



Stratégie de communication

&

Stratégie de sensibilisation

**Kinshasa
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1. INTRODUCTION

L'annexe I du contrat de service n°382712 F1SC relatif au projet FORAF précise qu'un rapport sur la Diffusion et communication des résultats et qu'un rapport sur l'Appropriation des résultats par les acteurs seront produits. L'annexe I du même contrat précise également que chacune de ces deux activités fera l'objet d'un livrable distinct : respectivement le livrable référencé D 3.2.a intitulé " Stratégie de communication ", et le livrable référencé D 3.4.a intitulé " Stratégie de sensibilisation ", tout deux dû dix-huit mois après le démarrage du projet. Ceci étant dit, et moyennant l'accord de l'autorité contractante, les livrables D 3.2.a et D 3.4.a, sont soumis en un seul document. La justification de cette combinaison étant que les deux stratégies étant fort proches, elles feront l'objet d'une approche conjointe.

Ce rapport est destiné avant tout aux membres du consortium comme guide pour asseoir leur stratégie de communication. Il a été conçu en partenariat avec un consultant non francophone ce qui explique que la version originale présentée ici soit rédigée en anglais. Une version en français en sera inspirée.

La date de démarrage du projet a été agréée au 23 avril 2007 lors de la réunion de démarrage du projet des 26 et 27 Avril 2007 à Montpellier. Ce document, regroupant les livrables D 3.2.a et D 3.4.a, est donc présenté en date du 23 octobre 2008. Tel que précisé dans l'annexe I du contrat de service n°382712 F1SC relatif au projet FORAF ce rapport sera fourni sous format papier en trois exemplaires et sous format CD-ROM en cinq exemplaires.

2. SUMMARY

This strategy lays out a route to inform and change attitudes towards the Observatory and to increase the sense of ownership. Analysis showed that communication alone can not lead to behavior change in the case of OFAC. Communication can help create commitment to contribute to the Observatory, but whether stakeholders will actually provide and use data relies on a number of factors outside the scope of communication.

That said, attitude change is very valuable in itself. It can generate support for the Observatory and growing awareness about the benefits of an Observatory can open the door to behavior change.

Several key findings:

- Stakeholders are well aware of the SOF rapport, find it useful and use it, while the contrary holds for the Observatory. This is at the same time strange, since the Observatory is the foundation of the SOF rapport, but also creates opportunities. By linking the two, the OFAC can benefit from the positive attitude towards the rapport.
- Currently, stakeholders mostly participate by providing data for the SOF. They are not given an active voice in shaping the policies for the Observatory. To secure buy-in and ownership, FORAF should create opportunities for primary stakeholders to develop their own vision of the future of the Observatory.

Target audiences:

COMIFAC, national governments, donors, international research organizations and international NGOs.

Communication objectives:

To increase awareness of and change attitudes towards an Observatory among primary stakeholders.

Strategy:

Start with information campaign. Using a two-way process to learn about the needs and wishes of stakeholders. After informing, use personal communication to clarify issues and discuss the functioning of the OFAC.

General message:

The Observatory for the Forests of Central Africa (OFAC) is assisting Central African governments to manage their forests by pooling and distributing data. The success of the Observatory relies on the participation of all regional stakeholders

Organization, budget:

Communication arranged by coordination unit in Kinshasa, with support from consortium members. Develop budget to carry out communication activities.

3. EXPLANATION

The FORAF coordination unit in Kinshasa appointed the consultant to draw up a strategy to use communications to guarantee the use of OFAC by stakeholders.

To achieve this, I have carried out several analyses with support from the coordination unit in Kinshasa.

While drawing the strategy, it became clear that communication could only partly contribute to behavior change, that is, to stakeholders providing and using information. There are several factors, such as lack of skills and human resources, which can not be solved with communication, but need other management instruments instead.

The strategy I propose includes all the elements for changing attitudes towards the Observatory.

What will this strategy deliver?

- The primary benefit of the information and attitude change campaign will be in getting people on one line in terms of awareness about the OFAC and generating a sense that the Observatory is useful and beneficial.
- By creating a group feeling, a sense of ‘all of us in this together’ and focusing on the collective responsibility to make OFAC a success, we increase chances of action.
- By letting key stakeholders participate from the beginning in the decision making process, increase sense of ownership.

What this strategy can not deliver

This strategy does not automatically lead to people providing and using data, since some constraints lie behind the scope of this strategy.

How to use this document?

The situation and stakeholder analyses outline the ‘evidence’ for the recommendations. Reading the analyses, readers may find the strategy easier to understand. The strategic approach provides the foundation for all communication activities. The communication plan is where the strategy is translated in concrete objectives, messages and activities for specific audiences. Funding is needed to implement this plan. The consultant is happy to answer questions about the strategy,

The implementation of the strategy and plan is important for the success of the Observatory.

4. ANALYSIS OF THE SITUATION (I)

- One of the axis of the Convergence Plan of COMIFAC (Axe 2: Knowledge of the resource) is to build an Observatory for the Forests of Central Africa (OFAC).

- The observatory will provide COMIFAC and the CBFP with a tool to better manage forested landscapes.
- The overall objective of the observatory is to conserve biodiversity, ensure livelihoods for forest-dependent people and to allow the forest to play a major role in the economic development of Central African countries.
- As a European contribution to OFAC, the Joint Research Center (JRC) of the European Commission runs the FORAF project. JRC works together with a consortium of scientific institutions led by CIRAD and comprised of the Center for International Forestry Research (CIFOR), Forêt Ressources Management (FRM) and the Catholic University of Leuven (UCL).
- By building capacity to gather and analyze data, the FORAF activities aim to establish permanent forest monitoring.
- FORAF would like to see the Observatory become the reference for all information regarding the Congo Basin forests.
- The Observatory (OFAC) receives financial support from the EU, USAID, the French Cooperation, and GTZ.

5. ANALYSIS OF THE SITUATION (II)

Background FORAF:

In 2006, the first 'State of the Forests of the Congo Basin' (SOF) report was published, an initiative from the Congo Basin Forest Partnership (CBFP) and COMIFAC. Although all stakeholders recognized the value of this report and would like to see it appear regularly, they realized the difficulties in gathering the data for the rapport. The difficulties were due to lack of cooperation and coordination.

The various partners decided that a structure should be put in place that will be responsible for bringing partners together to gather and validate data. This structure is the Observatory for the Forests of Central Africa (OFAC). The FORAF project is crafting the foundation for the Observatory and building the architecture of the database. The project ends in 2010, after which the Observatory has to be institutionalized with one or more organizations in Central Africa.

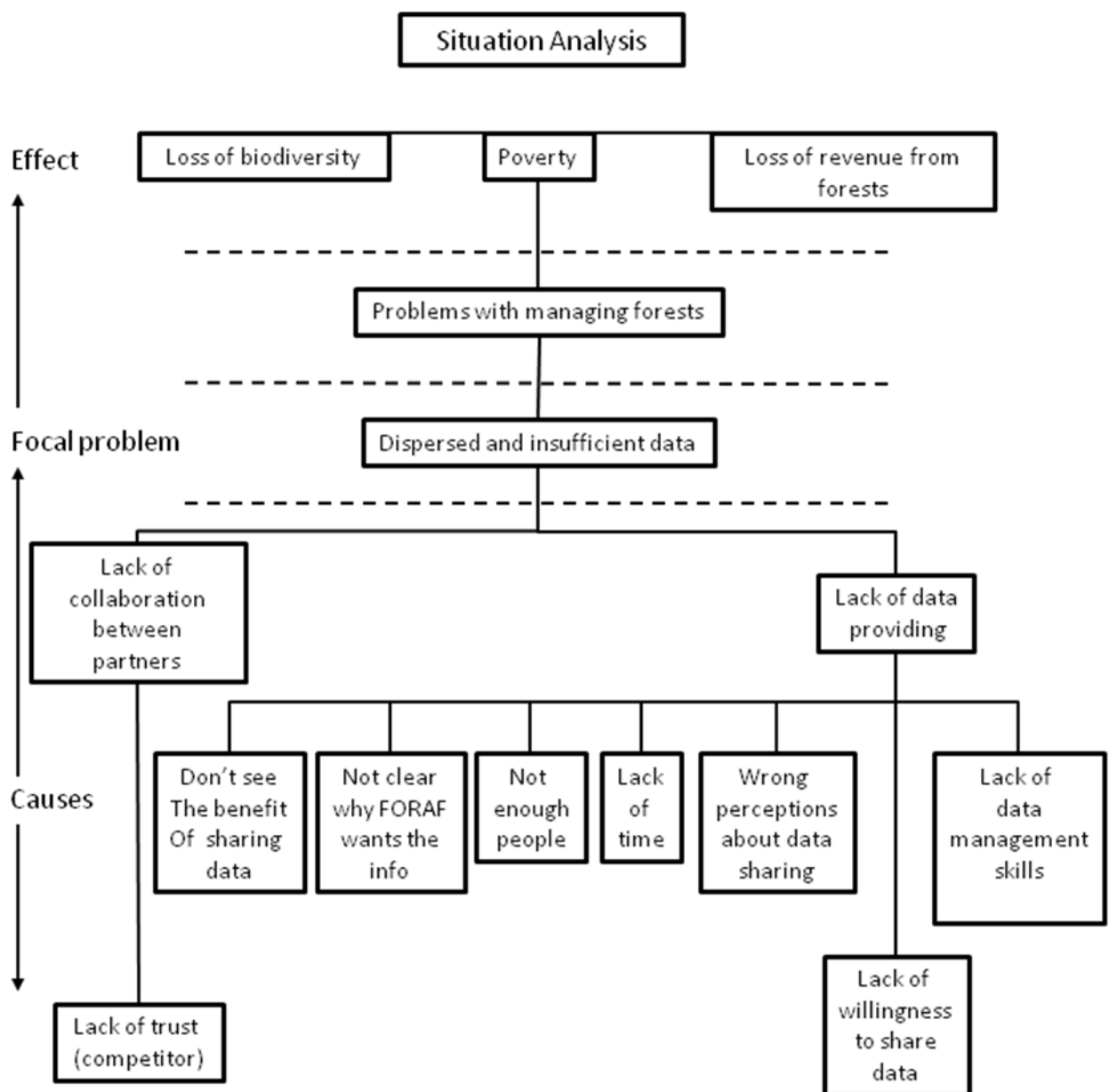
To find out if and how communication can contribute to a successful functioning of the Observatory, I carried out a **Situation Analysis** (see next). As the central problem, I took the issue that is the very reason for putting in place the Observatory: dispersed and insufficient data.

The analysis shows that stakeholders lack knowledge about the reason they are asked to provide data. They don't know the new structure well enough to trust it. They don't see the benefits of providing data ('what's in it for me?'). Furthermore, they might have a general lack of willingness to share data. This is an issue that is not new to this project - reluctance to share data is a common issue in the research world - but that is of great importance for an effective functioning of OFAC.

Communication can work on the problems of knowledge, trust (partly), attitudes (seeing the value of an Observatory and a willingness to contribute to it). Increasing knowledge and changing attitudes can open the door to behavior change, so to stakeholders actually providing data. Communication can work on

certain aspect of behavior change; the analysis shows that one of the constraints is a lack of data management skills. Workshops or courses can be set up to develop these skills. But how about the other factors of the analysis? Certain organizations don't have the resources to contribute to OFAC, even if they have a positive attitude towards it. They might lack time or people. Other management instruments need to be brought in to tackle these challenges.

On the basis of the situation analysis, we can define what we want to accomplish with communication. Identify the changes we want to achieve in knowledge, attitudes and practices. The objectives for each target group in terms of knowledge, attitudes and behavior are described in the communication plan.



- Does this represent the reality? Are the economic, political and socio-cultural dimensions to the problem considered?
- Which causes and consequences are getting better, which are getting worse and which are staying the same?
- What are the most serious consequences? Which are of most concern? What criteria are important to us in thinking about a way forward?
- Which causes are easiest / most difficult to address? What possible solutions or options might there be? Where could a policy change help address a cause or consequence, or create a solution?
- What decisions have we made, and what actions have we agreed?

6. STRATEGIC APPROACH

6.1. Positioning FORAF/Observatory project

- We position the Observatory as an indispensable tool for forest stakeholders.
- We position the Observatory as a tool from and for all forest stakeholders in the region.
- We position the Observatory as a COMIFAC initiative; FORAF is a facilitator.

6.2. Target groups

We use a different approach for users and providers of data.

6.3. Tools and channels

In the beginning we communicate with written info (brochure, flyers), to inform our stakeholders. We use more personal communication to get stakeholders on one line and to clarify complex issues.

6.4. Timing

From 2008 to 2010 we focus on informing and changing attitudes of our primary audience. After 2010, when stakeholders know about OFAC, are positive about it and contribute, we'll inform the secondary audience.

6.5. Style

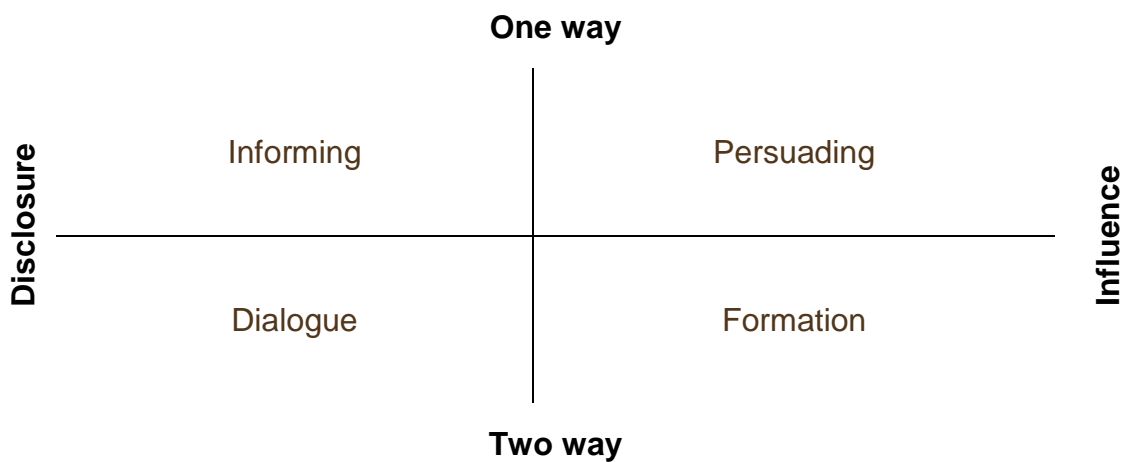
Style of communicating for the Observatory:

- use of logos and colors of logos
- tone of voice is activating (focused on doing) and challenging (it is not easy, but it is useful)
- the Observatory will only be a success with active participation of all stakeholders. Communication focuses on making people aware of this, so that in the end they will act. Stakeholders need to feel responsibility for

making the Observatory work. We will tell them what they can do and that we can make this work together (enthusiasm).



6.6. Information flows



The diagram above shows a ‘communications crossroad’. Depending on our objectives, we choose one or more among four basic strategies.

We will start with an **information campaign** to present the facts about the Observatory (who, what, where, how). Then we move to a **formation** phase, in which we create a dialogue with the stakeholders to convince them of the benefits of an Observatory. Formation will work better than persuading the primary stakeholders; by giving them a voice in the process, they will feel more committed and feel a greater sense of ownership.

6.7. Sender of information

FORAF, as facilitator, will be the sender of information in the beginning. COMIFAC will be co-sender.

6.8. Critical success factors

- Inform and involve stakeholders early on, so they have a voice in the process. This increases the commitment.

- Make the topic a recurrent item on relevant agendas (Cameroon: CCPM, COMIFAC meetings)
- Management of organizations involved should also carry out the message.

7. COMMUNICATION PLAN

7.1. Audience

Stakeholder analysis

The stakeholder analysis serves to identify the interests of all stakeholders who may affect or be affected by the Observatory. Below we first identify the key stakeholders and later map their interest in the project and their power to either block or advance the project.

Primary target groups:

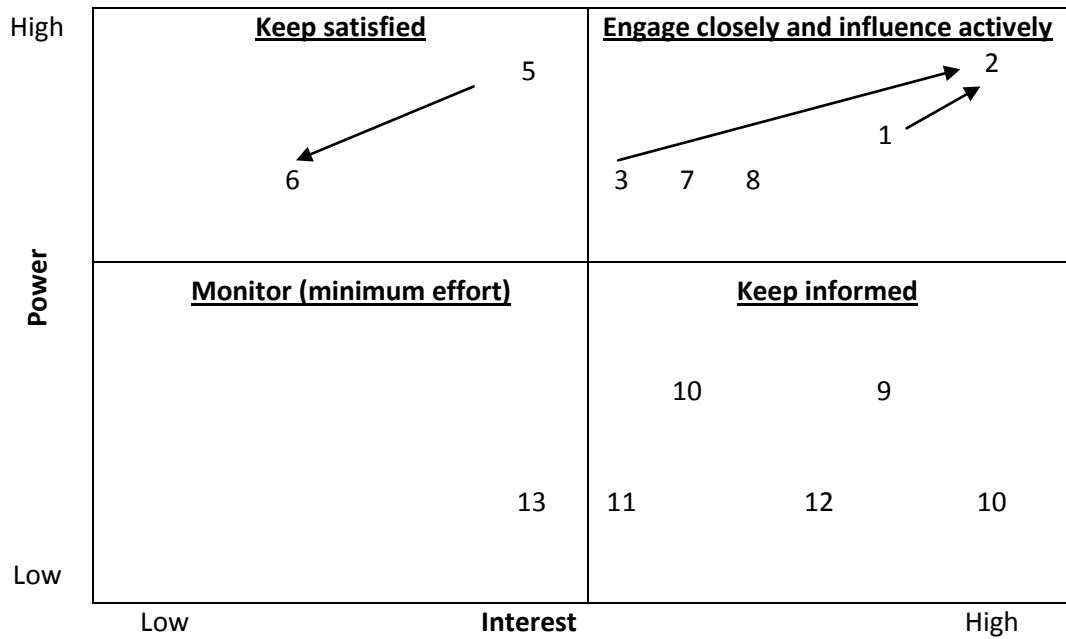
Public sector stakeholders	Civil society stakeholders	Private sector stakeholders
COMIFAC Executive Secretariat COMIFAC National coordinators FORAF resource persons UN convention focal points	Current donors? (or with public sector?) Prospective donors International NGO's International research centers	Logging private sector

Secondary target group:

Public sector stakeholders	Civil society stakeholders	Private sector stakeholders
	scientific community information centers media local communities international community	

Power/Interest Grid

The arrow show the *influence* stakeholders have on each other.



Primary

1. COMIFAC Executive Secretariat
2. National Coordinators
3. FORAF Resource Persons
4. UN Convention Focal Points
5. Current donors
6. Prospective donors
7. International NGOs
8. International research centers
9. Logging private sector

Secondary

10. Scientific community
11. Information centers
12. Media
13. Local communities
14. International community

7.2. Communication Objectives per group

Target group	Description	Objective
COMIFAC National Coordinators	10 people (one per country). Mostly working within Ministry of Forests/Environment. Little knowledge about OFAC, don't see the benefits of it. Know the SOF, have positive attitude about it and use it. Especially interested in national data.	National coordinators are aware of the OFAC and the benefits it has for them.
COMIFAC Executive Secretariat	4-5 people in Yaounde. Mostly working within their Ministry of Forests/Environment. Little knowledge about OFAC, slightly positive attitude but not convinced of the benefits.	National coordinators know about OFAC and are more positive about.
National Institutions / FORAF resource persons	25-30 people, 3-5 per country. They work for their respective Ministries of Forests/Environment. Have basic knowledge about OFAC. Deliver data for payments, not because they see the benefits. Acknowledgement of data delivering led to good participation.	Resource persons are aware of the benefits of providing data, if they are not paid for it. They know that they will always be credited.
UN Convention focal points	Around 10 (at least one per country). Minimal or no knowledge of OFAC. If they know, they might see the benefits and use the data.	Focal points know about OFAC and how to find and use data.
International research centers	Minimal knowledge about OFAC, don't see the benefits. Reluctance to share data.	Research centers know about OFAC and see the value of it. They trust the institution and are willing to share data.
International NGOs	Limited knowledge of OFAC. Know about SOF. Slightly positive attitude, but think it's time-consuming to share data. SOF and OFAC could become PR tool but not yet materialized so still dubitative.	NGOs know about OFAC. They realize it's not that time-consuming and that it's worth the effort. Are willing to provide data.
Logging private sector	Know about OFAC. Attitude differs among companies; progressive companies are positive, less	Progressive companies invest a little time in providing data. Less progressive ones have a

	progressive ones less so. They don't have much time to provide data.	more positive attitude towards OFAC.
Current donors	4: EU, USAID, GTZ, FR. Know about OFAC and FORAF, have positive attitude and contribute.	Donors are informed about the latest developments, are aware that the project continues to need their support – or even increase support – and keep supporting.
Prospective donors	Great-Britain, Norway. Limited knowledge about OFAC. Might be positive and undertake action in the future.	Potential new donors know about OFAC. Have a positive attitude and contribute to OFAC.

Observation: most stakeholders seem to know SOF, are positive about it and use the data. This can thus become a promotion tool for OFAC. Because without OFAC, no SOF. It will be good to always mention the two together. “Remember the SOF? Used it? It’s because of OFAC.”

People will also be more willing to use the SOF if they notice ‘opinion leaders’ use it. These can be any ministers, managers, or the media. ‘If respectable media report about it, it must be good’.

What I propose therefore, is to collaborate with the media for the SOF, but no much about the Observatory (yet!). There are still too many questions to solve internally. But creating a media campaign around the SOF might be good idea.

7.3. Messages

General messages for OFAC:

- The Observatory for the Forests of Central Africa (OFAC) is assisting Central African governments to manage their forests
- The Observatory monitors the ecological, social and economic aspects of Central Africa’s forests and provides data relevant to forest stakeholders.
- The Observatory is an initiative from COMIFAC and will be built with help from the FORAF project.
- The success of the Observatory relies on the participation of all regional stakeholders.

Specific messages for COMIFAC Secretariat and National Coordinators:

- FORAF is assisting COMIFAC to put in place the Observatory
- The Observatory provides data relevant to national contexts.
- COMIFAC will benefit from the Observatory
- The Observatory increases COMIFAC’s image of a credible institution.

Specific messages for national institutions/FORAF resource persons:

- The Observatory will put your name in the credits when you provide data
- The Observatory will benefit your and your institution
- The Observatory values its partnership with you

Specific messages for UN convention focal points:

- The Observatory provides data relevant to your work
- The SOF report is an accessible document with credible and extensive information about the Congo Basin forests.

Specific messages for international NGOs and research centers:

- The Observatory helps in achieving the goals of your organization.
- The Observatory needs and values your input.
- Participating in the Observatory leads to increased exposure of your organization to a large audience
- The Observatory will mention your name/the name of your institution when you provide data

Specific messages for logging companies:

- The Observatory provides data relevant to your company
- The Observatory needs and values your input.
- The Observatory won't take much of your time

Specific messages for donors:

- The Observatory works with people from the donor's own country and from donor's priority developing countries
- The Observatory acknowledges and promotes its relationship with donors
- Data from the Observatory are relevant to development issues and natural resource management.

7.4. Tools and channels

Target Audience	Means and channel of communication
COMIFAC National Coordinators and COMIFAC Executive Secretariat	Provision of information through a two-monthly e-mail newsletter, editorials in the COMIFAC News Bulletin prepared with their involvement, one-to-one e-mail communication (?), and face-to-face meetings (?) every months. .. (6-monthly Newsletter with readers' platform??) Receive all publications and announcements of OFAC.
National institutions (FORAF Resource Persons)	Main means of communication through one-to-one e-mails (?) -> what is this communication about? Requesting information? Group communication through e-mail to obtain feedback and share 'lessons learnt'.

UN Convention focal points	Receive infosheets about OFAC, and all publications and announcements of OFAC. One-to-one communication to clarify questions.
International research centers and NGOs in the region.	Main means of communication is one-to-one e-mails and telephone calls. Are encouraged to disseminate information about OFAC. Face-to-face meetings to focus on specific topics (e.g. data providing). Receive two-monthly e-mail update. Receive Q & A (Question and Answer) sheet with explanation about providing data. International, regional and national meetings and conferences provide a medium to distribute brochure, infosheets, posters and display banner and publications.
Logging private sector	Main means of communication is one-to-one phonecalls and e-mails. Receive brochure and infosheet. Receive main publications.
Donors	Face-to-face meetings. Annual report? E-mail newsletter. International, regional and national meetings provide a medium to distribute brochure, information sheets, posters and display banner and publications. One-to-one communication depending on need. International media??
Secondary audiences	Website, media, contact for inquiries.

Materials for internal communication:

- Articles in consortium members newsletters/websites
- Display posters in buildings of consortium and give away if desired to other stakeholders
- Include major publications in collection on display

Materials to develop

Digital newsletter (two-monthly)	
Brochure about the project for general public	
Infosheets to provide more detailed information on different components of the project. (For example one on sharing of data, one on the products like SOF)	
Powerpoint presentation (a standard one that people can show within their organizations and that be used during meetings) In French and English.	

Posters to be used at international meetings	
Poster to display in building of consortium organizations and other stakeholders if desired.	
Q&A form	
Display banner for international meetings	
Publications and reports	
Website (maintain website with timely updates. Publications available for download)	
Template articles for websites/newsletters of consortium organizations	

Events:

Use platform of international, regional and national events to reach focus groups, build and strengthen networks and use the channels for further spread of the OFAC messages.

- International meetings
- COMIFAC meetings
- Cameroon: CCPM

8. ORGANISATION OF THE COMMUNICATION

- End responsibility for communication is with coordinators (FORAF in Kinshasa with support from the consortium)
- Central level = coordination (FORAF in Kinshasa with support from the consortium).

Communication Officer -> hire a person for communications support. Also budget for desktop publishing, website support and translations.

Tasks:

- monitor communication frameworks and if necessary redirect
 - monitor communication planning
 - advice and assist coordination unit and consortium partners
 - coordination and production communication materials
 - organizing meetings
 - updating website
 - media contacts
- Contact person for the media:

- Media resource persons (who are available to talk with journalists): (consortium members?)

9. EVALUATION

Via:

- Number of visitors OFAC website (total and per page).
- Number (and which) documents/data downloaded.
- Number of websites/publications/public speeches that make reference to OFAC.
- Amount of data provided.
- Number of data providers

10. BUDGET

The Budget for a communication strategy including the communication officer is evaluate to USD 60.000 per year if a communication officer can be found locally or 100.000 USD if not.

The tasks of the communication officer included website applications design and maintenance, printing of materials, participation to meetings, translation, graphic Design etc. For some of these tasks hiring consultants will probably be required.

11. RISKS

Risk	Way out
ADIE is still in place and serves the same function as the Observatory	The Observatory has its own status and functioning mechanisms.
Observatory is not an institution yet	In communication, be honest about it. Tell where we are and where we want to be. Create a visual.
Researchers' reluctance to share data	MOU's. Template MOU's are being developed with help from lawyers.
Project sustainability - Even people who are positive about the Observatory are somewhat reluctant to fully collaborate because they think the project finishes in April 2010.	Be frank about the project having resources for the moment until April 2010, but put more emphasis on stakeholders' common responsibility to ensure project continues afterwards. Tell about discussions with donors.