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COMMUNICATING THE RIGHT THINGS  
TO THE RIGHT PEOPLE  
IN THE RIGHT WAY  
AT THE RIGHT TIME  
WILL LEAD TO MORE FORESTS  
YIELDING MULTIPLE BENEFITS TO PAKISTANIS

FOR  
U.S. AID FORESTRY PROJECT  
PAKISTAN  
REPORT BY LESTER A. DECOSTER (APR)  
MAY 7-MAY 19, 1990

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BY: LESTER A. DECOSTER (APR)\*  
MAY 7-19, 1990

INTRODUCTION:

The purpose of my visit was to look at the US AID Forestry project in Pakistan from the intersection of two aspects:

1. To see if there was anything of value to be transferred from my experience as Vice President of The American Tree Farm System--a non government organization (NGO) working with industry and private tree farmers in all 50 US states).
2. To apply communications/public relations techniques to the project from my base of training and experience: \* (APR= Accredited in public relations by the Public Relations Society of America-20 years experience in the field).

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EXECUTIVE SUMMARY:

My conclusions are:

1. The American Tree Farm principles of motivating tree farmers by building a perception of trees as a marketable crop and using tree farmer-to tree farmer (peer/pride) social pressure should be transferrable as an approach if careful attention is paid to cultural differences.
2. Communications and Public Relations principles are applicable--AS LONG AS WE CAREFULLY SUBSTITUTE PAKISTANI CONCERNS AND NOTIONS IN PLACE OF AMERICAN CONCERNS AND NOTIONS.

I propose that the project needs to use at least one part-time consultant--two if the needed skills cannot be found in one person.

The skills needed are:

- A detailed knowledge of marketing and public relations in Pakistan.
- Knowledge and connections in Pakistani news media (preferably someone who has actually worked in media).

It would appear that radio is particularly important and I would assume that image-billboard advertising experience would also be important due to literacy and language difficulties).

The project needs to apply the skills above to transfer the needed information to the applicable audiences. The information messages, the presumptions of the audiences and their concerns all need to be pretested, operated, evaluated, then adapted in a simple but classic PR model.

1. A basic message and image should be tested to convey the positive action taking place and the benefits to people from trees--Different audiences will likely respond best to different submessages emphasizing forest-benefits of most concern to them--rural folks should be most motivated by fuel, fodder and economic benefits--urban folks should be most motivated by the possible jobs, consumer products and environmental benefits.
2. Government forest-officers in the past have been policemen who prevented certain uses and punished offenses. A visit from a forest official was something to be avoided. The new extension or service foresters who will work with farmers should not be called forest officers. If government is to successfully lead and act as carriers of forestry information and services, the careful retraining and change of image presently underway is a priority.

A CONSIDERABLE CAMPAIGN IS NEEDED TO BRING PRIVATE INDUSTRY AND NONGOVERNMENT PEOPLE TO THE FOREFRONT OF THIS EFFORT. US AID and government exposure should be low profile. The emphasis should be on actions taken by farmers and industry and benefits to people.

#### THREE MAIN POINTS

- O PAKISTANIS BADLY NEED TREES AND ALL THEIR BENEFITS-- THAT IS THE POSITIVE CHARGE THAT WILL PULL THIS PROJECT ALONG AND MOTIVATE PEOPLE.
- O MANY OF THE PEOPLE TO BE REACHED MAY HAVE PAST EXPERIENCES WITH GOVERNMENT OR INDUSTRY THAT ARE EITHER MOSTLY NEGATIVE OR NONEXISTENT--THAT IS THE NEGATIVE CHARGE THAT WILL NEED TO BE OVERCOME.
- O THE LACK OF WIDESPREAD COMMON LANGUAGE, LITERACY AND MASS COMMON MEDIA REQUIRES A SIMPLE COMMON, VISUAL IMAGE AND THEN A PANOPLY OF DIFFERENT MEDIUMS AND APPROACHES FOR DIFFERENT AUDIENCES.

THE DECISION TO "BUY"--background:

All communications efforts where we ask someone to do something are basically "decision-to-buy transactions" where we identify a need and convince someone to first mentally, then actually (with money or action) "buy" our solution to their need.---

Thirsty ? >>> Drink Coca Cola... Need fuel ? >>> Grow trees... etc.

- o One of the first things to be done in any buy-in is to get the folks who will be selling the product or the solution to buy-in. This involves identifying the folks who will be selling the solution, involving them in program design at an early stage and getting them to take on the approaches, ideas and mission as theirs. People who don't firmly believe in a product or a project can't sell it.

FIRST ACTIONS NEEDED:

Some time, effort and communication skill needs to be directed internally to get full internal buy-in of the concept that SINCE PEOPLE WILL BE EITHER THE INSTRUMENTS OR THE OBSTACLES TO GETTING FORESTRY KNOWLEDGE APPLIED WE HAVE A COMMUNICATIONS PROJECT FIRST--A FORESTRY PROJECT SECOND.

Once we have convinced ourselves of our mission we need to very clearly answer some questions, not about trees, but about groups of Pakistanis and how and what to communicate to motivate them to "buy" our solutions.

AUDIENCES:

- o THE LEAD QUESTION IS ALWAYS WHO ARE WE TRYING TO REACH ?

Then 5 questions need to be answered about each target audience:

1. What are we trying to get the target group to do ?
2. What are the communications channels effectively reaching them ?
3. Who will benefit by helping us ?
4. Who will benefit by blocking us ?
5. What are the established, preconceived beliefs that will help or hinder the communications ?

THE ANSWERS TO THE 5 QUESTIONS CHANGE SOMEWHAT WITH EACH TARGET AUDIENCE.

Regarding what we are trying to get people to do --  
I assume that generally, we are trying to get action or acceptance of growing trees as a renewable crop that will provide jobs, products and environmental benefits on an economic and ecologically sustainable basis. (A subset of this appears to be that we want them to make this activity one which nourishes a larger private enterprise system capable of raising the average Pakistani standard of living).

Regarding who we need to reach--

The tendency of any land-based project is to focus on communicating with people who own or use land for the purpose we are interested in. It does not appear important at first, to communicate with non-landowning, urban people about forestry matters because they are not going to be growing tree crops. But if those people have beliefs that are in conflict with our actions, a decision to not communicate with them may lead to political and economic blocking of our work. NOT COMMUNICATING is a form of communications that shapes actions just as surely as communicating.

A quick who-list follows:

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PEOPLE ON THE EDGE OF THE ACTIVITY  
(MAY NOT GROW, OR PROCESS TREES  
BUT CAN HELP OR BLOCK THE ACTIVITY)

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- o POLITICAL, SOCIAL AND ECONOMIC LEADERS
- o NEWS MEDIA
- o URBAN-AFFLUENTS-ENVIRONMENTALISTS

---

PEOPLE IN THE MIDDLE OF THE ACTIVITY  
(They actually make it happen)

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- o PEOPLE WITH POTENTIAL TREE-GROWING LAND
- o ADVISORS-SUCH AS FORESTERS, OTHER NATURAL SCIENTISTS, ETC.
- o MIDDLEMEN-LOGGERS-TRUCKERS...
- o INDUSTRIAL PROCESSORS

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CONSUMERS OF THE BENEFITS

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Ultimately, everyone consumes benefits from forests but the emphasis is different and resulting perceptions may create conflicts...A rural farmer may benefit from local use of fuel, fodder and income primarily and may not see a remote processing facility as a benefit unless there is easy contact with it....an urban resident may see these forests as primarily beauty and environmental benefits. Thus urban people may be for forest planting and protection but against harvesting. Even though they use paper and wood products, urban people may prefer to get them by importing from afar and may block harvesting of forests near them unless they can perceive direct benefits.

Thus it is entirely possible to get everyone to support the planting and protection of trees, then be stalemated over harvesting and processing them.

SUGGESTED OBJECTIVES:

1. To locate and use existing Pakistan-based PR/communications consultants to pretest, design, evaluate and adapt the program approach.
2. To operate discussion and training programs to get internal buy-in of the mission and approach.
3. To identify the key target audiences, answer the five questions about each audience and design effective communication strategies for them. (Use item 1 and 2 to do this).
4. To develop a recognition program for Pakistani tree farmers to identify the best success stories and use them as demonstrators, publicity generators. The American Tree Farm model should be largely transferrable. (See speech and report attached). \*\* Also see remarks at end regarding our board of directors' involvement).
5. To bring some American tree farmers to Pakistan to talk with key audiences (media, farmers etc.) while Pakistanis visiting America would be a benefit too. It appears that we could generate more publicity and reach more people directly by first bringing American tree farmers with key skills to Pakistan.
6. See the special observations below regarding obscurities that I've noticed.

SPECIAL OBSERVATIONS:

- o I tested the impression of forestry that an urban resident would get by looking in the phone books of Islamabad and Lahore to see how forestry was listed. In Islamabad one would have to think to first look under Agriculture to find a forest listing. In Lahore there was a forest listing but in all cases the impression is that this is only a government function not a farmer or private sector activity.

ACTION: The project should advertise in the yellow pages of phone books ? " Want to know more about trees ? call--  
-----.

- o The middlemen (loggers-truckers..) were much discussed as a problem (from the aspect of something to be eliminated) but they were generally not at the gatherings or included as participants in discussions. They are a necessary part of the forestry sector and cannot really be eliminated without replacement by new middlemen who may be as much of a problem.

ACTION: The project should bring middlemen into the fold along with farmers, industrialists, and government so that we have informed, connected growers, loggers, truckers, processors, and advisors.

- o A follow-up to the Lahore conference was proposed and the conference was an eminently strong accomplishment in bringing industrialists, government and farmers together for vigorous and open discussion. Another large conference is certainly in order.

ACTION: Before such conference circulate findings of the Lahore conference to participants for their evaluation and comment. Hold several geographically scattered, small gatherings (groups of no more than 10 people-containing a cross section of the key sectors). Use the nominal group\*\*\* technique to allow everyone to be fully involved and emphasize positives. Ask different groups other than government to host different sessions-farmers, industrialists, truckers? Get leaders from these groups prepared to lead discussions and report on action taken or action needed at the large follow-up to the Lahore conference.

- o The geographic and social separation of tree growers in the country and industrialists in the urban areas creates a communications vacuum. There has been little contact between them.

**ACTION:** Use every occasion to get them together. the Lahore conference is a fine example. Use tours, award ceremonies and many sizes of gatherings to create reasons for them to be in direct contact with each other.

- o The role of women in making decisions is unknown to me but I assume that since they are close to half the population, they are audiences to be communicated with. I assume further that reaching them is often a different matter than reaching men since it appears that there is considerable separation between interchanges with men and with women.

**ACTION:** I'm not informed enough to suggest actions on this other than to say that informed Pakistani sources need to look at female audiences and add their thoughts to how they should be approached.

- o Reaching the next generation is important it's easiest to build an informed group of adults by reaching them when they are young and being educated.

**ACTION:** My organization has education materials for teaching forestry concepts in public schools. The project called "Project Learning Tree", may have some transferable values for Pakistan. Information will be sent.

**EXPLANATIONS:**

- \* APR refers to the fact that I'm accredited in Public Relations through an exam by the professional society.
- \*\* I would like to discuss more detailed use of the Tree Farm concept with my board of directors. The use of the words Tree Farm is copyright-controlled by our organization. I see no problem with permission rather a benefit from engaging some of our top people in a discussion that gets them to think about the transferability of what we have learned and perhaps leads to a more top-level profile.
- \*\*\* Nominal group technique refers to a discussion approach that:
  - o Ensures that each person gets to present ideas without interruption or disagreement.
  - o Ensures an initial examination of the positive aspects of each idea.
  - o Then opens up for free-wheeling brainstorming of everyone.
  - o Ends with consensus prioritization of the best ideas

SUMMARY:

See executive summary, page-1.

REFERENCES:

The basic reference for this paper is Cutlip and Center's "Public Relations Practice".

Other references are contained in My speech to the Lahore conference and the report on the Tree Farm System.

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## THE AMERICAN TREE FARM SYSTEM

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I don't know your country or your culture well. It would be presumptuous of me to pretend that I did. I do know people and I know trees. I have made a study of both and I suspect that they have similar workings wherever they are.

- o Trees need energy, food, water and time to grow. They get what they need from sun, soil, water, and air.
- o People need energy, food, water and time to grow. We get what we need from sun, soil, water and air but only by using the capabilities of green, growing plants like trees.

Trees don't have a problem without us--We have a problem without them. That doesn't mean that we shouldn't use trees--We must if we want to prosper in today's world--It means that we have to learn to maintain and renew what we use.

I'm going to dismiss forestry knowledge now with a wave of my hand. Not because it isn't important--It is--But forestry knowledge accomplishes nothing if people don't use it. Forestry is still one of the least used sciences in the world today. At the end of this speech I'll summarize a few things that we have learned about why that may be so.

Basically it boils down to two problems:

1. Trees take a long time to grow.
2. People want benefits now.

There's a slogan being shouted in Washington DC these days: "Trees are the answer"! -- To which I reply: "People are the question"!

PEOPLE ARE THE QUESTION -- AND THE PROBLEM -- AND THE ANSWER.



It seems to be the nature of people that we look for answers under the nearest, small circle of light because we can see clearly there. The problem is, while we are gathered under the light, we often miss the true nature of things out in the great-big, dark shadows.

Foresters are people. Our particular "circle of light" shines on trees because that's our specialty--and so we tend to not see that how people function is more important to forestry than what we know about trees.

Planting an idea in a human mind and getting it to grow is more difficult than planting a tree and making it grow.

Tree farming is an idea--A system of knowledge, beliefs and attitudes that must happen in human minds before it can happen on the land.

Using things from the forest for people's needs is not a new thought. We have always done that. The idea of tree farming -- people growing trees -- is new and like most new ideas it's getting promoted by some, fought by others and roundly ignored by most.

The trail to tree farming wanders over 100,000 years of human history. Much of that early history happened here in your part of the world. I doubt if you have reserved this room long enough for a detailed description, so I'll artificially condense the time by mentally squeezing the years together to give a flavor of the newness of tree farming.

#### A CONDENSED-TIME, HUMAN HISTORY

- o Imagine that humans have only been on this earth for 50 years and that we in this group are the only people who have lived through all 50 years.
- o Imagine that we live in a big, green place that produces what we need through some mysterious process.
- o For the first 46 years of our 50 we will have lived by hunting and gathering whatever food and materials we could find around the mysterious, green place. It was pretty risky and most of us died at a young age. The record is vague because written language hasn't yet been developed.
- o About 4 years ago, we discovered that we could grow food when and where we needed it instead of searching for it around the mysterious green place. A discovery made, again, in your part of the world. We settled down, some of us on farms, some in cities fed by the surplus from farms. We started living longer and there were more of us.

Farming gave us excess time and energy to develop written languages, arts, and sciences.

- o In our condensed history, it was only 2 months ago that humans started growing significant forests of trees – that's how recent tree farming is on the scale of human history.

### ACTUAL TIME

Let's allow the years to snap back to their normal space, now, so we can look at the idea of agriculture – farming anything.

Agriculture is the "mother-idea" that led to most of today's human society. It's an idea that your ancestors created.

Humans growing food instead of hunting and gathering it from nature's surplus is a taken-for-granted idea now.

It was an outrageous idea 12,000 years ago when some humans decided not to forage down the valley with the rest of the group as hundreds of generations had done before.

They probably set up camp near meadows of wild grains, to pull weeds and scratch the earth with sticks to encourage seeding of more grain.

It was more than 11,000 years before we applied agricultural ideas to forests.

The first foresters in Europe and other nations, several hundred years ago, managed land for kings and feudal lords. What they did was sort of like tree farming but it was not for common folks.

The tree farming light dawned in America around 1900 with a few European foresters and a smattering of forestry courses.

American foresters found work first, for the government or for rich people, then, for industry and eventually for all sorts of landowners. But, for the next forty years most forests in America were cut without benefit of any forest science.

Cut-and-move-on was the approach—A lot of the forest was cleared for agriculture and development—a lot burned—a lot was simply cut without regard to whether or not trees grew back.

Declining forest land in America was a problem created by people and it had to be solved by people—58% of America's forest land belongs to individuals, 28% is owned by government, only 14% belongs to forest industries.

The problem wasn't that no one knew how to grow trees. It was what most Americans didn't believe about forests.

- o They didn't believe that forests were a crop that could be grown by people.
- o They didn't believe that forests were important for protection of soil, air, water and wildlife.
- o They didn't believe that we could run out of forests or that it would be important if we did.
- o They didn't believe that they as individuals could see benefits from growing trees in their lifetime.
- o They didn't believe that their government saw any importance in forests.
- o They didn't believe that forest industries were in business for the long-term.
- o They didn't believe that they as individuals had any part in forest problems or solutions.

Forestry knowledge was dormant because of what Americans didn't believe.

In 1941, a few forward-thinking people decided that just talking and writing was not going to convince anyone—that "seeing was believing"—that they had to teach by example.

The Weyerhaeuser Company dedicated its first Tree Farm then. The company pledged to keep its land for growing trees and offered to teach others how to grow trees on their land. Other companies and other landowners followed the example. An organization was funded to promote trees as a crop—tree farming. A group rallied around the name and the concept of tree farming to encourage other landowners (average citizens) to become tree farmers. The U.S. government was asked to establish better fire protection and stable tax policies to encourage tree farming on private land.

Today, 49 years later we work with 70,000 properties and 93 million acres, (almost 38 million hectares), of well-cared for privately owned Tree Farms in 50 states—Our Tree Farms cover an area almost half the size of Pakistan. In addition, America has: 35.6 million hectares of federal wilderness, 55 million hectares of other public forests and 111 million hectares of private forests not yet under management.

Common folks are growing trees and benefitting. Tree farming is not something only for big companies or big government--it's for any landowner.

The American Tree Farm System today is a public/private partnership. Initial funding comes from forest industries because they need productive forests over the long term.

The non-profit American Forest Foundation raises additional funds from land endowments, landowner donations and other interested parties.

State, county and federal forest experts work with private organizations, industry and consulting foresters to share the Tree Farm work: 9,000 foresters from all segments of the profession volunteer time to the System each year. The organization I work for, the American Forest Council is the national Tree Farm sponsor.

While we have grown and changed, our country has grown and changed:

- o In 1941, there were 132 million Americans...  
Now, there are 250 million.
- o In 1941, America's rural-urban population was almost balanced--out of 100 people, 56 would be urban; 44 would be rural...Now, out of 100 people, 75 will be urban, 25 rural. Rural population has stayed almost level (from 58 million in 1941 to 62 million now... urban population has increased 2.5 times--from 74 million to 188 million.

Tree farmers include the spectrum of American landowners, ranging from billionaires to bird watchers; loggers to lawyers. Landowners who are certified as tree farmers agree to meet Tree Farms' good forestry standards. Certified Tree Farmers commit themselves to protecting and improving their forests for wildlife, recreation, soil and water protection and renewable crops of trees.

Tree farmers do a lot more than just grow wood.

- o We have tree farmers who are reforesting the burned and blasted slopes of the Mount Saint Helens volcano.
- o In the wide-open spaces of the American plains, tree farmers are establishing bands of trees to slow the wind and keep the rich soil from blowing away.
- o Other tree farmers are growing trees on water supply companies' land where the water protection abilities of forests are balanced with careful cutting to release needed water.

- o Wild turkeys and other wildlife species have been returned to parts of the country where they had disappeared because some of our tree farmers worked with biologists to establish the needed trees, shrubs and grasses.
- o Millions of acres of eroded, worn-out farmlands are in Tree Farms now.
- o Kick through the moss and accumulated leaves in some of our Tree Farms and you'll see chunks of coal from reclaimed strip mines.
- o Other Tree Farms are providing varied recreational opportunities.
- o Many are preserving the option of forested land for future generations with long-term easements.
- o Oxygen generation and carbon dioxide fixing is an important by-product of the tree-growing process on Tree Farms.
- o Volunteers on our State Tree Farm Committees organize more than 350 local events annually reaching 300,000 people directly and ranging from forestry demonstrations in the woods, to tax seminars in the cities, to sessions on how to manage forests for wildlife.
- o Tree Farmers are proud of their work. We estimate that at a minimum, 200,000 people annually see and hear information about Tree Farms directly from the tree farmers themselves through tours, speeches and other contacts.  
One tree farmer has driven 100,000 miles in the last 5 years appearing at schools and fairs with presentations about his Tree Farm.
- o Press Tours, Special Events, Awards and Outstanding Tree Farmer contests place forestry information with news media: more than 43 million circulation in print media annually. Extending tree farming information to others is a prime function because publicity on the finest examples of applied forestry encourages others to follow the good examples of Tree Farmers.

In 1989, the Tree Farm idea was exposed to key American publics more than 107 million times. The cost of this program was about \$1 million (U.S.), making our cost per-thousand-exposures (CPM) \$9.35, about one penny per exposure.

The Tree Farm communications "buy" is excellent. It carries a message to nonlandowners at reasonable cost and reaches landowners with work on the ground as well.

A-

Today, U.S. forest industries that support this program and in turn are supported by it, sell about 190 billion dollars (U.S.) worth of wood and paper products in an average year—mostly to Americans.

I calculate that every year, each American uses the equivalent of a tree 100 feet tall and about 18 inches at the base — that's about 2,000 pounds of wood apiece, each year. We have supplied this need and increased the forests in the process.

What does it take to sustainably grow 2,000 pounds of wood?

Half an acre of land can grow 2,000 pounds of wood per year quite easily. To make land produce wood useable for people, we have to:

- keep the land available for tree growing long-term.
- control the kinds of trees grown.
- protect the land and trees from things that could remove the value of the land or tree growth:
  - things like: erosion — excess populations of tree-eating animals, insects and diseases -- fires -- hungry tax systems -- expanding urban population demands.

As I said near the beginning of this speech, basically it boils down to two problems:

1. Trees take a long time to grow.
2. People want benefits now.

Let's look at those problems and what we found in 49 years of trying to get Americans to grow trees:

1. Trees take a long time to grow.

We found that people were unwilling to invest much of their time and energy in tree growing until forest industries and government offered stable-long-term markets and policies.

Like trees, trust between government, business and individuals takes a long time to grow — Like trees, trust can be killed in an instant — then take years to grow again.

There is no quick-fix for this. We can learn to grow trees faster but it will still take years, not days. It will still require that people believe in a future that yields a benefit to them from working in the forest today.

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2. People want benefits now.

### MUST-HAVES

There are some things people must have: like -- food to eat and water to drink. People will care for the forest only after the "must-haves" are taken care of or to the extent that the forest can provide the "must-haves". American tree farmers had to be shown that forestry added to their income before interest spread.

We had to convince government that taxes that took all the yearly income left no incentive for people to keep land for tree growing. We have to do that year after year because government always wants more taxes and looks to land as a place to get them.

### WANTS

There are some things people want: like -- beauty, pleasure, the respect of other people, freedom to make their own decisions and the chance to pass a legacy on to future generations.

- o The desire for beauty is double-edged. It causes people to want trees-- but it causes them to not want to see them harvested. The rise of a majority of urban, affluent Americans who see trees primarily as a beautiful landscape for their pleasure creates conflict in our country. There is escalating tension as urban-affluents attempt to take more and more land out of productive tree crops.

We made a serious strategic error when we concentrated on the trees and convincing landowners to grow and harvest them like a crop but spent little effort convincing urban-affluent, non-landowning Americans that tree farming benefitted them. Now we are finding that there is a large population of people who use products from Tree Farms every day but don't want to see trees harvested. We are engaged in an expensive, frustrating campaign to resolve perceived conflicts between growing and using trees and simply looking at them.

The lesson: people who will never plant a tree, cut a tree; own land or even go to the forest are an important audience to communicate with about growing trees. The problem isn't getting them to like trees -- It's getting them to understand that harvesting is part of the forest renewal process that ultimately benefits them.

- o People seek pleasure and avoid pain. We try to make tree farming gatherings and materials pleasurable. People tell us that it's fun to read our material, come to our meetings and then fun to apply what they've learned.
- o The desire for respect is a motivator. One tenet of the Tree Farm System is that tree farmers are presented with awards, frequently and publicly. We present signs and certificates to tree farmers before gatherings of their friends and neighbors. We publicize the awards. We involve political leaders at all levels.

Each year we choose the best examples of tree farming in the U.S. ultimately bringing the national winner to our White House to be congratulated by the President. We ask tree farmers to talk about tree farming and demonstrate what they do for other people like them: farmers talk to other farmers—lawyers to lawyers—teachers to teachers. People take advice best from other people they know and respect.

- o People want freedom to make their own decisions. We train our volunteer foresters to ask about personal priorities, present possible choices and then let the tree farmer choose. Some tree farmers, for example, do their forestry work because of an interest in wildlife—some are interested in income—some want recreation.

We have had little success in trying to impose expert-authority. People resist it, reject it and subvert it because it doesn't allow them to say yes or no.

- o There's a strong desire to pass a legacy on to future generations. Our tree farmers mention it over and over as a goal. We spend a lot of time helping to ensure that their good work on the land will continue into the future even after they are gone. They tell us that's important to them. That means legal devices that allow people to design enforceable, long-term decisions and a tax system that doesn't remove all present and future benefits.

It's important to learn as much as possible about growing trees but at the same time learn as much as possible about motivating people, then apply the two fields of knowledge together, patiently, over the years.

GROWING TREES HAS TO BECOME SOMETHING DONE BY PEOPLE --  
NOT JUST BY BUSINESS -- NOT JUST BY GOVERNMENT -- BECAUSE  
ULTIMATELY, PEOPLE ARE THE QUESTION -- AND THE PROBLEM --  
AND THE ANSWER.

PAKFY

-END-

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New York, NY 10166

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Measurements-conversions: 1 mile = 1.6093 kilometers—  
640 acres = 1 square mile = 259 hectares = 2.509 sq. kilometers  
100 hectares = 1 square kilometer—1 hectare = 2.471 acres



The American Tree Farm System® is managed by the American Forest Council under the sponsorship of the American Forest Foundation. Funds for the program come from forest industry, forest landowners, and others interested in encouraging good forestry on private lands.

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