

“Institutional arrangements for Coastal Management in the Caribbean”.
(R8317)

FTR: Annex C
Final Report of Experiment 1:
Testing the uptake of policy messages at the national level

Alana Lum Lock
Caribbean Natural Resources Institute

September 2005

This document is an output from a project funded by the UK Department for International Development (DFID) for the benefit of developing countries. The views expressed are not necessarily those of DFID



TABLE OF CONTENTS

1.	Introduction	1
1.1	Background	1
1.2	Rationale	1
2.	Methods	2
2.1	Outline of activities	2
2.2	Baseline study	2
2.3	Workshop	2
2.4	Communication plan	2
3.	Results and discussion.....	2
3.1	Baseline analysis	2
3.2	National workshop.....	3
	3.2.1 Review and completion of baseline study	3
	3.2.2 Development of communication plan - Identification of specific targets, communication objectives, policy messages and pathways.....	4
	Table A KAP analysis of July workshop participants and non-participating target audiences for Experiment 1	4
	Table B Formal and informal mechanisms used by agencies to communicate with one another.....	6
3.3	Experiment workplan.....	7
3.4	Implementation of activities.....	7
	3.4.1 2-page briefing	7
	3.4.2 Flyers.....	7
	3.4.3 Brochures.....	7
	3.4.4 Diagram of public agencies involved in ICZM.....	7
	3.4.5 Breakfast meeting	8
	3.4.6 Private sector meeting	8
	3.4.7 Press meeting.....	8
	3.4.8 Field trip with CTOs.....	9
	3.4.9 PowerPoint presentation – field trip	9
	3.4.10 PowerPoint presentation – Coastal Livelihoods Seminar.....	10
	3.4.11 Second national workshop and survey of preferences	10
3.5	Monitoring and evaluation	10
4.	Main conclusions and recommendations	11
5.	References	13
	Appendices	15
Appendix I	Simplified diagram of relationship between agencies involved in CZM and policy formulation in Trinidad.....	15
Appendix II	Participants’ List for national workshop.....	16
Appendix III	Targets, messages and pathways relevant to policy uptake.....	18
Appendix IV	Ranking of policy messages.....	20
Appendix V	Form used to guide discussion on the selection of communication pathways.....	21
Appendix VI	Communication plan	22
Appendix VII	Workplan for activities January - September 2005.....	26
Appendix VIII	Evaluation matrix	27
Appendix IX	Diagram -Role of public sector agencies in coastal zone management – Trinidad and Tobago	34
Appendix X	Products from Suite 1	35
Appendix XI	List of participants on Toco field trip	36

R8317 FTR: Annex C: Experiment 1 Final Report

Citation

Lum Lock, A. 2005. Final Report of Experiment 1: Testing the uptake of policy messages at the national level. Report of the Regional Project on Institutional Arrangements for Coastal Management in the Caribbean (R8317). CANARI, Trinidad and Tobago. 38pp.

Disclaimer

This publication is an output from a project funded by the UK Department for International Development (DFID) for the benefit of developing countries. The views expressed in this report are not necessarily those of DFID.

1. Introduction

1.1 Background

Experiment 1: *Testing the uptake of policy messages at the national level* was one component of a research project entitled “*Institutional Arrangements for Coastal Management in the Caribbean*”. This project was funded by the UK Department for International Development (DFID) as part of the Land-Water Interface (LWI) component of its Natural Resources Systems Programme (NRSP) and was implemented by the Caribbean Natural Resources Institute (CANARI), Caribbean Conservation Association (CCA) and Marine Resources Assessment Group Limited of the UK (MRAG) from September 2003 to September 2005. The overall purpose of the project was to develop and promote institutional arrangements and policies for the implementation of integrated and equitable natural resource management in the coastal zone. The project’s focus was on the identification, testing and dissemination of the strategies that could best ensure that lessons, messages, methods and tools gained from previous NRSP-funded projects¹ would be communicated effectively. On the basis of recommendations made at an inception workshop held in November 2003 in Puerto Rico, four experiments were designed:

- An experiment to test uptake of policy messages at the national level.
- An experiment to test uptake or effectiveness of a tool or set of tools for use in training.
- An experiment to test uptake or effectiveness of a second tool or set of tools for management.
- An experiment to test uptake of a research agenda.

A draft communication strategy was also developed to guide the experiments in the selection and dissemination of the results and products coming out of past NRSP-funded research projects as well as from other research activities which focused on integrated and equitable coastal zone management in the Caribbean region in recent years.

The results and conclusions of the four experiments would inform the development of a final communication strategy intended to provide guidelines for the broader and ongoing dissemination of products and to serve as a comprehensive regional communications strategy in support of integrated and equitable coastal management.

Experiment 1, which was conducted between June 2005 and September 2005, was designed to identify and test the ways in which policy messages related to equitable and integrated natural resource management in the coastal zone could best be communicated to those who play a significant role in policy formulation and implementation at a national level in the Caribbean region.

1.2 Rationale

Effective implementation of integrated and equitable natural resource management in the coastal zone needs to be reflected in and supported by changes in national policy frameworks. Policy-makers and opinion leaders are in the best position to influence, effect and implement these changes, but must first be convinced of the need for them. Critical messages, which can be validated by the products of past research, must therefore find their way to these change agents, in addition to those who have a significant role in implementation at a local level.

Given the nature of this experiment, it was decided to focus on a single country. Trinidad was selected because CANARI is based there and the country’s policy and institutional framework for natural resource management in the coastal zone was deemed sufficient to facilitate dissemination of the messages and monitoring of uptake within the relatively short project timeframe. Tobago was excluded because its policy environment differed significantly from that of Trinidad.

¹ These projects carried out under what is referred to as ‘Suite 1’ were: *Institutional and technical options for improving coastal livelihoods* (implemented by the Caribbean Natural Resources Institute, reference: R7559); *Institutional arrangements for Caribbean Marine Protected Areas and opportunities for pro-poor management* (implemented by the Marine Resources Assessment Group, reference: R7976); and *Requirements for developing successful co-management* (implemented by the Caribbean Conservation Association, reference: R8134).

2. Methods

2.1 Outline of activities

The following activities were designed to frame and implement the experiment and synthesise the results:

- a. A baseline analysis of the policy framework in Trinidad
- b. A national workshop to define and launch the experiment
- c. Implementation of the experiment communication and monitoring activities
- d. Survey of preferences regarding communication media and pathways
- e. Second national workshop with a participatory analysis of policy change and uptake

2.2 Baseline study

The baseline study, which was completed in July 2004, provided an overview of the national policy, legislation and institutional framework that existed to support coastal zone management (CZM) in Trinidad. Research was also conducted into the communication practices among and within the public sector agencies identified as having a key role in CZM to determine what channels existed for information release and feedback that could be useful for the experiment.

Information for the study was obtained primarily through a desk review, with information on communication practices gained mainly through telephone discussions with government agency personnel who played a role in information dissemination or had knowledge of the communication practices within their organisation.

2.3 Workshop

The national workshop was held on 14 -15 July, 2004 to:

- i. present the experiment to national stakeholders
- ii. review and complete the baseline study
- iii. identify specific communication objectives, targets, products and pathways for the experiment communication plan
- iv. develop a monitoring framework and appropriate indicators of uptake
- v. develop a work plan for the implementation of the experiment.

Participants were selected with a view to having a complementary mix of agency representatives directly or indirectly involved in the policy recommendation or formulation process and persons who are involved in information release and communications. For the former group, invitations were sent to Heads of Divisions within key public agencies identified by the baseline study with a request that they designate an appropriate representative if they were unable to attend. For the latter group, invitations were sent to the communication officers specifically identified in the baseline study.

2.4 Communication plan

The inception project communication strategy identified a common pool of target audiences and resources from which participants at the national workshop selected the target audiences, messages and pathways relevant to Experiment 1. The communication plan, in conjunction with an experiment workplan, served as a blueprint for the experiment, mapping out and guiding all experiment activities including monitoring and evaluation

3. Results and discussion

3.1 Baseline analysis

Baseline research revealed that there is no CZM policy, single piece of legislation, single agency or Ministry with the responsibility for CZM in Trinidad. Instead, responsibility for the coastal zone is dispersed across a number of

agencies and Ministries and defined in a number of laws. A simplified diagram of the relationship between agencies involved in CZM and policy formulation in Trinidad was developed and appears in Appendix I.

The baseline research also revealed that there was no common system or pattern for the sharing or dissemination of information within or between the agencies examined. Information might be released via information centres or public relation departments, often in the form of press releases and newsletters which did not contain highly technical information. Efforts were made to post documents on respective Ministry websites, but it was not clear how regularly these websites were updated. Information was often directed to the Directors of Divisions, and in some cases the public. Often specific information would be requested by Division heads according to the nature of the project being carried out at that time.

The Institute of Marine Affairs (IMA), one of the most longstanding and proactive agencies with a distinct coastal and marine focus, was noted as having a very well-developed research and education programme devoted to public education on coastal and marine issues². It was felt that the Institute's experience in packaging, disseminating and obtaining feedback on information would be useful at the national workshop to assist in identifying the best ways of packaging and distributing policy messages to change agents. In fact, the expertise of the IMA was invaluable to the design and content of the policy briefing papers later developed as part of the experiment.

Despite the lack of a systematic information distribution system within other public sector agencies, it was felt that the research provided a valuable insight into the type and means of communication that existed and identified potential avenues for information release.

3.2 National workshop

During attempts to identify and solicit the appropriate workshop participants in advance of sending the invitations it became clear that:

- many public agencies involved in natural resource management were not clear on their agency's respective roles in CZM, often citing other agencies as being more suitable for attendance at the workshop.
- in many cases personnel were also unable to see the role of their agencies as relevant to integrated coastal zone management (ICZM).

This was not the case with very senior personnel or the Heads of Division, but with mainly officers at the junior technical level.

This lack of clarity as it was later discovered, could be attributed to (i) an inability to agree on a common definition of the coastal zone (ii) a lack of understanding of what ICZM means, and (iii) could be due in large part to the complex policy landscape which does not clearly define responsibilities among agencies

Consequently, some of the agencies identified as key agencies in the baseline study were not represented at the workshop. although it should be noted that the Minister of Public Utilities and Environment had also convened, at short notice, an event that coincided with the workshop which necessitated the attendance of Heads of Divisions. A final list of participants is attached at Appendix II.

3.2.1 Review and completion of baseline study

It was agreed that a definition of the coastal zone was necessary in order to confirm the agencies involved in CZM. While there was no consensus on a geographic definition, it was agreed that the zone should be an area in which human activity is interlinked with both the land and marine environment, which in small island states often means that the area extends throughout the entire island.

² This institute, formerly of the Ministry of Public Utilities and the Environment has been shifted as of July 2005 to the Ministry of Science, Technology and Tertiary Education and is unclear of its future focus and mandate.

For the purposes of the experiment, it was agreed that ICZM should be defined *as proactive and equitable CZM using a participatory approach that promotes wise use of the resources for the benefit of all stakeholders and is based on a coherent management structure with clearly delineated roles.*

ICZM was acknowledged as important to local and national development. In Trinidad, activities in the energy sector impact heavily on local and national development, so, the energy sector, both public and private, must feature in the complex network of agencies to appear in the revised baseline diagram. It was also suggested that the following agencies and committees be added to the diagram:

- Ministry of Agriculture, Land and Marine Resources’
 - State Lands Committee
- Regional Corporations
- Ministry of Works
- Ministry of Energy:
 - Energy Committee
 - Reclamation Committee
- Ministry of Tourism:
 - Tourism and Industrial Development Company (TIDCO)
- The University of the West Indies, St Augustine campus (UWI)

3.2.2 Development of communication plan - Identification of specific targets, communication objectives, policy messages and pathways

It was agreed that, before a communication plan could be developed, the target audiences’ level of understanding of CZM and ICZM should be explored. Table A provides summary information generated on the knowledge, awareness and practices (KAP) of workshop participants of ICZM. The KAP table was also informed by the pre-workshop discussions held with target audiences who did not participate. From the pattern revealed by the table it can be concluded that participants had a higher KAP on average than non-participants, as reflected by the latter’s ‘lack of interest in attendance. Participants who were Chief Technical Officers (CTOs) in public sector agencies, researchers and representatives of private corporations had the highest level of KAP.

Table A KAP analysis of July workshop participants and non-participating target audiences for Experiment 1

Target group		Knowledge	Awareness	Practices
Chief technical officers in public agencies	Participants:	<u>Medium - High</u> : Clear understanding of CZM and familiar with the discourse on integrated approaches	<u>High</u> : Aware of the agency's role in ICZM. Have not worked with a focus on livelihood or pro poor approaches	<u>Medium</u> : Efforts limited by public sector mandates. Need training in appropriate methods and tools
	Non-participants:	<u>Low - Medium</u> : In some cases familiar with the broad concepts and terminology of CZM	<u>Low - Medium</u> : Many agencies without a clear marine focus see CZM as marine affairs and therefore not as clear on the connection between CZM and the agency's responsibilities. Some agencies with a clear marine focus understand the connection	<u>Low – Medium</u> : Both categories of agency not proactive in involving themselves in new initiatives
Researchers who are	Participants:	<u>High</u> : Understanding of	<u>High</u> : Familiar with policy	<u>Medium</u> : Attempts made

Target group		Knowledge	Awareness	Practices
advocates of coastal zone policy and best practices		ICZM concepts and components. Have good ideas of strategies that should be employed to the Trinidad policy landscape	framework and policy gaps which exist. Open to new approaches. Feel strong need for sensitisation of overall concepts at Ministerial level first before introducing livelihood or pro poor aspects	to influence CZM policy through committee ³ set up for this function, but failed due to changes to political administrations which have stalled the Committee
Private Corporations	Participants:	<u>High:</u> Clear understanding of CZM and familiar with the discourse on integrated approaches	<u>High:</u> Aware of role in ICZM	<u>Medium – High:</u> Support ICZM initiatives where able, especially if affected by corporate projects.
Communication and information officers – public agencies	Participants:	<u>Medium – High:</u> understanding of CZM and familiar with the discourse on integrated approaches	<u>Medium - High:</u> Aware of agency role in ICZM, but limited scope for addressing issues within agency. Open to new initiatives	<u>Low - Medium:</u> Efforts in many instances limited to education and public awareness
	Non participants:	<u>Low:</u> Aware of discourse on integrated coastal zone management	<u>Low – Medium:</u> Function as information repositories	<u>Low:</u> Limited to acting as information repositories
Community-based Organisations and Non-governmental Organisations ⁴		<u>Medium:</u> Understanding of issues involving the coastal zone	<u>Medium:</u> Aware of and support the need for integrated management	<u>Low:</u> Very few resources to spearhead initiatives to address coastal management issues. Need training in appropriate methods and tools

The communication plan

An information table (Appendix III) was presented showing all target groups, policy messages and pathways relevant to the experiment as identified by the project inception workshop in November 2003. Given the short project timeframe⁵ and limited resources, the following criteria were applied in the selection:

Targets

From the range of targets identified for the experiment:

- Senior policy makers in the public sector, including ministers and their advisors
- Private corporations which contribute to and influence public policy formulation
- Senior technicians in agencies with the responsibility for the management of natural resources in the coastal zone
- Communication and media workers
- Community-based organisations (CBOs) and non-governmental organisations (NGOs) working within coastal communities
- General public, including users of natural resources in the coastal zone

focus should be placed on discrete targets or agents who would:

- be in the best position to make use of the messages in a short space of time;

³ West Coast Master Plan Committee (Ministry of Planning and Development)

⁴ Represented by persons who have worked with community-based organisations and non-governmental organisations.

⁵ The original project deadline was April 2005. This was later extended to September 2005.

- represent a small target group which would allow the uptake of messages to be easily managed and monitored
- be targeted using less cost intensive pathways

Objectives

The main objectives for each target group would be to:

- increase awareness of ICZM and of the target audiences’ role in ICZM;
- get buy-in to the messages;
- establish uptake through the transfer of messages to other target audiences and using additional pathways
 - advocate the involvement of all stakeholders, including local communities and the use of participatory approaches as opposed to consultative mechanisms.

Policy messages

It was agreed that the experiment should look beyond dissemination and uptake and include collaboration between and sensitisation of policy makers – a factor that significantly influenced the types of policy messages ultimately selected for dissemination.

A ranking activity led to the selection of five key messages (see Appendix IV for the form used which was modified at the workshop for the ranking exercise). While messages about the potential of co-management, participatory planning and poverty reduction were considered important, it was agreed that there could only be uptake of them if ICZM sensitisation has taken place first. It was felt that if messages on capacity-building and empowerment were promoted at this stage, it would raise the question of who would provide the resources to do so, a question which could not readily be answered.

Surprisingly, the need to include a livelihoods perspective in coastal resource management was selected for inclusion in the experiment, but the need for specific approaches and policies that focus on pro-poor agendas was not. Participants explained their perception of the distinction as follows:

A livelihoods perspective would be more likely to resonate with the intended audiences as it spoke to the:

- Use of resources for income by persons who live on the coast;
- Dependence on the resource and use, not necessarily always for income;
- Consideration of alternative options for people to sustain themselves

The pro-poor agenda would be covered under livelihoods but the terminology ‘pro poor’ might be unfamiliar or alienating to Caribbean audiences.

It was suggested that a further message be added to the list, the need for trade offs in CZM.

Pathways

The main considerations in the selection of the pathways were time, cost and effectiveness. Low cost, high impact pathways for each group were selected from the list of preferred pathways. A form (Appendix V) was used to guide to the discussion of preferred pathways.

Consideration was also given to the ways in which agencies communicated with each other. Those identified in the baseline study use a variety of formal and informal mechanisms to do so. These mechanisms are presented in table B and take into consideration the use of committees and social networking.

Table B Formal and informal mechanisms used by agencies to communicate with one another

Formal	Informal
National Committees	Networking among committee members
Standing Committees	Key social gatherings
Multi-agency Advisory Committees	
Communication Units/Information Centres	

The considerations outlined above resulted in a comprehensive communication plan for the experiment (Appendix VI). The plan also outlined some barriers to getting the messages across and existing opportunities to do so. The communication plan also included a monitoring and evaluation framework.

At the end of the workshop, participants acknowledged the exercise as a learning experience which had required them to think hard about the channels for effective communication of policy messages. They reiterated the need for buy-in to the messages by as many people as possible for the experiment to succeed and expressed their willingness to lend support in whatever personal and professional capacity they could.

3.3 Experiment workplan

Following the workshop, a report was prepared and circulated for comment and review to both participants and those who were unable to attend. The project leader then formulated the workplan attached at Appendix VII for implementation of experiment activities.

3.4 Implementation of activities

The implementation phase presented many challenges necessitating a constant shift of activities and resulting in the inability to carry out some of them before the project deadline. A brief report is given on each activity outlined by the workplan. Appendix VIII summarises the receptivity of audiences to the products; the effectiveness of the pathways in reaching these audiences; the efficiency of the product in conveying messages; evidence of uptake and impact and the lessons learnt as a result of the experiment. It should be noted that while the target audiences were given information on the project and its objectives, none of them were informed that they were part of an experiment.

3.4.1 2-page briefing

The original conception of a 4-page policy brief covering the five selected policy messages was subsequently changed to two 2-page policy briefs, one for target audiences with a lower level of KAP and one for those with a higher level of KAP. Feedback from the initial review process also highlighted the need for more graphics.

The briefs were produced and first distributed in hard copy to all participants as well as to the other previously identified public agencies, energy corporations, journalists, CTOs, CBOs and NGOs. They are also available in pdf format and will be uploaded to CANARI's website.

3.4.2 Flyers

Flyers were originally conceived for distribution to CBOs and NGOs for use in their own community campaigns. However, the simplified 2-page briefing paper was deemed to serve the same function. In addition, the field trip for the CTOs provided the opportunity to have a meeting with a coastal community group in Toco where both briefing papers were distributed.

3.4.3 Brochures

Similarly, the brochures intended for distribution to CBOs and NGOs were thought to be superfluous once the format of the briefing papers had been altered.

3.4.4 Diagram of public agencies involved in ICZM

This product was not part of the original communication plan. However, in view of the fact that several target audiences could not identify their role in ICZM, a diagram outlining the linkages between terrestrial and marine activities and key Ministries and the public agencies which fell within their portfolio was designed. The diagram is

attached at Appendix IX. It was used for the one-on-one meeting with the Minister highlighted in 3.4.5 below as well as in the presentation to the CTOs on the field trip.

3.4.5 Breakfast meeting

Government ministers

An initial approach to the Minister for Public Utilities and the Environment, who was already familiar with the work of CANARI, was selected as the most effective pathway for securing a breakfast meeting with 5 key government ministers. A one-on-one meeting was held in July 2005, at which the Minister was briefly presented with the key issues facing coastal resource management in Trinidad and Tobago in addition to the possible solutions to dealing with these issues through information dissemination. The Minister agreed to support a breakfast meeting with selected ministerial colleagues and offered to make the initial contacts herself. She advised that the meeting could only be held on specific days of the week and preferably while Parliament was prorogued. A date was agreed upon, but then cancelled as a result of ministerial commitments which came up at short notice. Ministers offered senior technical staff as replacements but a decision was taken to try to re-schedule. This has not proven possible within the project timeframe but both CANARI and the Minister continue to see this as a potential opportunity to influence national policy development.

Permanent Secretaries

Although initially identified as a target audience, government ministers were used as pathways to transfer messages to Permanent Secretaries (PSs). In Trinidad, the PS can play a pivotal role in information exchange, transfer and uptake within Ministries. However, the internal power struggles which sometimes exist in Ministries between the PS and their Minister led to the decision to approach Ministers first. Workshop participants had advised that if a PS is approached first to engage in an activity and does not buy into it, it may then become difficult to approach the Minister.

3.4.6 Private sector meeting

Energy (oil and gas) corporations were identified as having a significant influence on natural resource management and development policy in Trinidad. They also provide support to coastal community development initiatives in the North and East of Trinidad via their community outreach and corporate social responsibility programmes. It was therefore agreed to convene a meeting of various representatives in the Community Affairs and Health, Safety and Environment (HSE) Departments of the major energy corporations. The meeting would address the role that the oil and gas companies might play in the future both in terms of influencing policy (Experiment 1) and in furthering the research agenda (Experiment 4). A short PowerPoint presentation would focus on policy messages about the importance of a livelihoods perspective in coastal resource management and the need for capacity-building and empowerment within civil society. It was hoped that the companies which were not as involved in community-related activities would be encouraged to incorporate the broader livelihoods and poverty reduction linkages into their research and corporate social responsibility programmes.

One oil and gas company, BHP Billiton, agreed to act as a focal point for coordination of the meeting by assisting in logistical preparations including recruiting colleagues within the Community Affairs and HSE Departments. Numerous attempts to coordinate the meeting were made by the project leader, project manager and focal point, but were frustrated by the inability to set dates suitable to all. Both parties are still open to the possibility of such a meeting being convened since it will provide a great opportunity to influence private sector corporation policy with regard to coastal resource management.

3.4.7 Press meeting

It was agreed that journalists who write on natural resource conservation and development issues would be a good channel for effecting the transfer of project messages to the wider public, including specific target audiences identified by the experiment. Three independent journalists who write feature articles for national newspapers were identified, as well as staff members of the IMA who produced a weekly news column and radio feature on coastal and marine issues.

It was originally envisaged that a press briefing with all journalists would be held so that they could all be informed of the policy messages at the same time. However, given their demanding schedules and deadlines it was more convenient to have one-on-one meetings (of half an hour length) to discuss the messages and the project objectives for disseminating them. These meetings are also useful to provide clarifications and explanations of key terms which are not common to the journalists.

Of those identified, meetings were held with one of the journalists who later published a two-part article making reference to the policy messages. A meeting was scheduled three times with another journalist who due to travel demands could not meet before the end of the project period. A meeting was held with the IMA staff who felt that their articles already included many of the general ideas contained within the policy messages, but felt that value would be added if more coastal livelihoods issues were included. To this end they agreed to have an internal meeting to discuss the experiment messages. However, a Cabinet re-shuffle that resulted in the shift of the IMA from the Ministry of Public Utilities and the Environment to the Ministry of Science, Technology and Tertiary Education created a destabilising situation for the IMA which halted these efforts. The IMA has communicated to the project leader that they continue to be interested in collaborating on the dissemination of the information in the next cycle of their radio and news article series,

Journalists were all provided with a background to the project, the briefing papers, a list of the policy messages, and directed to the organisation's website to view or download the CANARI technical reports coming out of previous NRSP-funded research which supported the messages (Appendix X).

3.4.8 Field trip with CTOs

A one-day field trip was organized on 25 July, 2005 to the coastal community of Toco, North East Trinidad. In the light of earlier experience, invitations were sent for Heads of Division to nominate representatives which proved to be a successful strategy.

The two-hour journey to Toco offered an opportunity for participants to network and get to know each other which aided discussion of issues and exchange of ideas at the destination. Bringing multiple agencies together in an informal setting encouraged a rich exchange of ideas between CTOs and increased CANARI's understanding of how information transfer and changes within agencies are effected. A list of participants is attached at Appendix XI.

The field trip was organized to coincide with a community event surrounding the presentation of a community-driven water quality and reef monitoring project. It was felt that this was an opportune event that allowed CTOs to see the capacity and willingness of communities to engage in CZM projects of both national and local interest, and to provide tangible evidence of proactive community initiatives. For the community, having the CTOs be part of the meeting provided an opportunity to present their findings to a wider audience and increase community credibility, accountability and self esteem as well as gaining a better understanding of the challenges being faced by the agencies they represent. It also provided an opportunity to interact with a private sector oil company HSEC representative who was present as a funder of the community project.

3.4.9 PowerPoint presentation – field trip

A PowerPoint presentation was prepared entitled *The linkage between land-based activities, coastal resources management and coastal livelihoods, and the role of public agencies – Trinidad*. The presentation sought to:

- highlight the linkage between land-based activities and coastal resources management;
- highlight the linkage between coastal resource management and coastal livelihoods;
- identify the role of public agencies in these linkages.

The diagram illustrating the role of public agencies in coastal and marine activities was used during this presentation and was found to be useful for the group of CTOs, as well as the members of the community and private corporation representatives for defining appropriate and relevant roles.

A fruitful discussion ensued about the challenges to public agencies presented by dispersed legal authority and responsibilities in the coastal zone. A further discussion point was how to get ideas and issues dealt with expeditiously given the seeming low national priority given to coastal and marine issues.

CTOs were urged to share the materials with which they were provided with their colleagues and to make input at national and regional forums and in the various committees on which they sit. They were also invited to request additional materials from CANARI.

3.4.10 PowerPoint presentation – Coastal Livelihoods Seminar

On 29 July, 2005 a presentation was made at the regional seminar *Improving Coastal Livelihoods: lessons learned from experiences and priorities for research* in Soufriere, St. Lucia. The presentation entitled ***Influencing coastal zone management policy in Trinidad: challenges and opportunities*** outlined the challenges to and opportunities for influencing CZM policy in Trinidad based on the findings of Experiment 1. A paper based on this presentation is in preparation and will be circulated regionally. The findings of Experiment 1 are being used to help inform the research agenda being produced under Experiment 4.

3.4.11 Second national workshop and survey of preferences

The proposed second national workshop and survey of preferences was not held as it was deemed more useful and cost- and time- effective to follow-up with participants by telephone. The monitoring and evaluation activities had already been structured in such a way so as to solicit the feedback required on the usefulness of the products and suggestions for future activities in the same vein.

3.5 Monitoring and evaluation

Monitoring and evaluation activities for all target groups involved follow-up communication by telephone to assess interest in and value found in messages as evidenced by transfer or sharing of information with others and willingness to engage in follow-up action. Telephone feedback also allowed the solicitation of feedback. The communication plan at Appendix VI provides a detailed breakdown of monitoring and evaluation indicators for each target group). Requests for additional material and information from CANARI would also have been an indicator of interest.

The following are the summary results of monitoring and evaluation activities:

- There was no uptake of messages as evidenced by policy change whether at a national level or at the institutional level. However, the experiment was realistic in its expectations given the short timeframe and did not anticipate uptake at this level.
- Apart from journalists, no target group requested additional information or material from CANARI. Journalists, as their professions would demand require that all available information on the subject on which they were to elaborate be made available.
- No target group called for follow-up action, which is unsurprising given short space of time which has elapsed since the activities
- Audience receptivity to messages were indicated by:
 - (a) Avid interest from all audiences on receipt of CANARI materials and publications
 - (b) Ministerial willingness to meet to discuss CZM issues relevant to Trinidad, identify other potentially interested Ministers and accept the invitation to rally ministerial colleagues for a breakfast meeting.
 - (c) Willingness of journalists to meet with project leader and willingness to publish article based on messages
 - (d) Willingness of energy corporation representative to act as focal point coordinator of ICZM meeting
 - (e) Willingness of CTOs to attend field trip

(f) Avid interest and participation by CTOs in discussion on CZM during field trip

- The effectiveness of the products and pathways in reaching audiences was indicated by:
Feedback received from community participants on the presentation made:
 - (a) Ideas presented resonated with the community's own concerns, views and objectives. The presentation served to reinforce and further inform these views and objectives.
 - (b) The contents of the presentation were relayed in a simple, easy-to-grasp manner.*Feedback received from CTOs on the field trip and presentation made:*
 - (a) It was good to have such a rich discussion with CTOs from other agencies on the challenges to getting messages and ideas across to other technical staff or division heads or to taking initiatives which senior staff may not buy into.
 - (b) The information presented was done so in a fresh creative way that captured interest.
- No feedback from the public was received by environmental journalists
- Although products were well received, no significant transfer of information has yet been identified.
- Although many of the recipients of the briefs did not share them with colleagues they were read by them. Feedback indicates that a 2-page brief with good graphic design and layout is more effective than a 4-page, text intensive one.
- Building the field trip around a coastal community event was both cost effective and provided an opportunity to reach three target audiences simultaneously, which generated a particularly rich discussion.

4. Main conclusions and recommendations

1. A number of important factors need to be taken into consideration when communicating policy messages on CZM in Trinidad:
 - The institutional and policy structure in Trinidad is complex as it involves a number of environmental policies and ministries, public agencies and committees, with overlapping roles which means that it is difficult to determine which agency plays what role and hence to select appropriate target audiences.
 - There is a clear need for the dissemination and uptake of policy messages on ICZM in Trinidad particularly in the absence of a lead agency and/or a coherent policy framework for CZM, but there needs to be a sensitization process of some target audiences before more sophisticated messages can be disseminated. The concept of ICZM needs to be clearly communicated.
 - High levels of awareness and understanding of or interest in CZM issues should not be assumed to exist among key public agencies with seemingly obvious responsibility for CZM. Many of the staff in Ministries and public agencies do not recognise that they act in a CZM capacity, possibly because of narrow definitions of the coastal zone.

Within that context, the following conclusions can be drawn:

The multi-pronged approach identified by participants at the national workshop as necessary to effect change in policy formulation was ambitious given the timeframe and the challenge of identifying appropriate representatives. However, targeting diverse audiences provided useful information on how differing audiences respond to different products and pathways and how they interact with one another.

The biggest challenge to holding ministerial meetings is their tight schedules that significantly limit the amount of time available to present an issue. A very succinct form of presentation is required comprising a brief oral

presentation, a list of sources where facts may be obtained and illustrations and supporting diagrams. Also, planning for any event with government ministers requires an open time frame and a lot of planning and flexibility.

Intervention by a key minister also does not guarantee attendance by ministerial colleagues.

PowerPoint presentations combined with distributed printed materials are effective for stimulating discussion.

All the experiment products - briefs, PowerPoint presentations and diagram - were cost-effective and well received and understood by the primary target audiences. Buy-in to the messages appeared good as none were challenged or refuted during discussions. However, there was no evidence of transfer of information to secondary target audiences. Follow-up to field trips or discussions, including the dissemination of additional material might serve to better maintain the momentum and to act as a reminder and encouragement of internal sharing of information.

Further research is needed to assess whether products designed or packaged in more innovative or creative ways would stand out or serve as constant reminders, e.g. a poster, calendar or bookmark.

It might be useful to provide community organisations with specific suggestions as to how they could put the material or information received by them to use.

The pathways used by the experiment (breakfast meeting, private sector meeting, field trip and one-on-one Ministerial meeting) were appropriate methods of reaching the audiences to which they were targeted, as indicated by the willingness to participate in and assist in the coordination of these activities by representatives of the target audiences. Coordination of schedules is a barrier to organizing activities within a short time frame, especially for Ministers and senior members of staff in the government and private sectors. The pathways used also allow for immediate feedback from participants.

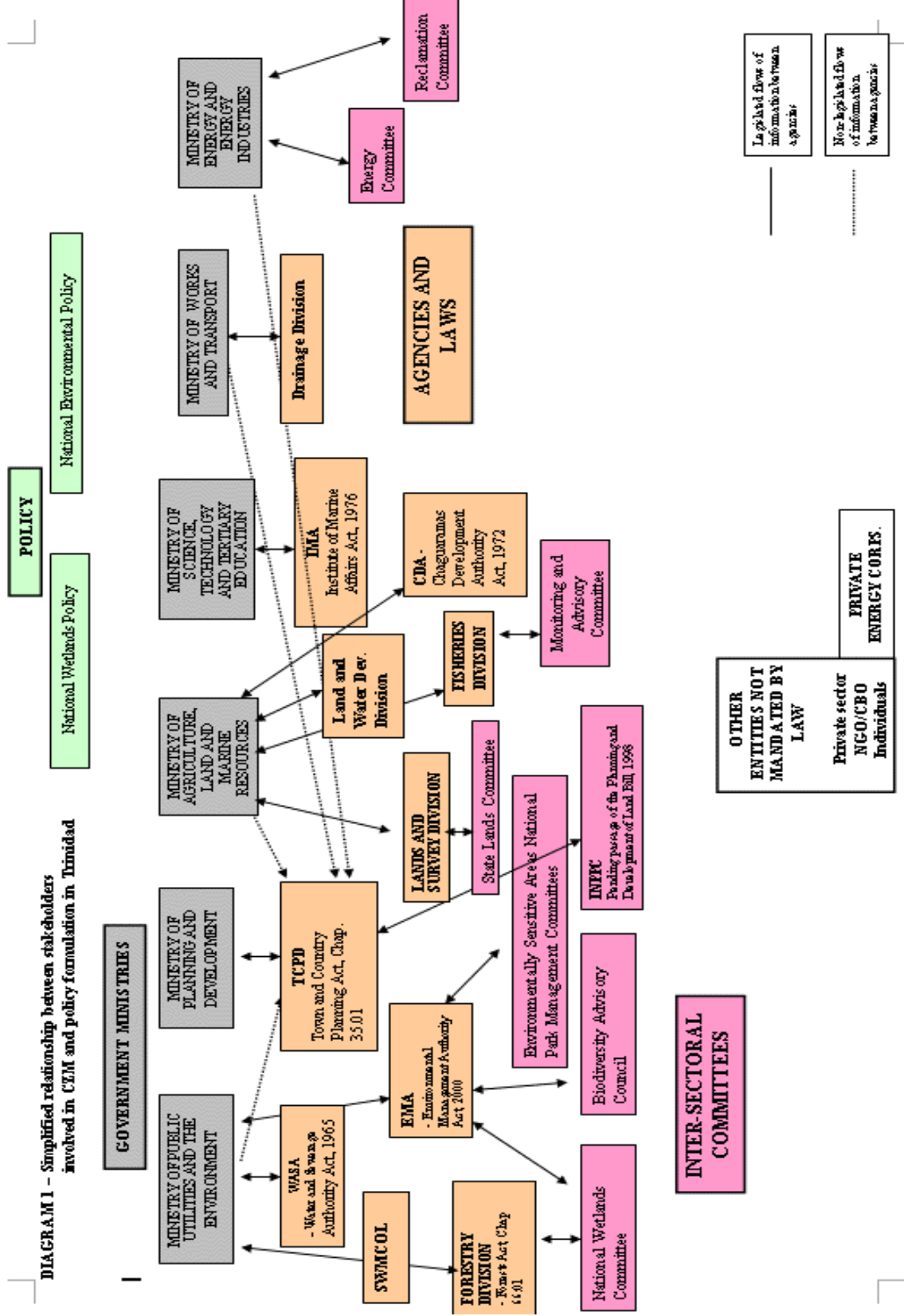
In the interests of the broader objectives of the project, CANARI intends to pursue the activities which could not be completed within the project time frame.

5. References

1. See Appendix X for documents from the original Suite 1 projects.
2. Caribbean Natural Resources Institute. 2004. Report on Communication Plan for Experiment 1: Integrated Coastal Zone Management: Testing the uptake of policy messages at the national level. July 2004. 21pp
3. Caribbean Natural Resources Institute. 2004. Communication Plan: Inception draft. Institutional Arrangements for Coastal Management in the Caribbean. 10pp.

Appendices

Appendix I Simplified diagram of relationship between agencies involved in CZM and policy formulation in Trinidad



Appendix II Participants' List for national workshop**Integrated Coastal Zone Management: Testing the uptake of policy messages at the national level**

July 14 -15, 2004

Fernandes Industrial Centre, Laventille

Trinidad

NAME	ORGANISATION/EXPERTISE	CONTACT INFORMATION
Newton Eristhee	Independent consultant - fisheries and coastal and marine	Parang Boulevard Santa Cruz Trinidad and Tobago Tel: 676 2271 / 747 0177 Eristh99@hotmail.com
Martin Ford	Public Relations Officer Head Office Ministry of Agriculture, Land and Marine Resources	St. Clair Circle St. Clair Tel: 622 9972 Martford2@hotmail.com
Allan Goodridge	Consultant and former head of the Socio-economic and Legal Department Institute of Marine Affairs	c/o The Cropper Foundation Building No. 7 Fernandes Industrial Centre Eastern Main Road Laventille Tel: 868 626 2628/2564 Fax: 868 625 2531 Jamesgoodridge501@hotmail.com agoodridge@cropperfoundation.org
Carol James	Development Consultant	4 Cocrico St. Samaan Gardens Trinicity Tel: 868 640 5941 Fax: 868 640 4945 ackjames@carib-link.net
Vijay Krishnarayan	Managing Partner Caribbean Natural Resources Institute	Administration Building Fernandes Industrial Centre Eastern Main Road Laventille Tel: 868 626 6062 Fax: 868 626 1788 vijay@trinidad.net
Alana Lum Lock	Programme Associate Caribbean Natural Resources Institute	Administration Building Fernandes Industrial Centre Eastern Main Road Laventille Tel: 868 626 6062 Fax: 868 626 1788 alana@canari.org
Sarah McIntosh	Associate Director Caribbean Natural Resources Institute	Administration Building Fernandes Industrial Centre Eastern Main Road Laventille Tel: 868 626 6062 Fax: 868 626 1788 sarah@canari.org
Asad Mohammed	Senior Lecturer Department of Surveying and Land Information	St. Augustine Tel: 662 2002 ext 2565

R8317 FTR: Annex C: Experiment 1 Final Report

NAME	ORGANISATION/EXPERTISE	CONTACT INFORMATION
	Faculty of Engineering The University of the West Indies	amohammed@eng.uwi.tt
David Neale	Hydrographic Surveyor Cane Associates Limited	6 Humphrey Street St. James Tel: 628 4302 Fax: 628 5017 dneal@trinidad.net
Misty Ram	Research Officer Representative of the National Wetlands Committee Wildlife Section Forestry Division Ministry of Public Utilities and Environment	Farm Road St. Joseph Tel: 662 5114 wildlife@trinidad.net
Dave Samayah	Forester I Wildlife Section Forestry Division Ministry of Public Utilities and Environment	Farm Road St. Joseph Tel: 662 5114 wildlife@trinidad.net
Donna Spencer	Chief Information Officer Institute of Marine Affairs	Hilltop Lane Chaguaramas Tel: 634 4291-4 Fax: 634 4433 dspencer@ima.gov.tt

Appendix III Targets, messages and pathways relevant to policy uptake

All relevant targets	Policy messages	Pathways relevant to each target (from Nov. 2003 workshop)	Preferred pathways (from July 2004 workshop)
Government Ministers in Ministries with responsibility for ICZM	<ul style="list-style-type: none"> The importance of coastal resources for development. The need to include a livelihoods perspective in coastal resource management. The relevance of coastal management to poverty reduction and social development agendas. 	Face to face meetings Small group meetings Written case studies	Permanent Secretaries ⁶ Communications Officers in Ministries Breakfast meeting Press meeting Briefings (communities and committees) Speeches for Ministers Seminars/workshops Technical meetings
Permanent Secretaries in Ministries with responsibility for ICZM	<ul style="list-style-type: none"> The need for specific approaches and policies that focus on this pro-poor agenda. 	Face to face meetings Small group meetings Written case studies	Not identified
Senior technicians within public agencies	<ul style="list-style-type: none"> The value and opportunities for management partnerships. The need for social and economic development actors to become more involved in coastal management and development. 	Face to face meetings Field visits Training workshops Written case studies Guidelines documents Books/scholarly papers Brochures Policy briefs	Field trips
Private corporations with environmental missions and visions	<ul style="list-style-type: none"> The potential social and economic benefits from protected areas, especially when established and managed in a participatory way. The potential of co-management, with a need to test and learn from field experience. The need for capacity building and empowerment within civil society. The value of and need for integrated coastal management. 	Field visits Training workshops Written case studies Guidelines documents Books/scholarly papers Brochures Policy briefs	Small group meeting with: American Chamber of Commerce/Trinidad and Tobago Chamber of Commerce Environmentally sensitive corporations which support our initiation Public Affairs Departments (corporate communications) Health, Safety and Environment Departments Employers' Consultative Association Brochures Personal contacts
Communication officers within ministries, and public agencies involved in the management of the coastal zone	<ul style="list-style-type: none"> The value of participatory planning, but need to remain conscious of requirements and conditions. The need for flexibility and 	Field visits Training workshops Written case studies Guidelines documents Books/scholarly papers Brochures Policy briefs	Not identified

⁶ In some cases, for this experiment, persons are identified as pathways. The policy framework for Trinidad suggests that some of the original targets would have to be used as pathways to assist in disseminating the messages to these specific agents.

R8317 FTR: Annex C: Experiment 1 Final Report

All relevant targets	Policy messages	Pathways relevant to each target (from Nov. 2003 workshop)	Preferred pathways (from July 2004 workshop)
Communication officers within private corporations	adaptive management.	Field visits Training workshops Written case studies Guidelines documents Books/scholarly papers Brochures Policy briefs	Not identified
CBOs/NGOs working within coastal communities		Informal face to face meetings Field visits Training workshops Written case studies	Exhibitions Brochures Briefs
Coastal communities		Informal face to face meetings Cultural media Exhibitions Visual presentations (including public access Television) Radio shows Press coverage	Popular theatre Competitions/events Community campaigns CBOs/NGOs Town Hall meetings Radio/ Television (Morning Edition) Flyers Intermediaries EIA consultations Extension officers
General public		Cultural media Exhibitions Visual presentations (including public access Television) Radio shows Press coverage	Newsletters Brochures Mass Media (Radio, Television, Press, Internet) Public meetings Schools Competitions/events Advertising Government Information Service

Appendix IV Ranking of policy messages

Testing the uptake of policy messages at the national level

Policy messages	Yes	No
X The importance of coastal resources for development.		
X The need to include a livelihoods perspective in coastal resource management.		
X The relevance of coastal management to poverty reduction and social development agendas.		
X The need for specific approaches and policies that focus on this pro-poor agenda.		
X The value and opportunities for management partnerships.		
X The need for social and economic development actors to become more involved in coastal management and development.		
X The potential social and economic benefits from protected areas, especially when established and managed in a participatory way.		
X The potential of co-management, with a need to test and learn from field experience.		
X The need for capacity building and empowerment within civil society.		
X The value of and need for integrated coastal management.		
X The value of participatory planning, but need to remain conscious of requirements and conditions.		
X The need for flexibility and adaptive management.		

Please review the policy messages below and indicate in the right hand columns if they fit into your or your organisation’s vision (whichever appropriate) of integrated and equitable coastal zone management. Please indicate that they do by ticking *Yes*, and that they do not by ticking *No*.

If you have indicated *No*, provide a brief explanation in the space below why this is so.

Appendix V Form used to guide discussion on the selection of communication pathways

Integrated Coastal Zone Management: Testing the uptake of policy messages at the national level

Confirmation of communication pathways

Resource managers and national public officials

1. How do you prefer to receive information about coastal management issues? Please rank the following communication methods in order of preference. Use a ranking from 1 to 5, with number 1 representing your most preferred method and number 5 the least preferred one. Leave blank those that do not apply.

	1	2	3	4	5
Informal face-to-face meeting					
Field Visits					
Staff exchanges					
Training workshop					
Cultural media (popular theater)					
Seminars and conferences					
Exhibitions					
Written case studies					
Guidelines docs					
Visual presentations					
Radio shows					
Newspapers					
Books/scholarly papers					
Brochures					
Policy briefs					
Educational materials					
Internet					

2. Is there any other method that you would like but we neglected to mention here?

Please list:

3. In your experience what is the most effective communication method to convey coastal zone management messages to the general public?

Appendix VI Communication plan

Target	Policy message	Objective	Pathway	Product	Partner	Monitoring and Evaluation (M&E) (Final M&E at second national workshop 2005)	Barriers to getting messages across	Opportunities
<p>Government Ministers:</p> <ul style="list-style-type: none"> ▪ PUE ▪ Energy ▪ Agriculture, Land and marine Resources ▪ Tourism ▪ Planning and Development 	<p>The value and need for integrated coastal management</p> <p>The importance of coastal resources for development</p> <p>The need to include a livelihoods perspective in coastal resource management</p> <p>The need for capacity-building and empowerment within civil society</p>	<p>Increase awareness of ICZM and role; getting buy-in to the messages; transfer of information</p>	<p>Breakfast meeting with 5 Ministers</p>	<p>Suite 1 case studies, 2-page briefing</p>		<p>1. Interest in and value found in messages indicated by:</p> <ul style="list-style-type: none"> a) attendance of invitees at meeting; b) request for additional information or materials from CANARI <p>2. Telephone communication 1, 3 and 5 months after breakfast meeting with Ministers to assess commitment to further action (e.g. follow-up meeting with CANARI or with Ministry personnel);</p> <p>3. Follow-up call to PSs 1.5, 3.5 and 5 months after breakfast meeting to determine if messages were relayed to PSs.</p>	<p>Culture of short-termism – lack of continuity, Lack of sensitisation of press and media</p>	<p>Rethinking Tourism Plan; Receptivity of Ministry of PUE; ESA Committees; Vision 20/20</p>

Target	Policy message	Objective	Pathway	Product	Partner	Monitoring and Evaluation (M&E) (Final M&E at second national workshop 2005)	Barriers to getting messages across	Opportunities
<p>PSs: Above Ministries</p>	<p>The need for social and economic development to become more involved in coastal management and development</p>	<p>Getting buy-in; effect transfer of information</p>	<p>Information relayed to PS by government ministers</p>	<p>Suite 1 case studies; 2-page briefing</p>		<p>1. Telephone communication with heads of Ministry divisions 2 and 4 months after breakfast meeting to determine if messages were communicated to divisions within Ministries by PSs; 2. If so, interest in and value found in messages indicated by: a) request for additional information or materials from CANARI b) telephone conversation to assess willingness to engage in follow-up action (e.g. include /use information in programmes and projects)</p>		
<p>Environmental Journalists</p>		<p>Effect transfer of information to wider audience</p>	<p>One-on-one press briefing with 2 or 3 environmental journalists</p>	<p>Suite 1 case studies; 2-page briefing</p>		<p>1. Follow-up call 1 and 2 months after press meeting to assess use of information in articles and columns; 2. If so, communication 1 month after use to assess any feedback received from target audience of article</p>		

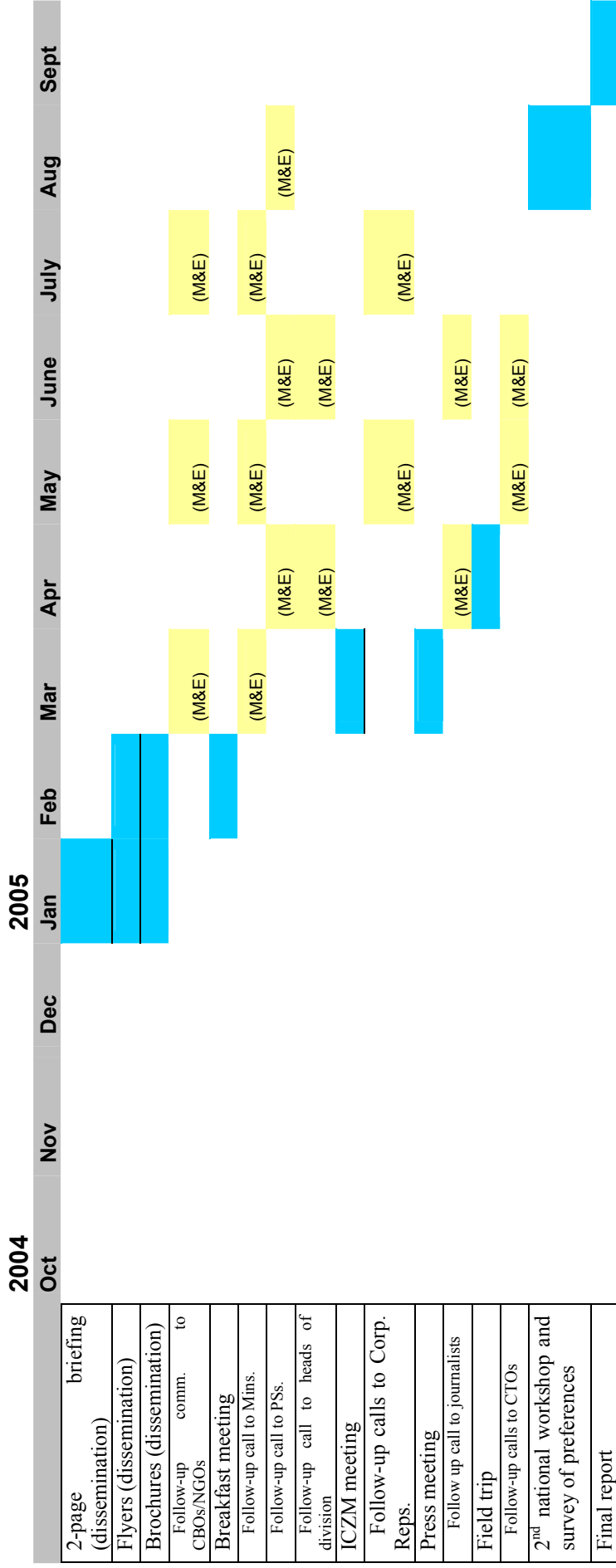
Target	Policy message	Objective	Pathway	Product	Partner	Monitoring and Evaluation (M&E) (Final M&E at second national workshop 2005)	Barriers to getting messages across	Opportunities
<p>Corporations:</p> <ul style="list-style-type: none"> ▪ BG ▪ BPTT ▪ BHP Billiton ▪ First Citizens' Bank (Env. programme) 		Increase awareness of role in ICZM; getting buy-in	ICZM meeting	Suite 1 case studies; 2-page briefing	BPTT, BG or BHP	<ol style="list-style-type: none"> 1. Willingness to participate in or host project activity; 2. Request for additional information or materials from CANARI 3. Follow-up communication to corporation representatives 2 and 4 months after meeting to assess commitment to follow-up action (e.g. follow-up meeting with other corporation personnel and inclusion of messages in corporation documents) 	NOSCP (Min. of Energy) no implementation or sufficient push to implement	Strategic Environmental Impact Assessments (1 for SE Mayaro and 1 for NE coast)
<p>CTOs:</p> <ul style="list-style-type: none"> ▪ EMA ▪ IMA ▪ TCPD ▪ WASA 		Increase awareness of ICZM and of role; getting buy-in	Field trip to coastal community	Suite 1 case studies; 2-page briefing	CBO rooted in coastal community - BEAT or NS	<ol style="list-style-type: none"> 1. Willingness to attend field trip; 2. Follow-up call 1 month after trip to assess willingness to participate in follow-up activities (including sponsorship of materials for CBOs); 3. Follow-up call 2 months after trip to enquiry after inclusion of policy messages in any disseminated publications or project activities; 4. Request for additional information or materials from CANARI 		

Target	Policy message	Objective	Pathway	Product	Partner	Monitoring and Evaluation (M&E) (Final M&E at second national workshop 2005)	Barriers to getting messages across	Opportunities
CBOs/NGOs		Increase awareness of ICZM and role; transfer of information to community	Flyers; brochures (to be used) in their own community campaigns	Flyers; brochures using information from Suite 1 case studies	NS or BEAT	1. Follow-up communication Mar, May and Jul to assess distribution and use of flyers and brochures in activities; 2. Request for additional information or materials from CANARI		Matura to Matelot Network; ESA Committees; CREP BEAT project

Acronyms exclusive to Table 3:

- BEAT - Blanchisseuse Environmental Art Trust
- BG - British Gas
- BPTT - British Petroleum Trinidad and Tobago
- CREP - Caribbean Regional Environmental Programme
- CTO - Chief Technical Officers
- EMA - Environmental Management Authority
- ESA - Environmentally Sensitive Area
- IMA - Institute of Marine Affairs
- NOSCP – National Oil Spill Contingency Plan
- NS – Nature Seekers
- PS - Permanent Secretary
- PUE - Public Utilities and Environment
- TCPD - Town and Country Planning Division
- WASA - Water and Sewerage Authority

Appendix VII Workplan for activities January - September 2005



Activity

M&E

Appendix VIII Evaluation matrix

Target Audience	Message/ Tool	Pathway	Product	Assessment			Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
				Receptivity of audience ⁷	Effectiveness of pathway in reaching audience ⁸	Efficiency of product in conveying messages ⁹		

⁷ Levels of acceptances to invitations, involvement in activity, and/or demand for product

⁸ Was the pathway easily accessible to the target audience? If not, what were the impediments to access? Was it accessed by others as well?

⁹ Was the cost of the preparing and delivering the product (in terms of time and money) commensurate with its effectiveness in reaching the intended audience and in delivering the selected messages and tools?

¹⁰ Based on evaluation methods indicated in experiment communication plan. Where evaluation activities have not yet been conducted, or are unable to gauge longer-term uptake and impact, specific examples may be useful.

¹¹ General assessment of future usefulness of product and pathway; examples of particularly positive or negative experiences (to be discussed in more detail at EOP workshop)

		Assessment						
Target Audience	Message/ Tool	Pathway	Product	Receptivity of audience⁷	Effectiveness of pathway in reaching audience⁸	Efficiency of product in conveying messages⁹	Evidence of uptake and impact¹⁰	Lessons and examples¹¹
Government Ministers	<p>The value and need for integrated coastal management</p> <p>The importance of coastal resources for development</p> <p>The need to include livelihoods perspective in coastal resource management</p> <p>The need for capacity-building and empowerment within civil society</p> <p>The need for social and economic development actors to become more involved in coastal management and development</p>	<ul style="list-style-type: none"> One-on-one meeting with key government Minister request assistance in rallying other ministerial colleagues for breakfast meeting. [held] Breakfast meeting with 4 government Ministers [postponed, being re-scheduled] Power point presentation 	<p>Suite case studies;</p> <p>Two 2-page briefings (Part I and Part II)</p> <p>Diagram prepared to illustrate role of Ministries and agencies in ICZM</p>	<p>Interest in and value found in messages as evidenced by:</p> <ul style="list-style-type: none"> Willingness of key government Minister to meet to discuss CZM issues relevant to Trinidad, identify other potentially interested Ministers and accept the invitation to rally ministerial colleagues for a breakfast meeting. 	<p>Breakfast meeting identified by Minister as most appropriate pathway for a Ministerial meeting of this kind.</p> <p>Challenges:</p> <ul style="list-style-type: none"> Limited time for presentation to Minister at one-on-one meeting which requires very concise oral presentation that does not allow for much detail. Lengthy waiting process while key Minister confers with ministerial colleagues on value of such a meeting and an appropriate date. Must wait until appropriate date identified by key Minister before invitations can be sent out by implementing agency to ministerial colleagues. Schedule of not even one Minister able to be coordinated, so meeting postponed. [To be re-scheduled pending possible dates suggested by each Minister.] 	<p>Effectiveness not yet determined, however time and cost for production of briefs was efficient, especially since they were preferred products for dissemination to 5 of the 6 audiences.</p>	<p>Not yet determined. Uptake to be assessed post-breakfast meeting and will be indicated by: Commitment to further action (e.g. follow-up meeting with CANARI or with Ministry personnel)</p>	<ul style="list-style-type: none"> 4-page briefs are considered too lengthy, 2-page briefs are ideal [advice given by communication professionals with experience in preparing briefs for policy-makers]. Graphics (pictures, illustrations, diagrams) in brief are necessary and useful, especially when time is limited and reference to graphics paint an effective picture. There is value in initially getting one key government Minister who in turn can either identify relevant colleagues or rally his/her Ministerial colleagues on your behalf. It is especially helpful if the Minister selected is either familiar with the project-implementing agency or may be from the environment Ministry. In the former case there is more faith and trust in the product being delivered and willingness for engagement. In the latter case, the messages would be most relevant to that Ministry and chances of attaining a meeting would be higher. For the government Ministers in the Trinidad context, there needs to be particular emphasis on messages that stress the importance of coastal resources for development and the need for social and economic development actors to become more involved in coastal management and development. It helps if these coastal resources in Trinidad are highlighted, and if they themselves are identified as the social and economic development actors so that they can clearly see a role for themselves in ICZM. Intervention by key Minister does not guarantee attendance by ministerial colleagues. While no Ministers were able to attend at the appointed time of the breakfast meeting, they were all willing to nominate a representative ranging from the Permanent Secretary to the Director of a key government agency within their Ministry. The

Target Audience	Message/ Tool	Pathway	Product	Assessment				Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
				Receptivity of audience ⁷	Effectiveness of pathway in reaching audience ⁸	Efficiency of product in conveying messages ⁹			
Permanent Secretaries (PSs)		Information relayed to PS government Minister	Suite 1 case studies; Two 2-page briefings (Part I and Part II)	To be determined post-breakfast meeting.	To be determined post-breakfast meeting.	To be determined post-breakfast meeting. No additional costs for production of briefs.	Not yet determined. Uptake to be assessed post-breakfast meeting and will be indicated by: Communication of messages to Heads of Divisions within Ministries by PSs; request for additional information or materials from CANARI; willingness to engage in follow-up action (e.g. use /include information in programmes and projects).	<ul style="list-style-type: none"> In Trinidad context PSs, as chief technical officers, can play a pivotal role in information exchange, transfer and uptake within Ministries. It is therefore essential that they get buy-in to the messages. Internal power struggles sometimes exist within Ministries between PSs and their Ministers. To avoid undesirable situations, it is best to approach Ministers directly and use them as pathways to PSs. If a PS is approached first to engage in an activity and does not buy into it, it then becomes difficult to approach the Minister. It is however acknowledged that a lack of buy-in for either audience could frustrate the ability to approach the other. A two-pronged approach may be considered, and could work to get messages across if the main objective is not to test the transfer of information from Minister to PS but to effect buy-in from both audiences. However again, a lack of buy-in from either audience could frustrate the ability to approach the other. 	


Target Audience		Message/ Tool	Pathway	Product	Assessment			Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
Environmental journalists			One-on-one press briefing with 2 or 3 environmental journalists	Suite case studies; Two 2-page briefings (Part I and Part II)	<p>Receptivity of audience⁷ Very open and receptive. Willing to attend meeting, avid interest in accessing documents which support messages. [meetings held with 2 of 3 journalists to date.]</p>	<p>Effectiveness of pathway in reaching audience⁸ One article published to date by independent journalist in national newspaper. Interest expressed by information unit in CZM agency in including messages in article published as part of weekly column, but to date has not materialised although regular articles usually include policy messages relevant to CZM. Weekly column has been on hiatus from mid-July to mid-Oct and there is definite interest in re-visiting CANARI messages in mid Oct for inclusion of direct messages. Interest expressed by independent journalist in meeting to discuss articles, but to date unable to meet due to schedule conflicts and travel itinerary.</p>	<p>Efficiency of product in conveying messages⁹ Briefs provide a very effective example of how messages can be framed. No additional costs for production of briefs.</p>	<p>Evidence of uptake and impact¹⁰ Publication of a two-part article by independent journalist with direct reference to CANARI and policy messages in part one. Articles published by CZM agency incorporate policy messages which in some way reflect CANARI's own messages. No feedback received from public to date.</p>	<p>Lessons and examples¹¹</p> <ul style="list-style-type: none"> ▪ All information to be used must be provided to journalist. ▪ A one-on-one meeting is useful to provide clarifications and explanation of key terms. Environmental journalists do not always use the same jargon as 'technocrats'. ▪ Journalists are often on strict deadlines and prefer to meet at their homes or offices to save time. ▪ The journalist must be allowed to maintain the integrity of his writing style. ▪ Journalists appreciate and ask for reliable background evidence for messages. ▪ In the case of the CZM agency which has been disseminating policy messages through journalism articles for quite a while, little distinction was seen by at least one member of the journalistic team between the agency's policy messages and those selected by CANARI under this experiment for dissemination.

Target Audience	Message/ Tool	Product	Assessment				Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
			Pathway	Receptivity of audience ⁷	Effectiveness of pathway in reaching audience ⁸	Efficiency of product in conveying messages ⁹		
Energy corporations	<ul style="list-style-type: none"> Formal communication to officer who will act as coordinator for colleagues in various Community Affairs and HSE departments within energy corporations [CZM meeting [pending]] 	<ul style="list-style-type: none"> Suite case studies; Two 2-page briefings (Part I and Part II) 	<ul style="list-style-type: none"> Favourable response from officer indicating interest in having meeting 1st week in October and assistance in coordinating colleagues 	<ul style="list-style-type: none"> To be determined post-meeting 	<ul style="list-style-type: none"> To be determined post-meeting. Uptake will be evidenced by: Request for additional information or materials from CANARI; commitment to follow-up action (e.g follow-up meeting with other corporation personnel and inclusion of messages in corporation documents). 	<ul style="list-style-type: none"> Energy corporations through their HSE departments champion many environmental initiatives (including CZM and community development initiatives) in Trinidad and are often the most proactive in terms of CZM, coastal community development and contingency efforts. This provides a significant opportunity to cultivate widespread consideration for and acceptance of new approaches to CZM if there is uptake. 		

Target Audience	Message/ Tool	Assessment				Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
	Pathway	Receptivity of audience ⁷	Effectiveness of pathway in reaching audience ⁸	Efficiency of product in conveying messages ⁹			
Chief technical officers	<ul style="list-style-type: none"> Field trip to coastal community (coincided with relevant community event – the presentation of a community-driven water quality and reef monitoring project) Power point presentation 	<p>Willingness to attend field trip although CANARI does not share a working relationship with many of these agencies.</p> <p>Avid interest and participation in discussion on trip.</p> <p>Appropriate officers nominated to attend in cases where invitee could not attend.</p> <p>Very keen to receive CANARI materials and publications distributed at the meeting site.</p>	<p>Bringing multiple agencies together at once in an informal setting encouraged a rich exchange of information among CTOs and increased CANARI's understanding of how information transfer and changes within agencies are effected.</p> <p>Information which CTOs may be familiar with, but presented in a fresh, creative way in Power point presentation, works to capture their interest and attention and provides a great opportunity to get direct, immediate feedback from participants.</p>	<p>Portable hard copy of diagram as a reference material was useful and very low cost.</p> <p>No additional costs for production of briefs.</p>	<p>No evidence of uptake and impact as yet (no inclusion of messages in any disseminated publications or project activities; no request for additional information or material from CANARI).</p> <p>4/9 CTOs could not be contacted for feedback due to various reasons ranging from personal leave to travel schedules.</p> <p>3/9 did not have the time to visit the materials which they took at the trip but plan to re-visit them after the phone call provided a reminder.</p> <ul style="list-style-type: none"> 1 water management agency intends to follow up on the water quality assessment study which was presented by a community group at the same event. 1/9 has passed on her material to the research unit in her agency for circulation. In at least this one instance, there was evidence that the officer did not see the information discussed on the trip in a holistic way, and found herself passing on the material to another unit as she felt her responsibilities did not lie on the north east coast where the event was held. 	<ul style="list-style-type: none"> When Directors are asked to nominate the most suitable candidate within their agencies for participation in the activity, the response is much faster. When officers are approached, they appeared to be less sure and more hesitant of their usefulness in the activity. When nomination is made through a Director, while we can judge the willingness of the directorship to lend itself to the activity, we cannot adequately assess the willingness of the officers. It was revealed through preliminary contact with officers that many of them do not identify a role for themselves and their agencies in ICZM although their agencies carried out work in the coastal zone and in some cases had legal jurisdiction for CZM. A baseline study would be useful to assess the audiences' level of interest in the thematic area. These audiences varied in their levels of awareness and understanding of or interest in CZM issues and their roles in ICZM. It was this which gave birth to the idea of preparing two parts to the brief. It also required that dissemination be limited to the five messages chosen as the overriding need in this instance was for sensitisation to the need for ICZM and in some cases the need to include a livelihoods perspective. If the audience is of mixed levels of awareness and understanding of CZM issues, separate briefs could be done with one part to target those who are less knowledgeable on the subject and then another part to target those who are more knowledgeable No assumptions should be made of high levels of awareness and understanding of or interest in CZM issues among key public agencies with responsibility for CZM. Journey to a destination allows 	

Target Audience	Message/ Tool	Pathway	Product	Assessment				Evidence of uptake and impact ¹⁰	Lessons and examples ¹¹
				Receptivity of audience ⁷	Effectiveness of pathway in reaching audience ⁸	Efficiency of product in conveying messages ⁹			
CBOs/NGOs		<ul style="list-style-type: none"> Site visit in coastal community (coincide with field trip with CTOs and a community event) Power point presentation 	<p>Information from Suite 1 case studies: Two 2-page briefings (Part I and Part II)</p>	<p>Very keen to receive CANARI materials and publications distributed at the meeting site.</p>	<p>Ideas were in keeping with community's own concerns, views and objectives. The presentation served to reinforce these views and objectives.</p> <p>Contents of presentation were relayed in a simple, easy-to-grasp way.</p>	<p>No additional costs for production of briefs or materials.</p> <p>Coinciding community event with field trip was cost effective.</p>	<p>There has been no clear evidence of uptake at this stage.</p>	<ul style="list-style-type: none"> Coinciding field trip with community event dictates that the presentation delivery must suit all audiences at that specific time. These audiences will have different levels of understanding and awareness of the same issues. This could present a challenge to engaging both groups. Bringing together both CTOs and community members allows both sets of audiences to be better aware of, and even get a better understanding of the pressures and efforts which each face. It may be necessary to suggest to communities the various ways in which material or information received by them could be put to use after receipt. 	

Appendix IX Diagram -Role of public sector agencies in coastal zone management – Trinidad and Tobago

<p>Factors which impact on the coastal zone</p>	<p>1. Sedimentation 2. Soil erosion</p>	<p>4. Use of agro-chemicals/ animal husbandry</p>	<p>5. Use of agro-chemicals/animal husbandry 6. Run off Sewage discharge Waste water discharge Solid waste disposal</p>	<p>6. Run off Sewage discharge Waste water discharge Solid waste disposal Unregulated Infrastructure 7. Waste water discharge Industrial effluent Removal of mangroves/land reclamation Coastal erosion</p>	<p>9. Overfishing 10. Raw sewage discharge Dredging 11. Oil spills</p>
<p>Common upstream and downstream activities</p>	<p>1. Quarrying 2. Deforestation</p>	<p>3. Rural settlements 4. Small-scale agriculture</p> <p style="text-align: center;">LAND</p>	<p>5. Large-scale agriculture 6. Urban settlements</p>	<p>6. Urban settlements 7. Industrial development 8. Coastal settlements</p>	<p>9. Fishing/Aquaculture 10. Ports/Marinas 11. Offshore oil/gas exploration</p> 
<p>Categories of key Stakeholders</p>	<p>1. Min. of Energy (Quarries and Mines) • Nat'l Quarries Co. Ltd.</p> <p>2. Min. of Public Utilities and the Env. (PUE) • Forestry Div. • Env. Mgt. Auth (EMA)</p>	<p>3. Min. of Agri. Land and Marine Resources (ALMR) • Lands and Surveys Div. • Rural Development Min. of Planning and Dev. • Town and Country Planning Div. (T&CPD)</p> <p>4. Min of ALMR (Rural development) (Food production)</p>	<p>5. Min. of ALMR (Food production)</p> <p>6. Min. of Planning and Dev • T&CPD Min. of PUE (Solid Waste) • T&T Solid Waste Mgt Co. Ltd • Water and Sewage Auth. (WASA) • EMA Min. of Tourism • Tourism and Ind. Dev. Co. (TIDCO)</p>	<p>6. Min. of Planning and Dev • T&CPD Min. of PUE • T&T Solid Waste Mgt Co. Ltd. • WASA • EMA Min. of Tourism • TIDCO</p> <p>7. Min. of Planning and Dev • Chaguaramas Dev. Auth. • T&CPD Min. of Works and Transp. (Shipping and harbours) Min. of Trade and Ind. • Point Lisas Ind. Port Dev. Min. of PUE • EMA Ministry of Science, Technology and Tertiary Education • Institute of Marine Affairs (IMA)</p> <p>8. Min. of Planning and Dev • T&CPD</p>	<p>9. Min. of ALMR • Fisheries Div Ministry of Science, Technology and Tertiary Education • IMA</p> <p>10. Min. of Trade and Ind. • Point Lisas Ind. Port Dev. Min. of Works and Transp. (Shipping and Harbours) Min. of Planning and Dev. Chaguaramas Dev. Auth. Ministry of Science, Technology and Tertiary Education • IMA</p> <p>11. Min. of Energy • PETROTRIN • National Gas Co. of T&T Ltd. Ministry of Science, Technology and Tertiary Education • IMA</p>

Appendix X Products from Suite 1

R7559: Institutional and technical options for improving coastal livelihoods (all CANARI Technical reports in this section used as reference for journalists available at www.canari.org/pdf_files.html.)

Clauzel, S. and G. Joyeux. 2001. Tourism in Laborie, St. Lucia: baseline study and identification of potential for development. CANARI Technical report no. 293:15 pp.

Hutchinson, G., S. George and C. James. 1990. A description of the reef fishery of Laborie. CANARI LWI Project Document No. 1 CANARI Technical Report No. 291:10 pp

Smith, A.H. and J. Gustave. 2001. A description of the harvest of wild seamoss in Laborie, St. Lucia. CANARI LWI Project Document No. 2 CANARI Technical Report No. 292:4 pp.

Smith, A.H. and S. Koester. 2001. A description of the sea urchin fishery in Laborie, St. Lucia. CANARI LWI Project Document No. 4 CANARI Technical Report No. 294:8 pp

Smith, A.H. and Y. Renard. 2002. Seaweed cultivation as a livelihood in Caribbean coastal communities. Paper presented at the ICRI Regional Workshop for the Tropical Americas: Improving Reef Conditions through strategic partnerships. Cancun, Mexico, June 2002. CANARI Communication No. 309:8 pp.

Reports from other Suite 1 projects:

R7976: Institutional arrangements for Caribbean Marine Protected Areas and opportunities for pro-poor management

Garaway, C. and Esteban, N. 2003. Increasing MPA effectiveness through working with local communities: Guidelines for the Caribbean. MRAG Ltd. 45pp.

R8134: requirements for developing successful co-management

McConney, P., R. Pomeroy and R. Mahon. 2003. Caribbean Coastal Co-management Guidelines Project: Guidelines for coastal resource co-management in the Caribbean: communicating the concepts and conditions that favour success. Caribbean Conservation Association, Barbados. 60 pp. [includes a slide presentation].

Pomeroy, R., P. McConney and R. Mahon. 2003. Caribbean Coastal Co-management Guidelines Project: Comparative analysis of coastal resource co-management in the Caribbean. Caribbean Conservation Association, Barbados. 34 pp.

McConney, P, R. Mahon and C. Parker. 2003. Caribbean Coastal Co-management Guidelines Project: Barbados case study: the sea egg fishery. Caribbean Conservation Association, Barbados. 75 pp.

McConney, P, R. Mahon and H. Oxenford. 2003. Caribbean Coastal Co-management Guidelines Project: Barbados case study: the fisheries advisory committee. Caribbean Conservation Association, Barbados. 81 pp.

McConney, P. 2003. Caribbean Coastal Co-management Guidelines Project: Grenada case study: the lobster fishery at Sauteurs. Caribbean Conservation Association, Barbados. 67 pp.

McConney, P. 2003. Caribbean Coastal Co-management Guidelines Project: Grenada case study: legislation of beach seine traditional rules at Gouyave. Caribbean Conservation Association, Barbados. 72 pp.

McConney, P., R. Mahon and R. Pomeroy. 2003. Caribbean Coastal Co-management Guidelines Project: Belize case study: fisheries advisory board in the context of integrated coastal management. Caribbean Conservation Association, Barbados. 73 pp.

Pomeroy, R. and T. Goetze. 2003. Caribbean Coastal Co-management Guidelines Project: Belize case study: marine protected areas co-managed by friends of nature. Caribbean Conservation Association. 73 pp.

Appendix XI List of participants on Toco field trip**Caribbean Natural Resources Institute (CANARI)**

Participants on
Field trip to Toco
25 July, 2005

The linkage between land-based activities, coastal resources management and coastal livelihoods, and the role of public agencies – Trinidad

Ministry	Director/Agency	Representative
Ministry of Public Utilities and the Environment	Water Resources Agency Farm Road St. Joseph	Nabilla Seepersad Hydrology Technician Tel 662 2302 Fax 645 4503 nabillapeters@hotmail.com pete1279@wasa.gov.tt
	North East Office Forestry Division Sangre Grande	David Singh Forester 1 Tel 668 3825 Fax 668 3825
	Solid Waste Management Company Limited 34 Independence Square Port of Spain	Myrna Douglas Environmental Project Officer Tel 625 6678 Fax 627 9256 mdouglas@swmcol.co.tt
	Environmental Management Authority 8 Elizabeth Street Port of Spain	Marissa Clarke-Marshall Environmental Assessment Unite Supervisor Tel 628 8042 Fax 628 9123 cclarke-marshall@ema.co.tt Xiomara Chin Regulatory Compliance Officer 2 Tel 628 8042 ext 292 Fax 628 9123 xchin@ema.co.tt
Ministry of Planning and Development	Town and Country Planning Division Eric Willimas Financial Complex Port of Spain	Candice Ramsaran Town Planner 1 Tel 627 9700 x 2142/1 Fax 625 8445 candice.ramsaran@pd.gov.tt
Ministry of Tourism	31-55 Frederick Street Port of Spain	Gail Henry Senior Tourism Advisor Tel 624 1403/ 625 0963 x 245 Fax 625 1825

Ministry	Director/Agency	Representative
		gnhenry03@hotmail.com
Ministry of Agriculture, Land and Marine Resources	Land and Water Development Division Corner Caroni North bank Road and Mausica Road Centeno	Ronald Bryce Hydrologist Tel 642 0363 Fax 646 2017 ronbry12@yahoo.com
Ministry of Science, Technology and Tertiary Education	Institute of Marine Affairs Hilltop Lane Chaguaramas	Rosemarie Lall Research Officer Tel 634 4291-4 x 153 Fax 634 4433 rlall@ima.gov.tt