

**Marine Resource
Governance in the
Eastern Caribbean
(MarGov Project)**

**CERMES MarGov Project Document
2 (Rev. 2)**



**Communication Strategy and Plan
Revision 2**



Centre for Resource Management
and Environmental Studies (CERMES)
Faculty of Pure and Applied Sciences
University of the West Indies
Cave Hill Campus, Barbados
<http://www.cavehill.uwi.edu/cermes>
Tel. 246-417-4316
Fax 246-424-4204

**C. Haynes, K. Parsram,
and P. McConney**

**Grant funds provided by
IDRC Rural Poverty and
Environment Program**



December 2007

Content

| | |
|---|----|
| 1. Introduction | 1 |
| 2. Objectives | 2 |
| 3. Approach | 2 |
| 4. Strategy | 3 |
| 4.1 Target audiences | 5 |
| 5. Partnering Projects | 7 |
| 5.1 General | 10 |
| 6. Appendix: Communication plan for 10-month period October 2007 to June 2008 | 11 |

Citation

Haynes, C. Parsram, and P. McConney. 2007. Communication strategy and plan Revision 2. CERMES MarGov Project Document 2 (Rev. 2). 14 pp.

Notes

This work was carried out with the aid of a grant from the International Development Research Centre (IDRC), Ottawa, Canada. The views expressed are those of the author(s) and do not necessarily represent those of the IDRC. The maritime boundaries shown on any maps in this publication do not imply official endorsement or acceptance by the IDRC or CERMES. Unless otherwise stated, material in this publication may be freely reproduced provided suitable credit is given.

For more information visit the MarGov project web pages
http://www.cavehill.uwi.edu/cermes/margov_profile.html

Or contact the MarGov project directly:
Marine Governance (MarGov) Project
Centre for Resource Management and Environmental Studies
University of the West Indies, Cave Hill Campus, Barbados
Phone: (246) 417 4725; Fax: (246) 424 4204
margov.project@cavehill.uwi.edu

1. Introduction

Many people in the Caribbean (with emphasis here on the insular eastern Caribbean) depend on marine resources for their livelihoods and for sustainable development. The region's marine environment is a major pull factor for tourism and international business, two major sources of foreign exchange and economic drivers for the Caribbean. Fishing activity is also a significant foreign exchange earner. Furthermore, an estimated 200,000 people in the region are directly employed, either full-time or part-time, as fishers; while at least a further 100,000 are indirectly employed through processing and marketing of fish products, net-making, boat-building, and other support industries¹.

However, the marine resources of the Caribbean are under threat from natural and man-made hazards. Poor governance has been cited as a major contributor to the overexploitation and unsustainability of marine resources². Lack of co-ordinated governance in the region has hindered co-operative approaches to diverse issues concerning the marine environment. There is an urgent need to build capacity, and network connections for adaptation and resilience, into present and planned marine resource governance in the eastern Caribbean. This is particularly so as conventional approaches to marine governance that rely on command and control have not achieved the desired outcomes; while the combination of human and ecological factors makes marine governance quite complex³.

The centralised 'top-down' implementation of command and control mechanisms in conventional resource governance do not take into account local diversity (the heterogeneity factor⁴), and this may curtail resilience. Using the subsidiarity principle, authority should be assigned to the lowest decision-making level capable of taking action⁵. This principle can be a useful basis for wider and deeper stakeholder participation in marine governance. In the eastern Caribbean, policy statements in the St. George's Declaration, the revised Treaty of Chaguaramas and the draft CARICOM Common Fisheries Policy and Regime support improving marine resource governance.

With this context, the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies, Cave Hill in Barbados, is undertaking a four-year applied research project on marine resource governance in the eastern Caribbean. Due to the primacy of small-scale fisheries (SSF) in the region, the geographic scope of this project covers SSF in the territories of Barbados, the Organisation of Eastern Caribbean States (Antigua and Barbuda, the Commonwealth of Dominica, Grenada, Montserrat, St Kitts and Nevis, St. Lucia, and St Vincent and the Grenadines) and its associate members Anguilla and the British Virgin Islands. SSF play a critical role in food security and poverty alleviation, and studies worldwide have shown that SSF generate more income, employment and food for direct human consumption per unit of harvest inputs than industrial fisheries⁶.

The research team at CERMES is of the opinion that stakeholders who are networked and have access to information can more successfully collaborate to define sustainable governance practices that are adaptive and resilient. Moreover, in an environment of enabling policy, self-organisation into teams or work groups allows stakeholders to respond without being constrained by rules and regulations that do not adapt readily to different situations. Using a conceptual framework derived from complex adaptive system (CAS) and social-ecological system (SES) perspectives, the research focuses on understanding governance related to small-scale fisheries in the eastern Caribbean mainly through network analysis. It applies the results to an examination of how present and planned initiatives can make marine resource governance more adaptive and resilient to the benefit of a diverse array of stakeholders at various scales in the eastern Caribbean. This has potential lessons for the wider Caribbean and beyond. CERMES sees this project as the start of a major research programme on coastal and marine resource governance in the Caribbean that contributes towards sustainable development.

2. Objectives

The marine governance (MarGov) project has five specific objectives:

1. Construct a conceptual framework for applied research on marine resource governance
2. Investigate small-scale fisheries governance in the eastern Caribbean using cross-scale network analyses
3. Increase the capacities of research partners to undertake and use their own research
4. Facilitate the incorporation of the research results into initiatives related to marine resource governance for fisheries
5. Establish applied research into marine resource governance as a new demand-driven programme

Communication and collaboration are key features of the project. Interactions are central to the concepts of governance and networks. How efficiently and effectively the project can communicate to partners and other stakeholders or target institutions for uptake will be part of the research. These efforts aim to increase the probability of translating research findings into beneficial changes for natural resource governance policy and management.

This is the context for the MarGov project communication strategy and plan. Drafts were presented and discussed at the MarGov project inception workshop. The document was initially revised based on the comments and recommendations of workshop participants. It is intended for all audiences and made brief for convenience. The strategy and plan will be monitored, evaluated and improved throughout the project, with revisions issued as necessary. These and other documents will also be available in electronic form on the CERMES marine governance project website (www.cavehill.uwi.edu/cermes/margov_profile.html).

3. Approach

The project's communication network will tap into existing networks of other entities and key individuals to create a multidirectional flow of information from the project team to all interested stakeholders and vice versa. These pathways will also allow for the project to be adaptive, evolving to meet and address communication needs and concerns (Figure 1).

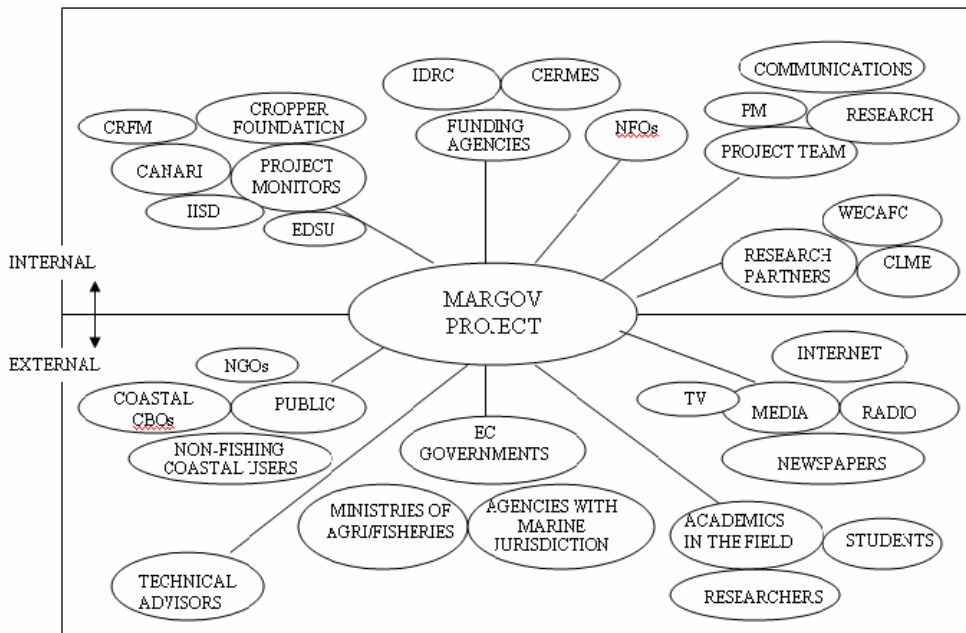


Figure 1 Stakeholder map

This engagement with the primary and secondary stakeholders whose interests are internal or external to the project will facilitate the tailoring of the communications strategy to individual needs and will form the basis for the next phases of the communication plan. The project partners are expected to play an active part in promoting uptake and several aspects of the strategy and plan may become their responsibility.

4. Strategy

The MarGov communication strategy is a multidirectional process which involves targeted stakeholder groups and seeks to discover and address their individual needs. The strategy identifies the main project stakeholders, determines general information for each group, and suggests the most effective methods of communication.

As the MarGov project shares research in progress, a phased approach has been taken to disseminating outputs. The first phase, which commenced with the inception of the project for the first 12-month period, is a period of consolidation. During the first stages of this phase the participation of project partners, monitors and other key stakeholders is critical as the project team goes through the process of sharing research findings and refining outputs. As the stakeholder matrix for designed for this period illustrates (Figure 2), the importance of these key stakeholders to the project, and their influence on its success, are a priority at this stage and therefore ongoing communication to ensure good working relations and their continued commitment to the project is the main aim at this time.

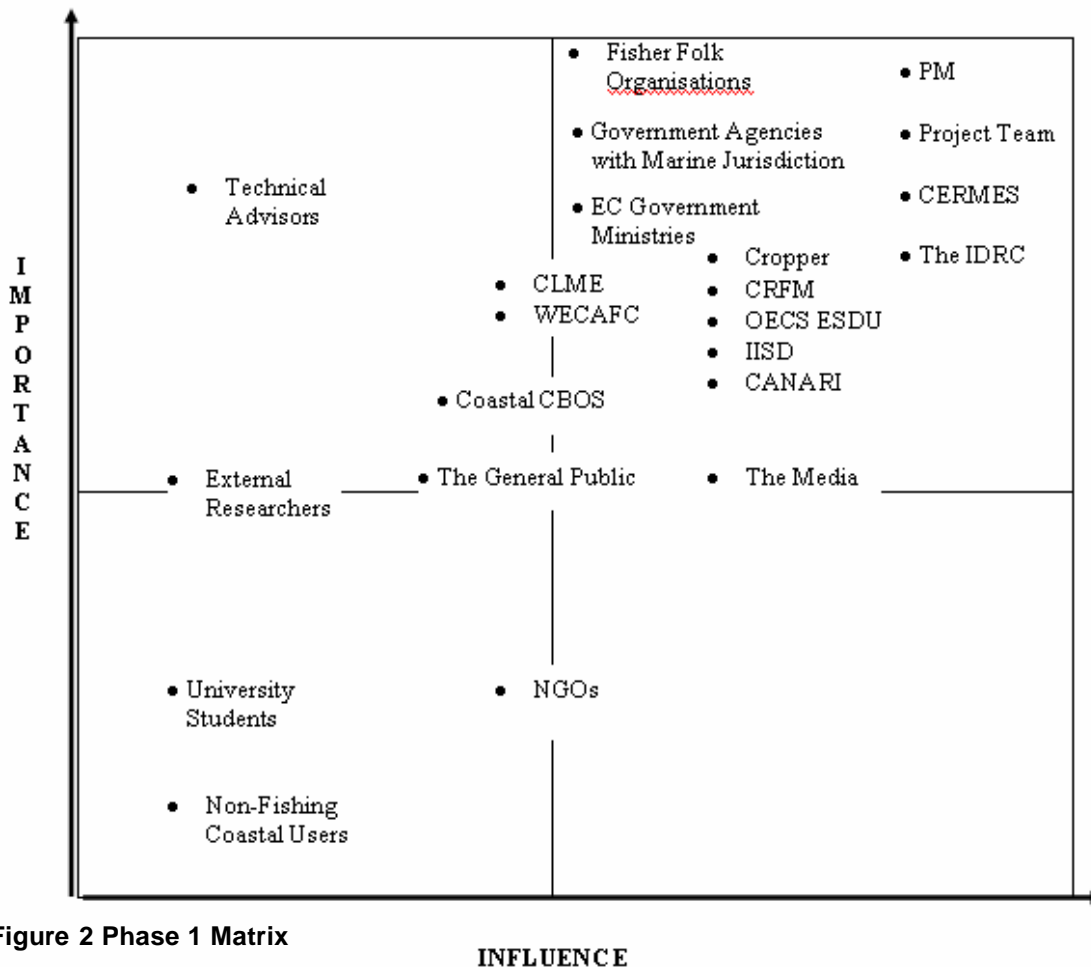


Figure 2 Phase 1 Matrix

I N F L U E N C E

As the communications strategy moves from the period of consolidation to an increased effort at policy change, attempts will be made to identify high-level policy champions among government officials and media executives. Information will be channelled toward them in a succinct yet meaningful way to gain their support, build early consensus and ensure visibility of the project. This will then pave the way for engagement with the technical change agents and the initiation of the media campaign. As the support of the wider public is critical to any attempts at policy change, a public dialogue and information campaign will then follow. A communication plan (see Appendix) has been drafted, which provides a calendar of the main activities to be undertaken in implementing the first phase of the strategy.

As the project develops, the communications strategy will evolve, building upon the public information campaign initiated in the latter stages of Phase 1. The communications plan for the following phases will be developed from the feedback gained from the high-level policy champions, technical change agents and the general public, who will guide the project team in targeting the project outputs to meet their needs. Each element of the plan will allow for a multi-directional flow of information to ensure greatest up-take and buy-in.

The perspective of the communication strategy will change as the focus of the project shifts more toward policy change and the incorporation of the research results into initiatives related to marine resource governance for fisheries across the eastern Caribbean. Figure 3 illustrates the anticipated long-term project outcome facilitated by the implementation of the communications strategy.

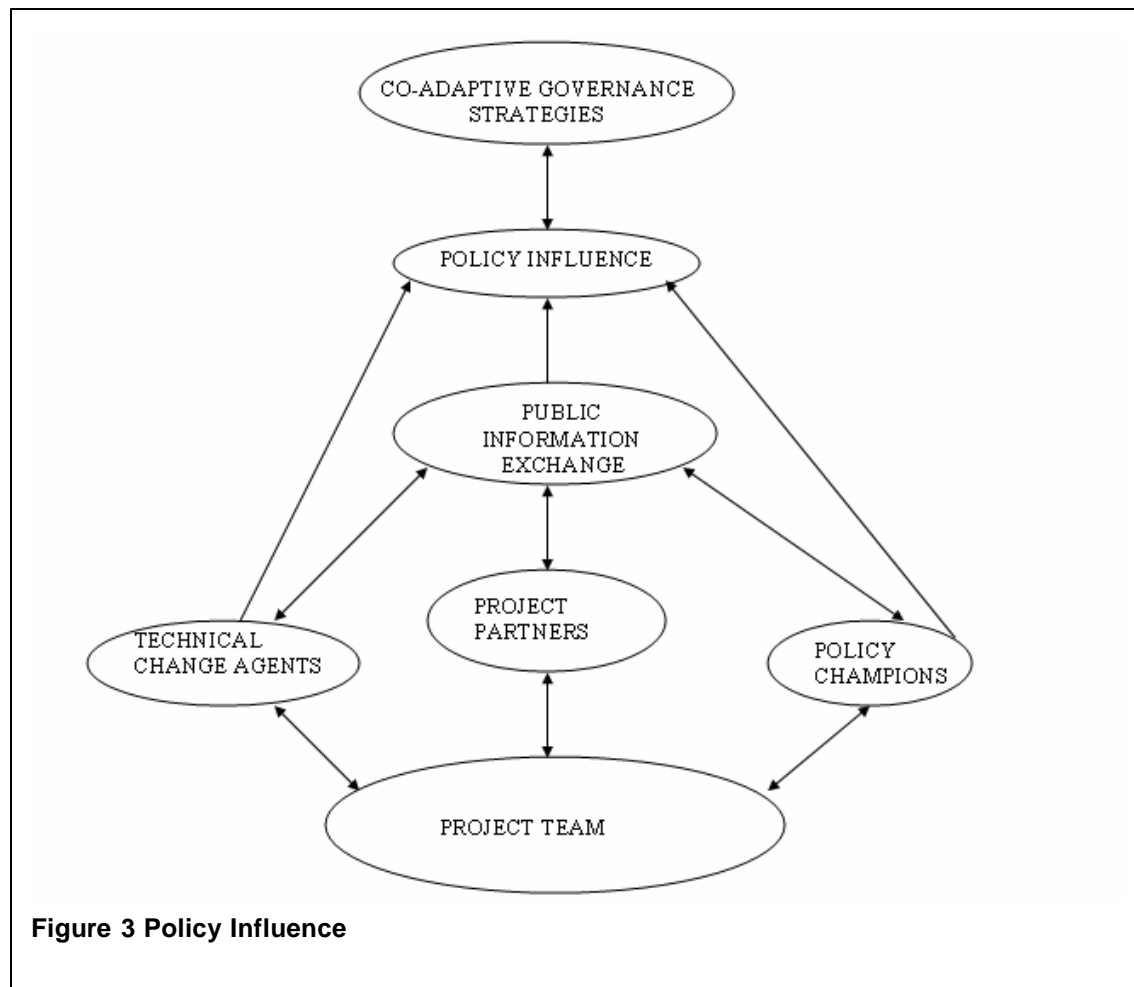


Figure 3 Policy Influence

5. Target audiences

The stakeholders have been grouped into four target audiences for this project. Several of the categories of audience are generalised such that 'regional' includes 'sub-regional', 'fisher folk' includes diverse occupations, etc. For each of these audiences the communication objectives have been outlined as well as the project outputs and communication pathways (Table 1). The products and pathways of MarGov partners will also be utilised where possible, especially to reach their niche audiences and promote wider uptake.

Table 1. Communication strategy summarised

| Stakeholder | Desired Support | Actions | Communications Tools |
|---|--|---|---|
| Policy Makers Government ministers Permanent Secretaries and CEOs of government agencies with marine jurisdiction Heads of major NGOs and regional organisations High level media executives | <ul style="list-style-type: none"> • Support for research on governance • Inclusion of research results and lessons learnt into policy • Ensure uptake and positive changes in governance • Create environment that is supportive of adaptive learning and decision making • Facilitate input of applied research into marine resource governance | <ul style="list-style-type: none"> • Identify individuals to become policy/management champions • Gain their commitment through small high-level seminars • Reinforce their commitment through personal interaction • Involve champions in Press conferences/media briefings • Associate policy champions with research outputs • Reinforce their support of the research outputs by involving them as chairs/hosts at high-level conference • Encourage personal networking | <ul style="list-style-type: none"> • Personal paper and e-mails • Technical report executive summaries • Policy briefs • Non-technical reports • Brochures • Leaflets • Information kits including CD package that includes Power Point presentation with narration • Website |
| Change Agents Fisheries managers Coastal managers Middle-level administrators | <ul style="list-style-type: none"> • Advise policymakers on the benefits of alternate measures to ensure uptake and positive changes in governance • Get concepts | <ul style="list-style-type: none"> • Identify individuals to become technical change agents • Gain their commitment through personal interaction • Involve in participatory one- | <ul style="list-style-type: none"> • Conference papers and posters • Technical reports • Journal articles • Workshop reports • Newsletter, bulletins • 'How To' media kits with communication materials and user instructions |

| Stakeholder | Desired Support | Actions | Communications Tools |
|--|--|---|---|
| NGO officers Researchers Technical advisors/trainers University students | and approaches accepted and institutionalised in research and practice <ul style="list-style-type: none"> • Inclusion of research results and lessons learnt in policy and management of coastal and marine resources • Contribute to a climate that is supportive of adaptive governance and further research • Promote sharing of information to allow for thorough investigation of governance, building capacity to adapt, and ability to self-organise | day workshops <ul style="list-style-type: none"> • Conduct training of trainers seminars to disseminate the new concepts in governance, including network analysis • Present research findings at regional and international conferences | <ul style="list-style-type: none"> • Website • e-mail listserves • Workshop CDs and various presentations |
| Resource Users Fisher folk Fisheries organisations Non-fishing coastal users including the private sector Coastal community groups General public Media representatives | <ul style="list-style-type: none"> • Participate in marine resource governance • Promote adaptive governance • Appreciate the need for systems to adapt and be resilient • Facilitate uptake, which may result in the application, integration and | <ul style="list-style-type: none"> • Focus groups • Town hall meetings • Fishermen's week activities and similar community events • Popularisation of research in mass media • Essay writing competition • Personal interaction • Public debates | <ul style="list-style-type: none"> • Newsletters/bulletins • Newspapers • Radio notices and call-in programmes • TV interviews and chat programmes • Use of the Arts • Website • Posters • T-shirts and other novelty items • Information packages |

| Stakeholder | Desired Support | Actions | Communications Tools |
|------------------|--|--|--|
| | sustainability of adaptive governance <ul style="list-style-type: none"> • Enable self-organisation | | |
| Project Partners | <ul style="list-style-type: none"> • Share information and relevant research with project team • Promote networks for information exchange • Utilise small-grants facility to drive further research in field | <ul style="list-style-type: none"> • Participation in regional and international conferences • Personal interaction • Participatory monitoring and evaluation results • Progress reports • Small grant facilitation | <ul style="list-style-type: none"> • Conference papers and posters • Technical reports • Policy briefs • Newsletters, bulletins • e-mail messages/listserves • journal articles • Website |

6. Partnering projects

In keeping with its theme of networks, MarGov is pleased to partner with several projects that overlap in focus and also have a strong demand for carefully crafted communication. Some partnering projects are introduced here. MarGov will integrate its communication with these to the extent that is feasible.

6.1 Sustainable Aquatic Resource Management (SARM)

Linked to the MarGov project is the Sustainable Aquatic Resource Management (SARM) initiative led by Dr. Brian Davy of the International Institute for Sustainable Development (IISD) in association with the International Development Research Centre (IDRC). The initiative seeks broader application of promising approaches for sustainable aquatic resource use, especially in relation to poverty reduction of coastal and aquatic resource-dependent coastal communities. Besides MarGov, the Caribbean Regional Fisheries Mechanism (CRFM) is the other main Caribbean partner, and there are partners in Asia.

SARM aims to develop an influence strategy built around the identification and packaging of knowledge from existing experiences in a form that will be relevant and useful to decision-makers. Refinement of user-based knowledge suitably packaged for different groups of decision makers will fill an increasing gap in sustainable aquatic resources management. This thinking can be utilised in a wide variety of contexts such as post-disaster management and reconstruction, resource conservation, decentralization or regionalization and various other forms of governance re-structuring, particularly in the context of poverty alleviation and its links to sustainable resource use.

The Caribbean initiative focuses on two main areas that have direct relevance to the MarGov project:

- Developing good governance in the context of the Common Fisheries Policy & Regime (CFP&R)
- Organising and involving fisher folk groups in CFP&R fisheries governance

6.2 CRFM project on Development of Caribbean Network of Fisher Folk Organizations (FFO project)

The Caribbean Regional Fisheries Mechanism (CRFM) is the core of a complex interactive network comprising a wide variety of stakeholders in fisheries. Three bodies together make up the Caribbean Regional Fisheries Mechanism (CRFM). These are: 1) the Ministerial Body; 2) the Caribbean Fisheries Forum; and 3) the CRFM Secretariat (with offices in Belize and St. Vincent and the Grenadines). The

CRFM has a project for strengthening and networking fisher folk organisations in CRFM Member States in which CERMES MarGov project has become a partner.

CRFM's fisher folk organisation project has close ties to both the SARM initiative and the MarGov project as stakeholders who are networked and have access to information can more successfully collaborate to define sustainable governance practices that are adaptive and resilient. A strong fisher folk network can exert influence on regional policy and to play a meaningful role in governance at the regional level.

In similar vein, MarGov will be on the lookout for CLME, OECS WECAFC and other communication-oriented projects with which it can connect in order to increase its effectiveness and efficiency.

7. Communication research

The project partners recommended that supplementary funds be sought specifically for communication research since the additional activities envisage exceed the current MarGov budget and human capacity. Communication research is critical to the success of MarGov and will provide valuable information for developmental projects both within and outside of the targeted study area. Such an opportunity to investigate research policy linkages within the Eastern Caribbean as well as policy climate and various aspects of project communications has wide reaching implications for natural resource management and project management. It facilitates a step towards research-assisted policy.

The aim of this research is to determine the effectiveness and efficiency of the various communications that will be employed for the duration of the MarGov project and explore the research policy nexus within the eastern Caribbean context. By using appropriate and measurable indicators, the investigation will assess whether the communication strategy is responsive to the needs of the target audience and is what is needed to meet the objectives outlined in the strategy and plan. Through participatory monitoring and evaluation (PM&E) of the processes and products, the research will review successes and shortcomings, and, as a result, aim to improve project communications for more successful outcomes.

The objectives for communication research within the overall MarGov project are:

1. Through review and evaluation to determine the suitability of research outputs to target audiences
2. To determine the efficiency of communication pathways and the effectiveness of communication products through assessing the uptake and use of the information by the target audiences
3. To assess the policy climate and strength of research-policy linkages in selected study areas

Research Outcomes and Evaluation

| Research outcomes | Objectively Verifiable Indicators | Means of Verification |
|--|--|---|
| Enhanced ability of fisher folk to influence policy through the development of systematic communications strategies for their organisations | Fisheries advisory committees and other similar mechanisms receive regular communication from fisher folk that can be fed into national policy changes and the CFP&R | <ul style="list-style-type: none"> ▪ Communiques delivered to state actors for further on-passing to COTED/CHOGS ▪ Circulated minutes of meetings ▪ Submissions to the Caribbean Fisheries Forum |
| Increased likelihood of promoting attitudinal and behavioural changes toward governance through enhanced communications channels | Fishers take more proactive responsibility in the co-management of their marine resources and MPAs | <ul style="list-style-type: none"> ▪ Focus group meetings ▪ Surveys of stakeholders to evaluate attitudinal shift ▪ Visible examples of fishers influencing other fishers toward good governance |
| Improved awareness among stakeholders of the need to manage fisheries resources in a sustainable manner | Increased public information messages on the need to manage fisheries resources in a sustainable manner | <ul style="list-style-type: none"> ▪ Increased visibility in the print and electronic media on the need for sustainable resource management |
| Stronger collaboration between fishers and fisheries management in solving issues due to improvements in inter-personal relationship skills | Less conflict between fisher folk and fisheries management in response to enforcement of regulations and changes to fisheries policy | <ul style="list-style-type: none"> ▪ Reports from fisheries management ▪ Visible examples of compliance with regulations |
| Greater likelihood of long-term survival of the newly established national fisher folk organisations due to higher levels of transparency | Members of fisher folk organisations kept regularly informed by their executive councils on activities and issues | <ul style="list-style-type: none"> ▪ Quorum achieved at 70 per cent of meetings ▪ Executive council remains intact and functioning ▪ Membership dues paid and up-to-date |
| Increased capacity for fisher folk to establish and maintain contact with their regional counterparts, thus exchanging experiences and best practices among fishers in different countries | Higher level of collaboration among regional fisher folk in responding to challenges and improved techniques based on sharing of best practices | <ul style="list-style-type: none"> ▪ Continued input and support for CRFM newsletter ▪ Information sharing via electronic fora ▪ Wide participation of fisher folk at CRFM regional meetings |

The project team will compile an inventory of existing communication pathways to see which existing mechanisms will serve effectively for the distribution of information from the MarGov project to its target audiences. Where possible, members of targeted groups will be involved in creating and disseminating communications. In this way the methods that are most suitable for each group can be better utilised.

Communication material will be tailored to target audiences bearing in mind the likely limited exposure to the concepts and terminology, as well as cultural differences that will exist within and between study sites. All communication will demonstrate respect, and language will be carefully chosen for the audience to which it is intended.

If supplementary funds are obtained, communication research will investigate the various methods of communication that could be used to increase uptake of project outputs, increase buy in and influence policy. It will also highlight, *inter alia*, the challenges that are faced in communicating research for policy and how these challenges can be overcome. In the absence of significant additional communication research, the MarGov project will rely upon existing best practices and facilitate some investigation via the small grants, and the normal enquiry and testing in PM&E.

8. Appendix: Communication plan for 10-month period October 2007 to June 2008

| Schedule | Communication activity |
|---------------|--|
| October 2007 | <ul style="list-style-type: none"> • Web site updating with additional products • Meeting with IISD to discuss SARM collaborations • Article in CERMES Connections |
| November 2007 | <ul style="list-style-type: none"> • Distribution of brochures at FAO LAPE meeting • Presentation of paper and posters, and networking with coastal and marine researchers and managers at GCFI meeting, • Scoping sessions with fishing industry participants in Barbados, Grenada, St Lucia, St Kitts and Antigua |
| December 2007 | <ul style="list-style-type: none"> • Web site updating with additional products • CERMES Policy Perspectives issue • Integrate SARM into core of MarGov communications research proposal |
| January 2008 | <ul style="list-style-type: none"> • Conduct focus group on communicating research for policy outcomes • Prepare detailed plan of policy communications for pre-Caribbean Fisheries Forum meeting • Initiate preparation and sharing of info on the Common Fisheries Policy & Regime emphasising good governance • Meeting with CANARI partners, small grant researchers • Sharing project research at International SNA research |
| February 2008 | <ul style="list-style-type: none"> • Share info on CFP&R emphasising good governance • Increase info on the CFP&R, governance and FFOs on all partner websites • Implement remainder of pre-CFF communications campaign • Initiate communication capacity building workshops for fisheries management and fisher folk in the MarGov study sites – Antigua, Barbados, Grenada and St Lucia |
| March 2008 | <ul style="list-style-type: none"> • Continue sharing info on CFP&R emphasising good governance • Continue implementing remainder of pre-CFF communications campaign • Initiate high-level policy champions strategy with series of short workshops for the individuals identified to be policy champions across the study sites • Initiate media campaign <ul style="list-style-type: none"> ⇒ Short interviews on morning and afternoon day-time talk shows in the study sites ⇒ Creation of five-minute television spot programmes to be run on CBC Channel 8, Multi-Choice Visitors Channel and CMC's CaribVision |

| Schedule | Communication activity |
|------------|---|
| | <ul style="list-style-type: none"> ⇒ Short radio interviews on talk-radio programmes ⇒ Host Press conferences to introduce Policy Champions ⇒ Use Policy Champions in a series of print advertisements and advertorials in newspapers and selected magazines suited to the messages ⇒ Initiate technical change agents strategy with a series of workshops for targeted individuals across the study sites ⇒ Create opportunities for dialogue between fisher folk and Technical Change Agents ⇒ Create opportunities for dialogue between fisher folk and Policy Champions <p>Continue with media campaign</p> <ul style="list-style-type: none"> • Initiate public dialogue and information campaign <ul style="list-style-type: none"> ⇒ Launch private-sector co-sponsored essay competition for schools in the study sites ⇒ Call Town Hall meetings with coastal communities • Dialogue with NGO and coastal CBOs • Dialogue with non-fishing coastal users |
| April 2008 | <ul style="list-style-type: none"> • Continue sharing info on CFP&R emphasising good governance • Continue implementing remainder of pre-CFF communications campaign |
| May 2008 | <ul style="list-style-type: none"> • Evaluate impact of communication on CFF proceedings and outputs |
| June 2008 | <ul style="list-style-type: none"> • Continue to monitor and evaluate impact of communication on CFF proceedings and outputs |

Notes

¹ The Cropper Foundation, Caribbean Sea Ecosystem Assessment: Executive Summary, (St Augustine: University of the West Indies, 2006) 3.

² Draft Report of the Fourth Session of the Scientific Advisory Group (Merida: Universidad Marista de Merida, 2007).

³ “Governing Fisheries as Complex Adaptive Systems,” CERMES Policy Perspectives 06 April 2006, 15 October 2007 <<http://cermes.cavehill.uwi.edu/PolicyPerspectives/CERMES%20Policy%20Perspective%2006%20Apr%2006.pdf>>.

⁴ Brian Davy and Yvan Breton, introduction, Coastal Management in the Wider Caribbean: Resilience, Adaptation, and Community Diversity, ed. Davy et al (Kingston: Ian Randle, 2006) 7.

⁵ “Subsidiarity principle” FAO Fisheries Department Glossary 15 October, 2007 <<http://www.fao.org/fi/glossary/default.asp>>

⁶ Proceedings of the 12th Session of the Western Central Atlantic Fishery Commission and 9th Session of the WECAFC Lesser Antilles Fishery Committee: Increasing the Contribution of Small Scale Fisheries to Poverty Alleviation and Food Security – An Introduction to FAO Technical Guidelines No. 10 (Port of Spain: WECAFC, 2005).