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### **PROJET DE STRATÉGIE DE COMMUNICATION DE L'OIBT [Point 15 de l'ordre du jour provisoire]**

# Projet de stratégie de communication de l'OIBT pour 2022-2026

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## Introduction

Plus que jamais, les forêts sont essentielles aux populations et à la planète. L'OIBT est un mastodonte peu connu qui œuvre à promouvoir la gestion durable des forêts en milieu tropical comme voie de développement économique et solution face aux défis que posent le changement climatique, l'appauvrissement de la biodiversité, les gigantesques incendies de forêt et les futures pandémies résultant de maladies zoonotiques. Les gouvernements des pays consommateurs et des pays producteurs, les organisations non gouvernementales (ONG), les entreprises, les communautés, les petits exploitants et les consommateurs et producteurs de forêts tropicales ont besoin de stratégies et de tactiques pour répondre à la demande en produits ligneux et non ligneux tout en protégeant l'une des ressources les plus précieuses et les plus importantes de la planète.

L'OIBT travaille à améliorer la richesse des forêts tropicales. Ses plus de 1 200 projets et activités exécutés sur le terrain à travers le monde ont contribué à améliorer les pratiques de la gestion durable des forêts, à développer des industries forestières viables et à accroître la transparence du commerce des bois tropicaux tout en gardant intacts les environnements forestiers.

L'OIBT aide ses partenaires, donateurs et membres, qui représentent plus de 80 pour cent des forêts tropicales dans le monde et environ 90 pour cent du commerce mondial des bois tropicaux, à adopter une foresterie durable afin qu'ils puissent atteindre leurs objectifs en matière d'environnement, d'économie et de santé publique. L'OIBT analyse la production et le commerce des bois tropicaux et autres produits forestiers tropicaux et en rend compte, au moyen d'une base de données qui recouvre les produits primaires (bois ronds industriels, sciages) et secondaires (placages, contreplaqués, meubles en bois, charpenterie, moulures, entre autres). Ces travaux de recherche offrent au commerce du bois, y compris aux producteurs et aux consommateurs, des informations essentielles sur le marché se rapportant à la vente, à l'utilisation et à la restauration des ressources forestières.

Depuis de nombreuses années, l'OIBT mène des activités de communication très diverses qui portent leurs fruits, ainsi que le Conseil international des bois tropicaux en a été informé et l'a reconnu. Prenant acte de ce succès, le Conseil, lors de sa 55<sup>e</sup> session, a demandé au Secrétariat de préparer une stratégie de communication en vue d'amplifier, par un travail de sensibilisation, le retentissement des travaux de l'OIBT. L'OIBT a besoin d'une solide stratégie de communication pour que son rôle jouisse d'une plus grande visibilité au sein du dialogue sur les forêts et assurer un leadership éclairé vital sur le plan des politiques, des pratiques et des idées se rapportant au développement durable, qui s'inscrivent dans une gestion judicieuse des forêts tropicales et un commerce dynamique des biens et services forestiers. L'OIBT doit également assurer sa viabilité financière, ce qui nécessite en conséquence de communiquer de manière percutante sur la pertinence de ses travaux.

## Opportunités et défis en matière de communication

La phase de recherche sur la stratégie de communication a aidé à définir pour l'OIBT ses opportunités et défis en matière de communication, comme indiqué ci-après.

### Opportunités

- Les parties prenantes interviewées au cours de la phase de recherche ont mis en avant la solide expertise de l'OIBT sur le plan de l'industrie du bois et de la gestion forestière. Elles ont également reconnu que l'OIBT pouvait jouer un rôle précieux dans les discussions au sens large portant sur le développement économique, le changement climatique, la biodiversité et même les pandémies.

- L'OIBT possède une riche expertise technique qui doit être mise en valeur et amplifiée dans sa communication au sens large. Les activités qui répondent à cette opportunité comprennent:
  - la production de davantage de matériaux exposant les réussites;
  - l'amélioration de l'accessibilité du Rapport sur le marché des bois tropicaux (*Tropical Timber Market Report, TTMR*);
  - la préparation de fiches d'une page sur les domaines du programme de l'OIBT, qui mettent en avant ses contributions à la biodiversité, aux moyens d'existence, à la gestion des incendies, à l'accès légal et à l'atténuation du changement climatique.
- Les succès de l'OIBT montrent la puissance de ses projets à petit budget et à fort impact, un fait unique à l'OIBT. Les liens directs de l'OIBT avec les projets sur le terrain constituent un «différentiateur» capital de l'OIBT.
- L'OIBT occupe une place idéale pour contribuer au «redressement vert» à l'ère de la Covid-19
- Respectée pour son expertise technique, l'OIBT conseille souvent d'autres organisations multilatérales (par exemple, la Convention sur la diversité biologique (CDB), la Convention sur le commerce international des espèces de faune et de flore sauvages menacées d'extinction (CITES), l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), etc.). Cet aspect devrait être davantage mis en avant et mis en valeur.
- L'OIBT devrait davantage exploiter les travaux de recherche et les impacts de son Programme de bourses.
- L'OIBT devrait créer des contenus multimédias supplémentaires (par exemple, des photos/diaporamas, des podcasts) pour alimenter ses bulletins d'information et ses réseaux sociaux.
- L'OIBT devrait renforcer sa coopération avec d'autres organismes d'aide internationale qui plaident en faveur de la foresterie durable dans le cadre de conférences/programmes éducatifs, à l'instar de la collaboration actuelle entre l'OIBT et l'Agence japonaise de coopération internationale (JICA) qui porte sur un programme de création commune de connaissances; l'Association pour la communication et les échanges internationaux de Yokohama (YOKE) et les programmes de conférences de la Ville de Yokohama dans les écoles ou encore la participation à d'autres événements pertinents au Japon.

## Défis

- La réputation du secteur des bois tropicaux est confrontée à de nombreux défis et la gestion durable des forêts (GDF) est mal comprise par le grand public, qui estime que, pour le dire simplement, «il est néfaste d'abattre des arbres». Il a été noté que la foresterie durable offrait un juste milieu viable entre la coupe rase de la forêt et la fermeture de la filière du bois. Dans les entretiens avec les parties prenantes, les donateurs ont observé que la foresterie durable et ce qu'elle signifie réellement sont absents de la conversation publique, offrant une ouverture à l'OIBT pour peser. La communication de l'OIBT devra donc définir ce terme de GDF et étayer ce qu'il signifie par des exemples concrets de ses répercussions et des messages forts. La déforestation illégale qui se poursuit à l'échelle mondiale réduit la capacité des principales parties prenantes à croire qu'une foresterie durable est possible.

- Les contenus en français et en espagnol du site web ne sont pas aussi étoffés que ceux en anglais. (Cela dit, il faudrait davantage de ressources pour traiter cette question et d'autres priorités de la communication).
- L'impact du programme de l'OIBT peut être difficile à définir par des réalisations concrètes. Le projet péruvien de communication sur les forêts sèches, par exemple, est une immense réussite pour l'OIBT, mais il n'a pas eu un impact facile à définir.
- Occasionnellement, les organisations de conservation reprochent à l'OIBT de ne pas se concentrer étroitement sur la foresterie durable. Nombre de ces organisations sont aussi à l'origine du narratif selon lequel «ne pas toucher» à la ressource est la seule solution à la déforestation, ignorant ostensiblement les possibilités que la foresterie durable peut offrir.

## Objectifs de la communication

Sur la base des conclusions de la phase de recherche sur la stratégie de communication, nous avons défini les objectifs de la stratégie de communication de l'OIBT qui figurent ci-après. Cette stratégie aidera l'Organisation à exposer des arguments convaincants au service de ses travaux et des financements qui permettent ses activités:

Premier objectif: **Mettre en exergue le leadership éclairé de l'OIBT en matière de forêts tropicales**, en particulier eu égard aux problématiques urgentes telles que le changement climatique, les incendies, l'appauvrissement de la biodiversité, les moyens d'existence économiques en milieu rural, les zoonoses et la pandémie de Covid-19.

Deuxième objectif: **Promouvoir les pratiques de la gestion durable des forêts qui réussissent**, en mettant plus particulièrement en avant les projets de l'OIBT sur le terrain. L'OIBT est d'ores et déjà réputée en tant que source d'informations et de statistiques sur le commerce des bois tropicaux. Cette stratégie de communication élargira l'empreinte de la communication de l'OIBT pour mieux englober la foresterie durable et son rôle dans la conservation des forêts, de sorte que les donateurs et les décideurs – qui ont manifesté leur intérêt en faveur de l'arrêt ou de la réduction de la déforestation – puissent mieux apprécier le rôle que joue l'OIBT s'agissant d'encourager la foresterie durable.

Troisième objectif: **Continuer d'être au service des négociants et entreprises de bois tropicaux** par le biais de prestations régulières, telles que la publication du Rapport sur le marché des bois tropicaux, et autres services.

La stratégie qui suit permet d'atteindre ces objectifs et est parfaitement en accord avec les objectifs de l'OIBT, tels qu'ils sont définis dans l'Accord international de 2006 sur les bois tropicaux (AIBT). Elle est également en phase avec les buts des quatre Axes programmatiques de l'Organisation mis en œuvre à titre pilote, qui sont:

- 1) Améliorer la capacité des chaînes d'approvisionnement en bois tropicaux à satisfaire la demande grandissante que les produits soient vérifiés provenir de sources durables et légales.
- 2) Maintenir et/ou valoriser la biodiversité et les services écosystémiques des forêts tropicales et paysages forestiers, tout en maintenant la production durable de bois et autres produits et services.
- 3) Élargir la surface de paysages forestiers restaurée et accroître les biens et services que procurent les forêts plantées et restaurées, en offrant ainsi des possibilités de création locale d'emplois et de contribuer à des objectifs de développement au sens large.
- 4) Traiter les problématiques émergentes/urgentes et l'innovation en restant focalisé sur la réalisation des objectifs de l'Accord international sur les bois tropicaux (AIBT) qui ne sont pas couverts dans le cadre des autres Axes programmatiques.

## Publics clés

À l'instar de toute stratégie de communication, il est essentiel de commencer dans un premier temps par comprendre quels sont les publics de l'OIBT, ce à quoi ils accordent de la valeur et ce qui les motive. Connaître ces valeurs aidera l'OIBT à façonner sa communication, non seulement par la sensibilisation des médias, mais aussi par courrier électronique, dans le cadre de communications individuelles ou même d'interactions directes sur les réseaux sociaux. (Consulter l'analyse des publics en annexe.)

Les répondants au sondage en ligne ont cité les points focaux comme étant le public clé. Les autres publics pertinents cités étaient les ministères des forêts/de l'agriculture/de l'environnement et les ministères des affaires étrangères. Les donateurs, le secteur privé, les ONG, les communautés forestières, les universités et le grand public ont été moins fréquemment mentionnés. D'autres publics clés ont également suscité une grande diversité de réponses.

Dans l'ensemble, les publics clés de l'OIBT connaissent les forêts, les industries du bois et des produits forestiers non ligneux, et la nécessité d'un développement économique dans un contexte de crises liées au changement climatique, à la biodiversité et à la sécurité alimentaire. Les publics clés que la stratégie de communication vise à atteindre sont indiqués ci-après. Chacune des tactiques énumérées ci-dessous cherchera à toucher ces publics:

- Donateurs actuels, ponctuels et potentiels, au nombre desquels les gouvernements du Japon, des États-Unis, de la Chine, de l'Allemagne, de la Corée, des Pays-Bas, de la Suède, du Royaume-Uni, ainsi que l'Union européenne et la Soka Gakkai.
  - Dans cette catégorie de donateurs, les organismes gouvernementaux comprennent les ministères des forêts/de l'agriculture/de l'environnement, les ministères du développement international/de la coopération au développement et les ministères des affaires étrangères.
- Les médias qui couvrent les questions relevant de l'environnement et du développement durable.
- Les pays consommateurs membres de l'OIBT, qui comprennent la totalité des pays donateurs.
- Les pays producteurs membres de l'OIBT.

Autres publics clés:

- Les entreprises de bois tropicaux (y compris les fabricants, les transformateurs et les négociants) ainsi que les médias qui couvrent cette filière.

Les entreprises de bois tropicaux seront la cible primordiale des rapports spéciaux de l'OIBT (à savoir l'étude sur l'offre et la demande indiennes 2010-2030, les facteurs de conversion des produits forestiers: grumes et sciages tropicaux, etc.) ainsi que le Rapport sur le marché des bois tropicaux, publié en anglais toutes les deux semaines, qui présente les tendances du marché et l'actualité du commerce à l'échelle du monde entier, ainsi que les prix indicatifs de plus de 400 bois tropicaux et produits à valeur ajoutée. Pour plus de détails, consulter:

[www.itto.int/market\\_information\\_service/](http://www.itto.int/market_information_service/)

## Porte-parole et défenseurs clés

Le principal porte-parole de l'OIBT sera M. Steven Johnson, qui est actuellement le Responsable en chef de l'OIBT, et le Directeur exécutif de l'OIBT une fois élu.

Une tactique clé de la stratégie de communication consistera également pour l'OIBT à identifier des personnes qui exécutent des projets de l'OIBT ou mènent des travaux dans le cadre de bourses de l'OIBT dans le domaine de la foresterie durable et sont issues de régions forestières tropicales pour les former aux médias afin qu'elles y plaident la cause de l'OIBT.

Des défenseurs clés seront également identifiés au sein des donateurs et formés pour communiquer au moyen d'exemples illustratifs percutants de l'OIBT et transmettre ses messages clés.

## Valeur attrayante offerte par l'OIBT et messages clés

Il est crucial de diffuser des messages pour persuader les publics clés d'apporter leur soutien à l'OIBT et de s'engager à ses côtés. La plateforme de messages justifiera clairement les raisons de la nécessité d'une foresterie durable et des produits qui en sont issus – aussi bien ligneux que non ligneux – et l'importance de l'OIBT en tant que défenseur primordial de la foresterie durable.

Les plateformes de messages les plus réussies suivent un arc clair: problème, solution et «demande» au public quelle action il souhaite. Les messages de la stratégie de communication de l'OIBT suivent ce schéma. La «demande» variera en fonction du public auquel l'OIBT s'adresse. Par exemple, l'OIBT pourra demander un financement à un donateur ou demander à un service forestier de fournir des données.

La plateforme définitive de messages servira de bloc de construction pour le site web, les réseaux sociaux, les points de discussion, les fiches d'information, les communiqués de presse, les déclarations, les arguments, les tribunes, les communiqués de presse et autres supports de communication. Ces messages fourniront également des points de discussion clés pour les porte-parole mondiaux et nationaux de haut niveau.

Un nouveau document directeur décrivant la valeur attrayante qu'offre l'OIBT et des messages clés a été élaboré dans le cadre de l'élaboration de cette stratégie et figure en annexe.

## Matériaux et atouts collatéraux

Le site web de l'OIBT et les réseaux sociaux constituent les «matériaux collatéraux» de la stratégie de communication. Ils offrent une mine de contenus, comportant notamment des bulletins d'information publiés par le passé, des rapports, des vidéos et des contenus spécifiques à un pays.

Les publications comprennent:

- Rapport sur le marché des bois tropicaux (*Tropical Timber Market Report*, TTMR): publié deux fois par mois
- Nouvelles des forêts tropicales (*Tropical Forest News*): publié chaque mois
- *Actualités des Forêts Tropicales* (TFU): publié tous les trois mois
- Rapport annuel de l'OIBT: publié chaque année en août-septembre
- Revue biennale: publiée tous les deux ans
- Séries Politique forestière et Technique de l'OIBT: par exemple, les publications *Not Only Timber* (Pas seulement du bois), *Bois tropicaux 2050* ou encore les *Lignes directrices pour la restauration des paysages forestiers en milieu tropical*.

Des matériaux collatéraux supplémentaires seront développés, au nombre desquels:

- Des contenus ciblant les donateurs ainsi que des présentations PowerPoint et des fiches d'information spécifiques ciblant tel ou tel donateur.
- Des fiches d'information sur les projets liés à des enjeux mondiaux cruciaux tels que le changement climatique et l'érosion de la biodiversité, les incendies, le régime foncier des peuples autochtones et des communautés locales, ou encore la gestion des incendies.

## Tactiques de communication

Les tactiques de communication utilisées pour atteindre les objectifs de communication de la stratégie de communication incluront le développement d'histoires illustratives, d'actualités, de faits et de données accessibles qui aideront l'OIBT à établir des liens clairs entre les problèmes relevant de la gestion durable des forêts tropicales et les solutions aux grands défis mondiaux (changement climatique, érosion de la biodiversité, incendies, pauvreté, pandémie), ce d'une manière qui corresponde aux convictions et aux priorités des publics clés (ici aussi, on se reportera à l'analyse des publics en annexe). Le programme de communication de l'OIBT devrait permettre aux donateurs de mieux comprendre les valeurs et les contributions de l'OIBT lors de leur examen de propositions et de collaborations.

Les tactiques très diverses que l'OIBT déploiera pour les stratégies de base sont décrites ci-dessous. Le tableau dans la suite du document indique le calendrier suggéré pour ces tactiques et si des ressources supplémentaires seront nécessaires.

### **Insuffler des messages clés et une offre de valeur attrayante dans la communication**

L'OIBT a de nouveaux messages puissants et offre une nouvelle valeur attrayante qui l'aideront à atteindre ses objectifs de communication. Comme elle l'a fait pour les versions précédentes de ses messages clés, l'OIBT veillera à ce que les nouveaux messages et sa valeur attrayante soient diffusés sur son site web, dans ses communications par courriel, ses communications auprès des médias et des donateurs, et qu'ils soient utilisés dans les points de discussion et les présentations et via les réseaux sociaux.

### **Créer des contenus spéciaux ciblant les donateurs, notamment une présentation PowerPoint et des fiches d'information**

La stratégie de communication de l'OIBT créera une présentation PowerPoint magnifiquement conçue et adaptée au public des donateurs. Une série de diapositives à fort impact visuel peut faire toute la différence lorsqu'il s'agit de s'adresser à des publics clés, que ce soit lors de réunions en tête-à-tête avec des donateurs ou pour un usage lors de conférences. Cette présentation PowerPoint présentera les valeurs et l'impact qu'a l'OIBT par des histoires illustrant ses réussites mentionnées ci-dessus; il s'agira presque d'une «conversation TED» de l'OIBT, une conversation d'environ huit minutes illustrée par des diapositives. Le contenu comportera également une série de fiches d'information d'une page sur l'OIBT qui cibleront un donateur spécifique.

#### **Site web**

Dans le cadre de la stratégie de communication de l'OIBT, des révisions seront apportées à la page d'accueil du site web ainsi qu'à d'autres sections et pages. (consulter l'annexe consacré à l'audit du site web et les recommandations associées.)

### **Modifications des contenus et pages web spécifiques à chaque pays**

L'OIBT facilitera l'accessibilité en ligne du Rapport sur le marché des bois tropicaux (TTMR), ce en développant un modèle HTML qui inclura une révision de la conception et facilitera le placement des contenus dans des pages spécifiques à tel ou tel pays, afin que les journalistes et autres puissent s'informer rapidement sur les forêts tropicales et leur économie.

### **Produire de solides indicateurs quantitatifs à partir de projets antérieurs financés par l'OIBT grâce à une analyse approfondie**



Une analyse approfondie de projets antérieurs produira un ensemble de statistiques qui communiqueront davantage la portée et l'importance des travaux de l'OIBT. Ces indicateurs comprendront le nombre total de projets, la superficie (en hectares) de forêts en gestion durable qui est concernée, le nombre de personnes tributaires des forêts qui en ont bénéficié et autres indicateurs quantitatifs similaires sur les réalisations de l'OIBT.

### **Histoires illustrant les réussites**

Les chefs de projet de l'OIBT aideront le personnel en charge de la communication à préparer régulièrement des histoires illustrant les réussites (textes de 500 à 600 mots) qui mettent en évidence leurs répercussions, et notamment sur le plan des efforts menés pour encourager la foresterie durable; introduire des approches communautaires; améliorer les moyens d'existence locaux; changer les politiques en matière de gestion des forêts (y compris les stratégies de maîtrise des incendies); mener des recherches innovantes; renforcer les capacités professionnelles; défendre et suivre les chaînes d'approvisionnement légales et durables. Ces histoires pourront également servir à remplir les nouvelles pages du site web spécifiques à tel ou tel pays, mentionnées ci-dessus, et être exploitées dans les fiches d'information, les présentations PowerPoint et d'autres documents. Il serait bénéfique que certaines de ces histoires impactantes mettent en vedette des peuples autochtones et des communautés locales, car les donateurs s'intéressent de manière grandissante au régime foncier et aux projets dirigés par des peuples autochtones et des communautés locales.

### **Réseaux sociaux**

L'OIBT renforcera la présence de l'Organisation sur les réseaux sociaux grâce à une approche renforcée et systématique et à des contenus plus axés sur le marché en général. (consulter les recommandations relatives aux réseaux sociaux en annexe.)

- **Publicité sur les réseaux sociaux:** la stratégie de communication de l'OIBT exploitera certains nouveaux outils (podcasts et vidéos) pour former le socle d'une tactique publicitaire visant à élargir la notoriété de la marque OIBT et à ce que ses contenus et sa cause touchent un public plus large.
- **Boîte à outils pour réseaux sociaux:** la stratégie de communication de l'OIBT incitera les partenaires, les défenseurs et les parties prenantes à partager sur leurs réseaux sociaux les boîtes à outils numériques de l'OIBT se rapportant à la publication de rapports ou d'histoires impactantes d'importance majeure.
- **Suivi des statistiques sur le flux des courriels:** la stratégie de communication de l'OIBT renforcera le suivi des statistiques sur le flux des courriels afin de mieux comprendre les modes de consommation des publications de l'OIBT, notamment le fait de savoir si les bulletins d'information en pièce jointe à des courriels sont ouverts.

**Participation continue aux réunions et conférences pertinentes** et veiller à ce que les réunions et conférences auxquelles l'OIBT assiste touchent les publics clés de l'OIBT, et non pas seulement les donateurs, et que ces publics jugent les présentations de l'OIBT pertinentes. Le personnel chargé de politiques, des techniques et de la communication veillera à ce que l'OIBT continue de toucher ses publics clés au moyen des matériaux les plus susceptibles de correspondre aux valeurs et aux besoins du public concerné. L'OIBT continuera de participer aux événements identifiés comme susceptibles d'atteindre des publics clés qui sont des chefs de file et des défenseurs de la foresterie et du commerce durables en recherchant des rôles de conférencier, en organisant des événements ou en participant à des campagnes sur les réseaux sociaux et à des discussions lors de manifestations importantes sur les forêts, le changement climatique et la biodiversité.

**Créer régulièrement des opportunités d'atteindre les donateurs ou y participer:** la stratégie de communication de l'OIBT privilégiera les moyens d'atteindre les donateurs par le biais de tactiques telles que les réunions en petit groupe, les dîners de donateurs ou les réunions en tête-à-tête autour d'un café/déjeuner/petit-déjeuner (en personne ou en ligne) en vue d'informer les donateurs sur les dernières tendances et avancées en matière de gestion durable des forêts ou encore par la prise de parole lors de réunions et de conférences

pertinentes. Les relations personnelles avec les donateurs garderont toute leur importance au fur et à mesure que l'OIBT progressera.

**Relations avec les médias:** la stratégie de communication de l'OIBT aura recours aux médias comme moyen d'atteindre ses publics clés. Un article paru sur le site web *Mongabay* présente l'OIBT comme soutenant la protection de «la faune, les moyens d'existence tributaires de la forêt et la dernière forêt primaire subsistant dans l'État malaisien du Sarawak». En outre, l'OIBT a été citée ainsi: «Les objectifs du projet contribuent fortement au mandat de l'OIBT qui consiste à promouvoir la gestion durable des forêts dans les régions tropicales, notamment par le renforcement de l'autonomie des communautés locales et l'engagement auprès de celles-ci.» Produire davantage d'articles de ce type, qui positionnent l'OIBT comme pilier essentiel et respecté de la gestion durable des forêts à l'échelle mondiale, serait l'objectif de la sensibilisation médiatique.

**Dresser une liste de médias:** L'OIBT dressera une liste des journalistes les plus susceptibles de couvrir les questions qu'elle traite, ce en effectuant une recherche sur les journalistes qui couvrent la déforestation et les questions forestières connexes. Cette liste comprendra des journalistes clés les plus susceptibles d'être intéressés par les travaux de l'OIBT (leurs noms et coordonnées ont été fournis séparément au Secrétariat).

**Réunions «de bureau» avec des journalistes:** le programme de sensibilisation des médias commencera à établir des relations avec les journalistes par le biais de réunions individuelles avec des reporters et des rédacteurs en chef de publications majeures sur le commerce du bois et l'environnement.

**Publier une édition actualisée du rapport «Situation de la gestion des forêts tropicales»:** en vue d'élargir efficacement les efforts de sensibilisation aux médias de premier plan, l'OIBT effectuera également une promotion presse autour d'un rapport de recherche important par an. Cependant, afin d'atteindre les médias grand public, l'OIBT devrait produire des rapports et des publications qui traitent des forêts sous un angle qui dépasse le contexte spécifique des marchés des produits de base. Pour obtenir une couverture qui aille au-delà des débouchés commerciaux du marché, un rapport mis à jour sur la «Situation de la gestion des forêts tropicales» sera un atout et une ressource clés pour communiquer sur la foresterie durable.

- En 2006 et en 2011, l'OIBT a publié deux éditions du rapport intitulé «Situation de la gestion des forêts tropicales», qui documente la foresterie durable et la mesure suivant laquelle ses pratiques de gestion ont été adoptées. Ces rapports, qui ont été largement diffusés dans le cadre d'une campagne coordonnée, étaient dignes d'intérêt, car ils fournissaient un ensemble de données complet et étaient axés sur la mesure suivant laquelle les forêts tropicales du monde étaient gérées de manière durable ou étaient menacées par la déforestation. Ces rapports ont directement alimenté les préoccupations grandissantes que suscite à l'échelle mondiale la déforestation tropicale et ont positionné la foresterie durable comme étant la solution, ce que les donateurs ont d'ailleurs demandé dans les interviews avec les parties prenantes qui ont été menés lors de la préparation de cette stratégie.
- En revanche, les publications publiées au premier semestre de 2021 portent sur les produits forestiers sans apporter de données supplémentaires sur le contexte des écosystèmes forestiers tropicaux. Focalisés de manière plus étroite et exclusive sur le marché, ces publications n'ont pas été suffisamment dignes d'intérêt pour attirer la couverture médiatique de journalistes en dehors des médias spécialisés de la filière. Au-delà de la publication des rapports sur la «Situation de la gestion des forêts tropicales», les futures publications devraient également inclure des données et des informations sur les forêts dont sont issus des produits de base et indiquer les opportunités de développement économique qu'offrent les bois tropicaux et les produits forestiers non ligneux dans le contexte local ou régional.

**Déclarations:** en vue d'accroître la visibilité médiatique de l'OIBT et de la foresterie tropicale durable, une approche sera déployée tambour battant lors d'épisodes offrant une forte

visibilité, ce par des déclarations publiées au début ou à la fin de conférences internationales et lors d'autres événements médiatiques majeurs impliquant les forêts tropicales.

- Une déclaration pourra mettre en exergue la contribution de l'OIBT aux politiques concernées et fournir des informations pertinentes sur ce que les journalistes peuvent couvrir. Par exemple, si un incendie de forêt tropicale fait l'objet d'une couverture internationale, une déclaration pourra présenter des faits se rapportant à la région: les données économiques sur le bois et les produits forestiers que la région produit, les données démographiques sur les communautés régionales tributaires des forêts, voire même les essences à risque qui sont menacées, auxquelles s'ajouteront des citations de propos convaincants de porte-parole de l'OIBT. Ces citations pourraient être reproduites dans des articles ou déboucher sur des demandes d'interview.
- Les opportunités de publier une déclaration comprennent:
  - Des réunions internationales, telles que le Congrès mondial de la nature de l'Union internationale pour la conservation de la nature (UICN), le Congrès forestier mondial, la Conférence des Parties à la Convention-cadre des Nations Unies sur les changements climatiques, la Convention sur le commerce international des espèces de faune et de flore sauvages menacées d'extinction (CITES) et la Convention sur la diversité biologique (CDB);
  - La publication de données sur les forêts et la déforestation par l'Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), l'Institut national de la recherche spatiale (*Instituto Nacional de Pesquisas Espaciais*, INPE), l'organisme qui suit la déforestation en Amazonie brésilienne, *Global Forest Watch* et d'autres organisations scientifiques;
  - Utilisation des données et des travaux de recherche de l'OIBT dans des publications scientifiques évaluées par des pairs et des rapports à haute visibilité couvrant les aspects de la gestion des forêts tropicales et les problématiques liées aux forêts tropicales et aux communautés tributaires des forêts, y compris la manière dont les forêts en gestion durable dopent la production de bois et de nourriture et comment le fait de réduire au minimum la déforestation des forêts tropicales aide à prévenir les pandémies; et
  - Des épisodes, tels que les incendies de forêt tropicale et d'autres catastrophes liées à l'activité forestière illégale, voire même des étapes majeures de la pandémie de Covid-19 et du redressement.
  - Communiqués du G7 mentionnant l'OIBT: ils ne donneront peut-être pas lieu à une couverture médiatique en soi, mais ils aideront à communiquer sur l'engagement de l'OIBT en faveur de la gestion durable des forêts.

**Promotion de visites sur site/reportages:** Compte tenu de la nature visuelle des forêts tropicales, cela vaut la peine d'identifier de potentielles opportunités de visites de sites et de reportages qui explorent les projets financés par l'OIBT dans les pays producteurs. Les visites sur site constituent un moyen convaincant d'interagir avec les journalistes; ils produisent souvent des articles au long cours qui explorent les problématiques constatées lors de la visite. Il convient de noter que les journalistes mettent souvent plus de temps à produire ces reportages, mais que le résultat peut être beaucoup plus substantiel. Ces visites de site offrent également des opportunités de développer des relations significatives avec les journalistes. Des présentations de sujets – suggérant des histoires que les journalistes peuvent explorer – peuvent également être délivrées aux journalistes dans l'intention d'en faire un reportage. Plusieurs projets de l'OIBT pourraient être intéressants aussi bien pour des visites sur site que des reportages, notamment le projet de sauvegarde des mangroves

au Guatemala, la conservation de la biodiversité dans les forêts sacrées du Bénin, la prévention et la gestion des incendies au Pérou et en Indonésie.

**Tribunes:** en vue de mettre en lumière le leadership éclairé de l'OIBT, des tribunes seront rédigées par des lauréats d'une bourse de l'OIBT, le Directeur exécutif et d'autres porte-parole, ainsi que des chefs de projet. Ils incorporeront des messages clés pour discuter de l'importance de la foresterie tropicale durable dans le développement économique et les raisons pour lesquelles cela est important à l'échelle nationale et mondiale, ce en faisant toujours le lien avec les événements actuels tels que les incendies de forêt ou les étapes majeures du redressement post-pandémie. Ces articles pourraient être soumis pour placement dans la presse régionale ou professionnelle, voire à des journaux internationaux comme *The Guardian*. Il importe de noter que ces articles seront écrits et soumis pour placement nettement en amont d'un moment clé, ou «hameçon», afin d'accroître leur probabilité d'être publiés, mais qu'ils ne doivent pas nécessairement être liés à un moment clé ou à une conférence. L'OIBT envisagera d'encourager les lauréats d'une bourse à développer leur propre style et à rédiger des tribunes sur des projets forestiers durables ou sur des problématiques liées aux forêts qui leur tiennent à cœur.

**Podcasts:** Les contenus du Rapport sur le marché des bois tropicaux (TTMR) et d'*Actualités des forêts Tropicales* (TFU) peuvent également alimenter un podcast périodique destiné à des publics ne disposant que d'un accès Internet à faible débit; les radios locales des pays producteurs peuvent également exploiter ces contenus.

**Vidéotheque:** La stratégie de communication de l'OIBT continuera de recenser chaque année quelques nouvelles histoires de réussites qui pourront être ajoutées à la vidéotheque de l'OIBT afin de faire connaître les pratiques forestières durables et montrer comment elles peuvent être appliquées dans chaque région tropicale. Pour aider à leur diffusion, les vidéos mettront en exergue leurs résultats en termes d'impact social ou encore d'impact environnemental.

## Préparation aux critiques

L'OIBT évaluera les aspects qui lui ont valu des critiques et ceux qui pourraient éventuellement l'exposer à des critiques à l'avenir. Sur la base de cette analyse, le département de la communication élaborera un document à usage interne recensant les questions épineuses et leurs réponses ainsi qu'un ensemble de messages clés destinés à répondre aux critiques, ce afin d'être mieux préparé au cas où il faudrait réagir à des critiques. Si les commentaires ne prennent pas d'ampleur sur les réseaux sociaux ou au sein de publics importants par d'autres moyens, l'OIBT ne réagira pas, mais élaborera un «communiqué à chaud» en réponse à chaque critique afin de s'assurer qu'elle est préparée au cas où elle devrait répondre à un journaliste, un donateur, un partenaire ou autre demandes d'informations sur la situation.

## Repères et indicateurs quantitatifs de la réussite

Toute stratégie nécessite des données concrètes pour évaluer son succès. Il est certain que les perturbations causées par la pandémie en 2020 et 2021 signifieraient qu'une évaluation devra inclure des données de référence – pour les citations dans les médias, par exemple – à partir de 2019 si possible. D'autres références impliquent des données qui ne peuvent pas être recueillies rétroactivement – pour le lectorat du bulletin d'information – mais qui le seront dès que possible.

Pour évaluer le degré de réussite d'une communication, les points de référence peuvent inclure:

- Des mentions dans les médias nationaux, internationaux et professionnels. Jusqu'à présent, nous avons recensé des mentions dans deux médias commerciaux et 13 médias nationaux en 2019, 2020 et 2021, qui sont les suivants: (2019) [Traffic](#); [Agence France-Presse](#); [Le Monde](#); le [International Institute for Sustainable Development](#) [SDG Knowledge hub](#); [CIFOR Forest News](#) (2020) [IISD](#); le [International Wood Magazine & Buyers Guide](#); et (2021) [Mongabay](#); [CBD](#); [Climate Investment Funds](#); [Savoir News](#); [RTV Slovenia](#); [Landscaper News](#); [Stabroek News](#) (à deux reprises); et [El Comercio](#) (Pérou).
- Le lectorat des bulletins d'information, dont les taux d'ouverture des courriels et de clics sur les liens;
- L'interaction sur les réseaux sociaux:
  - Facebook: actuellement en moyenne quatre publications environ par mois et nous recommandons, d'ici à 2026, de publier environ 3 fois par semaine et 2 à 3 fois par jour lors de manifestations spéciales telles que la session annuelle du conseil
  - Instagram: actuellement en moyenne 2 à 5 publications environ par mois et nous recommandons, d'ici à 2026, de publier environ 2 à 3 fois par semaine et 2 à 3 fois par jour lors de manifestations spéciales
  - LinkedIn: actuellement en moyenne 5 publications environ par mois et nous recommandons, d'ici à 2026, de publier environ 2 à 3 fois par semaine
  - Twitter: actuellement publication sporadique avec 2 tweets en avril et aucun en février. Nous recommandons, d'ici à 2026, de publier 4 à 5 tweets environ par semaine et 5 à 8 fois par jour lors de manifestations spéciales et d'épisodes pertinents
- Production d'histoires de réussites et de contenus multimédias:
- L'OIBT publie environ huit vidéos sur YouTube chaque année et nous recommandons de maintenir au minimum ce nombre.
- L'intérêt grandissant des donateurs; et
- Des invitations à prendre la parole en ligne ou en présentiel lors de conférences sur les forêts et les questions connexes.

## Ressources

Les activités de cette stratégie constituent un plan ambitieux visant à améliorer la visibilité et les messages de l'OIBT auprès des publics clés. Nombre des activités décrites sont nouvelles tandis que d'autres constituent une expansion des initiatives de communication actuelles. Les ressources humaines et le personnel actuel en charge de la communication à l'OIBT sont efficaces, mais ont une charge de travail déjà bien remplie. Des ressources supplémentaires sont donc nécessaires pour élargir le portefeuille de la cellule afin de répondre aux ambitions exposées dans la présente stratégie.

D'autres organisations qui opèrent dans la sphère forestière tropicale – comme le CIFOR ou la FAO – ont une présence plus importante et ce en grande partie parce qu'elles consacrent des ressources importantes à leur marketing et à leur communication. Des ressources

supplémentaires destinées à soutenir l'extension de la marque OIBT, à accroître son influence et à l'aider à accomplir sa mission constitueraient un investissement judicieux qui devrait être incorporé dans le portefeuille de levée de fonds de l'OIBT en lui accordant une forte priorité.

En outre, la communication de l'OIBT bénéficie de la productivité à l'œuvre dans d'autres domaines de programme: le matériel promotionnel axé sur des rapports de fond assortis de conclusions concrètes donnent des résultats plus solides. Obtenir des ressources supplémentaires pour ces résultats stimulerait les travaux de communication.

Le calendrier ci-dessous inclut le budget indicatif requis pour mettre en œuvre la stratégie.

## Calendrier

Le calendrier ci-dessous a pour objet d'aider le Conseil à déterminer ce que signifie concrètement la stratégie de communication et d'aider le Secrétariat à rechercher des financements pour des activités spécifiques. Ce calendrier définit, pour chaque tactique de communication, un échéancier et un budget indicatif de mise en œuvre. Il s'étend sur une période de cinq ans, de 2022 à 2026. Il comprend également les activités de communication existantes (cette stratégie suggérant d'apporter des améliorations à certaines d'entre elles).

Tactique	Année(s) de mise en œuvre	En place?	Ressources supplémentaires requises?	Budget
Insuffler de nouveaux messages clés dans la communication	2022-2026	Oui (avec des messages plus anciens)	Oui Temps du personnel	S/O
PPT ciblant les donateurs	2022	Non	Oui	\$EU 8 000
Fiches d'information ciblant les donateurs	2022-2023	Non	Oui	\$EU 12 000 (pour 4 fiches d'information)
Révision et nouveaux développements du site web	2023-2024	Oui	Oui	\$EU 40 000
Produire de solides indicateurs quantitatifs des projets antérieurs financés par l'OIBT à travers une analyse approfondie	2022-2023	Non	Oui	\$EU 40 000
Histoires de réussites	2022-2026	Oui	Oui	\$EU 20 000
Renforcer la présence de l'OIBT sur les réseaux sociaux: stratégie	2022-2026	Non	Oui	\$EU 48 000

Tactique	Année(s) de mise en oeuvre	En place?	Ressources supplémentaires requises?	Budget
publicitaire, boîte à outils pour réseaux sociaux, suivi des statistiques sur le flux des courriels				
Poursuivre la participation aux réunions et conférences pertinentes	2022-2026	Oui, et la renforcer en utilisant de nouveaux matériaux de type fiches d'information	Oui Temps du personnel	À déterminer
Créer des opportunités de toucher les donateurs et y participer	2022-2025	Oui, mais à améliorer	Non Temps du personnel	\$EU 10 000 par an
Dresser une liste de médias*	2022 et actualisation annuelle par la suite	Non	Oui Temps du personnel ou organisme externe	\$EU 5 000
Publier et promouvoir une édition actualisée de «Situation de la gestion des forêts tropicales»	2023	Oui	Oui Coûts du rapport et coûts de sa promotion dans les médias	\$EU 50 000 pour la promotion dans les médias (ne couvre pas la production du rapport)
Organiser des réunions «de bureau»*	2023-2026	Non	Oui	\$EU 5 000 par an
Publier des déclarations	2022-2026	Non (non celles adaptées aux médias)	Oui	\$EU 15 000 pour 3 déclarations par an
Organiser des visites sur site ou susciter des reportages à l'intention de journalistes	2023, 2025	Non	Oui	\$EU 15 000 par visite sur site. Estimation pour la conception et la promotion d'une visite. Ne comprend pas les coûts de déplacement
Écrire et soumettre des tribunes	2022-2026	Non	Oui	\$EU 5 000 par tribune
Lancer un podcast sur les bois tropicaux	2023-2026	Non	Oui Temps du personnel, équipement et	\$EU 25 000 par an



Tactique	Année(s) de mise en oeuvre	En place?	Ressources supplémentaires requises?	Budget
			travaux de consultant	
Poursuivre la production de vidéos	2022-2026	Oui	Oui Temps du personnel et coûts connexes au tournage et à la production de la vidéo	\$EU 10 000/vidéo
Se préparer aux critiques	2022-2026	Non	Oui Temps du personnel	S/O

Notes: Rouge clair = tactique actuellement déployée par le Secrétariat (elle peut nécessiter d'être renforcée/modifiée). Vert clair = nouvelle tactique à mettre en œuvre. \* = Il est conseillé à l'OIBT d'engager un spécialiste des médias dans le cadre de travaux de consultant.

## Calendrier éditorial

La communication de l'OIBT élaborera un calendrier éditorial qui comprendra le développement de ses périodiques en cours, ainsi que de nouveaux matériaux, tels que des études de cas, des canaux et des opportunités de diffusion, ainsi que des événements externes clés pour l'année, lequel sera hébergé sur un document Google afin qu'il puisse être mis à jour en permanence. Ce calendrier donnera des indications sur le moment de sensibiliser les médias et de diffuser sur les réseaux sociaux ainsi que sur la diffusion directe. Un exemple de calendrier pour 2021 figure ci-après.

### Réunions de l'OIBT

#### Réunions externes

- **Conférence des Parties à la Convention-cadre des Nations Unies sur les changements climatiques (CCNUCC)**
- **Congrès forestier mondial**
- **Conférence des Parties à la Convention sur la diversité biologique (CDB)**
- **Conférence des Parties à la Convention sur le commerce international d'espèces de faune et de flore sauvages menacées d'extinction (CITES)**



**Échantillon de dates cruciales (à partir de 2021)**

Date	Événement
2 février	Journée mondiale des zones humides
3 mars	Journée mondiale de la vie sauvage
8 mars	Journée internationale des femmes
15 mars	Journée mondiale des droits des consommateurs
21 mars	Journée internationale des forêts
31 mars (prov.)	Publication des données de <i>Global Forest Watch</i> sur la déforestation
22 avril	Journée internationale de la Terre nourricière
26-30 avril (prov.)	Forum des Nations Unies sur les forêts
15 mai	Journée internationale de la famille
21 mai	Journée mondiale de la diversité culturelle pour le dialogue et le développement
22 mai	Journée internationale de la biodiversité
25 mai	Journée mondiale de l'Afrique
Juin-septembre	Saison des incendies de forêt tropicale en Amazonie
5 juin	Journée mondiale de l'environnement
17 juin	Journée mondiale de la lutte contre la désertification et la sécheresse
21-24 juin (prov.)	Conférence mondiale sur l'écologie de la restauration
22 juin	Journée mondiale des forêts tropicales
4 juillet	Journée internationale des coopératives
11 juillet	Journée mondiale de la population
28 juillet	Journée mondiale de la conservation de la nature
Août	Pic de la saison des incendies de forêt tropicale au Brésil
Août-octobre	Saison des incendies de forêt tropicale en Indonésie
9 août	Journée internationale des peuples autochtones
3-11 septembre (prov.)	Congrès mondial de la nature de l'UICN
5 septembre	Journée de l'Amazonie
21 septembre	Journée zéro émission
26 septembre	Journée mondiale de la santé environnementale
27 septembre	Journée mondiale du tourisme
3 octobre	Journée mondiale de l'habitat
11-24 octobre	Conférence des Parties à la Convention sur la diversité biologique
13 octobre	Journée internationale pour la réduction des risques de catastrophe
15 octobre	Journée internationale des femmes rurales
16 octobre	Journée mondiale de l'alimentation
17 octobre	Journée internationale pour l'élimination de la pauvreté
24 octobre	Journée internationale d'action pour le climat
28 octobre	Journée de la durabilité (le 4 <sup>e</sup> mercredi d'octobre de chaque année)
30-31 octobre (prov.)	Sommet des dirigeants du G20
Novembre (prov.)	Publication des données de l'INPE sur la déforestation (date à confirmer)
6-7 novembre	Conférence mondiale sur la santé et le changement climatique
4 décembre	Journée de la conservation de la faune
5 décembre	Journée mondiale des sols

**Annexes** *(Pour des questions d'impératifs de temps et de budget, seul le corps du rapport a été traduit et les annexes qui suivent sont reproduites en anglais, leur langue d'origine).*

In preparation of this strategy, Burness has prepared additional material that can help ITTO communications further enhance its profile. These include:

1. Methodology
2. Audience Values and Questions
3. Summary of online survey responses
4. ITTO value proposition and key messages
5. Website audit
6. Digital audit and influencers list
7. Research interview notes
8. Research review of documents

## Annex 1: Methodology

In preparation for the ITTO communications strategy, Burness staff reviewed ITTO's written materials, both in print and online, and studied your website and social media accounts to gain an understanding of ITTO and your work, as well as to assess your current communications and your communications needs. We also drew from our knowledge of working in the global forestry space to put your operations in context.

We focused our review on issues of Tropical Forest Update and the Tropical Timber Market Report and considered how these publications were housed on the ITTO website. Other documents that we assessed included:

- 2016 ITTO Communications Strategy Draft
- 2018 Communications Strategy—Outreach Agenda 10c (presented at the 54th Council)
- Materials discussing the recent Dry Forest Conservation Project in Peru [PD 741/14 Rev.3 (F)]
- 2019 Annual Report
- Decision 4(LVI): Implementing ITTO New Financing Architecture—Phase II

After this review, Burness staff prepared two audit memos: one regarding ITTO's social media and one regarding your website, both with observations and recommendations for improvements.

We then conducted eight interviews with experts from producer and consumer countries; donors; outside stakeholders within the UN and on location in tropically forested countries.

Agencies and organizations whose staff participated in these conversations include:

- US Government, US Department of State and US Forest Service
- International Cocoa Organization (ICCO)
- EU's Forest Law Enforcement Governance and Trade Independent Market Monitor (FLEGT IMM)
- UN Food and Agricultural Organization
- Government of Switzerland State Secretariat for Economic Affairs (SECO)
- Congo Basin Forest Partnership
- European Commission, Directorate-General for International Cooperation

- UN Framework Convention on Climate Change

All the people we spoke with were honest and open about ITTO and its work. They also invested in ITTO's success and want you to be an important player in the global dialogues concerning tropical forests in the years ahead.

The takeaways from the interviews which are the basis of the communications strategy are:

- ITTO has a wealth of technical expertise that needs to be amplified (i.e., producing more success stories; improving the accessibility of the Tropical Timber Market Report; and developing one-pagers on programme lines that highlight contributions to biodiversity, livelihoods, legal access, climate-change mitigation).
- ITTO's successes show the power of small-budget projects with high impact, which is unique to ITTO and provide direct ties with projects on the ground.
- ITTO is poised to contribute to the 'green recovery' in the COVID-19 era.
- ITTO is well respected for their technical expertise, often advising other multilateral bodies (e.g., CITES). This should be highlight and enhanced further.
- ITTO should make more use of the research and impact coming out of the Fellowship programme.
- ITTO should create multimedia content (e.g., photo/slide shows, podcasts) to feed into ITTO's newsletters and social media.
- The sectors' reputation is at stake and SFM is poorly understood in the eyes of the public: "chopping down trees is bad." Messaging should help illustrate SFM's true meaning and it should be prominent.
- Web content in French and Spanish is not as strong as English (But more resources would be needed to address this).

Finally, ITTO partners, stakeholders, and funders participated in an online survey to collect their feedback. Much of what they shared echoed the findings in the interviews and other research conducted for this effort.

Respondents to the online survey indicated focal points as the key audience. Other relevant audiences were Ministries of Forests/Agriculture/Environment and Ministries of Foreign Affairs. Donors, private sector, NGOs, forest communities, academia and general public were mentioned with less frequency. There were a wide range of responses to other key audiences.

## Annex 2: Audience Values and Questions

### Audience values

A summary of the audience analysis that ITTO carried out is below, followed by the audience analysis which it conducted.

To reach **current donors** who value organizations that are recognized, accountable, transparent, and that also provide value for donor investments and the ability to engaged multilaterally with producers; and **donors** who value organizations that are robust, accountable, transparent, and aligned with their objectives and priorities, ITTO must communicate its value and transparency along with its objectives and priorities.

**Both sets of donors, in addition to ITTO consumer members and media outlets, can see that tropical forests are being lost**, and they fault poor management. Tropical forests are thought to need conservation—and in many cases by ‘not-touching’ the resource. Deforestation rates are higher in the tropics, and the management of natural resources in the tropics is associated with corruption, informality, and poor capacity. Forest fires linked to deforestation have become a permanent threat. ITTO must show a third way forward, sustainable forestry, that reveals the forest as a **truly renewable resource**.

**ITTO producer members can see that sustainable forestry is the best way** to ensure the conservation of tropical forests and to provide decent livelihoods for the people who live in and/or depend on tropical forests. **Tropical timber traders and companies are working in a market that is being scrutinized like no other**. Proof of legality, increasingly required by international markets, remains challenging. However, verification of sustainable forestry practices and proof of legality can be an added expense that producer members want to share with consumer members. ITTO must demonstrate the value of **sustainable forestry as a marketing tool that serves both environmental and economic needs**.

With these audience viewpoints in mind, ITTO will communicate **accessible success stories, forest and market news, along with facts and data** to help ITTO’s **existing, past and donors establish clear connections** between the issues surrounding the sustainable management of tropical forests with ITTO-driven solutions to major global challenges (climate change, biodiversity loss, poverty), in a manner that fits into their beliefs and priorities—which may differ depending on the donor.

ITTO will also serve tropical timber traders and companies through the **Tropical Timber Market Report**, which is published in English every two weeks and delivers market trends and trade news from around the world, as well as indicative prices for over 400 tropical timber and added-value products.

The ITTO communications program will allow **donors** to be seen by their own key audiences as fair, magnanimous and proactive in taking action to overcome global challenges.

Donor countries will **feel a sense of accomplishment** by assuring that they are partnering with an organization that is working for a better planet and a brighter future; they will **feel pride in the impacts of the work that they financed**; and they will **feel hope in seeing tangible improvements in forest management and forest-based economies as well as on the quality of life of forest-dependent people**.

Producer countries will **appreciate how the legality of their forest products are communicated, and feel supported in economic development efforts** as well as **respected for embracing both the need for sustainability and the need for generating secure and stable livelihoods**.

Out of this analysis, the following were action steps. Please note the first suggested action step is communications-related and has been included in the communications strategy above. The rest of the suggested actions steps fall on the program side of ITTO.

- Achieve better understanding of **ITTO's values and contributions among donors when considering proposals and collaborations**.
- **Amplify the critically important perspectives of producer governments** when global policies are developed that impact tropical forests.
- Ensure **ITTO consumer members appreciate their obligations** under the International Tropical Timber Agreement (ITTA) and increase their trust in ITTO.
- Help **ITTO producer members overcome bureaucracy and meet their obligations** under the ITTA (e.g. payment of their assessed contributions).
- Help both **consumer and producer members** by encouraging timber markets to trade legal timber and helping to communicate the legality of products produced through sustainable forestry.

## Annex 3: Summary of online survey responses

### 1.- Briefly describe your history with ITTO

Summary of responses	Repetitions
Focal point and benefited from projects	IIII
Through ITTO funded projects	III
Focal point	IIII III
At some point we used ITTO's statistics database for an antidumping measure (which was very successful). Through financing training activities for timber companies.	I
Participated in ITTO deliberations since its establishment and being a major donor	II
ITTO has been our technical and financing partner since 1990	I

### 2.- How do you rate or value the work of ITTO and its overall mission? How have you and your colleagues benefited from your country's/organization's membership of ITTO?

Summary of responses	Repetitions*
Very good: The country has benefited from projects and participation in relevant meetings, fellowships and publications	IIII II
Good: Disregard the financial issues. The country has benefitted from projects with positive impact in the country's membership to the Organization	II
Highly appreciate ITTO's overall mission and find the Market Information Service (MIS) very useful. ITTO's mission and its achievements are not well recognized in the international community, especially in consuming countries	I
ITTO's work has supported in-country public policy for SFM. Many professionals have benefited from ITTO fellowships and projects have benefited forest communities	I
ITTO is the only entity that provide data and funds projects around legal tropical timber. My country has not been very skillful in taking full	I

advantage of ITTO's work. There's a need for better channels of communication.	
<p>Deficient: In the last years ITTO has paid more attention to administrative processes that to fulfill its mission.</p> <p>Since the financial impairment credibility with donors decreased with its corresponding decline in financing for projects and activities, creating discomfort among beneficiary countries.</p> <p>Even with clarity of objectives, ITTO's operational activities are deployed in a political and diplomatic context, hindering consensus, decision-making and ultimately creating lost opportunities for the achievement of its objectives.</p> <p>In the last few years, my country has not received support to build capacity on trade of legal and sustainable timber</p>	I
ITTO has greatly contributed to having a different perspective of SFM and to learn about what other regions are doing. "ITTO is the best platform to harmonize the needs". Information from newsletters, publications, project funding and conferences has greatly contributed to further understand my current task	I
ITTO is a valuable platform for multilateral dialogue between producer and consumer countries on ways to expand international collaboration to promote SFM on tropical forests, promote green supply chains for timber products, tackle illegal logging, etc., and how tropical forest can contribute to addressing the major challenges we are facing and to the achievement of the SGDs	I
ITTO mission is not yet fulfilled as there are many projects pending financing	I
ITTO is consistent with our boarder SFM objectives. ITTO enhances our impact beyond individual efforts. Interested in market information to pursue bilateral forestry discussions with other members	I
ITTO's work is very technical and well-organized	I
We value a membership organization that is solely focused on tropical timber and tropical forests that are essential for the ecosystem services, biodiversity and many goods they provide to local people and economies. By convening both producer and consumer countries, ITTO greatly enhances cooperation and incentives to ensure their sustainable management and conservation for future generations. Tropical forest management and related industry and trade are also	I



<p>highly specialized subsectors with unique challenges, which other multilateral organizations do not fully cover. We value ITTO's work on markets, the work of the committees, policy and technical guidelines, fellowships, and ability to co-finance and execute projects and work programme activities focused on tropical forests—quickly converting and testing new policy approaches to practice through pilot field projects.</p>	
<p>We value ITTO's mandate and role in promoting sustainable forest management and legal and sustainable trade of timber and timber products, and as such, have funded numerous projects worldwide to promote the objectives of the ITTA over the past few decades. We appreciate ITTO's role as a focal agency of international timber trade and legal and sustainable supply chains of forest products in the Collaborative Partnership on Forests (CPF). In our view, this role is taking on greater importance and prominence in the world stage, as problems of illegal logging and deforestation have accelerated sharply, particularly in tropical forests, due to the economic downturn induced by the COVID-19 pandemic. Deforestation (mostly spurred by illegal timber trade/agriculture) is now seen as key driver of the world's most pressing environmental problems (i.e. climate change, biodiversity loss, land degradation, food security loss, natural disasters, etc.) as well as leading to skyrocketing/volatile prices for wooden material, and we reckon that ITTO can serve an important role in resolving these issues, through its unique structure of consumer- and producer states of timber commodities. Through hosting this organization, we hope to have projected in the world stage the importance the country places on resolving these issues, as a responsible major consumer nation of commodities and commodity products.</p> <p>However, in our view, ITTO's visibility could be enhanced significantly further on the world stage. We increasingly observe a countless number of UN resolutions, G7/G20 communique and other documents of international organizations making reference to the importance of this issue through high-level political statements, especially as the COVID-19 outbreak has exacerbated this problem. However, what is lacking at the moment is the technical guidance and voice of expertise to actually enable this on the ground. ITTO is uniquely positioned to fill this hole under its official mandate unlike any of the other international organizations (that are currently trying to do so), and we think that it is timely to step in to do so. We appreciate the current management's focus on tackling this issue finally, since Council mandated this task almost 4 years ago. Building global brand equity should help spur the implementation of the ITTA worldwide, including the resources required to do so.</p>	<p>I</p>

In our view, ITTO has unrivaled technical expertise and data to measure impact and enable the political ambition related to combatting illegal logging/trade. However, the under-appreciation/under-promotion of this expertise and effort and the relatively muted core policy dialogues (mandated under the ITTA) over the last 4 years has led to muted acknowledgement. These points need fixing immediately, in our view.	
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*\*There are 19 responses in total. However, one response covered two items, one already expressed plus additional information.*

### 3.- How does ITTO communicate with you and your colleagues (e-mails, circulars, meetings/webinars, social media, media, email marketing, etc.)?

Summary of responses	Repetitions
E-mails, circulars, online meetings and publications	I
E-mails, circulars, meetings, webinars	I
E-mails, circulars and meetings	III
E-mails	III
E-mails, ITTO's website	I
All of the above (e-mails, circulars, meetings/webinars, social media, media, email marketing)	II
Through the ITTO website or referred by others	I
ITTO communicates via conventional ways (e-mail, ITTC meetings, website updates). Look forward more interactive and trendy communication such as YouTube, TV show, Facebook, Twitter, Instagram, Tik Tok and Google adds.	I
In various ways: e-mail, ITTC sessions, Market Information Service and Tropical Forest Update, various social media, meetings and webinars organized together with other international organizations.	I
Currently, the most frequent communications we receive are emails and circulars from the Secretariat, followed by ITTO's website, social media, meetings and newsletters.	I
Website, Tropical Forest Update, Market Reports, direct emails through designated focal points. However, for those that do not visit the website regularly, more announcements and alerts of upcoming webinars and workshops, new videos and multimedia productions,	I

especially with the CPF would be appreciated.	
<p>Most of the communication from the Secretariat is through letters/ e-mails, which are helpful, keeping the Secretariat in front of member states.</p> <ul style="list-style-type: none"> <li>•Some updates on the Secretariat's ongoing tasks are delivered through the IAG or Advisory Board meetings, but these should be posted on the website on a more timely basis, in line with best practices to induce engagement.</li> <li>•Some information (such as important strategic news, etc.) has not been sent by e-mail, and only placed on the ITTO website. We think important information should be shared to member countries directly via email as much as possible (newsletter links should be disseminated also via emails).</li> </ul> <p>We think that there have been substantial improvements in the ITTO website over the last few years, and it is now easier to find important material by topic.</p>	I

**4.- Who are ITTO's most important audiences for communication (in order of priority, if possible)?**

Summary of responses	Repetitions
ITTO focal points, beneficiaries of ITTO projects/activities and aid agencies	I
ITTO focal points, researchers, forest-related businesses	II
People and businesses in consumer countries	I
Member countries	III
Governments, forest entities, forest communities, forest companies and forest professionals	II
Forest communities, academia, stakeholders in the forest supply chain	I
Focal points, donor community and beneficiaries of ITTO projects/activities	I
Public, NGOs and industry players	I
Members of ITTO; multilateral organizations that can provide funding; the wider UN system; ITTO observer countries and organizations; the	I

wider public	
Ministries of economy in consuming countries	I
Government (particularly member countries), Researchers and NGOs, general public	I
Government regulatory entities, NGOs, general public	I
It depends on the content, which should be matched to the audience. While the State of the Tropical Forests and forest industry would be for a general audience, other materials need to be targeted. For example, guidelines and technical information can be aimed toward forest sector practitioners and Ministries. For the private sector market reports, industry, and research is valuable. Community groups and civil society may be interested in livelihoods and trainings, while academia should be alerted to the fellowship programme and research.	I
Governments, NGOs and forest communities	I
All member states (including potential signatories); TAG/CSAG; other stakeholders (trade associations etc.)/international organization partners; potential donors (including ODA providers, private sector, philanthropic multilateral funds/development banks); private sector (from both consumer and producer countries) and general public.	I

**5.- Please be as specific as possible when describing who ITTO should be trying to reach through communications. For example, the producer country/consumer country government, and in particular the Ministry of XXX or Ministers XXX” or any other suggestion?**

Summary of responses	Repetitions
Audience 1: National forest authorities Audience 2: Academia Audience 3: Aid agencies	I
Audience 1: Ministry of Foreign Affairs Audience 2: Ministry of Trade Audience 3: No response	I

Audience 1: People in consumer countries Audience 2: Business enterprises in consumer countries Audience 3: Related international fora	I
Audience 1: Ministry of environment Audience 2: Ministry of agriculture Audience 3: Private sector, NGOs and academia	III
Audience 1: Forest enterprises, especially forest community enterprises Audience 2: Ministries of agriculture and environment Audience 3: Academia	I
Audience 1: Focal points Audience 2: Donor community Audience 3: Beneficiaries of ITTO projects/activities, education and research institutions, forest producers	I
Audience 1: Ministry of Foreign Affairs Audience 2: Ministry of Forestry Audience 3: Producer countries	I
Audience 1: The forest authority Audience 2: Producer countries/exporters and NGOs Audience 3: Consumer countries/importers and consumers	I
Audience 1: Ministry of Plantation Industries and Commodities (MPIC) Audience 2: Malaysian Timber Industry Board (MTIB) Audience 3: Malaysian Timber Council (MTC)	I
Audience 1: The country's governments Audience 2: Heads of international organizations Audience 3: Directors of relevant bodies	I
Audience 1: Ministry of Economy and Finance	I

<p>Audience 1: Government officials including, forest and environment ministers, state ministers, environment/industry, non-member countries</p> <p>Audience 2: Universities, consultants, data analysts, think tanks</p> <p>Audience 3: School students, consumers of tropical timber products, media</p>	I
<p>Audience 1: Ministry of Agriculture</p> <p>Audience 2: Government regulatory entities</p> <p>Audience 3: General public (including NGOs and private sector)</p>	I
<p>Audience 1: Producer Country Ministerial Staff/practitioners and leaders</p> <p>Audience 2: Consumer country buyers and markets</p> <p>Audience 3: The CPF/donors- CIFOR, CGIAR, IUCN, IUFRO</p> <p>Audience 4: (not necessarily least important) The general public-academia, civil society, community groups, enterprises)</p>	I
<p>Audience 1: Ministry of Forestry</p> <p>Audience 2: NGOs</p> <p>Audience 3: Forest communities</p>	I
<p>Audience 1: Focal points, CSAG/TAG and partners</p> <p>Audience 2: Potential donors</p> <p>Audience 3: General public</p>	I
<p>Audience 1: Focal points</p> <p>Audience 2: Producer countries</p> <p>Audience 3: Ministries of forestry, environment and agriculture</p>	I

**6.- What does each of these audiences care about? For example, in your opinion, what motivates them, what are their work priorities, how does ITTO fit into/fare within their priorities and aspirations?**

Summary of responses	Repetitions
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<p>Audience 1 (National forest authorities): Public policies and national programmes.</p> <p>Audience 2 (Academia): Research and knowledge.</p> <p>Audience 3 (Aid agencies): Accountability and transparency.</p>	I
<p>Audience 1 (Ministry of Foreign Affairs): Monitoring, evaluation and considerations for international cooperation.</p> <p>Audience 2 (Ministry of Trade): Monitoring, evaluation and considerations for international cooperation.</p>	I
<p>Audience 1 (People in consumer countries): Consideration to economic, social, and environmental sustainability as well as sustainable use of natural resources.</p> <p>Audience 2 (Business enterprises in consumer countries): Factors affecting their business activities, including regulation of governments and expectation from their clients.</p> <p>Audience 3 (Related international fora): Contribution to the achievement of global goals, such as SDGs, climate change mitigation, conservation of biodiversity, prevention of land degradation and deforestation.</p>	I
<p>Audience (Ministry of environment): Financing for projects or other form of international cooperation. Information on progress towards SFM with concrete examples, like community forestry.</p> <p>Audience 2 (Ministry of agriculture): General information produced by ITTO. Examples of what ITTO has done in other countries.</p> <p>Audience 3 (Private sector, NGOs and academia): Exchange of experiences; research on forests and forest products/services.</p>	III
<p>Audience 1 (Forest enterprises, especially forest community enterprises): Information for decision-making.</p> <p>Audience 2 (Ministries of agriculture and environment): Policies for sustainable development.</p> <p>Audience 3 (Academia): Knowledge for national development.</p>	I
<p>Audience 1 (Focal points): The most relevant stakeholder, as it is in-charge of promoting the development of the forestry sector. It is also the interlocutor that disseminates information on ITTO's work, achievements and financing opportunities within the country.</p>	I

<p>Audience 2 (Donor community): The donor community is the engine of the Organization, as they provide resources to finance projects, activities, collaborative opportunities, etc. Donors also benefit from supporting and demonstrating the environmental and social sustainability of their tropical timber businesses.</p> <p>Audience 3 (Beneficiaries of ITTO projects/activities, education and research institutions, forest producers): Through them the impact and benefits of ITTO projects are measured. They are also responsible for managing sustainable timber trade.</p>	
<p>Audience 1 (Ministry of Foreign Affairs): International trade and relations.</p> <p>Audience 2 (Ministry of Forestry): Sustainable forest management.</p> <p>Audience 3 (Producer countries): Ability to trade equitably their tropical timber.</p>	I
<p>Audience 1 (The forest authority): Trade statistics for decision-making; emerging issues affecting markets; incentives.</p> <p>Audience 2 (Producer countries/exporters and NGOs): Trade statistics and market trends. For NGOs governance and accountability.</p> <p>Audience 3 (Consumer countries/importers and consumers): Product preference, pricing and market accessibility.</p>	I
<p>Audience 1 (MPIC): Focal point.</p> <p>Audience 2 (MTIB): Timber trade regulatory body for Peninsular Malaysia and responsible for coordinate the overall development of the timber industry.</p> <p>Audience 3 (MTC): Timber promotional council.</p>	I
<p>Audience 1 (The country's governments): Since they are members of the Organization, they should share and promote the objectives of the ITTA, 2006. ITTO promotes the sustainable management and conservation of tropical forests and the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests. Furthermore, as members they have certain obligations that they need to fulfil (i.e. to pay on time the assessed contributions and any arrears).</p> <p>Audience 2 (Heads of international organizations): The role of forests in addressing major challenges of our times, such as climate change and loss of biodiversity has been recognized by many financial</p>	



<p>institutions/donors, which dedicate funding for the protection and sustainable management of forests. As ITTO's membership represents about 80% of the world tropical forests and over 90% of the trade in tropical timber, the Organization can fit in their priorities and aspirations by offering an expertise and experience of over 30 years over a big range of projects concerning tropical forests.</p> <p>Audience 3 (Directors of relevant bodies): As ITTO's membership represents about 80% of the world tropical forests and over 90% of the trade in tropical timber, the Organization can fit in their priorities and aspirations by offering an expertise and experience of over 30 years on discussing and developing policies on the sustainable management of tropical forests and effectively translating these policies into action through projects on the ground.</p>	
<p>Audience 1 (Ministry of Economy and Finance): No response.</p>	I
<p>Audience 1 (Government officials including, forest and environment ministers, state ministers, environment/industry, non-member countries): International trade, sustainable forestry management, law enforcement.</p> <p>Audience 2 (Universities, consultants, data analysts, think tanks): SFM, data trends, wood sampling, tracing.</p> <p>Audience 3 (School students, consumers of tropical timber products, media): Environment, forestry industry (impacts to jobs, economy and GDP).</p>	I
<p>Audience 1 (Ministry of Agriculture): Tendencies on forest management.</p> <p>Audience 2 (Government regulatory entities): Exchange of experiences in common topics.</p> <p>Audience 3 (General public, including NGOs and private sector): Guide the work they develop for the well-being of the communities to which they are accountable.</p>	I
<p>Audience 1 (Commercial sector): Cares about markets, standards, state of production, prices, trade flows, industrial improvement.</p> <p>Audience 2 (Donors, Consumers, Civil Society): SFM</p> <p>Audience 3 (Research organizations): Scientific and technical findings or ways to contribute or apply for fellowships.</p>	I

<p>Audience 1 (Ministry of Forestry): Funding for implementing SFM strategies, including certification.</p> <p>Audience 2 (NGOs): NGOs are whistleblowers. They need to be on the ground to spot bad performers on both the admin side and the dealership side. They are looking for the financial means to equip themselves.</p> <p>Audience 3 (Forest communities): The local communities work with the concessionaires daily. Their point of view in sustainable management is essential. They need to be trained and informed about the actions that the concessionaires and the governments are putting in place for local development.</p>	I
<p>Audience 1 (Focal points, CSAG/TAG and partners): The Agreement, rules, regulations and procedures, organization/membership information, ITTO meetings/events, relevant news, projects, database (market and project-related).</p> <p>Audience 2 (Potential donors): Information on Secretariat/organization, governance matters, project-related information, market database, specific case studies/examples/measurements/evidence of impact (monitoring, evaluation and reporting of projects): i.e., ITTO's capacity, experience and knowledge, which helps contribute to tackling global issues such as climate change, biodiversity conservation and sustainable commodity supply chains, comprehensive information about technologies, system and law enforcement which contribute to halting illegal deforestation, roster of current project proposals that are available for funding, with specific resources/capacities required.</p> <p>Audience 3 (General public): Easy-to-understand guide about the Agreement and the organization; promotional video/webinars, etc.</p>	I
<p>Audience 1 (Focal points): Management and protection of forests.</p> <p>Audience 2 (Producer countries): Use legal sources of timber for export.</p> <p>Audience 3 (Ministries of forestry, environment and agriculture): Share lessons learned/experiences and close involvement with ITTO.</p>	I

**7.- What would you recommend as the best way to communicate with these audiences (e.g. meetings/webinars, social media, media, email marketing, individual direct mailing)?**

Summary of responses	Repetitions
<p>Audience 1 (National forest authorities): N/A</p> <p>Audience 2 (Academia): Social media and mailing campaigns</p> <p>Audience 3 (Aid agencies): Direct mailing</p>	I
<p>Audiences 1 and 2 (Ministry of Foreign Affairs and Ministry of Trade): Meetings, webinars and direct mailing</p>	I
<p>Audience 1 (People in consumer countries): Participatory approach would be effective. Dissemination of ITTO's achievements through media would be insufficient. ITTO might ask for some help for the sustainable use of tropical forests, through their direct involvement such as donation, purchase of some goods, or participation of on-the-ground activities.</p> <p>Audience 2 (Business enterprises in consumer countries): Provision of useful information for their business activities would be effective. Information such as an evaluation of producing countries from the perspective of sustainability might be useful. ITTO might take advantage of their expertise in market data analysis for the use of business entities.</p> <p>Audience 3 (Related international fora): ITTO should present their achievements in a timely and impressive manner in the wide range of international fora.</p>	I
<p>Audience (Ministry of environment): Direct contact, online meetings.</p> <p>Audience 2 (Ministry of agriculture): Direct e-mail.</p> <p>Audience 3 (Private sector, NGOs and academia): Webinars, online meetings, social media.</p>	III
<p>Audience 1 (Forest enterprises, especially forest community enterprises): Social media.</p> <p>Audience 2 (Ministries of agriculture and environment): Meetings, campaigns and project financing.</p> <p>Audience 3 (Academia): Campaigns on project financing and social media.</p>	I
<p>Audience 1 (Focal points): Meetings (physical or virtual), e-mail,</p>	I

<p>publications and website.</p> <p>Audience 2 (Donor community): N/A</p> <p>Audience 3 (Beneficiaries of ITTO projects/activities, education and research institutions, forest producers): N/A</p>	
<p>Audience 1 (Ministry of Foreign Affairs): Direct mailing.</p> <p>Audience 2 (Ministry of Forestry): Direct mailing.</p> <p>Audience 3 (Producer countries): Direct mailing.</p>	I
<p>Audience 1 (The forest authority): Direct mailing, meetings, seminars, social media.</p> <p>Audience 2 (Producer countries/exporters and NGOs): Direct mailing, meetings, seminars, social media.</p> <p>Audience 3 (Consumer countries/importers and consumers): Direct mailing, meetings, seminars, social media.</p>	I
<p>Audience 1 (MPIC): E-mail, meetings, social media.</p> <p>Audience 2 (MTIB): E-mail, meetings, social media.</p> <p>Audience 3 (MTC): E-mail, meetings, social media.</p>	I
<p>Audience 1 (The country's governments): Individual direct contact by the Executive director, by emailing and calls.</p> <p>Audience 2 (Heads of international organizations): Individual direct contact by the Executive Director, both my e-mailing and in person meetings/calls.</p> <p>Audience 3 (Directors of relevant bodies): Individual direct contact by the Executive director, by emailing and calls, meetings/webinars.</p>	I
<p>Audience 1 (Ministry of Economy and Finance): No response.</p>	I
<p>Audience 1 (Government officials including, forest and environment ministers, state ministers, environment/industry, non-member countries): Direct emailing to relevant individuals, as well as newsletters. Avoiding the current reliance on attachments in emails as they obscure the key contents.</p> <p>Audience 2 (Universities, consultants, data analysts, think tanks): Collaborative meetings, webinar and workshops, website communications.</p>	I

Audience 3 (School students, consumers of tropical timber products, media): Visual communications through social media and merchandise. Suggest a more simplified website for general consumption.	
<p>Audience 1 (Ministry of Agriculture): Direct mailing.</p> <p>Audience 2 (Government regulatory entities): Announcements on ITTO website.</p> <p>Audience 3 (General public, including NGOs and private sector): Social media.</p>	I
It depends on the content, which should be matched to the audience, however a mix of communications strategies for each group would be optimal.	I
<p>Audience 1 (Ministry of Forestry): Meetings, workshops, circulars.</p> <p>Audience 2 (NGOs): Workshops and webinars.</p> <p>Audience 3 (Forest communities): Webinars, information notes.</p>	I
<p>Audience 1 (Focal points, CSAG/TAG and partners): (ITTO website as a base for all categories. In addition to the website, the following can be cited per audience category:) e-mail-attached diplomatic notices/letters, closed membership-based portal, video conferences, meetings, webinars</p> <p>Audience 2 (Potential donors): e-mail-attached diplomatic notices/letters, closed membership-based portal, video conferences, meetings, webinars</p> <p>Audience 3 (General public): all forms of media outlets, especially websites/webinars, social media, relevant publications (disproportionate attention should be placed on digital formats).</p>	I
<p>Audience 1 (Focal points): Meetings, webinars, email, social media.</p> <p>Audience 2 (Producer countries): Individual direct emailing, email marketing.</p> <p>Audience 3 (Ministries of forestry, environment and agriculture): Meetings, webinars, email, social media.</p>	I

**8.- What do you think is/are ITTO's greatest accomplishment(s) to date? Do you feel these are well known among the important audiences? How have they been communicated?**

Summary of responses	Repetitions*
SFM tropics and the Market Information Service (MIS)	I
Project funding: (funding that can be accessed by several stakeholders through the Focal Point; projects' results are not known or shared widely among the ITTO members, leading to other members requesting for similar projects)	III
On-the-ground long-running experiences of SFM in tropical countries and accumulated data and knowledge on tropical timber markets	III
There's a need to strengthen communication with Focal Points on ITTO's achievements. Many times, we learn about them from other sources	I
Guidelines, technical documents, fellowships	I
It has created awareness on the need for SFM, it has promoted research and development through projects with results well-disseminated	I
Reorient SFM with a gender perspective and with contributions to sustainable development and disseminate it to other productive sectors	I
One of the Organization's greatest achievements is information on global tropical timber markets. However, it has not reached the majority of stakeholders responsible for the promotion, production, processing, regulation and trade of tropical timber. The information is disseminated through the Forest Update newsletter and the MIS on the website. The perception is that outreach requires greater efforts to reach stakeholders.	I
ITTO pioneered the development of criteria and indicators (C&I) for the sustainable management of natural tropical forest in the 1990's and has continue its leadership on this field. ITTO accomplishments are well communicated among tropical countries.	I
In general, ITTO is a policy forum where challenges and opportunities regarding tropical forests are brought up and discussed. Furthermore, policies are discussed and developed regarding the sustainable management of tropical forests and these policies are effectively translated into action through projects on the ground. ITTO also	I

<p>provided C&amp;I for SFM very early, has been developing Guidelines in various fields and provides trade information regarding tropical timber. However, these are not always well known in the important audiences.</p> <p>ITTO has not communicated efficiently its accomplishments and potential to the important audiences.</p>	
<p>The harmonization of international reporting and accessibility to forestry data. These are communicated well to audience 1 (government officials) and 2 (Universities, consultants, data analysts). However, they are targeted towards the professional audience and in turn, are not as valuable to the broader public, including non-member governments.</p>	I
<ul style="list-style-type: none"> <li>• Market reports, market days at Council</li> <li>• State of the Worlds Tropical Forests</li> <li>• Fellowships</li> <li>• SFM and other policy and technical guidelines and Objectives</li> <li>• Projects and related evaluations, which build capacity in-country: We see great opportunities for story telling based on past success stories. We suggest showcasing past ITTO projects, which led to significantly larger at-scale projects from large donors, such as GEF and the World Bank. These “small” ITTO projects are meaningful for the participating communities and effective due to the ITTO Secretariat’s technical expertise and involvement. Drawing a direct line from ITTO’s initial involvement in a specific area, community, and/or project to the subsequent larger funding and project output would be compelling. A key advantage of ITTO is their ability to relatively quickly translate new policy approaches into practice through their “smaller” field projects/pilots – helping to more quickly demonstrate value/vet approaches – something that sets them apart from larger, more deliberative organizations programming funding in this space.</li> </ul>	I
<p>The completion of the national inventory carried out in 1997 remains the most important achievement of ITTO in Gabon. There have been other relevant projects such as support to the National School of Water and Forests or on Community Forests.</p>	I
<p>ITTO’s major achievements comprise of accelerating the sustainable forest management and sustainable supply chains of tropical timber via its council sessions, policy discussions (including at other international forums, particularly through the CPF), projects and activities, which help to increase certified forest area and number of CoC certifications across various regions. As ITTO’s achievements have not been fully publicized, we think there is much room for ITTO</p>	I

to improve its visibility on its activities and achievements over the past 30 years.	
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**9.- What do you see as ITTO's key communication moments this year? (for example launching a new report, or regular market information)**

Summary of responses	Repetitions
The MIS	### I
Dissemination of the new "ITTO Guideline for Forest Landscape Restoration in the Tropics" at UNFCCC COP26, CBD COP15 (2022), or WFC (2022) would be timely and impressive	I
Advice on deforestation-free supply chains would be welcome by the international community	I
The Council	III
ITTO reports should be available in all three official languages (there are many documents, reports and courses valuable to forest communities which are only available in English, which reduces its accessibility)	I
The release of new publications	II
Communications seem to be appropriate and timely done	I
Webinars in times of pandemic	I
In this time of crisis for the Organization, information on the work of the Organization should be continuously disseminated and expanded to current and potential partner countries. In many cases, the role of ITTO is not clear	I
<ul style="list-style-type: none"> <li>How the work of ITTO contributes to addressing the global challenges</li> <li>Providing information on the new ED (when he/she will be elected)</li> <li>Communicating the extension of ITTA 2006 (when this will be decided at ITTC57)</li> </ul>	I
Most notable communications relate to international regulatory development. ITTO is considered an appropriate medium for breaking news	I
Over the last 12 months, the launch of the ITTO Guidelines for Forest Landscape Restoration in the Tropics and its Project Brief were key	I



communications moments after multiple years of preparation. The Monthly market information is highly valued by readers, especially during the disruptions in the global supply chain due to COVID-19	
Council session (especially the market/trade-related discussions, which should be expanded this year to cover market developments from pandemic impact/success stories in greater depth), regular market information and annual reports (including the current timber market situation affected by COVID-19 and future outlook), any planned side events at major international events (e.g. IUCN World Congress?)	I

*\*There are 19 responses in total. However, one response may include more than one key communication moment.*

**10.- Do you or your colleagues have articles or moments that you feel ITTO has used or could use in its communications? If so, please describe briefly, including how ITTO can contribute or did contribute to these successes.**

Summary of responses	Repetitions*
Central American countries with pine-oak ecosystems suffered natural degradation of their forests as a result of aggressive epidemic episodes during 2014-2018 by bark beetles and pine borers, which degraded around 512,000 hectares of natural pine forests (in Honduras alone), with impacts on community organizations that live from the extraction of resins and wood	I
ITTO might fully utilize their existing advisory boards, such as the Trade Advisory Group (TAG) and the Civil Society Advisory Group (CSAG), for better communication	I
ITTO could disclose in its communications which countries have applied its guidelines to formulate guides, for example on SFM, in the formulation of its forest regulations, or training for micro-enterprises	I
ITTO has co-financed the publication of a book on protected areas and national parks that is used as a guide text in forestry education	I
Experiences in the sustainable management of natural forest	I
ITTO should review its communication strategy and put emphasis in disseminating results/products of funded projects and activities. The Organization's website must be easy to navigate, contain the most relevant information and be visibly attractive	I
Cannot recall	III

ITTO should consider promoting tropical timber initiatives in platforms such as Al Jazeera, Bloomberg or Netflix documentary	I
Communications on illegal logging regulatory developments, including legislative reviews. ITTO can contribute by reporting to the international community and potential impacts	I
ITTO could assist with donor communications and coordination, as well as sharing tropical forest news and results. ITTO's market information during the pandemic is an example of timely communications during a difficult year	I
We have received several reminders about our country's debt to the organization. Such communications allow us to remind our Ministry of Finance to do everything to pay off. It is important to make these reminders periodically to states that are no longer paying their dues. The organization lives from these contributions	I
PowerPoint presentations used at various events (e.g. UN High Level Political Forum)  Strategic Action Plan  Landscape Restoration Guidelines  Recent Report on the Pilot Case Study on the New Financial Architecture	I
Forest incentive assessment	I

*\*Many respondents skipped this question.*

#### 11.- What else is important in your mind that we haven't covered?

Summary of responses	Repetitions*
Issues related to native communities and climate-change adaptation	I
ITTO should put emphasis on people in consumer countries, since they are the ultimate funding contributors	I
There's room for business entities to participate in ITTO's activities	I
It's important to know how the communication strategy will be implemented to reach forest communities, civil society in coordination with member countries (focal points) to ensure it is widely known	I
Most government officials do not know about ITTO and the opportunities it offers. Universities must disseminate to their students	I

about ITTO	
I believe that ITTO covers well the issues that are of concern and interest to its member countries	I
Regionalize project financing to achieve greater financing	I
<p>ITTO must:</p> <ul style="list-style-type: none"> <li>• Focus on achieving greater effectiveness in their actions through a business environment, less diplomacy, politics and bureaucracy, in addition to an urgent reduction of expenses to the bare minimum.</li> <li>• Promote greater transparency in its finances, greater administrative rigor, increase internal and external surveillance to improve the internal control of the Organization.</li> <li>• Focus your efforts on your substantive activities: <ul style="list-style-type: none"> <li>○ Promote the expansion and diversification of the international trade in tropical timber from sustainably managed and legally harvested forests;</li> <li>○ Promote the sustainable management of tropical timber producing forests.</li> <li>○ Promote business plans focused on small producers.</li> <li>○ Continue to carry out dissemination and training events, with a vision of getting closer to the people</li> </ul> </li> </ul>	I
Would be good to secure appropriate and relevant short articles from different continents and publish in the TFU	I
What is required to have some specific market reports on PNG timbers?	I
ITTO could reach the general public more effectively by translating raw forestry data into more digestible and engaging products, particularly through thematic analysis and narrative pieces of key trends. In this way, the data can be used more broadly and increase outreach	I
We support further measures for increased transparency, such as posting organizational documents online. We appreciate a user-friendly website and easy access to past and present documents online.	I
Raising ITTO's visibility in host country Japan (and host city Yokohama): Japan now has a big focus on ESG/carbon-neutrality, but are any of the large famous global companies in Japan involved in any of ITTO's activities/TAG/CSAG? These players could be big co-	I

financiers of market-related projects.	
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*\*Many respondents skipped this question.*

## Annex 4: Messaging

24 September 2021

### MESSAGING GOALS

- First, we need to explain the global environmental crisis and how the world's tropical forests can be part of the solution—if they can survive.
- Second, we need to define sustainable forestry as a key tool to ensuring the conservation of tropical forests and their capacity to mitigate climate change.
- Third, we need to assert ITTO as the go-to partner for sustainable forestry.

### VALUE PROPOSITION

- The world faces many planetary emergencies: climate change, biodiversity extinction, social and economic inequality and escalating pandemics.
  - Tropical forests, which provide a home to millions of people and harbor most of our planet's remaining biodiversity, are a key solution to these crises.
- Sustainable forestry—managing a forest so that the production of goods and services unduly reduce its values or future productivity—is the path forward for addressing climate change, biodiversity loss, and poverty.
  - Sustainable forestry can produce a wide variety of goods—such as timber, resins, nuts, fibers, medicinal plants—and services—such as clean air, biodiversity conservation, carbon sequestration, water filtration, and erosion prevention.
  - Sustainable forestry is more like a trim than a buzzcut, allowing logged areas to recover quickly. Once trees are harvested, they can be replanted to keep forests standing instead of converting the land to farmland, urban developments, or other land uses.
  - Sustainable forestry in the tropics is often practiced by forest-dependent communities; any projects that involve forests must respect their rights and not threaten their wellbeing.

- ITTO works to improve the health and value of tropical forests worldwide. As an international entity with direct ties to projects on the ground, ITTO has the policy, trade, and technical expertise to effectively promote the implementation of sustainable forestry across the tropics.
  - ITTO's partners, donors and members represent more than 80% of the world's tropical forests and about 90% of the global trade in tropical forest products.
  - Despite the sustainable value that the forests can provide, these regions often contain pockets of extreme poverty, especially where deforestation has razed the landscape and ruined livelihoods.
  - Through more than 1200 projects in over 40 countries, ITTO has demonstrated how to improve the livelihood and wellbeing of communities living in or near tropical forests. In its policy and field work, ITTO:
    - Supports economic development efforts that benefit women, young people and other vulnerable groups.
    - Encourages community forestry, locally based forest enterprises, local food security, and equitable benefit sharing.
    - Builds capacity in rural communities to manage forests sustainably and add value to forest products, thereby improving local livelihoods for generations.
    - Promotes the economically viable restoration of degraded landscapes and the sustainable production of wood and wood-based energy.
    - Empowers local communities and other forest owners and stakeholders to earn income exporting sustainably produced wood and non-wood products.
- ITTO works with the private sector to improve the tropical timber industry's economic, social and environmental sustainability while increasing the transparency of the marketplace.
  - With more than 30 years of experience, ITTO advocates for a wider embrace of sustainable forestry so that the environmental, social, economic and public health goals, contributing to the UN Sustainable Development Goals (SDGs 2030) can be achieved.

## PROBLEM

- The world faces many planetary emergencies: social and economic inequality, climate change, biodiversity extinction, and escalating pandemics.
  - Tropical forests, which provide a home to millions of people and harbor most of our planet's remaining terrestrial biodiversity, sit in the crosshairs of these crises.
  - Solutions require concerted action by governments, the private sector and civil society to achieve cross-cutting transformations.
- Tropical forests can provide a healthy environment, improve the living standards of rural populations and reduce climate change. Yet deforestation and forest degradation continues.
  - According to the World Bank, about 350 million people live within or close to dense forests and depend on them for their subsistence and income.
  - According to the United Nations, the estimated rate of deforestation worldwide was 10 million hectares annually between 2015-2020 and 12 million annually during 2010-2015.
  - Tropical forests are incredibly biodiverse; they support at least [two-thirds of the world's terrestrial biodiversity](#) despite covering [less than 4% of Earth's land surface](#).
- The timber industry globally faces widespread criticism because of the perception that chopping down trees is inherently bad.
  - It is well-documented that one of the major drivers of deforestation is the [expansion of the agricultural frontier](#), which replaces the forested landscape in favor of other land-uses. Another driver of deforestation is urbanization, the expansion of cities into previously undeveloped lands.
  - Illegal deforestation, which generates [up to \\$152 billion](#) in timber annually, threatens not only the forests that are cleared for illicit gain but the communities that depend on those forests for their subsistence.
  - The COVID-19 pandemic has also worsened the many barriers faced by the tropical timber industry and its international trade.
  - In 2020, the value of tropical wood products globally declined for the second straight year.

- Production and exports have not yet returned to pre-pandemic levels in most tropical producer countries, impacting the economics of all who work or live in these lands, from timber industry revenues to the livelihoods of forest-dependent communities.
- When people want a table, they want a wood table, not a plastic one. Yet production of tropical timber declined dramatically during the COVID-19 economic downturn.
  - Production of tropical industrial roundwood (“logs”) in ITTO member countries totalled 294.1 million m<sup>3</sup> in 2019. Production in 2020 is estimated to have declined to 285.1 million m<sup>3</sup>, due to COVID-19 pandemic restrictions imposed in most producer countries.
  - As domestic production of tropical wood products increases, tropical log imports by ITTO members have declined every year since a peak in 2014. Imports dropped to 14.5 million m<sup>3</sup> in 2019, about 13 percent less than the previous year, and then plummeted to 12.2 million m<sup>3</sup> in 2020, the lowest volume since ITTO began its assessments in 1987
  - In 2019, ITTO member countries imported about 86% of global secondary processed wood products (SPWPs) imports—\$98.3 billion worth—62% of which was wooden furniture and parts.



## SOLUTION

- Sustainable forestry is managing a forest so that the production of goods and services does not alter its environment.
  - Sustainable forestry can produce a wide variety of goods—such as timber, resins, nuts, fibers, medicinal plants—and services—such as clean air, biodiversity conservation, carbon sequestration, water filtration, and erosion prevention.
  - Forest-dependent communities have often practiced sustainable forestry for generations; any projects that involve forests must respect their rights and not threaten their wellbeing.
- Sustainable forestry nurtures tropical forests so that they can consistently produce valuable goods and services used every day, not just the wood in household furniture but everything—from coffee and açai berries to the ingredients in antibiotics and cancer medicines.
  - Sustainable forestry can provide economic development while conserving biodiversity and helping mitigate climate change.
  - Today, timber harvesting is more like a trim than a buzzcut; reduced impact logging is practiced across the tropics, allowing logged areas to recover quickly.
  - Once trees are harvested, they can be replanted to keep forests standing instead of converting the land to farmland, urban developments, or other land uses.
  - Sustainable forestry keeps tropical deforestation in check, [stopping a key driver](#) in the growth of zoonotic diseases and the potential pandemics they can cause.
- ITTO works to improve the health and value of tropical forests worldwide.
  - Through more than 1200 projects in over 40 countries, ITTO has demonstrated how to improve the livelihood and wellbeing of communities living in or near tropical forests. Despite the sustainable wealth that the tropical forests can provide, these regions often contain pockets of extreme poverty, especially where deforestation has razed the landscape and ruined livelihoods. In its policy and field work, ITTO:
    - Supports economic development efforts that benefit women, young people and other vulnerable groups.

- Encourages community forestry, locally based forest enterprises, local food security, and equitable benefit sharing.
  - Builds capacity in rural communities to manage forests sustainably and add value to forest products, thereby improving local livelihoods for generations.
  - Promotes the economically viable restoration of degraded landscapes and the sustainable production of wood and wood-based energy.
  - Empowers local communities and other forest owners and stakeholders to earn income exporting sustainably produced wood and non-wood products.
- There is power in small-budget projects; their impact can extend much further than their initial grants. ITTO projects are often affordable enough to secure funding from other sources to build on project outcomes, expanding their scope and benefits.
- ITTO works with the private sector to improve its economic, social and environmental sustainability while increasing the transparency of the tropical timber industry.
  - Policy discussions about the forest industry are not just about companies pledging zero tropical deforestation commitments. ITTO brings in the voice of people who work in the sector, on the ground, to inform environmental, social and economic development policies.
  - ITTO monitors the international trade in tropical forest products, compiling and analyzing valuable data and then making this work accessible.

## BRAGGING POINTS

- ITTO launched an education project for rural communities that taught conservation practices in the region's forests, a delicate and rare ecosystem that covers 3.93 million hectares in Northern Peru. The communities worked with a private-sector concern to protect native trees with hedges; as compensation, the communities received support for social projects based their development priorities. In addition, the community enterprises generate income from beekeeping, production of essential oils, and raising livestock. This initiative began with a US\$500,000 grant from ITTO and has now expanded to become a US\$50 million project with government and external donor funding.
- In 2002, ITTO created technical guidelines on forest landscape restoration—a groundbreaking solution at the time, when forest restoration was not part of the international dialogue on forests.
- ITTO Council meetings were the first places where illegal logging was discussed, in the late 1980s and early 1990s.

## SUCCESS STORIES

- [Restored 137 hectares of degraded mangrove forests](#) and improved the livelihoods of families and the women who lead them around in the Rewa Delta, where Fiji's largest river enters the Pacific Ocean. The project also facilitated the inclusion of women in community decision-making processes, enabling them to lead and advocate on environmental issues that affect their lives.
- A small grant from ITTO in 2009 provided the stimulus for MALEBI, a women's association in Côte d'Ivoire, to improve charcoal production using efficient, eco-friendly techniques, increasing the standard of living in the local community and promoting the importance of forest conservation. MALEBI then undertook a larger ITTO project in 2016 to restore a 100-hectare area in the nearby Ahua gazetted forest to ensure a continuous supply of wood for charcoal production.
- In many countries, micro, small and medium-sized enterprises (MSMEs) are the largest collective source of employment, vital for national economies. An ITTO project, the Forest MSME Management Project, encouraged informal businesses to become part of Guatemala's formal economy and provided education and training in business management—awarding 320 participating owners and staff of MSMEs with diplomas. Forest-related enterprises in the project have gained greater control over production and continuously innovate; they are finding new ways to promote their businesses and expand their client portfolios.

### **ASK: What more is needed?**

- There is no better way to conserve tropical forests than to sustainably manage it.
  - Feel good, use wood. Purchasing sustainably produced tropical forest products rewards proper forestry, helps conserve forests and improves the standards of living for forest-dependent and forest-dwelling people.
  - Bringing small producers into the sustainable tropical forest products trade is one of the keys to solving tropical deforestation and achieving the UN's Sustainable Development Goals.

### **WHY SHOULD I CARE?**

- Tropical forests are central in climate change discussions today and will continue to play a prominent role in the future. The voices of forest-dependent communities and the timber industry are critical to achieving transformational change.
- In the COVID-19 era, governments are looking at green recoveries—how to build both a resilient environment and a strong economy—and ITTO has a proven track record in implementing such ventures.

## Annex 5: Website Audit

### Introduction

The International Tropical Timber Organization (ITTO) website (<https://www.itto.int/>) is full of important resources that promote the sustainable management and conservation of tropical forests and the expansion and diversification of international trade in tropical timber from sustainably managed and legally harvested forests. The goal of this memo is to provide recommendations that, if implemented, will help your website visitors find and engage with those resources more easily and help expand ITTO's influence among media and partners.

From our initial call with you, we understand that your goals are to:

- Maximize website visitors and encourage them to organically share ITTO resources with their networks
- Increase website traffic from English- and French-speaking countries, as most of the current visitors are from Spanish-speaking countries

Your main target audiences include:

- Current donors
- Potential donors
- Media outlets covering environmental and sustainable development issues
- ITTO members
- Tropical timber traders/processors/product manufacturers

### Messaging, Design and User Experience

*The recommendations below focus on what you're saying about ITTO, how the site is designed and how your audience sees/navigates the site.*

Observations	Recommendations
<b>Top priority: Homepage and menu</b>	
At first glance, the "Homepage" has too much information, which can overwhelm a user and cause confusion. The homepage should	The first featured block/image (where the carousel is) on the homepage should be something that better explains the importance

feature a limited amount of content from other pages on the site to give users an idea of what's available.	<p>of what ITTO does. Consider removing the carousel and placing information similar to the blurb under "About ITTO" in that spot so new users can automatically know what your organization does.</p> <p>Because ITTO is dedicated to sharing resources, the featured resource buttons that sit below the current carousel are in a good position to complement the about block.</p>
The "News," "Call for Proposals," "Announcements" and "Events" sections are very far down on the homepage and feature most of the information on the actual pages.	If this is a key reason users visit the website, we recommend no more than one of each listed on the homepage with a link. We want to use the one featured item to push users to the full list of events, news and proposals on their respective pages.
The "Resources" area on the homepage serves a similar purpose as the three buttons below the carousel on the homepage.	This resources panel can be removed from the homepage. The most important resources should be housed toward the top of the homepage below the carousel.
The quick links section in the footer has more than a dozen links.	Five links maximum would work here so users can navigate to and find what they're looking for quickly. It should take them to the most popular and useful pages on your site.
The triple mailing list sign ups could be confusing.	Combine into one form that allows users to sign up for one, two or all lists. The choice will be very explicit and add the functionality of allowing someone to subscribe to multiple lists simultaneously.
The target audiences could have a hard time finding information using the site navigation.	<p>Restructure navigation in line with expressed goals and target audiences in mind to keep priority pages easy to find. Consider adding a place where donors can easily locate how to get involved as well as a place where media can find press releases.</p> <p>Potential content structure:</p> <p>About Us</p> <ul style="list-style-type: none"> <li>- About ITTO (focus areas can be combined with this section)</li> </ul>

	<ul style="list-style-type: none"><li>- Our Team</li><li>- Our Members</li><li>- Contact Us</li></ul> <p>ITTO Members</p> <ul style="list-style-type: none"><li>- Councils &amp; Committees</li><li>- Reports</li><li>- Decisions</li><li>- Rules &amp; Procedures</li></ul> <p>Projects &amp; Outreach</p> <ul style="list-style-type: none"><li>- Project Manuals</li><li>- Project Search</li><li>- Activities in Japan</li></ul> <p>Resources</p> <ul style="list-style-type: none"><li>- Statistics Database</li><li>- Publications and Reports</li><li>- Guidelines</li></ul> <p>News &amp; Media</p> <ul style="list-style-type: none"><li>- ITTO in the News</li><li>- Photo Gallery</li><li>- Blog</li><li>- Press Releases</li><li>- Media Resources (publicity materials, media contact)</li></ul> <p>Join Us</p> <ul style="list-style-type: none"><li>- Events</li><li>- Donor Information</li></ul>
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	<ul style="list-style-type: none"> <li>- Call for Proposals</li> <li>- How to Become a Member</li> <li>- Job Openings</li> <li>- Fellowship Programme</li> </ul>
<b>Other priorities</b>	
<b>Observations</b>	<b>Recommendations</b>
<p><b>About Us</b> - Many of the pages under this drop-down have little to no information, such as the How to Become a Member page and the ED/Secretariat Page.</p> <p>There also isn't a staff/team page to show users the people behind the organization.</p> <p>The pages are also text-heavy and lack attention-grabbing visuals.</p>	<p>Replace the ED/Secretariat page with an "Our Team" page to show users the leaders of ITTO. This can include a photo and short bio of each team member. The organizational chart can be placed on this page as well.</p> <p>The ED job posting and future openings can be moved to the "Job Openings" subpage under "Join Us." Key openings can be displayed on the homepage using a banner.</p> <p>Images from the photo gallery can be used throughout the "About Us" pages to illustrate the work the ITTO does.</p>
<p><b>Council &amp; Committees</b> - This section appears to be very specific to ITTO members.</p>	<p>Consider renaming this section "ITTO Members" so members will know where to find this information as soon as they get to the site.</p> <p>Combine some of the subpages to make the dropdown shorter and less repetitive (see potential content structure above).</p>
<p><b>Projects</b> - Some of the content on the drop-down can be combined and reformatted.</p> <p>Most of the projects listed in the photo gallery search function do not have photos.</p>	<p>Consider combining the two manuals pages underneath and reformatting the content to match the presentation style on the "Manuals for Projects Under Implementation" page.</p> <p>The photo gallery can be moved to the "News &amp; Media" section for organization purposes.</p>
Currently, the " <b>Resources</b> " page has a lot of	"Photos," "Videos," and "Publicity Materials"



<p>different content types such as newsletters, reports, action plans, and guidelines to name some. Although they are organized into their own categories, this can still overwhelm the user because as one clicks on a content type, there is a lot of content to sift through. For example, the “Tropical Forest Update” on its own has many different volumes to scroll through.</p>	<p>from the “Resources” page should be consolidated under “News and Events.” Keep this “Resources” page exclusively to “Publications &amp; Reports” and “Guidelines.”</p> <p>We highly recommend that the resources page needs to be redesigned as a searchable database showcasing content in a simpler way, with each resource tagged for its content and type. (Example of a more organized resource page: <a href="https://phsharing.org/resources-and-tools-library/">https://phsharing.org/resources-and-tools-library/</a>)</p>
<p>At first glance, the “<b>News &amp; Events</b>” subpages look very busy. These pages are very text-heavy despite the filter tag system. It appears that there are 355 “top stories,” but it would be difficult for a user to seamlessly find the one that they’re looking for. The filter tag system on the right sidebar looks very cluttered and hard to sift through.</p>	<p>On this page, we recommend having a subpage dedicated to press kits that include publicity materials, contact for media inquiries, and news releases.</p> <p>What is the difference between “Top Stories” and “News”?</p> <p>Same recommendation as listed in the above. We highly recommend that ITTO invests in developing a database system for its news and articles with a search and filter function. The filter tags ITTO currently has are great, but they can overwhelm a user because the design is very busy. Same applies for “Events.”</p> <p>“Calls for proposals” can be housed under the “Join Us” menu page. To people who are unfamiliar with how ITTO proposals run, we recommend including a brief overview of what these proposals are and the purpose of putting out a call.</p> <p>“Activities in Japan” can be consolidated under the “Projects” menu page and “Projects” can be renamed to “Projects &amp; Outreach.”</p>
<p>The “<b>Statistics Database</b>” is straightforward. However, it appears that the “Clear selections” and “Download data” buttons are unresponsive.</p>	<p>Buttons should be checked and updated so they don’t present any issues for the user. This page can also be moved under the “Resources” heading.</p>
<p>Quick Links</p>	<p>“Back issues” should be changed to “Previous</p>

<ul style="list-style-type: none"> <li>• “Tropical Forest Update” page</li> </ul>	<p>issues.” The opt-in form for the newsletter is missing a link to the <a href="#">Privacy Policy</a>, which can be a liability. We highly recommend that ITTO work with a developer to build that into the form and have a check box next to the privacy policy so that users can acknowledge that they’re opting in to receive ITTO newsletters and other forms of outreach.</p>
<p>Quick Links</p> <ul style="list-style-type: none"> <li>• “Fellowships awarded” page is very text-heavy.</li> </ul>	<p>We recommend including headshots of the Fellowship recipients to break up the text on this page.</p>
<p>Quick Links</p> <ul style="list-style-type: none"> <li>• Status of Tropical Forest Management 2005</li> </ul> <p>After selecting a country from one of the drop-down menus titled “Find a country,” categorized by continent on the left sidebar, and the site populates the page for the selected country, the user is unable to make another selection from any of the three drop-down menus on the left sidebar.</p>	<p>We recommend constantly checking the widgets and features on different pages of the website, especially the older ones, and update features as necessary to prevent any issues for the user.</p>
<p>Quick Links</p> <ul style="list-style-type: none"> <li>• Thematic programmes <ul style="list-style-type: none"> <li>○ The link for “User Manual (ITTO ProTool)” is broken.</li> <li>○ The hyperlinks for “Full report” and “Executive Summary” under Review Effectiveness of TP Pilot Operation lead to the same material. Was this intentional? Same thing for the same buttons under “Taking Stock of the Implementation of TFLET and REDDES.”</li> <li>○ The hyperlinks for their corresponding text under “TFLET Projects” take the user to the “Project/activity search” database. Was each</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Update all buttons and links.</li> <li>• Update content materials with the most recent point of contact and their contact information to prevent confusion on the user’s end. This is crucial because ITTO would ideally like for its audience to contact them based on reliable information.</li> </ul>

hyperlink supposed to link to a page with further descriptions of the project?	
<p>Quick Links: ITTO-CBD Collaborative Initiative for Tropical Forest Biodiversity</p> <ul style="list-style-type: none"> <li>• Text-heavy</li> <li>• Have the targets under “Progress to date” been reached?</li> </ul>	<ul style="list-style-type: none"> <li>• We recommend that ITTO uses more visuals to break up text-heavy web pages like this one.</li> <li>• Update pages with ongoing projects like this if these targets have been reached, etc.</li> </ul>
Overall, there’s an inconsistency of how texts are written out across the website. For example, there are some phrases where all of the first letters of the words are capitalized Like This. But there are others that show up Like this.	We recommend standardizing the type style, spelling, grammar, writing mechanics, punctuation and cadence across the website for a more polished look.
At first glance, there are accessibility issues.	We highly recommend that you use a website like <a href="#">UserWay</a> to help you pinpoint what you need to do to make your site accessibility-friendly. The best type of site is an accessible site and is compliant with disability laws.

## Next steps

We appreciate the opportunity to review your website and look forward to discussing our recommendations. Below are proposed next steps:

- Receive your feedback on this memo on a scheduled call to discuss.
- Determine which recommendations you want to pursue.

We look forward to continuing the conversation!

## Annex 6: Digital audit and influencers list

### Summary

The memo below includes a digital audit and recommendations for the International Tropical Timber Organization (ITTO).

The strategy comes first and provides a big-picture overview of what ITTO should be doing in the digital space to achieve your goals. It provides a strategic foundation and structure for creating and promoting content across your social media channels. We make several recommendations; some are to continue activities that you are already doing, and some are activities that you should start doing.

The audit can be found in the appendix and includes specific findings by platform throughout the past year. Overall, your team has done a great job of keeping your social channels active and highlighting the important moments. The biggest focus opportunities we identified include diversifying your content types, improving quality of content across platforms (ensuring all content posted is high-quality and engaging), and implementing a consistent editorial calendar across all platforms.

### Digital Strategy Overview and Goals

#### *THE ITTO SOCIAL CHANNELS SERVE TO FULFILL THE BELOW GOALS:*

- Increase recognition of ITTO as a leader in sustainable forest management (SFM) in the tropics.
- Disseminate the news based on the organization's activities with a focus on news that has widespread appeal to larger audiences.
- Maximize the visitors to your website and social media so that they organically share/replicate/disseminate your messages to their networks.

#### *IN ADDITION, ITTO'S SOCIAL MEDIA WORK INCLUDES THE FOLLOWING AMBITIONS:*

- Gain a more balanced composition of geographical visitors to your website and social media (by increasing traffic from English- and French-speaking countries to a similar number to visitors from Spanish-speaking countries).
- Increase the amount of followers on social media platforms to a few thousand per channel with a corresponding increase in likes.

*HERE ARE YOUR PRIMARY AUDIENCES—PEOPLE YOU NEED TO REACH/INFLUENCE TO MOVE CLOSER TOWARD YOUR GOALS:*

- Current donors
- Potential donors
- Media outlets covering environmental and sustainable development issues
- ITTO consumer members
- ITTO producer members
- Tropical timber traders/processors/product manufacturers
- Online influencers

*HERE ARE THE DIGITAL CHANNELS YOU HAVE AVAILABLE TO REACH THESE AUDIENCES:*

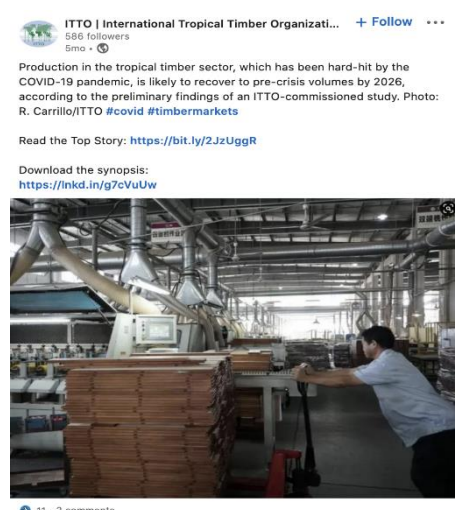
- Facebook
  - Use for event/program promotions, video content, news shares and live videos during annual council sessions
  - Post around once a day (2-3 times a day during annual council session)
- Twitter
  - Use for tropical and timber factoids, news shares, video content, promoting new research/early career investigators, annual meeting/tropical timber/environmental moment-specific content
  - Post at least 4 times a day (5-15 times a day during the annual council session)
- Instagram
  - Use for tropical and timber factoids, video content, graphics that highlight factoids and/or research, events, webinars, etc.
  - Post around once a day (2-3 times a day during the annual council session)
- LinkedIn
  - Use for noteworthy tropical timber field news and promoting annual council sessions (noteworthy research being presented there) and events/webinars

- Post at least once a day (1-2 times a day during the annual council session)
- YouTube
  - Repository for all ITTO videos, either produced in-house or by Executing Agencies of ITTO projects
  - Post as needed (try to include at least one new video for each annual council session, like an annual report/round up, but in a video if possible so members will not have to sort through all of the documents to get an idea of the work that has been done over the past year.)

## ITTO Voice

Voice is the character of your brand. These are the core tenets, the evergreen principles, that stay consistent regardless of situation or platform.

- **Voice:** ITTO's voice is **educational, factual, friendly, accessible, and collaborative.**
- **Rationale:** ITTO is positioned as a leader in sustainable forest management (SFM) in the tropics through its newsletters such as the Tropical Forest Update, on-the-ground projects, guidelines, its publications and reports such as the Tropical Timber Market Report, and videos promoting sustainable forest management around the world.
- Voice and tone should reflect this positioning.
- **Examples** of social posts that accurately reflect this



## Content Themes

These themes should inform all digital content being shared across your social platforms. Across channels, you will aim to post content that hits on each theme (though there will be overlap between themes and that's fine!). For example, if you've posted three pieces of content in a row that hit on theme 1, your next piece of content should hit on a different theme. This will help ensure that you create and share a diverse set of content that drives toward your digital goals.

Under each theme, we've listed several content ideas. These could be links to articles, photos, live videos, simple edited videos or text-only posts. You are already accomplishing the majority of the below themes; the purpose here is to ensure that these keep your content organized and purposeful.

### **Theme 1: Promoting the Sustainable Management and Conservation of Tropical Forests and the Expansion and Diversification of International Trade in Tropical Timber**

- Posts highlighting sustainable management and conservation of tropical forests and diversification of internal trade in tropical timber. E.g., links to external news articles covering these issues

### **Theme 2: Participating in Environmental, Forestry, Climate-Change Moments**

- These are moments around which you may want to plan larger-scale campaigns, both online and offline, to highlight your research expertise and data, with heavy focus on paid advertising:
  - International Day of Climate Action
  - Amazon Rainforest Day
  - World Nature Conservation Day
  - World Rainforest Day
  - World Wood Day
  - World Wildlife Day
  - World Environment Day

- International Day of Forests
- World Earth Day
- World Soil Day
- International Day of the World's Indigenous People
- World Day to Combat Desertification and Drought
- The 16th Session of the UN Forum on Forests, 26-30 April, 2021
- The 15th meeting of the Conference of the Parties (COP 15) to the Convention on Biological Diversity (CBD), 17–21 May 2021 Kunming, China
- The UN Climate Conference, 1–12 November 2021, Glasgow, UK
- The World Forestry Congress (Seoul, Korea), postponed to 2022
- Major reports coming out of the UN Climate Change, World Wildlife Fund, Greenpeace, etc. when you have notice they are coming up and the field is going to be engaged

### **Theme 3: Sharing ITTO's Own Work**

- Links to weekly ITTO articles with content that is more engaging and visual
- Posts that promote sign-ups for ITTO webinars and webcasts
- Graphics with ITTO specific factoids and link to the source ([like this example](#)). These could become a series of new posts that are posted on a weekly basis (something like “#ITTOFacts”)
- Announcements of and accolades for ITTO-specific fellowship and grant recipients
- Posts that encourage people to apply for an ITTO fund, grant, or award and link to those opportunities ([like this example](#))

### **Theme 4: The Annual International Tropical Timber Council Session**

- Posts highlighting benefits of attending annual meeting with links to register, to increase attendance among membership agencies and institutions
- Teaser video that features soundbites from attendees and links to registration page, also to increase attendance among membership agencies and institutions



- Live tweets and engaging Instagram stories from the event including images/video of attendees, noteworthy studies presented, and links to meeting specific blogs or coverage
- Facebook and Instagram live streams from meeting sessions
- Resharing of member and partner content, and research presented during the meeting

### **Theme 5: The People of ITTO**

- Photo posts that highlight staff member and member bios, backgrounds, and motivations. These could be packaged as an “ITTO spotlight” series that introduce the people behind the scenes
- Photo or short video posts that show where ITTO staff are and what they are doing, e.g., a soundbite from an ITTO staff member’s trip to a conference where they say what they’re learning in 15 seconds, soundbite from members giving a tour of field projects
- Photo posts featuring Fellows and their work with the hashtag #ITTOFellowSpotlight

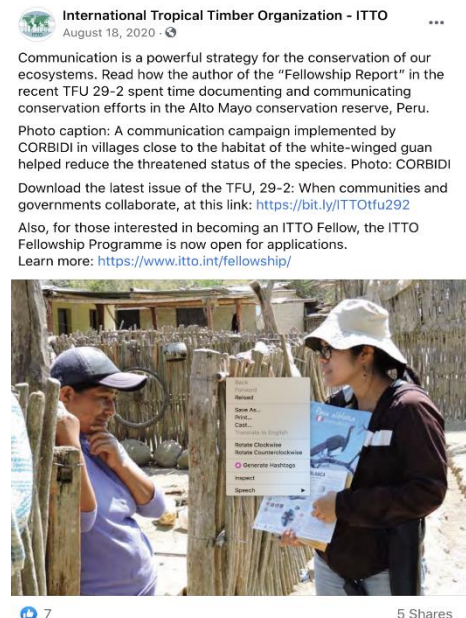
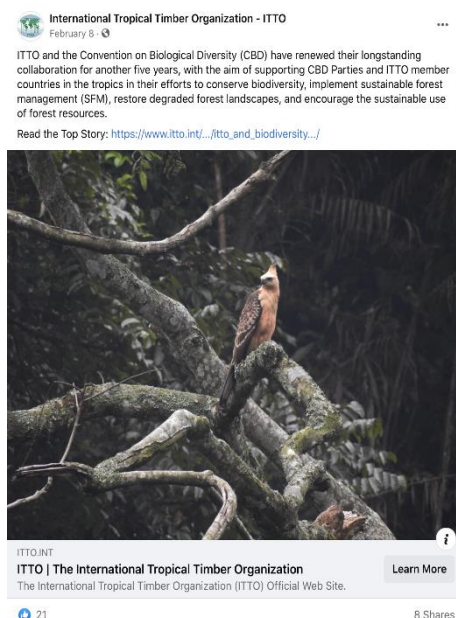
### **Social Audit by Channel**

#### **Facebook:**

#### **Content Observations and Recommendations:**

- Post frequency on the Facebook page is currently active with around 4 posts a month. We recommend posting around once a day; and 2-3 times a day during special events such as the annual council session.
- Posts promoting news stories or ITTO opportunities (fellowship/proposal applications) tend to produce the highest engagement numbers.
- As opposed to Twitter, there aren’t any major spikes in engagement or follows within any specific time periods. The account fluctuates evenly throughout the year and doesn’t rely on specific moments like International Day of Forests for increases in engagement.
- There have only been 26 videos posted to your channel since 2017.
- There only appears to be 1 past event ever created on your Facebook page.

- Take advantage of Facebook event pages as often as you can (while using paid ad dollars to boost them). These will ensure higher registration turnouts for events.
- Some posts feature low-resolution images (like the example below). These types of visuals can turn off your followers, so we recommend working with a developer to create meta image thumbnails and headlines on your website. That way, each website link will include a pre-set image and headline that automatically populates when you share it on social.
  - Additionally, whenever one clicks on an article's pre-set image (like the example below), the URL brings the user to the ITTO homepage, and not to the specific article intended for the reader. We recommend following the recommendations in the above to prevent any confusion on the user's end.
- There is a post that appears to be a screenshot of an image, but a right-click drop-down menu appears over the image (like the example below). This type of



visual can also turn off your followers, so we recommend establishing a process where another person can check each post for quality assurance. This recommendation applies to all platforms.

- Your account currently makes good use of your page header, profile icon, and the “about” information present on the page.
- ITTO’s Facebook page has a few thousand likes and follows, which is great. This means Facebook is potentially as useful for engaging your audiences as Twitter

(though, as noted in this audit, there are some ways that Facebook is more useful than Twitter and vice versa).

- Facebook is an optimal platform for getting your audience to perform a non-digital action (apply for a program/join a fellowship).
- Like on Twitter, we recommend diversifying your content by using more video, which may lead to higher engagement. Specifically, you can repurpose the annual council session video content throughout the year and use snippets of on-the-ground projects, if available.
- Use paid promotions to garner more clicks to a website, increase video views, and generate email and event sign-ups.
- Facebook Live will also serve as a beneficial tool to keep members who can't attend the annual council session engaged and keep a good record of interesting conversations. It is also another way to livestream any webcasts or webinars.
- Based on the languages that you provide on your website, we recommend that you apply the same set of languages to your social media posts as much as possible.

## Instagram

### Content Observations and Recommendations:

- Post frequency on the Instagram account is currently active with around 2-5 posts a month. We recommend posting around once a day; and 2-3 times a day during special events such as the annual council session.
- Posts promoting factoids and ITTO opportunities (fellowship/proposal applications) tend to produce the highest engagement numbers.
  - Use [Canva](#) to create visual templates ready-made for things like events, facts, and news.
    - Since graphs and charts seem to attract the highest amount of engagement, consider doing a “did you know” or “ITTO Facts” series that are pushed out on Instagram on a weekly basis.
- Similar to Twitter, posting during moments like International Day of Forests can help with your post reach, especially if you use the corresponding hashtags.
  - Use hashtags, but 11 is the perfect number to use. Remember to #WriteOutHashtagsLikeThis in camel case, and not like #writeouthashtagslikethis, for accessibility purposes.

- The following are global best times to post on Instagram ([source](#)):
  - Monday: 6am, 10am, and 10pm EST
  - Tuesday: 2am, 4am, and 9am EST
  - Wednesday: 7am, 8am, and 11pm EST
  - Thursday: 9am, 12pm, and 7pm EST
  - Friday: 5am, 1pm, and 3pm EST
  - Saturday: 11am, 7pm, and 8pm EST
  - Sunday: 7am, 8am, and 4pm EST
- There have only been 15 videos posted to your channel since 2014.
  - Some videos such as this [one](#) and this [one](#) have a blank thumbnail, which can be a turnoff for your followers and may confuse them. We recommend making sure you select an appropriate and attention-grabbing thumbnail using the “Cover” feature in the step when Instagram asks you if you want to apply a filter; the third feature to its right on the bottom is “Cover.” There, you will be able to select a suitable thumbnail.
- Some posts feature low-resolution images (like the example below). These types of visuals can turn off your followers, so we recommend ensuring that every image you upload to the platform is in its highest resolution.



- Your account currently makes good use of your page header, profile icon, and the “about” information present on the page.
- ITTO’s Instagram has 713 followers, which is great to start with. We recommend implementing an editorial calendar with consistent, engaging content. Think of Instagram as a medium to interact with your audience in an informative yet approachable way. Please see the following recommendations as ways to drive high-quality traffic to your profile and to actively engage with your followers.
  - Utilize Instagram Live to livestream annual meetings and other important events.
    - Use the Q&A sticker to answer questions live
    - Plan shared livestreams with partner organizations
  - Utilize the “Stories” function to share your posts to gain traction and/or to engage your audience through polls, quizzes, fun facts, etc. Imagine Instagram as a vehicle for spreading awareness about ITTO through visual mediums
    - Post up to 5 times a day (post 3-5 times a day during the annual council session and up to 30 times on stories).

- Upload stories and save to story highlights. Organize highlights by content themes. For example: Fun Facts, Quizzes, Announcements, Annual Meeting 11/2021.
- Utilize the “Highlight” function as a way to organize your story content that is accessible to your audience even after the story reaches its allotted time.
- Like Facebook, Instagram is also an optimal platform for getting your audience to perform a non-digital action (apply for a program/join a fellowship) through its multiple user functions as listed in the above.
- Like on all of your social media platforms, we recommend diversifying your content by using more video and infographics, which may lead to higher engagement.
  - Use the carousel function (the ability to post multiple photos to one post) to engage your audience by treating it like a brief, digestible presentation deck but with sleek, interactive infographics.
- Use paid promotions to garner more clicks to a website, increase video views, and generate email and event sign-ups.
- Based on the languages that you provide on your website, we recommend that you apply the same set of languages to your social media posts as much as possible.
- We recommend that you use a [Linktree](#) for the link in your bio so that all of the content you share via your posts and stories have a place to live.
- Some organizations with similar content to look at: [Environmental Defense Fund](#) and [Greenpeace International](#).

## LinkedIn

### Content Observations and Recommendations:

- Your LinkedIn account sees about 5 posts a month, with inconsistent, sporadic posting. We recommend 1 post a day and establishing a consistent editorial calendar so that your posts don't seem so sporadic to your followers. Use a tool like [Sprout Social](#) to help schedule posts and keep content organized. Some of your posts feature low-resolution images. (See below)
- Focus on posting properly-sized, high-definition images in order to maintain a professional look and feel.



- The account currently attracts 595 followers. While this isn't as large as ITTO's Facebook following, it is still a notable amount for the platform and indicates that your audience wants to keep up with ITTO on LinkedIn.
- LinkedIn is a platform that focuses on professional development and individuals in the workplace. Therefore, outside of posting reports and events, consider showcasing content that highlights the accomplishments and careers of the incredible people behind ITTO.
- Use LinkedIn advertising to promote your events and webinars. Through LinkedIn Sponsored InMail, you can target people in specific careers and industries and deliver content directly to their inboxes for a more personalized ad experience.



## Twitter:

### Content Observations and Recommendations:

- Your current tweet frequency is sporadic, with 2 tweets in April and none in February. We recommend that you build and implement an editorial calendar that is filled with evergreen content and content that speak to moments (i.e., World Earth Day, International Day of Forests, etc.) Post at least 3-4 tweets a day to keep your audience engaged. When there are special events and relevant moments, we recommend tweeting around 5-15 times a day.

- Most of your top-performing tweets involve event promotions and ITTO opportunities like the Fellowship Programme and projects. We suggest identifying opportunities to create more of these.
- Your tweets with hashtags generate much higher results than those without them. Consider always incorporating them into your Twitter content.
  - Remember to #WriteOutHashtagsLikeThis in camel case, and not like #writeouthashtagslikethis, for accessibility purposes.
- Your Twitter channel currently includes multiple posts with visuals, which is great. Here are recommendations for diversifying content even further:
  - People watch 2 billion videos on Twitter per day. Certain ITTO videos should be continually posted on your channels for higher engagement.
    - These include promotions of all annual council sessions and snippets of talking heads from videos like ITTO members, Fellows, and other important individuals in the field.
  - Use [Canva](#) to create visual templates ready-made for things like events, facts, and news.
    - Since graphs and charts seem to attract the highest amount of engagement, consider doing a “did you know” or “ITTO Facts” series that are pushed out on social platforms on a weekly basis.
  - Your account makes good use of your Twitter bio, header, and profile icon.
  - If possible, we recommend that you change the profile name from “sustainableforestry” to “International Tropical Timber Organization” for visibility purposes and to enhance your brand image.
- ITTO’s Twitter account has 789 followers, which is great, but we can expand reach by identifying accounts to follow. Consistent engagement with partner organizations and influencers can increase post engagement. Social research of relevant influencers and organizations will help ITTO identify accounts to follow; following more accounts will help ensure higher visibility and foster new relationships for ITTO. Please see our Influencer Research Report for guidance.
- Use paid advertising to increase your content’s reach on Twitter and attract relevant accounts.
- Promoting during the annual council sessions or specific environmental moments will be optimal on Twitter as it allows you to target specifically by keyword and hashtag (a feature not currently available on Facebook or LinkedIn).



- Increase your channel's visibility by either joining or hosting Twitter chats. These would be especially valuable around the annual meeting or other notable conferences.

## YouTube:

### Content Observations and Recommendations:

- You currently have about 8 videos per year. If possible, we recommend posting at least 1 video per month.
- Audiences in consumer countries appreciate the high-bandwidth content. Audiences in producer countries may, however, prefer low-bandwidth content. This dichotomy should be kept in mind for your overall content strategy.
- Some image thumbnails for videos include too much text or are not as engaging as they could be (see example below):
  - Consider selecting more appealing thumbnails for some of the



videos posted.

- The videos currently lack specific keywords and tags in the video descriptions. To ensure your content is discoverable by search engines, include these in the video descriptions when you're setting up your video to be published so they can be easily found by people in the field.
  - Use 2-3 word phrases for keyword tags. Don't go overboard with tags; stick to the necessary keywords so that your audience knows what the video content is about.

- Current YouTube page name (“SFM Itto”) does not give off the brand consistency as the other channels do. Change channel title to “ITTO” so it is more appropriate for this public-facing channel.
- Continue to use YouTube to promote the annual council session with video content.
- Use b-roll footage and talking heads for promotional videos. To generate quick content, interview some of the experts in the tropical forest and timber field, and ask for their help sourcing footage that can visually show their work and research.
- Take advantage of the many video assets you have available on YouTube and share links to the videos more frequently across your social channels.
- Instead of relying on auto-generated captions for videos, which can often be incorrect, invest in working with your video editor to supply a custom captions file that you can upload to each video for better accuracy and accessibility purposes.
  - Use a social media accessibility checklist like [this one](#) to guide you through the creative process to ensure that your videos are accessible to everyone.

## Potential Influencers

We used the social listening tool Pulsar and manual research to identify people around the world talking about sustainable forestry. The names listed below rose to the top of the pile, and were selected based on their activity on digital media, as well as their potential as influencers to help share ITTO resources with their networks and increase traffic on the ITTO website and social media channels.

## Individuals

- [Scott Poynton](#) - Poynton has supported “individual, organisational and sector-wide transformations in the garden furniture industry, in the Congo Basin forest industry, in the Indonesian teak industry, and in the palm oil and pulp and paper industries. In 1999, I founded The Forest Trust to anchor this work and when I stepped aside as CEO in 2015, TFT people were operating in 48 countries, working to bring change in 20 commodity sectors, impacting the environmental and social responsibility of more than \$1 trillion in annual supply chain transactions.”
- [Julia P G Jones](#) - Professor of conservation science, commenting on environment & development (with a particular interest in Madagascar), impact evaluation, & Welsh life.
- [Tommaso Jucker](#) - Researcher at the School of Biological Sciences at the University of Bristol, focused on understanding the processes that shape the structure, diversity and function of the world's forests, in an effort to predict how these will respond to rapid environmental change and how this in turn will impact society.
- [Ben Salt](#) - Adventurer collecting moments & sharing stories that matter. Patron of sustainable tourism & development. Love wilderness. Crave science.
- [Emma Ochieng](#) - Passionate about matters environment and sustainability / Founder of Toward a Better Earth Initiative
- [Lamech Opiyo](#) - Student at Kenyatta University pursuing a B.S. in environmental studies and community development. Lamech is passionate about the environment, sustainability and humanity.
- [Yadvinder Malhi](#) - Professor of Ecosystem Science, loves tropical forests, interested in biosphere, Earth & humanity in all places & at all scales.
- [Hindou Oumarou](#) - Hindou is an environmental activist and geographer. She is the Coordinator of the Association of Peul Women and Autochthonous Peoples of

Chad (AFPAT) and served as the co-director of the pavilion of the World Indigenous Peoples' Initiative and Pavilion at COP21, COP22 and COP23.

- [Dominic Martin](#) - Geographer & ecologist working on land systems & conservation.
- [Andy Heald](#) - Sustainability professional fascinated by trees, forests, certification and concept of natural capital. Based in Scotland but works globally.
- [Siya Sokomoni](#) - Founder of Nguni Nursery, co-founder of Township Farmers, and official ambassador of the AFR100 Initiative.
- [Robert Nasi](#) - Director General, Center for International Forestry Research (CIFOR) but the tweets are certainly my own

## Organizations

- [Bangor University Forestry](#) - Our research team is multidisciplinary and spans the entire breadth of the forest discipline. We have active research programmes spanning from boreal to tropical forests. Our work concerns forests and climate change adaptation, mitigation, deforestation, biodiversity, disaster recovery, food security, flood protection, nutrient cycling, human wellbeing, conservation and the role of forests in recreation.
- [Forest Peoples Programme](#) - We support forest peoples and indigenous organisations to promote an alternative vision of how forests should be managed, based on respect for the rights, knowledge, cultures and identities of the peoples who know them best.
- [Environmental Justice Foundation](#) - Forests are at the centre of our world. They regulate climate – both local and global – purify water and prevent flooding, they reduce air pollution and provide life-saving medicines. EJF is campaigning to stop the senseless destruction of these crucial habitats.
- [Global Forest Observations Initiative](#) - The Global Forest Observations Initiative (GFOI) is an informal partnership to help coordinate international support to developing countries on forest monitoring and greenhouse gas (GHG) accounting for REDD+ and related activities.
- [Ashwells Timber](#) - We've been reclaiming and reusing tropical timber for more than 20yrs, and we're passionate about creating sustainable products for future generations.
- [Tropenbos International](#) - Tropenbos International (TBI) brings the knowledge together to address complex questions regarding sustainable management of

forests and trees, organizes interactions with all the stakeholders and actively helps to create broad support.

## Annex 7: Research interview notes

As we discussed in our proposal, the best communication strategies are grounded in research on your target audiences—the people you want to reach. We conducted eight interviews with funders, stakeholders, allies, and potential funders, seeking insights and perspectives so we can craft communications strategies that will reach them.

If there was a common theme in these interviews, it is that ITTO has a wealth of technical expertise that needs to be amplified. This is especially important in the next few years; as the climate change and biodiversity crises continue to heat up and the spotlight continues to shine on tropical forests, the need for sustainable forest management—and ITTO's expertise—becomes more and more pressing.

This memo presents our notes from these interviews, with bulleted items that will help feed the eventual communications strategy and messaging.

### Interview 1 (5 April, 2021)

#### Strategy takeaways

- Short videos created in Guatemala—did a good job of showing how ITTO made impact in Guatemala.
- Reviews and audits that happen, evaluation after projects are completed, can feed comms work.
- Interview program managers: Tell us what your star projects are and the people it has affected, you will find your stories there.
- Need to tailor messaging and communications to suit the intended audience.
- Do a graph of trees that have been monitored or protected under CITES, and you'll see an impressive curve (note—and match that to a graph of sustainable forestry economic growth).
- Audiences: donors (national including Norway and USAID, international, and multilateral), communities, forest sector internationally.
- Tools
  - Monthly Tropical Timber updates—valuable and well received. Email distribution is great, should be readily available online though
  - Need more success stories
  - Website revamp helpful
  - Quarterly updates helpful, requested to have a story upfront, a trend highlight, “so you have something to read without reading the whole report”
  - Social media--ITTO does not have a constant stream of content, making it more difficult to keep current
  - One-pagers on program lines including livelihoods, biodiversity, and supporting legal access would be helpful

#### Messaging takeaways

- The power of small projects and the impact for small dollar projects.

- ITTO was the first place to discuss illegal logging in late 80s early 90s
- How small producers can get into the sustainable timber trade is one of the keys to solving deforestation.
- When talking about the forest industry, it is not just about companies pledging zero deforestation commitments on the climate change side, or agricultural companies, but actually people who work in the forest sector, and they have that voice to inform that policy.
- Not every policy international body has work with direct ties to projects on the ground; this is unique about ITTO. It has both policy and technical expertise. The projects are where these two are merging.
- ITTO projects are often affordable enough to procure funding from other sources once the seed funding has been used.
- In 2002, ITTO created technical guidelines on forest landscape restoration. This was a groundbreaking solution at the time, and ITTO brought these issues to light before other organizations were talking about countries' commitments to restoring forests.
- The aim of ITTO is to have sustainable forest management in the tropics, both economically and environmentally. And find ways to help the communities, without trying to take something away.
- In the COVID era, governments are looking at green recovery, at the intersection on how to build a strong environment and economy, and ITTO is really focused on this.
- ITTO sits at the intersection of a couple of key issues: trade and economics and environment. On climate change and biodiversity, but also ecosystem services more broadly: water, soil, climate change mitigation and adaptation, which translates into their technical work.

#### Additional takeaways

- They have a fellowship program that they fund for the studies of master's and PhD students in Forestry; some of these students have excelled in the research department
- ITTO is well respected for their technical expertise, often advising other multilaterals who are working on these issues, such as CITES organizations. Their expertise translates to the direct relationships with forest countries.

#### Interview 2 (8 April, 2021)

##### Strategy takeaways

- ITTO's general market reporting is well regarded, statistically based. The organization's overall profile, though, is not prominent.
- Journalists in the overall sector would be interested in ITTO, could do a round of desksides with trade reporters.
- ITTO projects on the ground are the sort of story that would get interest from the industry sector, from funders, and general public. Also from architectural/design sector, which is increasingly concerned with sustainability and sourcing.

- The best way to reach these audiences: timber trade media, certainly, but maybe a website that details these things, who is ITTO, what do they do.
- Add multimedia component to newsletter, either photo slideshow or video or podcast  
(This came up in the debrief afterwards).

#### Messaging takeaways

- The timber industry battles with this image that chopping down trees is a bad thing, struggles with trying to show that it is sustainable.
- Today, the timber industry is very much “on the back foot” because of deforestation stigma; it’s a bad thing to chop down trees.
- There’s an increased understanding of the economic value of sustainability, once land is harvested to replant and not converted to farmland.
- There’s a tension: chopping trees down, bad, maintaining forest, good.

#### Additional takeaways

- The American Hardwood Export Council, a rival--market their products as an alternative to tropical hardwoods. They have a tracking effort to show sustainability.
- Temperate vs. tropical business rivalry—companies are both tropical and temperate. US has its own hardwood group that pushes their sustainability while hinting that tropical guys aren’t.
- Other rivals are synthetic materials or chemically processed softwoods, presented as alternative to tropical hardwoods.
- Tropical hardwood has lost market share in the west, imports have recovered a bit in US but not in EU as the environmental concerns have increased. Countries that are not as concerned with deforestation are still consuming.
- Supply chain tracing—not starting from the final buyer but from the point of origin—this is an ITTO project
- Isotope tracing can let you track timber within 40-50 km of where it was harvested, an American hardwood council initiative.

#### Interview 3 [A multilateral commodity organisation] (8 April, 2021)

#### Additional takeaways

- [A smaller multilateral commodity organisation] has only one communications staff member. They rely on consulting firms to handle their two annual meetings.
- The ITTO communications budget appears much larger than the [smaller multilateral trade group] budget—they do not have newsletters or videos.
- For project write-ups, [The smaller multilateral commodity organisation] has a basic listing and a small summary of each project. ITTO has done more videos and more storytelling.
- For [smaller multilateral commodity organisation], a separate firm handles the larger annual meeting and internal staff handles the 2nd, smaller annual meeting.



- [The smaller multilateral commodity organisation] also has a low media profile, but they are not concerned with this.
- The homepage of USDA ERS can provide a great resource and benchmark (discussed in debrief afterwards).

#### Interview 4 (14 April, 2021)

##### Strategy takeaways

- ITTO provides plenty of technical information that they distribute to their members.
- French and Spanish versions of the website are not as strong as English, and more difficult to navigate.  
(This also came up in other interview.)
- Website could also have Portuguese translation, to cover Brazil, and possibly Bahasa, to cover Indonesia.  
(This came up in the debrief afterwards.)
- Not a lot of content focuses on Congo Basin, Central Africa.
- They coordinate a network of communications officers from members (using WhatsApp).
- Radio is an important medium for reaching communities without internet access.
- Can the newsletter include a podcast, or audio versions of each story, that can be used for radio content?  
(This came up in the debrief afterwards.)
- Members need timely and useful information concerning climate change, conservation biodiversity, land use, sustainability. At the international level, it's difficult to access useful information from the field, for example, if there is illegal logging or trafficking, if there's a conflict between rangers and communities.
- Printed material is the best way to communicate to members; internet bandwidth is always an issue. Video for this audience should only be two minutes because of bandwidth issues.
- They publish all the key job postings as a way to attract visitors to their website.
- Better and faster translations of newsletter and other materials would be helpful  
(This came up in the debrief afterwards.)
- Tropical Forest Update: articles should all have publication date; can they be moved from a hyperlinked pdf to their own web page?  
(This came up in the debrief afterwards.)

##### Additional takeaways

- They're seeing an increased presence from China, Vietnam, and other Asian countries.

## Interview 5 (20 April, 2021)

### Strategy takeaways

- More visibility of sustainability as a fundamental initiative is needed. It is not prominent, and it needs to be for ITTO to better attract more funding.
- Audiences to focus on: members, donors, private sector—but not the general public as a primary target.

### Messaging takeaways

- Timber organizations and companies have shared goals and commitments for improving the industry's sustainability.
- The timber industry is relevant in climate change discussions today and will continue to be more prominent in the next 10-20 years.

### Additional takeaways

- Not a lot of visible connections with the private sector; need to connect them into sustainability projects and initiatives.
- ITTO's financial architecture is transparent and reflects positively to the projects' investors.
- Civil society pressure in the timber sector targets governments, not the private sector. Different in coffee and cocoa, probably because they're consumer goods. Timber companies are different; their brands aren't as well known, less visibility.
- Funding priorities and decisions stem from a mandate from parliament, according to areas, countries, sectors, etc. Within the countries, how well does the project fit within the portfolio? You don't want "stand-alone projects" without any connections. Exceptions stem from political or strategic reasons, and they are bound to public procurement rules and regulations. They can't just finance whatever; it can be a nice idea, but it has to be sound from a procurement perspective.
- How they find projects: the majority comes from the country profiles that they compile. They figure out the overlap with the country's development priorities and donor priorities.
- ITTO's target audience is not readily apparent. They have been more internally focused.
- Dividing the members into producer and consumer countries does not help the dichotomy that exists between the two; there's a bit of a schism. (this also came up in other interview.)
- In the tropical timber sector, the challenges are huge. ITTO has limits from internal issues, the member dues conversations weaken them, but there are so many opportunities though.

## Interview 6 (21 April, 2021)

### Strategy takeaways

- Overall, the forestry sector needs to invest in communications more and collaborate more on upcoming campaigns; such collaboration extends their impact.
- It is important to land on the right messaging to cut through negative perceptions of the forestry sector, and to get to the sweet spot between technical language and a message that may become too diluted.
- The lengthy approval process—what feels like 20,000 clearances at times—provides its own process of message testing.
- Not communicating is wrong; if you don't say anything someone else will. Deforestation is a great example; you can't just ignore it.
- On staffing, ITTO is similar to IUFRO in that there are internal and external audiences that are important to consider. But the large Global Landscape Forum staff should be the goal; everyone in the forest sector needs to increase external communications so that they become more visible.

### Messaging takeaways

- When people want a table, they want a wood table not a plastic one.
- Today, timber harvesting is more like surgery than a buzzcut.

### Additional takeaways

- ITTO works in partnership with other organizations on events and conferences, including developing tools for these.
- Since the start of the pandemic, attention has shifted to the environment space. The end of the pandemic will create a key moment; the forestry sector should use their communications to capitalize.
- The media challenge lies in determining which messages stick with certain audiences—and determining the communications focal points for policymakers, local farmers, general audiences, etc.

## Interview 7 (22 April, 2021)

### Strategy takeaways

- ITTO value can be seen in studies about trends in the timber market and the place of forests in the future bio economy. Communications need to show the value that ITTO brings; they are not alone in the forestry sector.
- ITTO communications outreach is limited due to staff constraints. The situation has improved since 4-5 years ago when ITTO almost shut down.
- He finds the ITTO's website difficult to navigate and is not fond of the design.
- He subscribes to the ATIBT newsletter, a one-page newsletter with 3-4 topics, that he finds effective. In ten seconds, he knows what he wants to know.  
(This "one-pager" approach echoes what was said in interview #1)

#### Messaging takeaways

- ITTO works to improve the wealth of forests worldwide.

#### Additional takeaways

- The question of sovereignty has been called into question, especially with regards to the Amazon—exemplified by the recent conflict between Bolsonaro and Macron.
- The dialogue between producer and consumer countries at ITTO council meetings has too often been one of conflict. Meetings should be strategically managed to alleviate this conflict. (This also came up in two other interviews)
- Council meetings should look at results of completed projects and not a micromanagement of smaller projects. That being said, he doesn't see the basis of selection for some of the projects; it feels political.
- ITTO Council meetings should discuss projects in a broader sense, on how it's affecting countries' policies, helping fight illegal logging, its long-term benefits, etc.
- ITTO is delivering perfectly on independent timber market monitoring from VPA partner countries, on the FLEGT IMM action plan.

#### Interview 8 (6 May, 2021)

#### Strategy takeaways

- ITTO, in carrying out mandates from member countries, needs to show synergies with other international initiatives like UNFCCC and also CBD.
- She gets the newsletter, Tropical Forest Update, finds that the content is helpful, she uses the features sometimes to prep leadership.
- Relies on FAO for forestry news, FAO's forest newsletter.  
Could a round of desksides include the newsletter editor?
- Perhaps the website should have a page for each country, listing newsletter articles, projects, market updates.

#### Additional takeaways

- Organizations like ITTO provide expertise, guidance, manuals, and information on projects.
- In her work, she sees government submissions regarding tropical forest initiatives. ITTO is not involved or mentioned even though the content is in their wheelhouse.
- People see ITTO for forest certification, as a trade organization rather than as an organization that can provide technical expertise and guidance on how to reduce deforestation or how to implement REDD+ on the ground.
- The Forest Resource Assessment (FRA) process (run by FAO) brings in focal points for other processes (UNFCCC and SDGs, for example)—much of the data in the FRA is the same data. ITTO can facilitate because they work with producer countries through their council.

- FRA is data source for REDD+ reviews, Global Forest Watch as well, but their experts and submitting countries don't use ITTO data as reference.
- ITTO partners don't know of all linkages, don't fully understand how ITTO can make a difference. It's not just about production and consumption data, all this talk about substitution, how can wood replace concrete in building materials, how can that information contribute to conversations on climate change and sustainable forest management.
- Need to show relevance—they have so much information, but it needs to be elevated.
- “Soft” communication is so important. Not so much a paper document, very important in international circles, it's about generating trust and confidence in the organization. Every organization needs that.

## Annex 8: Research review documents

In building your next communications strategy, it has been helpful to review both your past strategies and some of your current communications tools.

As with the key audience interviews, this exercise makes clear that ITTO has extensive expertise and a wealth of information to communicate. The challenge is to organize the information and adjust how it is presented for your key audiences.

This memo presents our notes from reviewing these documents, with bulleted items that will help feed the eventual communications strategy and messaging.

Item:

### **2016 ITTO Communications Strategy**

#### **Strategy takeaways**

- Overall aim of strategy:
  - “Increase the Organization’s effectiveness in disseminating the outcomes of its work and thereby increase the benefits accruing to member countries”
- Strategy drafted for 2016-2018
- Table of Strengths-Weaknesses-Opportunities-Threats worth repeating
- Will need to address commemorative days like “International Day of Forests”
- Formatted by objective:
  - Primary desired change
  - Audiences
  - Key message
  - Timing
  - Target
  - Measuring achievement of target
  - Proviso
  - Immediate key actions
  - Longer-term key actions
- Objectives:
  - Maintain or enhance the perception of ITTO as a trustworthy organization with important benefits for members
  - Raise awareness of the outcomes and impacts of ITTO field projects and activities
  - Increase recognition of ITTO as a leader in SFM in the tropics (Audience: Yokohama citizens and companies, and Yokohama is part of the greater Tokyo metro area)
  - Raise awareness of ITTO’s work in developing the sustainable tropical timber industry and trade
- One of the appendices was a “matrix of communication activities” that could be good to repeat for this new strategy

#### **Messaging takeaways**

- ITTO has funded more than 1000 field projects and activities (as of 2016), with considerable local, subnational and national impacts. They have helped increase the uptake of sustainable forest management practices, develop

viable forest-based industries, and increase the transparency and efficiency of the tropical timber trade.

- Tropical forests, which are rich in biodiversity and home to millions of people, and can help reduce climate change, are being lost and degraded.
- Sustainable forest management means that tropical forests can be conserved while also producing valuable goods, conserving biodiversity, helping reduce climate change, and enabling forest people to earn income from forests.
- The tropical timber industry and trade faces many barriers—bureaucratic, financial, and image-related—that limit the profitability and viability of companies.
- ITTO, through its Trade Advisory Group, can work with the private sector to address such barriers while also increasing the transparency of the tropical timber industry and trade and its economic, social, and environmental sustainability.

#### Additional Takeaways

- Historically, the 2016 Comms Strategy was the organization's first, and the first time the basic messaging was established.
- Produced after financial impairment issues.
- Document hints at decline in funding over previous years due to low organizational profile.
- ITTO is the only global inter-governmental organization dealing specifically with tropical forests—still true?
- Social media policy was supposed to have been developed as per this strategy.
- Visual Identity Guide was supposed to have been developed as per this strategy.
- ITTO logo usage guidelines were supposed to have been developed as per this strategy.
- Were targets met for each objective?
- Action items to follow up on:
  - Convene three regional workshops (one in each tropical region) to train the coordinators (or designated communication officers) of projects and activities in documenting and reporting on the impacts of their projects and activities.
  - For programmes and projects with known exceptional impacts, commission writers, photographers and, potentially, videographers to generate impact stories with high production values for presentation on the ITTO website and in other media and at meetings such as Council sessions.
  - Take more advantage of Council Sessions in order to disseminate the value of the field work of the Organization by arranging photo exhibition of field work, multimedia presentations, among others.

Item:

**ITTO's outreach**

**Strategy takeaways**

- Presentation and plan presented at the 54<sup>th</sup> council meeting in 2018
- Format:
  - Purpose of outreach
  - Key themes
  - Target audiences
  - Tactics: Tropical Forest Update (newsletter); website revamp; publications, public relations, education and outreach; social media; governance information
- Key themes do not include Biodiversity, Climate Change, and Indigenous and local communities:
  - Productive forests
  - Sustainable supply chains
  - Gender equality and empowerment of women
  - Wood security
  - Sustainable Development Goals

Items:

**Materials discussing the recent Dry Forest Conservation Project in Peru**

**Strategy takeaways**

- This project, which ended in the second half of 2020, has been touted by Steven Johnson as an example of a successful ITTO project that has been expanded with significant external resources (\$0.5 million investment from ITTO has attracted tens of millions of dollars from the government of Peru, the World Bank, and the Global Environment Facility). Yet it was difficult to locate a write-up of the project on the ITTO website without assistance.
- The mini comic books that this project produced can be touted as an effective communications tactic in low-internet bandwidth areas.

Item:

**ITTO 2019 Annual Report**

**Strategy takeaways**

- Language could be reframed to comb out the industry terminology and jargon that are not easily understood by lay audiences.
- Very text heavy.
- Project write-ups should be more dynamic, with better visuals and a more open design to the format.
- Section on ITTO's economic and market reporting should have some charts and graphs as accompanying visuals.
- Section on international cooperation can be redone using a timeline or calendar visual as the anchor for the write-ups.



Item:

**Decision 4(LVI): Implementing ITTO's New Financing Architecture – Phase II**

**Strategy takeaways**

- Starting these documents with a summary paragraph would be helpful for stakeholders who have a difficult time navigating the formal procedural language.

Item:

**Tropical Forest Update, Volume 30 No.1 2021**

**Strategy takeaways**

- Helpful to list the publication's date of publication (i.e., January 2021 instead of Volume 30 No.1 2021)
- Articles have a good mix of photos and maps, but they get lost as the copy is too long. Lower wordcount pieces will help readability.
- Table of contents sends the reader to bookmarked places in the PDF, but how many print out the PDF? Better to send to individual web pages, or individual PDFs perhaps.

Item:

**Tropical Timber Market Report Volume 25 Number 7, 1-15 April 2021**

**Strategy takeaways**

- Terrific and impressive amount of country-specific content.
- The layout is somewhat basic and very reliant on text. We would recommend that a designer revisit the document template, that the front page have a feature chart and that the table of contents have hyperlinks.
- It would be helpful if all of this material was more readily available on the ITTO website.

**From 2016 plan: international days with potential for promoting ITTO impact stories**

<b>Date</b>	<b>Name of day</b>
<b>2 Feb</b>	World Wetlands Day
<b>3 March</b>	World Wildlife Day
<b>8 March</b>	International Women's Day
<b>21 March</b>	International Day of Forests
<b>22 March</b>	World Water Day
<b>22 April</b>	International Mother Earth Day
<b>15 May</b>	International Day of Families
<b>21 May</b>	World Day for Cultural Diversity for Dialogue and Development
<b>22 May</b>	International Day of Biological Diversity
<b>25 May</b>	Africa Day
<b>5 June</b>	World Environment Day
<b>17 June</b>	World Day to Combat Desertification and Drought
<b>4 July</b>	International Day of Cooperatives
<b>9 August</b>	International Day of the World's Indigenous People
<b>27 September</b>	World Tourism Day
<b>3 October</b>	World Habitat Day
<b>13 October</b>	International Day for Disaster Reduction
<b>15 October</b>	International Day of Rural Women
<b>16 October</b>	World Food Day
<b>17 October</b>	International Day for the Eradication of Poverty
<b>5 December</b>	World Soil Day