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MINISTARSTVO POLJOPRIVREDE, SUMARSTVA I RURALNOG RAZVOJA
MINISTRY OF AGRICULTURE, FORESTRY AND RURAL DEVELOPMENT**

**Communication and Information Strategy for
Forestry sector in Kosovo
2010-2020**

DRAFT

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Acronyms

ARDP:	Agriculture and Rural Development Plan
DoF:	Department of Forestry
FAO:	Food and Agriculture Organization of the United Nations
EU:	European Union
KFA:	Kosovo Forest Agency
IFR:	Institute for Forest Research
MAFRD:	Ministry of Agriculture, Forestry and Rural Development
MEST:	Ministry of Education, Science and Technology
MLSW:	Ministry of Labour and Social Welfare
MESP:	Ministry of Environment and Spatial Planning
MEF:	Ministry of Economy and Finance
MTI:	Ministry of Trade and Industry
NGO:	Non-Government Organization
OCP	Office for Communications, Partnerships and Advocacy
REU	FAO/Regional Office for Europe and Central Asia
PSP:	Policy and Strategy Paper

Executive summary

In the frame of the **Kosovo Policy and Strategy Paper on Forestry Sector Development 2010 – 2020**, the Communication and Information Strategy aims to address the issue of how Ministry of Agriculture, Forestry and Rural Development (MAFRD) and other institutions related to Kosovo Forests should improve the communication in the widest sense both strategically and operationally for longer term and practically with the communication and public information campaign.

The assessment of current status has enabled to bring forward and recommend a series of concrete proposals that, if implemented, would help to improve the consistency, efficiency, credibility, reliability, accuracy and professional effectiveness of communications within the MAFRD and other relevant institutions that are part of the Forestry Sector in Kosovo. During the assessment process and preparation phase, and based on the research, the evidence points to an urgent need to improve communications with special audiences in order to prevent the current trend of illegal tree logging and increase awareness of long term benefits from the forests.

The Strategy aims to provide a firm foundation for the communications for the Kosovo Forests institutions. In particular it also aims to enhance the reputation of these institutions both internally and externally, through influencing the understanding, activity and perceptions of internal, domestic and international audiences. On-going professional approaches on external activities and internal capacity building and training are key points for a successful communication strategy.

It is important to note that this strategy should be seen as a ‘work in progress’ within the context of the longer-term strategy rather than as a prescriptive blueprint. This can be developed further on an on-going basis, but it is believed that merely maintaining the status quo should not be seen as an option if the institutions are to fulfil the mission of preventing damage of Kosovo Forests.

In preparing the Communication and Information Strategy, a considerable amount of evidence has been found during the consultation phase and this has enabled development of a number of ideas, principally on the basis of responses to specific needs, as well as ideas about the development of more efficient and effective tools and actions and suggested way in communications management methods. It is important to acknowledge that this strategy needs to be regarded as a ‘living document’ which is not intended to be prescriptive or rigid, but which can be developed and amended in response to the changing needs and circumstances of the Institutions.

The estimate of illegal cutting of trees in Kosovo forests is drastic and there is an urgent need to inform the audience¹ to make well informed decision about buying wood, especially firewood.

It is in general interest for people to make well informed decisions and reduce using firewood for heating and other house work activities. This will contribute in better maintenance of forests and reduce illegal tree logging. The overall aim is to save Kosovo forests from the danger of deforestation in many ways and to use wood more efficient. In addition to that, this strategy and a particular campaign aims to increase awareness of legal consequences of illegal tree logging both by private citizens for their own use and illegal tree logging for selling.

¹ Audience is the population that buys wood to use it as fuel for heating and other use

The population of Kosovo needs to know more about how they are directly making impact in wider scale by (depending on the targeted audience) cutting trees, selling or even using wood for fire. In addition they should be informed about alternative sources of energy such as processed firewood and selectively logged trees done by the authoritative institutions.

In the current situation, not enough attention is being paid to beauties and benefits of the forests in other than tree logging. The benefits of eco-tourism, agriculture and livestock industry are much more beneficial and sustainable than illegal tree logging.

Preserving the forests from de-forestation in Kosovo should also be seen from another perspective. Seeing this problem from 'development' perspective enables small farms and family businesses have more sustainability and regular income instead of 'one income from selling firewood'. Orientation towards development and using forests from sustainable development should be part of this strategy and it is necessary to promote this idea through various communication and information campaigns.

One of the aspects of immediate effect of campaigning will be directly economic as for example, only properly selected firewood will enable for users to have 40% more energy/heat released from dry wood than from fresh wood². These results can imply 40% less financial expenditure and by default 40% less firewood consumed approximately.

Furthermore, the economic aspect touches upon water, air quality, and natural disasters risk. This has direct impact on food production and biodiversity which is risked in case illegal tree logging continues with the current trend.

A. Policy and Strategy paper (PSP) on Forestry Sector Development in Kosovo.

The economic, social and ecological functions of Kosovo Forests are of significant importance to the sustainable development of Kosovo and for improving the quality of life, especially in rural and mountain areas. Based on these useful functions of forests, Kosovo perceives forests as part of national treasure/heritage. The Law on Forest affirms this: "The forest of Kosovo is a national resource. It shall be managed in such a way as to provide a valuable yield and at the same time preserve biodiversity for the benefit of present and future generations. Forest management shall also take into account other public interests." The Law also affirms that the principles of precautionary, conservation of biological diversity, the principle of intergenerational equity and ecologically sustainable development shall apply.

The legal and strategic documents for Forestry in Kosovo are the Law on Forest 2003, amended on 2004 and 2010. While as a response to the need for the strategic management of the forest resources, the Government of Kosovo launched a process of formulating a National Forest Policy and Strategy Plan in May 2008. The process has been based on recognized principles for policy development, inputs from national and international experts as well as from all relevant stakeholder groups. Suggested policies and strategies are consistent with existing legislation on Forestry and set the stage for all major decisions concerning the sector for the next 10 years.

The overall objective of the Government of the Republic of Kosovo is to increase the contribution of the forest sector to the national economy through sustainable use of the forest resources, taking into consideration as well the multi-functional role of forestry. To comply with this overall objective the Government will maintain and enhance the viability of the

² Fresh wood is wood with water content more than 45 %

sector through providing a supportive regulatory and institutional framework, and ensure permanent financial mechanisms for increasing the status of the sector.

The overall responsibility of the Government in developing the Forest Sector includes management in accordance with the global consensus on the management, conservation, and sustainable development of all types of forests. This includes: Developing a supportive institutional and regulatory framework; Administration and management of state owned forestlands; Protection of environmental values; Inter-sectorial cooperation, international contacts, financing of activities; Social aspects of forests; Implementation of policies and strategies; Institutional arrangements, policy instruments and Compatibility with national and international plans and strategies.

The abovementioned actions can be addressed generally speaking through developing and enforcing a regulatory and institutional framework, and regardless of ownership, direct the activities of the sector in a desirable direction. Important elements are continuous monitoring of the forest resources to ensure a sustainable use, provision of adequate resources to Government institutions responsible for forestry and updating the regulatory framework to reflect changes and development trends in the society. Processes of change shall be transparent and allow for full participation of concerned stakeholders.

One of the top issues to be addressed by the government is also the fact that 40% of public forestlands and 29% of private forestlands have been subject to uncontrolled or illegal harvesting activities. By all standards these figures are very high. The situation is most critical in coniferous forest where the entire existence of large forest areas is put at risk if no strong and immediate actions are taken. The inventory results also confirm that coppice forest, especially on public forestlands, is exposed to heavy harvesting. The results also show that many young and middle-aged forests are in an urgent need of management interventions, ranging from cleaning/pre-commercial thinning to commercial thinning.

Difficulties facing the Forest Sector

In relative terms the legal structure for guiding forest sector activities is in place. There is a Forest Law and other laws with bearing on forestry in a wide sense. There are also a fair number of administrative directives. However, regardless of this supportive legislation one of the biggest challenges is the lack of adherence to the laws. This situation most likely depends on a multitude of reasons. (i) Staff and affected persons are not aware of the legal framework, (ii) the legal framework is not as meaningful, (iii) the legal framework is neglected since it is regarded as obstructing the operations/activities, (iv) supervision and enforcement is not in place and (v) the police, prosecutor and court systems do not follow up properly on reports of law transgresses.

A1. Organizational mapping of the national Forestry Services

Mapping of partnerships in the administrative organogram follows the current Kosovo Government infrastructure and includes all relevant institutions including respective ministry which acts as an umbrella for carried out activities in the field of forest management and a communications and information.

MAFRD is the Ministerial body that coordinates executive actions over Kosovo Agriculture, Forestry and Rural Development. It holds the Department for Forestry which is in charge of policy level activities in regard to forestry from the Ministry perspective. The Department for Forestry is integral part of the Ministry.

Kosovo Forest Agency is responsible for matters relating to the regulation of forests, administration and management of public forest lands and forests in National Parks in the

country other than those issues that the law specifically assigns any other authority of the Government. Among responsibilities for KFA are also: Implement forest legislation and admin-related issues to administer forests; monitor development of forest resources in Kosovo; Reviews requests for permits for logging woods and non-wood resources; Issues permits for harvesting non-wood products; monitors cutting in a nation-wide scale, storage, processing and transportation of wood mass etc.

Forest Management Board: The mandate of the Forest Management Board is defined with the Government Decision 11/52 from 14 December 2012. FMB will supervise and coordinate the implementation of the operational plans related to the Forestry Strategy 2010-2020 in a cost-efficient manner, and in accordance with terms of references and agreed time schedules. Specific duties of the Forest Management Board are:

- Supervise, coordinate and support related institutions which are engaged in undertaking activities for implementation of new policies and strategies, as well as other development projects derived from it;
- Ensure that operational tasks or short-term solutions, are not in contradiction with the approved policies and development targets in the long-term aspect, and where is needed to apply measures for improvement;
- Provide institutional support with focus to increase the contribution of the forestry sector to the national economy;
- Provide technical support together with advices for the issues which are related for amendment of the legislation and improvement of the cooperation between central government and local level;
- Approves (I) Annual Operational Plans related to the management and administration of public forest lands, and (II) approves the capital investments in relation with implementation of the strategy and the action plans.

Municipalities: According to Ahtisaari Plan³ municipalities have competences over 'local economic development; urban and rural planning' and this is where the problem on forest management issues clashes with the central institutions. It should be addressed through the Municipal association.

Association of Private Forest Owners⁴ were organized in 2005 and founded National association of private forest owners (NAPFO). through enabling better coordination for addressing interests of private forest owners and users at the central level, and increasing capacities, cooperation and coordination activities for service provisions and awareness.

A 2. Situation analysis

Despite of earlier support Forestry in Kosovo is facing many difficulties. Kosovo Government is responsible for Developing a supportive institutional and regulatory framework which has been done with creation of the legal framework. Protection of environmental values; Inter-sectorial cooperation, international contacts, financing of activities; Social aspects of forests; Implementation of policies and strategies; Institutional arrangements, policy instruments and Compatibility with national and international plans and strategies are being done by various institutions but there is lack of coordination of activities in building a strategic approach to public information. All these responsibilities are coordinated by the MAFRD however there is significant lack of both external communication strategy and internal communication coordination among the institutions.

³ www.unosek.org/unosek/en/statusproposal.html

⁴ http://refordcentre.org/documents/NAPFOKO_biography.pdf

Despite good progress with legal framework and policies on forestry, the following main issues and weaknesses in the forestry sector need to be addressed in one way or another:

- Forestry must constitute a much higher priority on the Government's agenda than hitherto. Forestry is an important provider of goods and employment opportunities as well as many other benefits like protection of flora and fauna, recreation etc. All these advantages are not yet fully appreciated by decision-makers;
- A top priority must be to enhance standards of professionalism at all levels, commitment among forestry staff and awareness rising among the general public concerning the importance of the sector;
- The private forestry sector is not well developed. Long-term support to forest owner associations will be indispensable. Important aspects are institutional reforms such as privatisation of state forest enterprises and creation of an enabling business environment;
- The roles and responsibilities of central and local governments must be fully agreed upon. Of particular importance is to reach a common understanding for the best implementation of the delegation of competences for forest management, considering also the needs for coordinated investment activities and forest protection;
- The forests of Kosovo, covering 40 % of the land surface, have great ecological, social and economic potential, which is only marginally realised in the present circumstances. It is envisaged that if professionally and sustainably managed the forestry sector could form as much as 5 % of GDP.

B. Rapid Communication assessment of the Environment & Forestry sector in Kosovo

B1. Methodology and communication needs assessment

A rapid communication analysis based on a desk review and information collected during meetings and discussions with MAFRD, partners, EU & donors and with the Project team has been done in order to assess current capacities and needs for the Forestry Sector in Kosovo. Main findings show that there is a need for awareness & information, and Communication capacities/skills in the sector including enhancing current institutional capacities:

(a) Regarding the population and final beneficiaries:

■ Population

- ⊕ Basic information of the population (including youth) on the economic, environmental and cultural importance of the Kosovo forest;
- ⊕ Basic information on environmental crucial damages created by illegal cutting and trade;
- ⊕ Lack of clear information on the forestry legislation, modalities of management, on responsible state bodies & staff (considering also the decentralization process) and on the role of private sector;
- ⊕ Basic, useful and practical information on alternative sources of energy (for heating, cooking, etc.) as well as comparative advantages to use it.

(b) Regarding information and awareness capacities of the Media, Education sector and Civil Society Associations

■ **Press sector and media**

Journalists and communicators are not specialised enough in Environment and Forestry to provide a sufficient and permanent flow of information on environment-climate change, forestry and alternative sources of energy.

■ **Schools sector**

Teacher's skills (content, methodology and educational material) are not solid enough to provide pupils and students with basic information on environment, forests, climate changes, etc.)

■ **NGOs and Civil Society**

NGOs and Civil Society associations haven't been yet significantly and really involved in environment and forestry issues and situation in Kosovo; so, they lack of knowledge and methodology and they are not experienced in awareness activities. It should be implied that Women led NGOs and gender related Civil Society organizations should be specifically targeted.

(c) Regarding the Public sector

■ **MAFRD, DoF and Agencies**

Even if several awareness activities & campaign have been implemented, there is no 'pilot' and/or communication management within the Ministry of Agriculture, Forest and Rural Development (MAFRD), Forest Department (FD) and Kosovo Forest Agency (KFA). There is a Press Attaché in the MAFRD.

■ **Public Media sector**

There is no specific/dedicated forestry or environment program broadcast by the Media public sector.

B2. Stakeholders Analysis

Considering the crucial situation of the forest in Kosovo (damages caused by illegal tree logging, lack of information and poor good practices for preservation amongst population and forests users, lack of information and practices about alternative sources of energy, etc.),

Considering also the insufficient flow of technical and practices information from the private sector to encourage the use of alternative energies, and considering the lack of awareness and adequate information, awareness activities addressed to the youth, through the formal and the informal education sector,

To face the immediate needs, stakeholders and priority target groups are:

- ➡ The population (through a general mass media awareness campaign and involvement of the civil society associations; through social events organized locally with/by municipalities)
- ➡ The women and youth (through schools informative activities and digital events))

- The forest and wood users (through local events, mass media campaign and specific events to promote affordable alternative wood fuels⁵)
- The media and press sector (considered as relay and transmission belt)

A necessary Gender approach

Heaving in mind gender composition of family households in Kosovo which is very male dominated⁶, women have a specific role on housekeeping and the research shows that:

- The dedicated time to earn income for men in Kosovo is 57% whereas for women is 14 %.
- 65% of the time for women is dedicated to housekeeping whereas for men it is 4%.
- The discrepancy between these two is huge and can reflect on the fact that women are more dealing with burning of the wood while men ensure that the firewood is secured⁷ or cut.

In this regard, the fact is that men traditionally buy the firewood but women actually use it for fuel;

The targeted audience changes and therefore should the messages too. When combined with data from the selected regions in the previous MAFRD campaign (Awareness activities) it should lead to a very limited and specific target audience distributed evenly between the regions as in the plan of action of the MAFRD Campaign in 2010

Through addressing women specifically, we can address households as social units for Kosovar society in line with the aim to address the population who actually spends the wood. Although, this might only work for the overall audience and illegal private tree logging and not for the 'organized tree logging'.

B3. Funding modalities, constraints, human resources & skills.

In the MAFRD there is significant lack of resources for communication, information and outreach activities in forestry sector. Last year's budget dedicated for campaigning for Kosovo Forests has been allocated to a twinning project by the Ministry⁸. Also in addition to that, no specific budget allocated to 'Forest Health' issues as such. There is a good will for 2013 to enhance cooperation and jointly coordinate actions of communication and campaigns among MAFRD and donor funded projects.

No specific campaigning done last two years and no strategic communication document has been prepared by MAFRD to address the issue so far. Lessons learned will be 'borrowed' from other campaigns in other sectors that include professional campaigning and similar target audiences (technically) and outsource of external capacities to supervise, monitor and evaluate the actual deliverables of the campaign.

Professional capacities on forestry are in place however they lack communication related experience and campaigning skills to address the issues and include the public in their side⁹.

⁵ In this document alternative wood fuels are considered to be wood pellets, wood chips and wood briquettes

⁶ The cultural context is that households are traditionally men.

⁷ <http://www.bridgew.edu/soas/jiws/nov05v2/kosova.pdf> (page 105)

⁸ Meeting with Hysen Abazi, Director of Forestry Department

In addition to that, they lack internal communication in the official and informal level as well due to bad experience in the past with former management of the institutions. Part of the problem is also that there is mixture of competences in three different levels: The first level is that of the MAFRD (Department of Forestry); second level is the Agency for Forest Management and third level is that of Municipality level which by Ahtisaari Plan has competences of managing both with land and forest.

These institutions also lack capacities to work with other sectors such as NGOs and civil society initiatives because of fragmented competences that they have in regard to Forests. The Department of Forestry provides policy level whereas Agency for Forest does the actual operational management with forests. In all these "decentralized" manner of forest management also Municipalities have some rights to Forest management as resource.

B4. National capacities and skills for Communication in Forestry

(a) Implemented Awareness campaign

An awareness campaign that was held with the MAFRD in 2010 was called '**Opinion awareness for protection of forests and forest land**' where several actions have been taken in order to increase awareness for the population. For this year, the same replicated plan of action has been proposed and will be implemented from the MAFRD side whereas donor funded projects will be focusing on different actions that will not be covered in the plan of MAFRD.

The campaign focused on increasing the awareness of general population in three main components:

- Illegal tree logging
- Forest fire prevention
- Misuse of forest and forest related products.

The methodology of this campaign was to use several channels of communication in very specific targeted areas: Prishtina, Mitrovica, Peja, Decani, Prizren and Novoberda.

This campaign included:

- Informal meetings with village representatives, NGO representative and directors of education departments in respective municipality regions;
- Brochure and posters distribution; presentations/ lectures in schools in selected abovementioned areas;
- Meetings with owners of wood production facilities (factories etc);
- Meeting with private forest owners;
- Media/ Television broadcast of video clip;
- Public meetings with citizens and roundtable debates in the abovementioned municipality regions.

The actual campaign hasn't got a final report nor lessons learned therefore is impossible to adopt any policy level recommendation from the example however it is important to see the targeted areas that are selected by the experts group of the MAFRD.

Another activity that has happened is conducted by the Association of private forest owners and that is the “*Awareness rising of the school children of private forest owners in three municipalities*”¹⁰ In joint cooperation of USAID, SNV Netherlands development organization and NAPFO was implementing action in rising awareness of school children. During the first phase of this activity participated more than 150 school children of 3 school, taking parts in camping and preparation to implement the activity “My Forest our life” with essay, photos, drawings etc. The book “My forest” was as well published

(b) Mass-medias and media national situation

Kosovo’s media sphere has been the subject of a number of tumultuous changes in the past fourteen years since the end of the war. Having been subject to regulation by a number of different institutions, the challenges facing journalists have been considerable. Some challenges, such as establishing a plurality of outlets, ensuring some sustainability and addressing legal concerns have been overcome to a large extent. On the other hand, more work is required to fully establish legal provisions for free speech, limit pressure toward journalists and ensure a professional and qualified journalism sphere, including the highly increasing digital media domain.

The Constitution of Kosovo provides for free speech, access to information and the plurality of media. These stipulations have stemmed legal reforms such as the establishment of the law on access to public documents, the decriminalization of libel, protection of journalists’ sources, etc. Nonetheless, work still remains to be done on ensuring that policies deriving from laws do not leave room for misinterpretation and that current laws are implemented properly.

The media landscape in Kosovo is currently as following:

-Number of print outlets, radio stations, television stations:

- Print: 9 daily newspapers;
- Radio Stations: 92;
- Television Stations: 22¹¹
- Newspaper circulation statistics:

Koha Ditore is the leading newspaper, followed by Kosova Sot¹²

Broadcast ratings¹³:

- RTK 52%,
- KTV 28%,
- RTV21 49%;
- Radio Dukagjini 8%,
- Radio Kosova 5%,
- Radio 21 2%

Web media/ *Telegrafi/ facebook and twitter/ flickr* connections (No data available)

Web portals: *indekskosova.com; infoportali.com; etc* (No data available)

¹⁰ http://refordcentre.org/documents/NAPFOKO_biography.pdf

¹¹ Independent Media Commission, 2009

¹² Index Kosova, July 2009

¹³ Index Kosova, 2009

-Internet usage:

53% of households have Internet access¹⁴ (This cipher does not include mobile access population¹⁵)

-Literacy rate¹⁶:

91.9% (male 96.6%, female 87.5%)

-Minority and community media profiles:

Kosovo has population of 10 officially recognised minorities and all minorities have their own media. Most of the media can be covered with Albanian, Serbian and Turkish languages although there are differences in spoken language¹⁷.

Serbian Language Radio Stations Network
*TV Mreza Network [TV Network]*¹⁸

(c) Private and public associations, owners, producers and traders associations, women associations, etc.

- Every region has the offices for Agriculture and Rural Affairs.
- Every region has NGO sector developed to a stage of functional organisations that can potentially be supportive of the campaigning. Modalities of involvement are to be discussed but in principle all municipalities have environmental based NGOs that can be assessed for further involvement in the process.
- Also associations and other organisations in municipalities are potential that can be used in support of the campaign and overall goal of forests of Kosovo.

(d) Partnership with agriculture sector, extension services, energy, environment.

Several possible strategic partnerships (co production or collaboration) could be requested to:

- The Ministry of Education on kindergartens, primary schools and secondary schools on the campaign and strategic awareness campaigning on the forests of Kosovo;
- The Ministry of Environment and Spatial Planning;
- The Ministry of Economic Development (Energy & Mines Department);
- The Ministry of Culture, Youth and Sports;
- The Ministry of Post and Telecommunications;
- Other state bodies.

Due to the lack of experiences or weaknesses in Communication skills within those ministries, the partnership (co-operation) will be probably limited. Nevertheless it's important to consider them as partners and to involve them.

Partnership is also possible with the private sector to provide information and/or to conduct information activities regarding alternative energy system and products: e.g.

¹⁴ Index Kosova, 2009

¹⁵ Vala and Ipko (two main mobile network providers) do not share such information which is considered as business intelligence

¹⁶ <http://esk.rks-gov.net/eng/latest-news/324-press-release-estimate-on-the-number-of-kosovo-population-2011>

¹⁷ <http://www.osce.org/kosovo/75450>

¹⁸ <http://www.irex.org/sites/default/files/SIMM%20Program%20Fact%20Sheet.pdf>

- Kosovo Private Forest Owners Association
- Association of Wood Processors of Kosovo
- Possible partnership with NGOs, IO, donors bilateral cooperation
- Private sector

Synergies should also be organized with the National Eco-Tourism Strategy¹⁹ currently in preparation.

C. Objective of the Communication and Information Strategy

C1. Why is communicating in forestry crucial in Kosovo?

The Communication Strategy will enhance knowledge and awareness of the Kosovo citizens about the forests of Kosovo and will increase also protection and prevention of illegal tree logging. In addition to that, it will have an impact in long term saving of the Kosovo forests by reaching out the audiences and explaining that Kosovo forests should be treated as national treasure not only their appearance but also in many other contexts such as prevention of land sliding, climate change, water supply for a lot of inhabited areas in Kosovo, and also as a source of energy.

In reference to the National Forest Policy objectives the global aim of the Communication and Information Strategy is to increase the awareness of the general public for the better protection and the use of forest resources, to make visible the interests and roles of multiple stakeholders in the forest sector and to mobilise forestry staff and institutions to actively facilitate and implement the Policy and Strategy for Forestry Development in Kosovo 2010 – 2020.

The Communication Strategy, through specific activities, will also contribute to strengthen the State bodies (MAFRD, DoF, KFA) capacities in Communication management.

More specific

- Increase the awareness and basic knowledge of the population on environmental, economic and cultural importance of the Forestry in Kosovo, in the context of the climate change.
- Improve significantly knowledge, attitudes and practices of population regarding the illegal cutting and trading of wood.
- Provide information about alternatives energies and comparative advantages (economic, forests preservation, environmental beauty, etc.)
- Provide basic and reference information and training to the media sector and journalists (as vectors of information).
- Identify and launch awareness activities for secondary schools and youth.
- Strengthen capacities of the MAFRD in communication for development.

¹⁹ Draft Eco-Tourism Strategy (May 013)

- Strengthen capacities of the forestry sector to promote more efficient and environmentally friendly use of wood and to promote modern technologies for wood fuels preparation, drying, storage and use.

C2. Strategic approach considering immediate and secondary priorities

C2.1 Priorities to be addressed

(1) Considering the current priorities of the forestry sector, immediate information and communication activities should be focused on the following main priorities:

- (a) The fight against illegal cutting and trading,
- (b) Information & application of the Law,
- (c) Alternative sources of energy²⁰ and comparative advantages.

(2) Secondary strategic priorities will be focused on (a) information and knowledge on Kosovo forests preservation in a climate change context, (b) schools & youth awareness activities, journalists and press sector basic training, (c) building communication management & monitoring capacities within State bodies

C2.2 Phased Communication strategy

The Strategy and the Awareness Communication Plan include two levels of planning:

One is a campaign, based on immediate and urgent priorities, aiming to increase information/awareness and address illegal tree logging, legal procedures of cutting trees and basic information on the forest management (public and private) in Kosovo. This campaign includes also practical/useful information and promoting activities on alternative sources of energy including alternative wood fuels and comparative advantages.

The second level is to establish a mid-longer term baseline for educational approach to saving the forests of Kosovo by designing and broadcasting materials that can be used primarily for population and the youth in order to socialise them with the issues of concern and to ensure the sustainability and possible multipliers effects through (and by) the civil society. Journalists and press sector capacities will also be addressed. This objective includes the creation/strengthening of capacities of MAFRD, FD, Board, etc. in Communication in order to make them capable to initiate and monitor awareness and communication activities, on a sustainable way. The Communication Strategy, in line with the PSP, will also contribute to the strengthening of the Forestry sector (public and private) in Kosovo in terms of new institutional and technical capacities and in terms of visibility.

Phase 1	Phase 2
<p>Immediate / Short term priorities</p> <ul style="list-style-type: none"> (a) fight against illegal cutting and trading (b) knowledge and application of the Law (c) promotion of alternative sources of energy including alternative wood fuels and comparative advantages 	<p>Mid / Longer term priorities</p> <ul style="list-style-type: none"> (a) education to forests preservation in a climate change context (for youth) (b) basic training of journalists and press (c) development of communication capacities within State bodies

²⁰ Alternative wood fuels

<p>1. Awareness campaign</p> <p>Objective: increase awareness on illegal tree logging and inform general public of legal procedures, basic forest management and alternative energy</p> <p>2. Institutional strengthening</p> <p>Objective: provide visibility and new institutional/technical capacities to the Forestry sector (public and private)</p>	<p>3. Education/Social mobilization</p> <p>Objective: mobilize local population and particularly the youth around forestry preservation concerns and the issues related to sustainable management</p> <p>4. Capacity development</p> <p>Objective: strengthen capacities of journalists to cover forestry issues and governmental staff to initiate and monitor communication activities</p>
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C2.3 Main lines of action

Action 1. Awareness Campaign

(a) Implement a mass media (nation-wide) campaign with Key messages: environmental protection, preservation and valorisation of the 'national treasury' and his added value (economy, social, cultural); investment for the future.

To face a low level of awareness and knowledge amongst the population regarding the role and the importance of the environment and forests there is the need intensive basic information addressed to all stakeholders, population, direct and indirect forests users, wood traders, etc. This basic information will be widely disseminated through mass media.

(b) Informative activities (who is doing what in Forestry in Kosovo): institutional information & legislation & forest management; the legislation and the modalities of the Law application.

Comprehensive information has to be provided to forests and wood users, traders, consumers about national forest resources, forestry policy, the role of the private sector, the state and public bodies(central and decentralized) in charge and the Law. (Legal frame, penalties, etc.)

(c) Specific communication activities & messages to promote alternative energies and specific information needs regarding alternative products (wood fuel, etc.)

Around 50 % of Kosovo families (which is around 168 000 families) use firewood regularly. According to available data an average of 5 m³ is required annually per family. Therefore the total family needs for firewood id 837 500 m³ annually and wood is used only for heating purposes as well as for direct burning for cooking and hot water preparation.

Activities to promote different wood fuels usage can potentially include consumption of wood pellets, briquettes and wood chips which is more effective and easier to use for heating and cooking. This alternative source of energy is accessible mainly in the urban areas due to demand but could be expanded in the rural areas should there be interest for its use.

Advantages of high quality wood fuel usage are various including harvesting the low-quality trees in woodlands, providing more space for the remaining healthier higher quality trees, making very good use of all the wood that is left over from wood processing as well as lower emissions and higher efficiency.

Messages that can be used to promote high quality wood fuels:

- Make informed decisions about heating
- High quality wood fuels are more environmental friendly and effective
- high quality wood fuels is cleaner and better

Action 2. Institutional strengthening

(a) Building capacities in Communication within DoF and KFA

- Basic capacities in Communication (to take initiatives and to monitor activities) should be created within the Forestry sector. Modalities should be (a) joint team to prepare and carry out and monitor Communication activities (b) to organize a training session in Communication for forestry staff.
- The improvement of the Forest Department and Kosovo Forest Agency websites in a perspective to create of a Forestry Information Platform.

Action 3. Education/Social mobilization

(a) Education activities (through schools and training of teachers)

Investment in youth is an investment for the future. Schools sector has to be fully involved as a transmission belt to develop basic knowledge and awareness of youth. Teachers should also develop 'training and awareness' attitudes and attractive methodologies.

(b) Activities aiming to increase the participation of stakeholders (regional and local)

Regions and municipalities in addition to the decentralizing process and the transfer of competencies have a role to play, as local authority as well as in close contact with communities, associations and NGOs.

Events and meetings should be initiated and organized locally, by civil society with the collaboration of local stakeholders and authorities.

Action 4. Capacity development

(a) Specific information group trained & created to exchange information on environment and forestry to increase awareness and information exchange among journalists as additional information to reporting.

As Kosovar media lack specialist reporting in various fields including environmental issues and forestry, a journalists group will function on the basis of Web 2.0 philosophy (not technically) where the application (be that a Google powered group, yahoo group or a forum of other nature such as blog or social media) changes and updates through its own behaviour based on the dynamic nature of interest of journalists. The update and change of material in such forum can be done in two way communications:

1. Journalists insert information themselves including stories that are partially or entirely dedicated to environment, forestry or even tourism in mountainous regions and
2. Update of the forum with information from institutions such as MAFRD etc. This forum will provide a targeted environment and forestry interested journalists for all institutions.
3. Training of selected staff of Forest agency at regional level (at least one forester should be trained in the field of modern and effective use of wood fuels per region) to secure information transfer to local population, mainly forest owners, forest companies and wood retailers. The network of foresters with available information and high knowledge base will secure or guarantee the knowledge transfer also among professionals. Training and meetings should be organised in regular basis – at least one meeting per year.

This activity will be initially part of the overall communication strategy to be handed over to APJK and the MAFRD. It will have double impact on increasing awareness among Kosovar journalists and increase of good communication and coverage for the MAFRD.

D. Methodology and strategic approach

On one side, there is an important lack/need of basic information on environment, forestry, NR resources protection, etc. and that a comprehensive informative material has to be addressed to the general population, including youth generation and stakeholders,

On the other side, it should be considered that there is:

- A crucial need of appropriation by Kosovo population themselves of the future of their natural environment & NR and forestry as an economic, social and cultural investment;
- The strong need to communicate on the illegal cutting to drastically reduce it and preserve the country forest.

Moreover the necessity to create/strengthen national capacities in awareness/communication within MAFRD and stakeholders (concept, monitoring, innovation, etc.)

The campaigning methodology is combining:

- A mass media approach (using classical channels-press, audiovisual, web activities an tentatively the use of social networks)
- Capacity building activities (training-various methodologies) and
- Activities aiming to facilitate the appropriation and community innovative decisions regarding the environment/forest protection; those activities expected based on participatory approach and appropriation process.

More specifically:

- ✓ Through TV, Radio and Newspapers (TV spots, TV roundtables & reportages), radio spots, newspapers articles, etc.
- ✓ Briefing of journalists and prize for the best articles or reportage
- ✓ Design and dissemination of informative leaflets, booklets, posters, etc.
- ✓ Trough school curriculum, training and other capacity building activities

The consolidation of the web portal ‘Kosovo Forests’ should become driving force of the whole campaign however other methods of communication such as: leaflets, brochures and

Information outlets are crucial to implementation of this strategy in short term goal and delivery of communication and information Campaign.

In midterm, the web portal should accumulate materials and links (Forestry Information Platform) that can be used for educational purpose in different formats and means with easy access for institutions and targeted audiences.

Specialized audiences can be addressed with special methods such as:

- ✓ Sms campaigns by Vala (Free of charge);
- ✓ Police involvement in TV programmes to speak about forest problems;
- ✓ Wood working factories to advertise 'legally logged and selected domestic timber' in their products;
- ✓ Stickers in products/ Kosovo Forests
- ✓ Youth Innovations Lab is another alternative campaigning²¹ where FAO can organize a competition with the youth to prepare an app on Kosovo forests both for android and IOS users. This will generate Media attention and also give people information about Kosovo forests in their mobile devices.
- ✓ Activities involving local communities: public debates, discussion tools, using local opinion leaders, associations & NGOs, etc.
- ✓ Schools activities, social events (drawing competitions, etc.)
- ✓ Fuel wood characteristics, what you should consider when you buy the fuel wood
- ✓ Wood fuel handbook that gives more technical informations and guidelines to wood fuel producers and users.

D1. Target groups and stakeholders

Considering the needs analysis and the forest current situation in Kosovo, considering also the immediate priorities to be addressed, target groups and stakeholders are:

- Kosovo population (urban and rural, with particular attention to the women in rural zones) through mass multimedia mass channels
- National and local forest administration
- Forest owners, forest dwellers, consumers and associations and highlighting those associations with bigger number of women
- Logger and traders of timber (rural and urban)
- Schools & teachers & youth (as an investment for the future)

The Press sector (journalists and communicators) are 'transmission belts' and relays; they are considered as an indirect target group.

D2. Key Messages

Considering the Communication Strategy and immediate priorities to be addressed Key messages (regarding attitudes, knowledge and practices) should be vehicular:

General²²

- Protection of forest is an investment for the future;
- Forest must be managed properly, how? And who is doing that today?
- 'What you plant now-you harvest tomorrow!';

²¹ <http://kosovoinnovations.org/design-center/projects/kosovo-youth-map>

²² Component on the benefits of participatory management/inclusion of women to be mainstreamed all through these messages

- Forest is a part of our national culture and treasure;
- We need to learn about our environment, our forest and the biodiversity; it's a part of our life environment.
- Learning about forest and environment helps to make it sustainable..
- Burn wood but burn it efficient and modern

More specific

- Illegal tree logging is punishable by law;
- Illegal tree logging and selling is organized crime;
- Checking and denunciation; report illegal deforestation!

But also:

- Products of the forest are multiple and various, let's learn about that!
- Forest could be a source of innovation, a source a beauty, poetry and pleasures!
- Forest is a natural reservoir (wild life, plants, wild animals, etc.)

D3. Key issue(s) addressed

Priority stakeholders	Communication objectives	Communication approaches	Key messages	Communication methods and channels
Kosovo Population, including youth	<p>Increase basic knowledge and good practices to preserve and manage the forest;</p> <p>Provide information on 'who is doing what' in forestry sector in Kosovo</p>	<p>Provide clear and interesting information on forests in Kosovo, as a national treasury;</p> <p>Provide clear information on the forests management, legislation, the role of private sector and civil society</p>	<p>Environmental, social and economic importance of the Kosovo forests;</p> <p>Alternative and affordable sources of energy are available;</p> <p>Kosovo authorities are managing the forestry sector in a legal frame.</p>	<p>Mass media campaign</p> <p>Social events</p> <p>Commercial events (fair trades, etc.)</p> <p>Web-sites</p>
Youth (formal education sector)	<p>Provide interesting knowledge on environment and forestry; to discover the treasury.</p>	<p>Educational activities; training of teachers.</p>	<p>Let's discover the treasury, let's learn about it!</p>	<p>Education and awareness material, training of teachers, sites visits, innovative lessons in schools.</p> <p>Digital activities</p>
Forest and wood users	<p>Contribute to a decreasing of the illegal cutting in Kosovo;</p> <p>To promote forests good governance including women participation and vulnerable groups</p> <p>Promote & inform about efficient and modern ways to use wood as fuel;</p> <p>To promote the green business.</p>	<p>Remind that illegal cutting is punishable, according to the Law;</p> <p>Provide information on the Kosovo forests management;</p> <p>Provide information on new wood fuels;</p>	<p>Illegal cutting in punishable;</p> <p>Forests good governance is a investment for the future;</p> <p>Green business is profitable for everybody and for the country.</p>	<p>Mass media campaign;</p> <p>Lobbying;</p> <p>Websites</p> <p>Encourage private sector to promote and commercialize affordable wood fuels.</p>
Medias & Press sector	<p>Create information capacities to inform and promote forests preservation and to disseminate adequate knowledge on environment, forests and biodiversity in Kosovo</p>	<p>Training and networking</p>	<p>To be promoted:</p> <p>Environmental, social and economic importance of the Kosovo forests and environment;</p> <p>Alternative forms of wood fuels are available;</p>	<p>Multimedia sector</p> <p>Web portals and press online</p>

			Kosovo authorities are managing the forestry sector in a legal frame	
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D4. Combined expected results of the Communication Strategy (midterm) and Action Plan (short term)

Although it is difficult to predict measurable results in terms of changing behaviour and practices without a midterm impact analysis, and considering also that several others awareness activities are (or will be) carried out by the Kosovo government and donors, it could nevertheless be expected the following:

- *Kosovo and population have better environment & ecosystem, considering also the climate change context*
- *Better awareness and knowledge by everybody of the importance and the added value of the forest (economy, social and cultural);*
- *Awareness and knowledge on forestry, environment of youth increased;*
- *Better knowledge of 'who is doing what in Forestry' in Kosovo and of procedures;*
- *Better respect of the legislation & increasing the number of signals from population regarding illegal logging;*
- *Illegally logged forest reduction, in progress;*
- *Use of alternative wood fuels; premises of changing behaviour are measurable.*
- *Media & journalists have been informed and basically trained in forestry, environment, etc.;*

The MAFRD and State bodies holding forestry issues in Kosovo have received basic skills in Communication and are capable to pilot successfully and to monitor awareness & communication activities.

Websites haven't been improved and provide continuous information & documentation (high degree of interest) on Forestry.

Main conditions and hypothesis of success:

- The government willingness to strengthen the implementation of the PSP, with the participation of stakeholders and donors; MAFRD, Forestry Department and Agency are interested in the awareness & communication management;
- The interest and participation of the school sector;
- The commitment and concrete participation of the private sector, including forests private owners and professionals (foresters);
- Media for production & broadcasting are available;
- Multimedia journalists are interested and committed.

E. Information and Communication Strategy and Immediate Communication Plan

■ E.1. Objectives and activities covering the immediate information and Communication needs (Immediate I/C Plan)

Based on the objectives and activities of the global Communication & Awareness strategy but, considering the priorities and urgent identified needs, the following is a recommended plan of action:

OBJECTIVES	ACTIVITIES
<p>1. Mass media national campaign</p> <p>Key messages: environmental protection, preservation, valorisation of the 'national treasury' and his added value (economy, social, cultural) and as a productive investment for the future.</p>	<ul style="list-style-type: none"> • Production, postproduction and broadcasting of 3 video spots (1minute each: 30-45 seconds) • Preparation and broadcasting of 3 TV roundtables (max 45 min formatted). • Design and publication of 3 leaflets
<p>2. Specific information and training to a journalists group created to exchange information on environment and forestry to increase awareness and information exchange among journalists as additional information to reporting</p>	<ul style="list-style-type: none"> • Training/seminar on information dissemination with journalists.
<p>3. Education and social mobilisation activities</p>	<ul style="list-style-type: none"> • TWT concept: Talk With Trees, a pilot program for 10 secondary schools • Organisation of a Forest Week-End (FWE) in each Region / Public event
<p>4. Activities & messages to promote alternative wood fuels</p>	<ul style="list-style-type: none"> • Demonstrations of modern technology • Training of professionals (regional foresters and major forest companies) • Printing of technical booklet (hand book) on wood fuels.
<p>5. Building national capacities and skills in Communication within DF, MAFRD, Kosovo Forest Agency to ensure the sustainability and the Communication agenda within forestry sector</p>	<ul style="list-style-type: none"> • Forestry staff coaching and training session • Improvement of the Forest Department and KFA websites

Outcome 1

Mass media national campaign with Key messages: environmental protection, preservation, valorisation of the 'national treasury' and his added value (economy, social, cultural) and as a productive investment for the future.

Activity 1

Production, postproduction and broadcasting of 3 video spots (1minute each: 30-45 seconds)

Objectives & Thematic:

Spot 1: promotion of the Kosovo forests as a part of the national culture and as a national treasury. Underline the economic importance of the forest and the added value of the protection; underline links between environment, health, quality of water and land/forest productivity; focus on tourism benefits for population and local incomes with special attention to the women inclusion in the management and process of income generation.

Spot 2: promotion of alternative wood fuels and promotion of efficient use of wood fuels: availability, costs, concrete advantages, modern technologies and recommendations for wood fuels preparation, drying and storage. Use of concrete success story (ies); gender issues to be considered.

Spot 3: Illegal cutting and consequences for the forests management process, environment protection and climate change; application of the Law, penalties, etc. The scenario should include the participation of the Police. Accent put on 'illegality', 'citizen responsibility', 'possible denunciation' and penalties.

Final beneficiaries and indirect target(s) groups:

The target group and final beneficiaries are Kosovo population and communities. Indirect target groups are: forest users, wood consumers, illegal cutters and traders.

Specific expected results:

- More interest, awareness and pride are created, stimulated or re enforced amongst population;
- Basic knowledge in environment is increased;
- Better knowledge of the legislation, who is doing what and the risks/consequences of illegal cutting;
- Availability and advantages of alternatives wood fuels are better known; good practices are in progress, higher quality of wood fuels marketed and used in households;
- Contribution to forming positive attitude of broad public to forest, profession of forester as well as to the subjects in forest sector;
- Benefits of trees, woods and forests, in a modern society has been promoted.

• **Material-channels-partnership:**

- Scenarios prepared by FD assisted by the FAO communication team
- Subcontract with local Communication agency for shooting and editing

- Validation by MAFRD/FD & FAO
- Subcontract with local TV company for broadcasting

Constraints & assumptions, conditions of success:

- A good quality (innovative & degree of interest) of the scenario
- The media planning (prime time + intensive broadcasting)
- Availability on DVD for dissemination through stakeholders & schools
- Downloadable from the MAFRD/FD website and *Kosovoforests.org* portal

Activity 2

Preparation and broadcasting of 3 TV roundtables (max 45 min formatted).

Organisation: panel of stakeholders and representatives of wood users, consumers, traders, etc. Facilitation by a local well known journalist. Illustrated with a 10-12 min reportage.

Objectives & Thematic

- Illegal cutting damages
- Recommendations for wood fuels preparation, drying and storage;
- Tourism and forestry & Green business and women involvement
- Forest as a national treasury (wildlife, landscapes, water, biodiversity, healthy environment, etc.); protection and development; good cultural practices and success stories in the climate change frame.

Final beneficiaries and indirect target(s) groups:

Population, stakeholders, consumers, forest users, tourism operators, wood traders

Specific expected results:

- The National Forest Policy is better understood by population and various stakeholders
- Good practices and forest management recommendations have been presented and discussed;
- Alternative wood fuels have been promoted, higher quality wood fuel will be used in households;
- Law and forestry legislation have been clarified.
- Social debates on Forestry and Environment are increased among communities, stakeholders, consumers, etc.

Material-channels-partnership:

- Scenarios, content and panel and reportages prepared by MAFRD/FD & FAO team, with the selected TV station/team.
- Panel and stakeholders representatives (including private sector and associations) identified by MAFRD/FD.
- Reportages and broadcasting times prepared by TV station and MAFRD/FD & FAO teams.

Activity 3

Design and publication of 3 leaflets

Objectives & Thematic:

- Institutional information. Forestry: who is doing what in Kosovo? Mapping/presentation of state bodies and decentralisation, agencies. Role of private sector, associations, projects. Resources locations, websites, etc.
- The Forestry legislation; risks and consequences of illegal cutting, 'gentle reminder'. Penalties.
- Alternative wood fuels in Kosovo: availability (state and private sector), advantages, cost, etc. Information & Resources,
- Recommendations for wood fuels preparation, drying and storage;

Final beneficiaries and indirect target(s) groups:

Population, stakeholders, consumers, wood legal and illegal users, traders

Specific expected results:

- Basic general (reference) information, resources mapping and useful information available.
- Better basic information; legislation reminder for everybody.
- More precise and useful information about alternative energies.

Material-channels-partnership:

- Content and design by MAFRD/FD & FAO team
- Printing: 5000 copies/each
- Availability: through stakeholders, associations, traders, municipalities, etc., downloadable on websites.

Outcome 2

Specific information group created to exchange information on environment and forestry to increase awareness and information exchange among journalists as additional information to reporting.

Activity 1

Training/seminar on information dissemination with journalists

Final beneficiaries and indirect target(s) groups:

The general audience/population of Kosovo. Target group: journalists (Press, Audiovisual, Web)

Specific expected results: Delivery of presentation and information regarding Kosovo forestry to journalists, introduction of the web portal, increase awareness of the journalists about this issue and creation of 'interested community of journalists' in the subject of forestry, social context, women and vulnerable groups.

Material-channels-partnership: the workshop or seminar should be held in one of the forest regions in Kosovo with about 15 to 20 journalists who are interested in the 'forestry and environmental issues'.

Validation/Action: Requirements for such activity would be: Hotel reservation (Hall, presentation facilities, accommodation), preparation of materials (presentation) and organizing transport for the journalists

Constraints & assumptions, conditions of success:

This activity is one of the chain activities and proactive approach to work in partnership with Journalists. Pending this activity, there will be other activities such as:

- Creation of professional community of journalists (informal group) to address forestry and environment issues;
- Creation of reporting prices on the subject of forestry and environment;
- Increase awareness among Kosovo population for Kosovo forests.

Outcome 3
Education and social mobilisation activities

Activity 1

TWT concept: Talk With Trees, a pilot program for 10 secondary schools

Objectives & Thematic

1. Forest is a part of our life, a national treasury, a part of our future: why?
2. Climate change, what can we do?
3. Discussion with the trees: a travel guide for a site visit
4. Alternative wood fuels in Kosovo and how to use wood fuels efficiently
5. Women and forestry

Final beneficiaries and indirect target(s) groups:

Secondary schools (10): students and teachers (25)

Specific expected results:

- 25 teachers have been trained (basic methodology skills and information) in Forestry (overall environmental approach, roles of forests, protection, good management and wood fuels) (2 days session)
- Methodology fiches have been prepared, validated and available in the schools
- Minimum of 4 lessons have been organized in each secondary schools
- TWT excursions (forestry sites visits) have been organized in each school; field discussions with forest users (legal and illegal)
- Drawings competition (1 in each school) and prizes (T-shirts)
- Posters (3) prepared, printed and disseminated
- T-shirts or caps (500)
- Press releases prepared by students and sent to the main newspapers.

The forest sector became closer and more understandable for teachers and students. Good practices have been shared.

As a Pilot activity, reports and lessons learned prepared for possible multiplication of the activity. (Feasibility, methodology, content, most frequently asked questions, costs, etc.)

Activities and lessons learned will be reported on the website, as a part of the Communication campaign.

Material-channels-partnership:

- Education Authorities (central and regional) will be involved;
- Organisation of a 2 days training session for 25 teachers in Prishtina and preparation of 4 technical thematic fiches;
- Identification of 2 trainers (methodology and forestry)
- Design and production of 3 posters (1000 copies each)
- T-shirts or caps (logos and slogan +M and F gender)

Validation/Action:

Technical validation (content) by MAFRD/FS & FAO

Methodology validation by Ministry of Education & Schools

& assumptions, conditions of success:

- Agreement of Education Authorities (central, regional and schools levels) to be requested as well as the identification of teachers.
- ToR of the training session submitted and approved.
- Availability (time and organisation) of teachers and students in each identified school.

Activity 2

Organisation of a Forest Week-End (FWE) in each Region / Public event

To increase the participation of stakeholders (regional and local), including Communities. Regions and municipalities in addition to the decentralizing process and the transfer of competencies have a role to play, as local authority as well as in close contact with communities, associations and NGOs.

Objectives & Thematic

- A yearly public event in each Region with forum, meetings, and discussions between associations, forest users; sites visits;
- Presentation of good practices and demonstrations (good management, etc.);
- Public lecture on forestry as national treasury and linked with national and regional development;
- Presentation and demonstration of modern technologies for wood fuel production and use, by both public and private sectors;
- Advertising and press releases in local newspapers;
- Posters in town;
- Animation, music, cultural presentations (legends, etc.)

Final beneficiaries and indirect target(s) groups:

Population, Communities and stakeholders in the 6 Regions

Specific expected results:

- Better understanding of the role of each other in the forest management
- Sharing of good practices and new ideas, particularly regarding wood fuels

- Increased awareness and understanding of the economic, social and cultural role of the forests in Kosovo;

Material-channels-partnership:

- Organized and managed by MAFRD/FD and decentralized offices/administration
- Contribution by forests private owners association
- Demonstration by wood fuel producers
- Lecture and facilitation by MAFRD/FD & FAO

Constraints & assumptions, conditions of success:

Agreement and participation of the local authorities;
Involvement and contribution of the private sector (forests owners, wood fuel producers, etc.)

Outcome 4

Activities & messages to promote high quality wood fuels

Activity 1

Demonstrations of modern technologies for wood fuel production and use

To support the MAFRD/FD in organisation of exhibitions/demonstrations of modern technologies (wood pellets, chips, briquets, etc.); organisation of annual Trade Fair).

Final beneficiaries and indirect target(s) groups:

Populations, wood users, wood fuel producers, traders.

Specific expected results:

- Better knowledge by the population and beneficiaries of modern technologies for high wood fuels quality production and use, etc. Comparative advantages are presented and demonstrated;
- Due to the success of the demonstration, wood private producers are encouraged in promoting the 'modern wood fuels' and heating system;
- Illegal wood cutting is significantly decreasing.

Material-channels-partnership:

- Partnership with MAFRD and state bodies
- Involvement of private sector and producers
- Organisation (or participation) of a annual Trade Fair

Constraints & assumptions, conditions of success:

Initiative to be taken by MAFRD/FD in collaboration with the private sector and supported/facilitated by the FAO project.

Activity 2

Training of regional forestres to become "wood biomass expert/advisor" at regional level

To develop an expert network of foresters with better knowledge on wood fuels. They would become regional advisors and promoters of modern technologies for wood fuels production and use. Trainings should be organised periodically (at least each year one meeting).

Final beneficiaries and indirect target(s) groups:

Foresters, Populations, wood users, wood fuel producers, traders.

Specific expected results:

- Better knowledge by the foresters about production, storage and use of wood fuels;
- Professional network of regional foresters (at least one per region) with high knowledge on modern technologies of wood fuel production and use.
- Capacity building among whole forestry sector
- Transfer of informations to end-users (forest owners and farmers).

Material-channels-partnership:

- Partnership with MAFRD and Forest agency
- Involvement of private sector and producers
- Organisation (or participation) of an annual Trade Fair

Constraints & assumptions, conditions of success:

Initiative to be taken by Forest agency to active participate and appoint right experts to take part in training.

Outcome5

Building capacities in Communication within DF, MAFRD, and Kosovo Forest Agency to ensure the sustainability and the Communication agenda within forestry sector. Support provided to improve the Forest Department and KFA websites.

Activity 1

Strengthening of national capacities and skills in Communication in Forestry (to take initiatives and to monitor activities) to be created within the Forestry sector.

Modalities

(a) Creation of a joint team MAFRD/FD & FAO (tasks group and focal point) to prepare, carry out and to monitor Communication activities.

(b) to organize a two days training session in Communication for forestry staff.

Content:

- Communication, 'what are we talking about?'
- Concept and design of a Communication campaign
- Tools and new tools in Communication
- Good practices and examples in Forestry Communication
- Planning and budget

Final beneficiaries and indirect target(s) groups:

Forestry staff (12 persons)

Specific expected results:

- A Communication tasks group has been formed and a focal point identified.
- The Forestry public sector (12 staff) has been trained in Communication. Skills and basic capacities are available and in place to keep Communication active in the Forestry agenda, to take initiatives and to monitor a communication & awareness campaign.

Material-channels-partnership:

- 2 days training session (12 participants)
- National and international consultant(s)
- ToR and program of the training session to be prepared

Constraints & assumptions, conditions of success:

- Availability of Forestry staff and involvement in the Communication activities
- Agreement on the training ToR.

Activity 2

Improvement of the Forest Department and KFA websites
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Thematic

- To prepare recommendations (content) and technical specifications to improve the Forest Department and KFA websites;
- To assist FD & KFA staff in information & communication management and updating of a Forest Information Platform.

Final beneficiaries and indirect target(s) groups:

All stakeholders, forests users, private sector, schools and journalists

Specific expected results:

- A Forestry Information Platform (Forestry portal) is available as an innovative information tool;
- Updated information & documentation are available for forests users, stakeholders, donors and population;
- The visibility of the forestry sector is positively increased.
- The Forest sector is strengthen.

Modalities:

- Create a Communication task group to prepare the revised version and format of the web sites (content identification & management, updating system, etc.);
- Identification of MAFRD staff to be in charge and drafting ToR;
- Sub Contract(s) with Webmaster and Communication agency (ies);
- The Forest portal updating is in the communication agenda of the FD/KFA.

Conditions of success:

In a next future the Kosovo Forests portal should be a major instrument of information, communication and visibility with and between stakeholders, population, press and education sectors.

Conditions of success are the willingness and interest of the Kosovo Forestry sector as well as sufficient qualifications/Skills developed in the Forestry staff.



E.2. Outcomes and activities covering the global Communication Strategy

E.1.1 Outcome 1.

Mass media national campaign with Key messages: environmental protection, preservation, valorisation of the ‘national treasury’ and his added value (economy, social, cultural) and as a productive investment for the future.

To face a low level of awareness and knowledge amongst the population regarding the role and the importance of the environment and forests there is the need intensive information addressed to all stakeholders, population, direct and indirect forests users, wood traders, etc. Basic, specific and adequate (key messages) information will be disseminated through mass media (Press, radio, TV, web 2.0); journalists and communicators will be trained.

Activity 1

Production, postproduction and broadcasting of 3 video spots (1minute each: 30-45 seconds)
Writing of the scenario, validation, shooting, draft editing, validation and broadcasting under a media planning.

Thematic:

Spot 1: promotion of the Kosovo forests as a part of the national culture and as a national treasury. Underline the economic importance of the forest and the added value of the protection; underline links between environment, health, quality of water and land/forest productivity; focus on tourism benefits for population and local incomes.

Spot 2: promotion of alternative wood fuels: availability, costs, concrete advantages, modern technologies and recommendations for wood fuels preparation, drying and storage. Use of concrete success story (ies); gender issues to be considered.

Spot 3: Illegal cutting and consequences for the forests management process, environment protection and climate change; application of the Law, penalties, etc. The scenario should include the participation of the Police. Accent put on ‘illegality’, ‘citizen responsibility’, ‘possible denunciation’ and penalties.

Final beneficiaries and indirect target(s) groups:

The target group and final beneficiaries are Kosovo population and communities.

Indirect target groups are: forest users, wood consumers, illegal cutters and traders.

Specific expected results:

- More interest, awareness and pride are created, stimulated or re enforced amongst population;
 - Basic knowledge in environment is increased;
 - Better knowledge of the legislation, who is doing what and the risks/consequences of illegal cutting;
 - Availability and advantages of alternatives wood fuels are better known; good practices are in progress, higher quality of wood fuels marketed and used in households;
 - Contribution to forming positive attitude of broad public to forest, profession of forester as well as to the subjects in forest sector;
 - The benefits of trees, woods and forests, in a modern society has been promoted.
- **Material-channels-partnership:**
- Scenarios prepared by FD assisted by the FAO communication team
 - Subcontract with local Communication agency for shooting and editing
 - Validation by MAFRD/FD & FAO
 - Subcontract with local TV company for broadcasting

Constraints & assumptions, conditions of success:

- A good quality (innovative & degree of interest) of the scenario
- The media planning (prime time + intensive broadcasting)
- Availability on DVD for dissemination through stakeholders & schools
- Downloadable from the MAFRD/FD website and *Kosovoforests.org* portal

Activity 2

Production, post production and broadcasting of a video documentary (20 min)

Thematic to be addressed:

- Environmental, economic and cultural importance of the forest in Kosovo
- Kosovo forestry is in danger
- How to protect it? Forest protection is an investment
- Advantages and short/long term profits for population and next generation
- How to change the mentalities? Success stories and witnesses
- Alternative advantageous wood fuels, good practices, recommendations for wood fuels preparation, drying and storage;

Final beneficiaries and indirect target(s) groups:

- Population, schools, national and international tourism agencies, tour operators.
- Dissemination through national TV and widely under DVD.

Specific expected results:

The Kosovo forestry is promoted and the positive visibility of the Kosovo environment is ensured.

Climate change context, economic and cultural benefits are underlined and demonstrated.
The National Forestry Policy is promoted.

Material-channels-partnership:

- The documentary scenario will be prepared by FD assisted by the FAO Communication team (concept, location, work plan, etc.)
- A communication agency to be subcontracted for shooting, editing and DVD copies (500) after validation by MAFRD/FD & FAO;
- Broadcasting through the national TV – linked with a TV roundtable;
- A dissemination plan (DVD) to be prepared. (Schools list, tourism agencies, stakeholders, donors, etc.)

Activity 3

Preparation and broadcasting of 3 TV roundtables (max 45 min formatted).

Organisation: panel of stakeholders and representatives of wood users, consumers, traders, etc. Facilitation by a local well known journalist. Illustrated with a 10-12 min reportage.

Thematic

- Illegal cutting damages and alternative energies
- Tourism and forestry & Green business
- Forest as a national treasury (wildlife, landscapes, water, biodiversity, healthy environment, etc.); protection and development; good cultural practices and success stories in the climate change frame.

Final beneficiaries and indirect target(s) groups:

Population, stakeholders, consumers, forest users, tourism operators, wood traders

Specific expected results:

- The National Forest Policy is better understood by population and various stakeholders
- Good practices and forest management recommendations have been presented and discussed;
- Alternative wood fuels have been promoted;
- Law and forestry legislation have been clarified.
- Social debates on Forestry and Environment are increased among communities, stakeholders, consumers, etc.

Material-channels-partnership:

Scenarios, content and panel and reportages prepared by MAFRD/FD & FAO team, with the selected TV station/team.

Panel and stakeholders representatives (including private sector and associations) identified by MAFRD/FD.

Reportages and broadcasting times prepared by TV station and MAFRD/FD & FAO teams.

Activity 4

Application development competition; developing an Application for IOS and Android devices

Final beneficiaries and indirect target(s) groups:

1. Potential visitors of Kosovo/Forests
2. Kosovo inside tourists and enthusiasts

Specific expected results:

A professional app for iOS and Android devices developed to serve as information tool to enhance visibility for Kosovo Forests for international and domestic audience.

Material-channels-partnership:

As a part of information campaign, one of the requested items should be 'app development' or app competition event.

This app should include:

- *Kosovo Forests text (how old, geographical positioning, surface in km2 etc.)*
- *Kosovo Forests photos (places to visit as in the web portal)*
- *Kosovo forest trees (varieties, and close up photos)*
- *Kosovo forest wildlife (animals, etc)*
- *Kosovo Forest maps (inc GPRS coordinates for tourists)*
- *Kosovo Forest emergency numbers or lines*

Validation/Action: The campaign will include several events and app development competition will enable young and talented Kosovars to sit for a day in a camp and develop an app that will be applicable via app-stores to download and use it in mobile devices throughout the planet. Kosovo does get many internet clicks and many people would know more about eco-tourism, Kosovo forests and potential for tourism in Kosovo through this application.

Constraints & assumptions, conditions of success:

All material should be subject to copyright law, under control of MAFRD and FAO.

Developers should use licensed software.

The apps should be registered with the Kosovo Intellectual property and copyright agency.

E.1. 2 Outcome 2

Informative activities (who is doing what in Forestry in Kosovo): institutional information & legislation & forest management; the Forest Legislation and the modalities of the application of the Law, adequate alternative sources of energies and wood fuels, supported by the Government.

Activity 1

Design and publication of 3 leaflets

Thematic:

- Institutional information. Forestry: who is doing what in Kosovo? Mapping/presentation of state bodies and decentralisation, agencies. Role of private sector, associations, projects. Resources locations, websites, etc.
- The Forestry legislation; risks and consequences of illegal cutting, 'gentle reminder'. Penalties.
- Alternative wood fuels in Kosovo: availability (state and private sector), advantages, cost, recommendations for wood fuels preparation, drying and storage; etc.
- Information & Resources.

Final beneficiaries and indirect target(s) groups:

Population, stakeholders, consumers, wood legal and illegal users, traders

Specific expected results:

- Basic general (reference) information, resources mapping and useful information available.
- Better basic information; legislation reminder for everybody.
- More precise and useful information about alternative energies.

Material-channels-partnership:

- Content and design by MAFRD/FD & FAO team
- Printing: 5000 copies/each
- Availability: through stakeholders, associations, traders, municipalities, etc., downloadable on websites.

E.1.3 Outcome 3

Specific information group created to exchange information on environment and forestry to increase awareness and information exchange among journalists as additional information to reporting.

Activity 1

Training/seminar on information dissemination with journalists

Final beneficiaries and indirect target(s) groups:

The general audience/population of Kosovo. Target group: journalists (Press, Audiovisual, Web)

Specific expected results: Delivery of presentation and information regarding Kosovo forestry to journalists, introduction of the web portal, increase awareness of the journalists about this issue and creation of 'interested community of journalists' in the subject.

Material-channels-partnership: the workshop or seminar should be held in one of the forest regions in Kosovo with about 15 to 20 journalists who are interested in the 'forestry and environmental issues'.

Validation/Action: Requirements for such activity would be: Hotel reservation (Hall, presentation facilities, accommodation), preparation of materials (presentation) and organizing transport for the journalists

Constraints & assumptions, conditions of success:

This activity is one of the chain activities and proactive approach to work in partnership with Journalists. Pending this activity, there will be other activities such as:

- Creation of professional community of journalists (informal group) to address forestry and environment issues;
- Creation of reporting prizes on the subject of forestry and environment;
- Increase awareness among Kosovo population for Kosovo forests.

Activity 2

Creation of professional community of journalists/ group/ forum

Final beneficiaries and indirect target(s) groups:

A community of interested journalists, Kosovo institutions dealing with the Forestry, Kosovo population

Specific expected results:

This group will provide a unique forum to disseminate information from the institutions and exchange information among interested journalists but also will be a platform where it is easiest to disseminate news from the institutions' side.

Material-channels-partnership:

Virtual forum in philosophy of *web 2.0* where changes and updates through its own behaviour based on the dynamic nature of interest of journalists

Validation/Action:

In the workshop we should initiate creation of such virtual platform that will be managed potentially by Association of Professional Journalists of Kosovo.

Activity 3

Creation of reporting prizes to increase quality reporting among journalists and competitiveness; creation of an annual event where MAFRD and FAO gives out prizes for three best reports, TV reports and radio reports on Forestry.

Final beneficiaries and indirect target(s) groups:

Kosovo Journalists and Kosovo Institutions; indirectly: Kosovo general population

Specific expected results:

In cooperation with the Association of Professional Journalists of Kosovo (APJK) and Kosovo Ministry of Agriculture, Forestry and Rural Development through creation of such forum, there will be setting up of awards for journalist reporting on:

1. *Best report on forestry and environment (Print media)*
2. *Best TV story or reportage on forestry and environment (TV: National and regional)*
3. *Best radio reportage on forestry and environment (Radio: National and regional)*

Material-channels-partnership: Association of professional journalists of Kosovo

Validation/Action:

Meeting with APJK and creation of a team that will set the criteria for selection of stories; announce the competition; deciding upon the prize: Annual event should include invitation of all Kosovo journalists, reception and statement by both MAFRD Minister and FAO representative. In addition, plaques confirming the prize would be given to journalists.

E. 1. 4 Outcomes 4

Education and social mobilisation activities

Activity 1

TWT concept: Talk With Trees, a pilot program for 10 secondary schools

Thematic to be addressed

1. Forest is a part of our life, a national treasury, a part of our future: why?
2. Climate change, what can we do?
3. Discussion with the trees: a travel guide for a site visit
4. Alternative sources of energy and wood fuels in Kosovo

Final beneficiaries and indirect target(s) groups:

Secondary schools (10): students and teachers (25)

Specific expected results:

- 25 teachers have been trained (basic methodology skills and information) in Forestry (overall environmental approach, roles of forests, protection, good management and alternative sources of energy) (2days session)
- Methodology fiches have been prepared, validated and available in the schools
- Minimum of 4 lessons have been organized in each secondary schools
- TWT excursions (forestry sites visits) have been organized in each school; field discussions with forest users (legal and illegal)
- Drawings competition (1 in each school) and prizes (T-shirts)
- Posters (3) prepared, printed and disseminated
- T-shirts or caps (500)
- Press releases prepared by students and sent to the main newspapers.

The forest sector became closer and more understandable for teachers and students. Good practices have been shared.

As a Pilot activity, reports and lessons learned prepared for possible multiplication of the activity. (Feasibility, methodology, content, most frequently asked questions, costs, etc.)

Activities and lessons learned will be reported on the website, as a part of the Communication campaign.

Material-channels-partnership:

- Education Authorities (central and regional) will be involved;
- Organisation of a 2 days training session for 25 teachers in Prishtina and preparation of 4 technical thematic fiches;
- Identification of 2 trainers (methodology and forestry)
- Design and production of 3 posters (1000 copies each)

- T-shirts or caps (logos and slogan)

Validation/Action:

Technical validation (content) by MAFRD/FS & FAO

Methodology validation by Ministry of Education & Schools

Constraints & assumptions, conditions of success:

- Agreement of Education Authorities (central, regional and schools levels) to be requested as well as the identification of teachers.
- ToR of the training session submitted and approved.
- Availability (time and organisation) of teachers and students in each identified school.

Activity 2

Organisation of a Forest Week / Public events

To increase the participation of stakeholders (regional and local), including Women and Communities. A Forestry week will be organized on the thematic basis per day and will cover various topics including women and forestry, social and economic benefits of forestry, youth and forest etc.

Thematic

- A yearly public event that will be organized to touch upon various forestry related themes per day, including: Public Forest, Private Forest, Women and Forestry, Youth and Forestry, Socio-economic benefits etc.
- A yearly public event in with forum, meetings, and discussions between associations, forest users, sites visits, etc;
- Presentation of good practices and demonstrations (good management, etc.);
- Public lectures on forestry as national treasury and linked with national and regional development;
- Presentation and demonstration of modern technologies and recommendations for wood fuels preparation, drying and storage, to both public and private sectors, ;
- Advertising and press releases in local newspapers;
- Posters in town;
- Animation, music, cultural presentations (legends, etc.)

Final beneficiaries and indirect target(s) groups:

Population, Communities and stakeholders in the 6 Regions

Specific expected results:

- Better understanding of the role of each other in the forest management
- Sharing of good practices and new ideas, particularly regarding food fuels
- Increased awareness and understanding of the economic, social and cultural role of the forests in Kosovo;

Material-channels-partnership:

- Organized and managed by MAFRD/FD and decentralized offices/administration
- Contribution by forests private owners association

- Demonstration by wood fuel producers
- Lecture and facilitation by MAFRD/FD & FAO

Constraints & assumptions, conditions of success:

- Agreement and participation of the local authorities;
- Involvement and contribution of the private sector (forests owners, wood fuel producers, etc.)

E.1.5 Outcome 5

Activities & messages to promote alternative wood fuels

Activity 1

Demonstrations of alternative wood fuels and modern technologies for wood fuels preparation, drying and storage

To support the MAFRD/FD in organisation of exhibitions/demonstrations of alternative wood fuels (wood pellets, briquettes and wood chips); organisation of annual Trade Fair).

Final beneficiaries and indirect target(s) groups:

Populations, wood users, wood fuel producers, traders.

Specific expected results:

- Better knowledge by the population and beneficiaries of this alternative wood fuels for heating; cooking, etc. Comparative advantages and Recommendations for wood fuels preparation, drying and storage are presented and demonstrated;
- Due to the success of the demonstration, wood private producers are encouraged in promoting the 'new wood fuels' and heating system;
- Illegal wood cutting is significantly decreasing.

Material-channels-partnership:

- Partnership with MAFRD and state bodies
- Involvement of private sector and producers
- Organisation (participation) of a Trade Fair

Constraints & assumptions, conditions of success:

Initiative to be taken by MAFRD/FD in collaboration with the private sector and supported/facilitated by the FAO project.

Activity 2

Production of awareness/information material: a Tree-like brochure

Final beneficiaries and indirect target(s) groups:

Buyers of wood for fire/ people in the schools/ offices and house

Specific expected results:

1. About 2000 tree-like leaflets: 4 pages in cross areal format/where each page will contain information how choosing alternative wood fuels and high quality wood fuels in Kosovo saves trees and what are the benefits of saving trees;

2. Kosovo audience awareness increased;

3. Visibility of Kosovo Forestry Institutions and supporting projects increased.
Environmentally friendly/ recycled paper printed leaflets distributed in institutions, schools, police etc

Messages that can be used to promote processed wood as alternative:

- Make informed decisions about heating alternatives
- Using high quality wood fuels is cheaper and more effective
- Alternative wood fuels are cleaner and better

Leaflet production through communication agency

Note: production of such material requires environmentally friendly material/ paper as it is very difficult to make a point if we don't use recycled paper (cutting trees for printing the leaflet itself)

E.1.6 Outcome 6

Building capacities in Communication within DF, MAFRD, Kosovo Forest Agency to ensure the sustainability and the Communication agenda within forestry sector. Support provided to improve the Forest Department and KFA websites.

Activity 1

Strengthening of national capacities and skills in Communication for Forestry (to take initiatives and to monitor activities) to be created within the Forestry sector.

Modalities

(a) Creation of a joint team MAFRD/FD & FAO (tasks group and focal point) to prepare, carry out and to monitor Communication activities.

(b) to organize a two days training session in Communication for forestry staff.

Content:

- Communication, 'what are we talking about?'
- Concept and design of a Communication campaign
- Tools and new tools in Communication
- Good practices and examples in Forestry Communication
- Planning and budget

Final beneficiaries and indirect target(s) groups:

Forestry staff (12 persons)

Specific expected results:

- A Communication tasks group has been formed and a focal point identified.
- The Forestry public sector (12 staff) has been trained in Communication. Skills and basic capacities are available and in place to keep Communication active in the Forestry agenda, to take initiatives and to monitor a communication & awareness campaign.

Material-channels-partnership:

- 2 days training session (12 participants)
- National and international consultant(s)
- ToR and program of the training session to be prepared

Constraints & assumptions, conditions of success:

- Availability of Forestry staff and involvement in the Communication activities
- Agreement on the training ToR

Activity 2

Improvement of the Forest Department and KFA websites
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Thematic

- To prepare recommendations (content) and technical specifications to improve the Forest Department and KFA websites;
- To assist FD & KFA staff in information & communication management and updating of a Forest Information Platform.

Final beneficiaries and indirect target(s) groups:

All stakeholders, forests users, private sector, schools and journalists

Specific expected results

- A Forestry Information Platform (Forestry portal) is available as an innovative information tool;
- Updated information & documentation are available for forests users, stakeholders, donors and population;
- The visibility of the forestry sector is positively increased.
- The Forest sector is strengthening.

Modalities

- Create a Communication task group to prepare the revised version and format of the web sites (content identification & management, updating system, etc.);
- Identification of MAFRD staff to be in charge and drafting ToR;
- Sub Contract(s) with Webmaster and Communication agency (ies);
- The Forest portal updating is in the communication agenda of the FD/KFA.

Conditions of success

In a next future the Kosovo Forests portal should be a major instrument of information, communication and visibility with and between stakeholders, population, press and education sectors.

Conditions of success are the willingness and interest of the Kosovo Forestry sector as well as sufficient qualifications/Skills developed in the Forestry staff.

F. General assumptions & conditions of success

The success and the positive and sustainable impact of the communication campaign is linked to the commitment of all partners involved.

The commitment and contribution of the private sector are also crucial.

Efforts should be made by public and private sectors to promote and make available and affordable alternative energy sources; this will ensure the credibility of the communication campaign and should boost people to change gradually illegal behaviour on sustainable basis.

The assumptions are those of the continued political stability and good governance of the Kosovo.

G. Evaluation & sustainability

Indicators for the evaluation process are both qualitative and quantitative.

1. Activities implementation and progress will be reported through the MAFRD & FD to FAO
2. Qualitative and quantitative impact analysis. A KAP survey (national level) could be envisaged after one year; ToR of the survey should be prepared and budgeted. Results will be used to confirm or to reorient the strategy and activities, through a possible new campaign or specific and more focused activities.
3. Criteria of success will also be noted through multipliers effects; communication activities or new ideas should be kept and appropriated by e.g. Schools sector, associations, etc. and extended or duplicated.
4. Capacities building (in Communication) within Kosovo Gvt and in particular in the Forestry sector. New capacities and skills in Communication, even basic, will contribute to re enforce the Forestry sector development (institutional strengthening) and to facilitate the appropriation and the dynamic of a Communication agenda for Forestry.
5. An indicator will be also the ratio between the expenses (cost of the campaign) and effective and concrete results.

H. Implementation

The FAO Communication TA will operate under the authority of MAFRD / DF / KFA and in collaboration with decentralized structures, municipalities and local forestry authorities.

The private sector will also be invited for contribution and involvement in several activities.

Subcontracted agencies and consultants will be in charge of activities, under ToR and services contracts.

Active participation of forests private owners association(s) as well as associations & NGOs will be proposed, considering a necessary and important participatory approach for several activities.

I. Budget

In annex