team) consisting of a Communication Officer, forest officers, key stakeholders and NAVCO representatives to conduct Community Forest advisory days.	0 to 1 Community Engagement Team	Established Community Engagement Team Number of persons participating Developed Community Engagement Team guidelines	Surveys Focus groups Progress reports Lessons Learned	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM			★	★	★	★
	3.15.1 Conduct regular meetings with the Community Engagement Team to develop guidelines and resources to develop cohesive messages, articulate forest terms and concepts for diverse audiences, collaborate and coordinate on outreach initiatives, standardize reporting systems, and monitor communication activities to recommend improvement of communication strategies on forest matters.	0 to 12 members on Community Engagement team by 2019 0 to 12 meetings with team									
TRAININGS	3.15.2 Organize and conduct trainings for Community Engagement Teams and other relevant stakeholders in the communication protocols and process techniques for engagement of local communities.	0 to 3 trainings by 2020	Resources allocated for training of Community Engagement Teams Number of trainings held Number of persons participating in trainings	Training Report Surveys Lesson learned discussions Progress reports List of participants	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM			★	★	★	★

ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
						2017	2018	2019	2020	2021
3.16 Strengthen the capacity and coordination of key stakeholders and the local and national advisory committees to communicate, advocate and increase community involvement in forest matters, development programs and projects for sustainable forestry and forest fire management programs and projects;	Increase forest stakeholder participation in SFM from 25% to 60% by 2021.	Number of trainings for Committees	Training Report Surveys Lesson learned discussions Progress reports List of participants	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM	\$25,000	★	★	★	★	★
3.16.1 Prepare annual training plans and training schedules in consultation with key stakeholders.	0 to 3 annual training plans by 2021	Developed annual training plans Developed training schedules Number of consultation meetings	Progress reports Workshop reports	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of stakeholders trained		★	★	★	★	★
3.16.2 Coordinate and conduct trainings for community leaders and relevant forest stakeholders to improve their knowledge and understanding of Sustainable Forest Management processes, procedures, standards, policies and practices	3 trainings for community leaders by 2021	Number of trainings for community leaders and stakeholders Number of participants	Training reports Surveys Lessons learned	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of stakeholders trained		★	★	★	★	★
3.16.2.1 Conduct trainings for relevant inter-government agencies to understand the mandate and their role in Sustainable Forest Management in Belize.	0 to 3 trainings for intergovernmental agencies on SFM by 2020	Number of trainings for community leaders and stakeholders Number of participants	Training reports Surveys Lessons learned	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons trained Percent of government personnel aware of SFM actions		★	★	★	★	★
3.16.2.2 Conduct trainings for forest workers and forest-dependents personnel on sustainable harvesting techniques.	0 to 5 trainings for forest workers by 2021	Number of trainings for community leaders and stakeholders	Training reports Surveys Lessons learned	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of harvesting techniques		★	★	★	★	★
3.16.2.3 Conduct trainings for law enforcement, community leaders, media personnel, relevant stakeholders and government officials to increase understanding of the forest legislations and SFM compliance requirements.	0 to 5 trainings on green laws by 2021	Number of trainings for community leaders and stakeholders Number of participants	Training reports Surveys Lessons learned	Increased access to information Percentage of persons in rural communities aware of forest laws		★	★	★	★	★
3.16.2.4 Conduct trainings for forest-dependent individuals, including women and youths to learn and discuss forest management, agroforestry practices, forest fire management and integration of trees in farming systems.	0 to 5 trainings on green laws by 2021	Number of trainings for community leaders and stakeholders Number of participants	Training reports Surveys Lessons learned	Increased access to information Percentage of persons in rural communities aware of forest services and FFM		★	★	★	★	★
3.17 Facilitate trainings for government and relevant stakeholders on forest fire management communication (See Forest Fire CommStrat)	0 to 2 trainings by 2021	Number of trainings for community leaders and stakeholders Number of participants	Training reports Surveys Lessons learned	Increased access to information Percentage of trained persons aware of FFM communication		★	★	★	★	★
3.18 Prepare and submit proposals to donor agencies for funding of SFM and forest-fire communication strategy and plans	0 to 3 submitted proposals by 2021	Number of proposals submitted Number of approved proposals	Progress report	Increased access to resources Percentage of persons aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM			★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR							
							2017	2018	2019	2020	2021			
	3.19 Facilitate cost-effective and appropriate communication components embedded in forest-related projects and programs through planning workshops and meetings.	0 to 4 annual planning workshops by 2021	Number of programs incorporating communication components Number of projects incorporating communication components	Workshop reports Annual reports	Increased access to information Percentage of persons in rural communities aware of forest services and forest opportunities Percentage of persons aware of SFM and FFM			★	★	★	★	★		
	3.19.1 Acquire and allocate funding to pilot local communities and relevant stakeholders social mobilization efforts and outreach activities that meet communication objectives.	0 to 5 local communities and stakeholder groups by 2021	Number of stakeholders awarded funding support Number of communities awarded funding support	Progress Reports	Resources allotted Increased access to information Percentage of persons in rural communities aware and participating in SFM and FFM			★	★	★	★	★		
	3.20 Identify and acquire resources to enhance the capability of the Forest Department to implement the Communication Strategy.	Less than 25% to 60% of budget allocation for SFM communication activities by 2019	Resources acquired for implementation of Communication strategy	Progress report	Increased access to information Percentage of persons aware and participating in SFM and FFM practices.			★	★	★	★	★		
	STRATEGIC OBJECTIVE 7. To increase opportunities for the engagement of local and indigenous communities and key stakeholders in Sustainable Forest Management development processes.												★	
	TARGETS: - Increase the percentage of external stakeholders involved in Sustainable Forest Management development processes from 10% to 50% by 2020													★
PUBLIC PARTICIPATION STRATEGY	4.1 Develop public participation policies, processes and practices for KBAs in consultation with key stakeholders with a view to encourage and integrate public concerns in the sustainable management of Belize's forests.	12% to 40% local leaders and forest stakeholders participating in SFM decision-making processes by 2021.	Developed public participation strategy Number of participants Resources acquired	List of participants Progress report	Increase opportunities for public engagement Percentage of public participation in SFM	\$50,000	★	★	★	★	★	★		
	4.1.1 Develop a public participation strategy that articulates the processes and procedures to guide the Forest Department and other stakeholders in engaging local and indigenous communities in SFM community-driven actions and activities.	0 to 1 Public Participation Strategy 0-3 consultation meetings 0-3 focus group sessions	Number of meetings Number of indigenous participants Number of rural leaders participating Number of forest commercial stakeholders participating Number of feedbacks	Progress report Survey	Increased opportunities for public and private dialogue and discussion on forest issues. Percentage of persons participating in discussions on SFM Percentage of local and indigenous people giving consensus for SFM initiatives.		★	★	★	★	★	★		

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR				
							2017	2018	2019	2020	2021
	4.1.2 Acquire government and stakeholders' endorsement and validation of Public Participation Strategy 4.1.2.1 Launch and socialize the Public Participation Strategy with relevant stakeholders, local community leaders, and government.	10% to 40% engagement of local and national leaders and key stakeholders in SFM development processes by 2020.	Number of meetings Number of local and indigenous participants Number of consensus given Number of feedbacks	Progress reports Online survey Lesson learned sessions	Percentage of persons participating in discussions on SFM Percentage of local and indigenous people giving consensus for SFM initiatives.			★	★	★	★
	4.1.3 Inform the public on the public participation processes in Sustainable Forest Management using multiple traditional and multimedia channels.	10% to 40% representation of rural people in SFM participation processes	Number of meetings Number of indigenous participants Number of feedbacks	Progress reports	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★
COMMUNITY ENGAGEMENT OPPORTUNITIES	4.2 Provide consistent public participation discussions on forest opportunities with Sustainable Forest Management beneficiaries (stakeholders, local and indigenous people) to dialogue and gain feedback to help shape Sustainable Forest Management efforts.	10% to 40% public participation in SFM processes.	Number of meetings Number of participants Number of indigenous participants Number of feedbacks	Progress reports Meeting reports	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>	25,000		★	★	★	★
	4.2.1 Organize and host community engagement meetings for six KBAs, where local and indigenous community leaders, forest sector stakeholders and Forest Department can to review and express their thoughts and opinions of SFM plans and compliance with forest laws, regulations, policies, standards and other requirements.	6 community engagement meetings	Number of meetings Number of indigenous participants Number of forest sector stakeholders Number of feedbacks	Minutes of meetings Progress reports Workshop reports	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★
	4.2.2 Organize and conduct joint community dialogues with local and indigenous community leaders to present and discuss current forest trends and SFM policies, processes, and practices.	10 joint community dialogues	Number of community dialogues Number of indigenous participants Number of feedbacks	Progress reports Community dialogue reports	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★
	4.2.3 Conduct annual Forest Resilience Conference with key stakeholders, academia, community leaders and government and media to review forest conservation efforts in Belize.	10% to 40% non-forest sector participation 2 Annual Forest Resilience Conference by 2021	Number of meetings Number of forest and non-forest sector participants Number of indigenous participants Number of feedbacks	Conference proceedings	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★
	4.2.4 Conduct face-to-face meetings to foster meaningful dialogue between government and Indigenous leaders and communities to identify and achieve a more equal participation in forest management planning based on public participation strategy	6 indigenous leaders' meetings 10 local meetings with indigenous communities	Number of meetings Number of indigenous participants Number of feedbacks Number of consensus granted.	Meeting minutes List of participants	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★
STAKEHOLDER ENGAGEMENT	4.3 Coordinate and collaborating on meetings and conferences between Forest Department and key stakeholder to provide input on the following forest management actions:	0 to 4 workshops with key stakeholders	Number of workshops Number of participants	List of participants Workshop reports Surveys	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>	\$20,000		★	★	★	★
	4.3.1 Revision of the Forest Act, Development of Sustainable Forest Management standards and system, certification and				<i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★

	ACTIVITIES	TARGETS	IMPLEMENTATION INDICATORS	MEANS OF EVALUATION	SUCCESS INDICATORS	BUDGET	YEAR					
							2017	2018	2019	2020	2021	
	sustainable measures for forest supply-chain actors, guidelines and development of a national integrated financing strategy for forest management in Belize, and promoting land usage and planning and the development of agroforestry in forests areas.							★	★	★	★	★
								★	★	★	★	★
								★	★	★	★	★
								★	★	★	★	★
								★	★	★	★	★
	4.3.1.1 Host meetings with key stakeholders regarding REDD+ and SFM, as well as the incentives to encourage private investments in sustainably managed public and private forestry.	0 to 4 meetings 0 to 60 participants	Number of meetings Number of indigenous participants Number of feedbacks Number of consensus granted.	Meeting minutes List of participants Meeting reports	<i>Increased access to information</i> <i>Percentage of persons in rural communities aware of forest services and forest opportunities</i> <i>Percentage of persons aware of SFM and FFM</i>			★	★	★	★	★
	4.3.1.2 Articulate a clear legal framework for the incorporation of carbon rights and greater investment in forest conservation by way of REDD+ and other similar mechanisms.								★	★	★	★
	4.3.6.3 Identify policies, governance conditions and payment mechanisms that lead to effective implementation of REDD mechanisms.								★	★	★	★
TOTAL						\$392,000						

