

Developing the Communications Plan

A Report for the

DFID Fisheries Management Science Programme (FMSP)

Project No. R8467

**“Incorporating Common Pool Resource (CPR) Issues into
Fisheries Management Policy”**

31 July 2005

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1. INTRODUCTION AND OBJECTIVES

The aim of the DFID/FMSP Project No. R.8467 entitled 'Incorporating Common Pool Resources (CPR) Issues into Fisheries Management Policy' is to synthesize information on fisheries within the context of CPR issues, including access rights and livelihood importance for poor fishers, drawing upon existing FMSP materials, in particular, and to communicate the findings to fisheries and other stakeholders, especially policy-makers. The main source of information will be DFID/FMSP project clusters 2 and 7.

The project is scheduled to operate from April to October 2005, and the principal output will be a set of four 'Policy Briefs' which will be developed using a synthesis of FMSP projects in Clusters 2 and 7 as a starting point.

A preliminary (draft) Communication Strategy (CS) was developed for the project at the project proposal stage (March 2005) and this is shown in Appendix 1 below. During the initial months of the projects, this preliminary CS has been reviewed and further developed.

The objective of the current report is to consider the steps which have been taken to develop the preliminary (draft) CS and to present a finalised version of the CS which incorporates the advice and recommendations received from various sources at each step.

2. APPROACH AND METHODOLOGY

There were three steps taken to review and develop the preliminary (draft) CS as follows:

- first, the comments of a set of anonymous reviewers at the project approval stage were considered;
- second, advice was requested from Communications Experts from IMA Ltd, with particular reference to the development and design of policy briefs;
- third, the advice and recommendations of the FMSP project leaders (clusters 2 and 7) was requested (as shown in Appendix 2);
- The findings of the three steps (above) were synthesized and used to produce a finalised project CS (Appendix 3 below).

3. KEY FINDINGS

The key findings from each of the five steps which reviewed the preliminary (draft) CS are presented in this section.

- **first, the main comments from anonymous reviewers can be summarised as follows:**
- the communications plan indicates that the websites and policy briefs are the chief communications channels media; the communications are not too complex and this is appropriate;
- it is also appropriate to inform stakeholders that new material is available through targeted e-mailing and through network such as NACA and Stream;
- policy briefs are appropriate for policy-makers, but insufficient for other stakeholders, and promotion of the main synthesis report should be considered, for example through articles in newsletters;
- DFID regional offices are an important stakeholder and should be listed separately in the communications matrix;
- it might also be advisable to promote the findings more widely than fisheries targets (set in the wider CPR context);
- it would be useful to identify and address specific target CS in the communications matrix;
- activities should be included for monitoring progress on communicating with the identified stakeholders;
- the current groups of stakeholders is very broad and the project may want to prioritise stakeholders by selecting geographic areas or narrowing down the groups to be communicated with;
- the project could aim to publish the briefs on a variety of web-pages including those beyond the fisheries sector (e.g. Eldis, SL Connect, Forestry Co-management);
- it would also assist dissemination of the briefs if they were presented to organisations at the draft stage for comment;

- **second, the advice of the communications experts at IMA Ltd on the development of policy briefs included:**
- the policy brief should be directed at a single well-identified category of research client (policy briefs containing recommendations directed at several clients, are less likely to induce the desired response from any one client);
- the policy brief should consist of the following three sections with a clear, logical connection between them, as follows:
 - (i) statement of the problem: one to two sentences; explain why the policy brief has been written;
 - (ii) the research results: this should not include details of research activities;
 - (iii) the developmental implications: which need to be taken up by development agencies, policy developers and decision-makers; the policy brief must make clear which institution should take what action; recommendations must include specific, realistic actions that decision-makers and policy developers can take; the policy implications should be laid out as specifically as possible for those who need to take the relevant decisions;
- the actual design of the policy brief (paper colour, no. pages, logos, contact points) can be modelled on existing designs available through DFID etc;
- Tips for success include:
 - use appropriate language for your target audiences;
 - give full references of any research or information quoted;
 - be brief, concise and to the point;
 - ask others for ideas before writing and consult the appropriate people;
 - everyone in the project needs to understand the position the project is taking;

- separate fact from opinion; do not include irrelevant information;
- do not use abbreviations unless necessary;
- **third, the advice and recommendations from FMSP project leaders included (in no particular order):**
- Comments on the preliminary communications (draft) strategy:
- overall strategy appears sound, although other products may be needed to reach communication targets (e.g. Newsletter articles);
- the draft report should be used as a basis for communication, rather than as a product itself;
- it will be necessary to define more clearly the target audience and their particular needs; actions can then be prioritized;
- there is currently a wide range of stakeholders from National to International levels – who is the most important target group – will the policy briefs and project report need to be modified for different audiences?
- Comments on choice of communication stakeholders:
- agreed that policy-makers and decision-makers are the priority – but is that group heterogeneous?
- communications stakeholders identified seem appropriate; perhaps DFID would also be an important stakeholder;
- Communication of project results – past experience?
- Workshops, publications and face-to-face meetings, plus FMSP website;
- lessons learned: passive communications works for interested parties such as academics;
- active communication through workshops generated interest – unsure about subsequent uptake;
- possibility of developing one central product and then raising awareness and increasing accessibility of this to a wide range of stakeholders is an option that can work;
- Role of and experience of policy briefs?
- Policy briefs will work for higher level stakeholders, but at a ground level may not have the desired impact (of passing on key messages from FMSP findings); what is needed is a more practical guide to help national level stakeholders (e.g. Checklists with simple messages and case-studies?);
- policy briefs are fine but usually if they highlight not only the issues but also provide a pointer towards additional information that the reader can then use; on their own not particularly substantial; email is useful way of distributing; possibility that they will not be printed out or read; e-mail less expensive than printing;
- Other comments?
- A certain general audience can be reached via websites/printed materials (passive communication); for a defined priority audience a more active approach is needed;
- for monitoring and evaluation of CS consider the use of distribution lists, records of responses to communications and KAP surveys;
- there is a need to ensure that the synthesis report adequately reflects the detailed findings of the projects which make up FMSP Clusters 2 and 7 – it is a good idea to circulate the synthesis report, and subsequently the 'policy briefs' to all FMSP project leaders for checking and comments;
- with regards to the four specific policy briefs, some projects leaders have highlighted where their projects can contribute in particular areas (e.g. Importance of fisheries for the poor; nature of formal and informal rules);

4. SUMMARY AND RECOMMENDATIONS FOR FINALISING THE PROJECT COMMUNICATIONS PLAN

The findings of the three steps undertaken in developing the project communication plan (above) are summarised below and provide a clear set of guidelines for finalising the plan.

(i) Communications stakeholders:

- policy-makers and decision-makers are the main target;
- at the national level, this will include Directors/Heads of:
 - Department of Fisheries;
 - Department of the Environment;
 - Department of Agriculture;
 - Department of Water;
 - Department of Planning;
 - Department of Finance;
- In addition, advisers and sources of information at the national level and used by the decision-makers will also be targeted including:
 - National Fisheries Research Organisations;
 - National Environment and Agriculture and Water Research Organisations;
 - NGO fisheries, environmental and agriculture organisations;

- At the international level, this will include:
 - Policy and decision-makers at regional and international levels (international organisations);
 - Donor organisations (representatives at national and international levels);
 - In addition, advisers and sources of information at the international level and used by international decision-makers will also be targeted including:
 - Researchers and policy advisers working on fisheries and other CPRs within international organisations and key regional and other country organisations;

(ii) Research product / message to be communicated:

- the main research products will be a synthesis report and a set of four policy briefs (or key sheets) derived from this report;
- while the synthesis report will contain a detailed overview of the FMSP findings on CPR management, the policy briefs will be designed to have a wide-spread appeal, and to alert and build awareness of the main findings of the FMSP, and the possibilities for using them in policy development;
- the policy briefs will be designed and written using 'best practice' guidelines for these types of communication products;
- the four areas where the findings of the FMSP projects clusters 2 and 7 can make an important contribution are:
 - the importance of CPR (fisheries) for livelihoods;
 - factors which affect CPR (fisheries) management;
 - approaches for improving CPR (fisheries) management;
 - future research priorities for CPR (fisheries) management;

(iii) Communication channels and media

- the approach will consist of three elements:
 - First, establishment of knowledge products:
 - a synthesis report summarising the main findings of the FMSP (clusters 2 and 7) will be prepared;

- a set of four policy briefs based on the synthesis report will be prepared and finalised;
 - synthesis report and policy briefs will be distributed to FMSP project leaders for comment and then finalised;
 - knowledge products placed on two websites: FMSP and OneFish;
 - Second, general promotion of knowledge products:
 - the existence and availability of the knowledge products (above) will be advertised initially through articles in newsletters and journals (e.g. Common Property Digest, Marine Policy, Naga and SFLP newsletter);
 - in addition, a 'flyer' about the project and the knowledge products will be distributed through e-mails to a number of international information networks (e.g. OneFish, IIFET, NACA, Stream, LVFO network, SFLP network, SADC network etc);
 - Third, specific promotion of knowledge products:
 - the existence and availability of the knowledge products (above) will also be promoted through targeted e-mails to the national policy-makers and their advisers (above, first) in at least 20 countries where fisheries are important for livelihoods, nutrition and poverty reduction, including:
 - Africa: Senegal, Ghana, Chad, Uganda, Tanzania, Kenya, Malawi, Seychelles (see list of organisations in Appendix 4);
 - Asia: India, Bangladesh, Thailand, Cambodia, Laos, Vietnam, Indonesia;
 - Pacific and Caribbean: Fisheries Forum Nations (Fiji, Tonga); Caricom Nations;
 - South America: Brazil, Bolivia and Mexico,
 - In each case, an initial e-mail will have a 'project flyer' attached; and a follow-up e-mail will have a copy of each policy brief; which will also be sent as printed copies;
- (iv) Approach to monitor and evaluate the implementation of the communications plan:

Finally, the consultation with the FMSP project leaders provided general advice on the monitoring and evaluation of the communications plan. It was recommended that the PL should keep detailed records of any responses from the target communications stakeholders. In addition records should be kept of web-based products accessed and downloaded. Finally, the adoption and impact of the project (and primarily the impact of its knowledge products) will have to be assessed in the future by appropriate regional offices (e.g. DFID regional offices) and this will be raised with the offices in question as part of the current project.

APPENDIX 1

MARINE RESOURCES ASSESSMENT GROUP

FMSP Project Communications Report and Communications Matrix:

Project: Incorporating CPR Issues into Fisheries Management Policy

Applicant: Dr. Arthur E. Neiland, IDDRA Ltd

Date: 20 December 2005

1. Communication objectives and background information

The aim of the project's CP in relation to the project purpose is to provide information and knowledge about Common Pool Resource (CPR) management and issues which will (i) enable policy-makers to identify the opportunities and constraints which they face in attempting to improve fisheries policy development and the design and implementation of fisheries management systems (during the life of the project); and (ii) assist policy-makers in improving fisheries policy and management systems into the future (after the project has finished).

2. Research product(s) / messages to be communicated

The project will design and develop a series of policy briefs on 'Incorporating CPR Issues into Fisheries Management Policy'. The policy briefs will be based on a synthesis of the findings of a series of recently completed FMSP research projects from different parts of the world. The policy briefs will focus on four main issues:

- the importance of the relationship between CPR management and livelihoods and poverty reduction;
- the identification of key factors which affect the performance of CPR sectors, especially fisheries;
- the opportunities for improving CPR (fisheries) management by addressing the key factors (above);
- the identification of future research priorities, as means to further understand and improve CPR management;

3. Communication stakeholders

The communication stakeholders for the project have been identified in broad terms. At national level, the main stakeholders (the most influential) are the government policy-makers. Other important stakeholders are the government fisheries managers, government research agencies, and also NGO fisheries management and extension staff. At international level, the main stakeholders are policy makers, the donor community, and researchers.

While at this pre-project stage, the national policy-makers have been nominated as the priority communication stakeholders, since they are most influential in fisheries policy design and management in the target countries for the project, the project will, once it has commenced, undertake a more detailed communication stakeholder analysis to check this prioritisation. The services of

communications expert will be commissioned by the project to assist with this process.

4. Specific communication objectives

The project will make available important and new information and knowledge on the management of CPR, with particular reference to fisheries. In particular, the project will communicate information which, if used appropriately, could lead to a change in the way in which fisheries policy is developed and fisheries management systems are designed and implemented in many countries, particularly where fisheries have an important role in sustainable livelihoods and poverty reduction. The immediate outcome of communicating this information is likely to be a re-consideration of the conceptualisation of fisheries management, leading to a broadening of approach. Many fisheries authorities still focus on biological and production objectives, the new knowledge products will call for a greater consideration and inclusion of other issues and new perspectives e.g. economic and social objectives, rights-based approaches to management and the role of institutional development.

5. Communication channels and media for communication

For the primary communication stakeholders (national policy-makers), the main communication channels and media will be the use of specific 'policy briefs', available in electronic form through international websites (e.g. www.onefish.org). In addition, where certain countries have limited internet access, printed versions of the policy briefs will also be made available. The development, availability and value of the 'policy briefs' will be promoted to the stakeholders via targeted e-mails, one-to-one meetings (where appropriate) and by general promotion through newsletters of different forms and distribution.

The communication materials (policy briefs) will be produced by the PL. Consultation with the project leaders of past FMSP projects and their collaborators will ensure that the policy briefs are useful, usable and accessible. This will also be checked by the communications adviser to the project.

Once the project commences, if it is found that the range of communication stakeholders needs to be broadened, and that this also requires further consideration of the types of communication channels and media, then the project activities will be modified and adapted appropriately within the constraints of the time/budget.

6. Monitoring and evaluation

The **uptake** of the research products will be monitored through direct contact with the FMSP overseas collaborators (have their policy-makers accessed and used the products?), through access counts for web-based products (assuming policy-makers are the main clients), and through reports from target institutions (although given the short duration of the project this might not be feasible).

The extent of **adoption** of the research messages from the policy briefs will almost certainly be revealing at a later date e.g. through the development and implementation of new policy documents. Similarly, the development **impact** of the project is likely to occur beyond the life of the project. It is proposed therefore that the impact assessment of the project should be incorporated within the impact assessment activities undertaken by DFID regional offices. The appropriateness of this proposal will need to be discussed with the regional offices concerned once the project has commenced. It might also be feasible for a future DFID- FMSP to assess the impact of the current project, since it draws upon a range of other important projects funded by DFID over the past 10 years. The current project will also assemble information relevant to the 'Impact Assessment Questionnaire' throughout its life, and particularly during the communications strategy component.

Communications Matrix: Incorporating CPR Issues into Fisheries Management Policy

Communication stakeholders	Research Product / message to be communicated	Current knowledge, attitude, practice of stakeholders	Communication objectives: Desired outcome of communication / promotion	Communication channels and media in which research product will be communicated	Approach to monitor and evaluate implementation of communications plan
<p>Initial stakeholders identified from FMSP project reports; possible modifications with further development of communications strategy in project (in consultation with FMSP staff, DFID regional offices etc)</p> <p>National level:</p> <p>(H) DOF fisheries management and extension staff; (I) NGO Fisheries Management and extension staff; National Fisheries Research Agencies; (G) National Policy-makers</p>	<p>(i) the importance of CPR (fisheries) for livelihoods; (ii) Factors which affect CPR (fisheries) management; (iii) Approaches for improving CPR (fisheries) management; (iv) Future research priorities for CPR (fisheries) management</p>	<p>Knowledge of CPR issues and CPR (fisheries) management is increasing, but understanding can greatly benefit from further attention to empirical results of research such as the FMSP. Many stakeholders are still operating within outdated management frameworks which focus on productionist and technology-based solutions to poverty eradication in rural areas.</p>	<p>To generate greater awareness of the possibilities for improved CPR (fisheries) management using the FMSP research findings; to greater awareness of alternative fisheries management paradigms and the possibilities which these open-up for poverty eradication.</p>	<p>The main entry-point to the large volume of research findings generated by the FMSP over the past 12 years, with reference to CPR management, will be a series of policy briefs (to be developed in this current project), made available through international web-sites and also in printed copy forms.</p> <p>Note: other channels and media will be researched early-on, and this component of the project may be modified to match stakeholders with information types/forms;</p>	<p>Monitoring points: <u>Uptake:</u> Current project: (i) Project milestones (ii) Access counts to web-based products (iii) Reports of target institutions (possibly);</p> <p><u>Adoption/impact:</u> (iv) future assessments to be recommended to appropriate offices (e.g. DFID regional offices or CGIAR centres); (v) use of DFID impact assessment 'Working towards impact assessment' (process documentation)</p>
<p>International Level: (A) Donor community; (C) Strategic researchers in IARCs; (D) Applied researchers in IARCs; (B) Strategic researchers in Developed Countries (G) Int Policy makers</p>	<p>As above</p>	<p>Fisheries tend to overshadowed by other CPRs and agriculture within rural economy; undervalued by policy-makers;</p>	<p>To increase understanding and importance of fisheries relative to other CPRs (forests, water and rangeland), particularly for the poor;</p>	<p>As above</p>	<p>As above</p>

APPENDIX 2

Survey of FMSP Project Leaders – documentation distributed

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20th June 2005

Dear FMSP Project Leaders and Collaborators,

DFID/FMSP Project No: R8467

Title: Incorporating Common Pool Resource (CPR) Issues into Fisheries Management Policy (April – October 2005)

I would like to introduce the above (new) project to you and also request your cooperation.

The aim of the project is to synthesise information on fisheries within the context of CPR issues, including access rights and livelihood importance for poor fishers, drawing upon existing FMSP materials, in particular, and to communicate the findings to fisheries and other stakeholders, especially policy-makers.

The main source of information will be DFID/FMSP project clusters 2 and 7, and including projects which you have led and/or been involved in.

The key project milestones and outputs are summarised in Table 1 below.

The first output – a draft report on 'Incorporating CPR Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice' – has now been completed and is attached (CPR No.2). **I would welcome your comments and suggestions regarding this report by 24th July 2005 if possible.**

You will also note that the major output of the project will be a set of four 'Policy Briefs', which will be developed using the synthesis of the FMSP projects (above) as a starting point. An example of the type of policy brief which is envisaged is shown in a second attachment (CPR No. 3). In addition, I have attached the preliminary project 'Communication Strategy' for your information (CPR No. 4).

Over the past few weeks, I have been discussing the options for the further development of this strategy, and in particular, the design of the policy briefs with experts at IMA International (J. McMartin and colleagues). I would also like to have your views and opinions within the context provided by the results of the project synthesis report (above).

In order to do this, please find attached a brief 2-page questionnaire (CPR No. 5) for you to complete, also by the 20th July 2005 if possible.

Please feel free to share all of this information with your project counterparts overseas as appropriate. The more comments and views which can be incorporated into the policy brief design process the better as far as I am concerned.

As the project progresses, I would also like to share the other outputs with you, between now and October 2005, and to request your comments and views. An honorarium of £200 per person is available for this activity (invoice details to follow later once you have confirmed your acceptance of this offer).

Finally, I would like to thank you in advance for your cooperation, and I look forward to your response. If you have any questions about any of the above, please do not hesitate to contact me.

Best wishes for now

Arthur Neiland
 Leader, FMSP Project No. R8467

Attachments:

1. CPR No.1: Covering letter
2. CPR No.2. Draft Report 'Incorporating CPR Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice';
3. CPR No.3. Example Policy Brief;
4. CPR No.4. Preliminary Project Communication Strategy;
5. CPR No.5. Questionnaire;

Table 1:

Milestone (date)	Key output
1 (20 June 2005)	Draft report ' Incorporating CPR Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice' and contact with FMSP project leaders including questionnaire on communications strategy;
2 (31 July 2005)	Final Report (as above) completed and made available on website: www.onefish.org
3 (31 July 2005)	Report on Project Communications Strategy;
4 (20 Sept 2005)	Draft set of Policy Briefson Incorporating CPR Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice'; design of parallel promotion campaign (via targetted e-mails, newsletter articles, etc) ;
5 (31 Oct 2005)	Final set of Policy Briefs completed and made available through various websites;
6 (31 Oct 2005)	Report on Promotion Campaign to alert potential users of the new policy briefs;

Communication Strategy – Brief Questionnaire

(Answer in spaces provided)

Name:

Your project No:

6. The preliminary communication strategy:

Do you have any comments to make on the preliminary communications strategy produced for the CPR project? Do you agree with the general approach?

3. Communication stakeholders:

The main communication stakeholders for the CPR project have been prioritised at the national and international levels (e.g. Policy-makers and decision-makers) – do you think other stakeholders should also be included given the focus and nature of the CPR project? Please identify specific stakeholders and justify your recommendation:

/next page

- **Communication of your project results (Clusters 2 and 7) in the past:**

Please give an example of the type of communication channel and media which you used successfully in the past – what lessons do you think this provides for future communication of the CPR research results?

4. Policy briefs

Have any of the results of your projects ever been used to develop Policy Briefs or Key-Sheets before? What do you think makes a successful media product of this type? Do you have any particular comments or observations on the design of a policy brief or the communication channel which should be used (e.g. Websites, printed versions etc?)

Thank you for your help.

Please return to: Arthur Neiland (neiland@iddra.org)

APPENDIX 3

Revised Communications Plan

MARINE RESOURCES ASSESSMENT GROUP

FMSP Project Communications Report and Communications Matrix:

Project: Incorporating CPR Issues into Fisheries Management Policy

Applicant: Dr. Arthur E. Neiland, IDDRA Ltd

Date: 31 July 2005

1. Communication objectives and background information

The aim of the project's CP in relation to the project purpose is to provide information and knowledge about Common Pool Resource (CPR) management and issues, derived from a synthesis of the findings of the FMSP (clusters 2 and 7) research projects, which will enable policy-makers to identify the opportunities and constraints which they face in attempting to improve fisheries policy development and the design and implementation of fisheries management systems.

The management of fisheries in many parts of the world has proved to be very problematic. The performance of fisheries policy has been generally low and unsatisfactory with a limited achievement of such goals as sustainable production, economic efficiency or social equity. While the reasons for this overall outcome are varied in different parts of the world, it is also recognised that a better understanding of the fundamental nature of 'fisheries systems' will be needed to improve management in the future. A large proportion of fisheries still operate under a 'common pool resource' state – where one actor's use subtracts from another's use (subtractibility) and where, in contrast to public goods, it is often necessary, but difficult and costly, to exclude other potential users outside the group from using the resource (excludability). Therefore information in these areas will be of great future importance for policy-makers.

2. Research product(s) / messages to be communicated

The main research products will be a synthesis report and a set of four policy briefs derived from this report. While the synthesis report will contain a detailed overview of the FMSP findings on CPR management, the policy briefs will be designed to have a wide-spread appeal, and to alert and build-awareness of the main findings of the FMSP, and the possibilities for using them in policy development.

The policy briefs will be designed and written using 'best practice' guidelines for these types of communication products. The four areas where the findings of the FMSP projects clusters 2 and 7 can make an important contribution are:

- the importance of the relationship between CPR management and livelihoods and poverty reduction;
- the identification of key factors which affect the performance of CPR sectors, especially fisheries;
- the opportunities for improving CPR (fisheries) management by addressing the key factors

- (above);
- the identification of future research priorities, as means to further understand and improve CPR management;

3. Communication stakeholders

The communication stakeholders for the project have been identified from the FMSP project reports (clusters 2 and 7), and also based on a consultation exercise with the relevant project leaders and their collaborators.

It has been agreed that the main target are policy-makers and decision-makers at both national and international levels.

At the national level, this will include Directors/Heads of a range of relevant government departments including both fisheries, other NR sectors and also planning and finance departments as follows: :

- Department of Fisheries;
- Department of the Environment;
- Department of Agriculture;
- Department of Water;
- Department of Planning;
- Department of Finance;

In addition, advisers and sources of information at the national level and used by the decision-makers will also be targeted including:

- National Fisheries Research Organisations;
- National Environment and Agriculture and Water Research Organisations;
- NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

At the international level, the main targets will include:

- Policy and decision-makers at regional and international levels (e.g. international regional organizations such as river basin authorities – Lake Victoria Fisheries Organisation);
- Donor organisations (representatives at national and international levels);

In addition, advisers and sources of information at the international level and used by international decision-makers will also be targeted including:

- Researchers and policy advisers working on fisheries and other CPRs within international organisations and key regional and other country organizations (e.g. UN FAO and WFC);

4. Specific communication objectives

The project will make available important and new information and knowledge on the management of CPR, with particular reference to fisheries. In particular, the project will communicate information which, if used appropriately, could lead to a change in the way in which fisheries policy is developed and fisheries management systems are designed and implemented in many countries, particularly where fisheries have an important role in sustainable livelihoods and poverty reduction. The immediate outcome of communicating this information is likely to be a re-consideration of the conceptualisation of fisheries management, leading to a broadening of approach. Many fisheries authorities still focus on biological and production objectives, the new knowledge products will call for a greater consideration and inclusion of other issues and new perspectives e.g. economic and social objectives, rights-based approaches to management and the role of institutional development.

5. Communication channels and media for communication

The approach will consist of three elements:

First, establishment of knowledge products:

- a synthesis report summarising the main findings of the FMSP (clusters 2 and 7) will be prepared;
- a set of four policy briefs based on the synthesis report will be prepared and finalised;
- synthesis report and policy briefs will be distributed to FMSP project leaders for comment and then finalised;
- knowledge products placed on two websites: FMSP and OneFish;

Second, general promotion of knowledge products:

- the existence and availability of the knowledge products (above) will be advertised initially through articles in newsletters and journals (e.g. Common Property Digest, Marine Policy, Naga and SFLP newsletter);
- in addition, a 'flyer' about the project and the knowledge products will be distributed through e-mails to a number of international information networks (e.g. OneFish, IIFET, NACA, Stream, LVFO network, SFLP network, SADC network etc);

Third, specific promotion of knowledge products:

- the existence and availability of the knowledge products (above) will also be promoted through targeted e-mails to the national policy-makers and their advisers (above, first) in at least 20 countries where fisheries are important for livelihoods, nutrition and poverty reduction, including:
- Africa: Senegal, Ghana, Chad, Uganda, Tanzania, Kenya, Malawi, Seychelles (see list of organisations in Appendix 4);
- Asia: India, Bangladesh, Thailand, Cambodia, Laos, Vietnam, Indonesia;
- Pacific and Caribbean: Fisheries Forum Nations (Fiji, Tonga); Caricom Nations;
- South America: Brazil, Bolivia, Chile and Mexico;
- In each case, an initial e-mail will have a 'project flyer' attached; and a follow-up e-mail will have a copy of each policy brief; which will also be sent as printed copies;

6. Monitoring and evaluation

The monitoring and evaluation of the implementation of the communications plan will have four elements:

First, project monitoring – the PL will report on the achievement of project milestones;

Second, acknowledgement of information received – e-mail and letter responses from target individuals and organizations will be documented and reported by the PL;

Third, additional uptake of information will be recorded by access counts to web-based products, and any reports of targets institutions during the life of the project;

Fourth, for adoption and impact assessment, future assessments after the life of the project will be requested and recommended to a number of appropriate offices with a specific interest in NR and CPR issues (e.g. DFID regional offices and CGIR centres), including the use of DFID impact assessment methodology.

Table 1: Communications Matrix: Incorporating CPR Issues into Fisheries Management Policy

Communication stakeholders	Research Product / message to be communicated	Current knowledge, attitude, practice of stakeholders	Communication objectives: Desired outcome of communication / promotion	Communication channels and media in which research product will be communicated	Approach to monitor and evaluate implementation of communications plan
<p>Stakeholders identified from FMSP project reports; and based on consultation with FMSP project leaders and other staff (Clusters 2 and 7);</p> <p>(1) National level:</p> <p>(1.2.) Directors/Heads of: - Depart. Fisheries; - Dept. Environment; - Dept. Agriculture; - Dept. Water; - Dept. Planning; - Dept. Finance;</p> <p>(1.3.) Advisers & information sources: - National Research Organisations; - National Environment, Agriculture, Water Research Organisations; - NGO fisheries, environmental, and agriculture organizations (e.g. IUCN, WWF);</p> <p>(2) International level:</p> <p>(2.1.) Policy and decision-makers within international organizations (regional and international levels e.g. River Basin Authorities); (2.2.) Donor Organisations (reps at national and international levels); (2.3.) Advisers and sources of information at international /regional level, including researchers and policy advisers</p>	<p>- Main research products will be a synthesis report and a set of four policy briefs derived from this report; - while the synthesis report will contain a detailed overview of the FMSP findings on CPR management, the policy briefs will be designed to have a widespread appeal, and to alert and build awareness of the main findings of the FMSP, and the possibilities for using them in policy development; - the policy briefs will be designed and written using 'best practice' guidelines for these types of communication products; - the four areas where the findings of the FMSP project clusters 2 and 7 can make an important contribution are:</p> <p>(i) the importance of CPR (fisheries) for livelihoods; (ii) Factors which affect CPR (fisheries) management; (iii) Approaches for improving CPR (fisheries) management; (iv) Future research priorities for CPR (fisheries) management</p>	<p>- Knowledge of CPR issues and CPR (fisheries) management is increasing, but understanding can greatly benefit from further attention to empirical results of research such as the FMSP. - Many stakeholders are still operating within outdated management frameworks which focus on productionist and technology-based solutions to poverty eradication in rural areas; - Fisheries tend to overshadowed by other CPRs and agriculture within rural economy, in that more attention is given to investment in management, production and development of sectors such as agriculture, forestry and water; - the real importance and significance of fisheries are often undervalued by policy-makers, who fail to recognize the contribution made to livelihoods, economic development and poverty reduction; - the potential for even greater benefit flows from fisheries is often not fully realized and opportunities for development and growth are lost;</p>	<p>- to generate greater awareness of the possibilities for improved CPR (fisheries) policy formation and implementation, with particular reference to fisheries management, using the FMSP research findings; - to generate greater awareness of alternative fisheries management paradigms and the possibilities which these open-up for increased benefit flows to society from fisheries including economic growth, sustainable livelihoods and poverty eradication; - to generate awareness and provide opportunities for policy-makers to develop and implement policy which capitalizes upon and integrates fisheries with other CPR including forestry, water and rangeland, as part of a broader approach to environmental management, economic development and poverty reduction;</p>	<p>There will be three key elements:</p> <p>(i) establishment of knowledge products: - a synthesis report of the main findings of the FMSP (clusters 2 and 7) will be produced; - a set of four policy briefs based on the synthesis report will be prepared and finalized; - synthesis report and policy briefs distributed to FMSP project leaders for comment and finalization; - knowledge products to be placed on two websites: FMSP and One Fish;</p> <p>(ii) general promotion of knowledge products: - initial advertisement of knowledge products through short articles in newsletters and journals (e.g. Marine Policy, Common Property Digest, Naga and SFLP newsletter); - followed up with the distribution of a 'flyer' through targeted emails to various international information networks: OneFish, IIFET, NACA/Stream, LVFO network,</p>	<p>Monitoring points:</p> <p><u>Project monitoring:</u> (i) PL report on achievement of project milestones;</p> <p><u>Acknowledgement of information received:</u> (ii) e-mail and letter responses from individuals and organisations (to be summarized by PL report);</p> <p><u>Additional Uptake:</u> (iii) Access counts to web-based products (iv) Reports of target institutions (possibly);</p> <p><u>Adoption/impact:</u> (iv) future assessments to be recommended to appropriate offices (e.g. DFID regional offices or CGIAR centres); (v) use of DFID impact assessment 'Working towards impact assessment) (process documentation)</p>

<p>working within international organizations and key regional and country organizations (e.g. UN FAO; WFC)</p>				<p>SFLP network, SADC network);</p> <p>(iii) specific promotion of knowledge products:</p> <ul style="list-style-type: none"> - targeted e-mails to national policy-makers and their advisers in at least 20 countries where fisheries are important for livelihoods and poverty reduction: - Africa: Senegal, Ghana, Chad, Uganda, Tanzania, Kenya, Malawi, Seychelles; Asia: India, Bangladesh, Thailand, Cambodia, Laos, Vietnam, Indonesia; Pacific and Caribbean: Fisheries Forum Nations; Caricom Nations; S. America: Brazil, Bolivia, Mexico, Chile; - in each case, an initial e-mail will have a 'project flyer' attached and a follow-up e-mail will have a copy of each policy brief; printed copies also to be sent; 	
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APPENDIX 4

In the following list, 20 developing countries throughout the world where fisheries are important for livelihoods and poverty reduction have been identified.

For each country, policy-makers in fisheries and in related government departments and organisations have been identified, along with a range of appropriate advisory organisations (mainly research organisations and NGOs).

Department of Fisheries;
Department of the Environment;
Department of Agriculture;
Department of Water;
Department of Planning;
Department of Finance;
National Fisheries Research Organisations;
National Environment and Agriculture and Water Research Organisations;
NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

Senegal

Ministère de l'agriculture et de l'hydraulique (agriculture and irrigation?)

Minister: M. Habib SY, Director of Cabinet: M. Oumar TOP (tel: 849 75 77); Sec. General M. Oumar TOP (tel: 849 71 91)

Building Administratif 3e étage BP 4005 tel: 849 70 00 823 39 74 fax: 823 32 68

Direction De L'agriculture M. Lat Soulabé FALL tel: 821 32 50

(source: <http://www.gouv.sn/ministeres/magri/service.cfm?sigle=MAH&serv=DA>)

Ministère de l'Economie maritime (marine economy)

Minister: M. Djibo Leyti Ka, Director of Cabinet: M. Sidy GUEYE (tel: 849 73 34); Sec. general M. Saliou Rama KA (tel 849 73 32)

Building Administratif BP 4050 tel 849 70 00 823 34 26 fax: 823 87 20

(source: <http://www.gouv.sn/ministeres/memaritime/contacts.cfm>)

Direction des pêches maritimes tel: 821 65 78 fax: 821 47 58 no address given

(source: <http://www.gouv.sn/ministeres/memaritime/service.cfm?sigle=MEMA&serv=DOPM>)

Ministère de l'Environnement et de la Protection de la Nature

Minister: M. Thierno LO, Director of cabinet: M. Mamadou TALL (tel 842 59 02), Building

Administratif - 2e étage BP 4055 Switchboard: 849 73 92 889 02 34, fax 822 21 80, website:
<http://www.environnement.gouv.sn>
(source: <http://www.gouv.sn/ministeres/menvironnement/contacts.cfm>)

Direction Des Eaux Et Forêts, Des Chasses Et De La Conservation De Sols (Dept of water, forests, Chasse and soil conservation)

Responsible: Colonel Matar CISSE, address: Parc Zoologique de HANN – DAKAR tel: 832 06 28
(source: <http://www.gouv.sn/ministeres/menvironnement/service.cfm?sigle=MEPN&serv=DEFCCS>)

Direction De L'environnement Et Des Etablissements Classés (dept of environment and)

Address: 106, rue Carnot BP 6557 Dakar Etoile (tel: 821 07 25822 62 12) email: denv@sentoo.sn
Source: <http://www.gouv.sn/ministeres/menvironnement/service.cfm?sigle=MEPN&serv=DEEC>

Ministère de l'Economie et des Finances (Ministry of Economy and Finance)

Minister: M. Abdoulaye Diop, Director of Cabinet: M. Oumar SYLLA (tel: 822 11 06), Sec. general M. Oumar SYLLA (tel: 889 21 07), Address: Rue René NDIA YE BP 4017, tel: 889 21 00 821 03 78, fax: 822 41 95, web site: <http://www.finances.gouv.sn>

(source: <http://www.gouv.sn/ministeres/mfinances/contacts.cfm>)

Ministère du Plan et du Développement (Ministry of planning and development)

Minister: M. Mamadou Sidibé, Director of Cabinet: M. Nouhou Demba DIALLO, Address: 8, Rue du Docteur Guillet BP 4010, tel: 823 29 93 fax: 823 14 37 <http://www.plan.gouv.sn/>

(source: <http://www.gouv.sn/ministeres/mplan/contacts.cfm>)

National Fisheries Research Organisations:

Mr Boubacar BA

Observatoire Economique de la Pêche au Sénégal, B.P. 289, Dakar, Senegal
+ 221 8219469 + 221 8219469 oepe@syfed.refer.sn

(source <http://www.cordis.lu/inco2/src/acprep45.htm>)

National Environment and Agriculture and Water Research Organisations:

NONE FOUND

NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF):

IRD, Senegal

Représentant: Mr Christian Colin
Administrateur: Mr Jean-Charles Hérail

BP 1386, Dakar - Sénégal
Téléphone : +221 849 35 35
Fax : +221 832 43 07
Courriel : infos@ird.sn

(source: <http://www.ird.sn/>)

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Dakar - Sénégal

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Fax : +221 822 17 61
Mail : panos@panos-ao.org
<http://www.panos-ao.org>

IUCN

Bureau national de l'UICN Sénégal

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Sénégal
+221 869 02 80 (standard)
+221 824 92 46 fax
uicnsenegal@iucn.org

Abdoulaye Kane
Chef de Mission
+221 869 0280
abdoulaye.kane@iucn.org

WWF Programme Office (WAMER), Dakar (SN)

West Africa Marine Ecoregion Sacre Coeur III No 4996
Senegal
T: +221 869 37 00
F: +221 869 37 02

Ghana

Ministry of Environment, Science and Technology

PO Box M232
Accra
Tel: 021 666049, 662264
Fax: 021 666828

Environmental Protection Agency
PO Box M326
Accra
Tel: 021 664697/8

Minister of Lands & Forestry and mines Dominic FOBIH

www.fcghana.com

motgov@hotmail.com

P.O Box M212 Accra

(+233-21) 665949, 687337

(+233-21) 666896

(source: <http://www.ghana.gov.gh/governing/ministries/index.php> - for all those below)

Minister of Food & Agriculture Ernest DEBRAH

P.O Box M37 Ministries, Accra

(+233-21) 663036/6171360

(+233-21) 668245

Policy, Planning, Monitoring and Evaluation Directorate (PPMED)

Ministry of Food and Agriculture

PO Box M37

Accra

Tel/Fax: 021 668264, 668248

Contact: Mallam I Seidu, Director.

Mallamis@mofa.gov.gh.

Directorate of Fisheries (made up of 5 divisions)

Directorate of Fisheries

PO Box 630

Accra

Ghana

Tel: 021 776071/2

Fax: 021 776005

Contact: Alfred Tetebo, Director

Marine Fisheries Research Division

Dr K Korantang

mfrd@africaonline.com.gh

Postal Address: Deputy Director of Fisheries, Marine Fisheries Research Division, P.O. Box BT-62,
Tema, GHANA, West Africa

Tel +(233 22) 202346

Fax +(233 22) 203066

Fisheries Commission

P.O. Box 1630
Accra

Directorate of Agriculture:

Directorate of Agricultural Extension Services

Ministry of Food and Agriculture
PO Box MB 37
Accra
Ghana
Tel: 021 664557, 027554371
Fax: 021 665282
Contact: Osei Frimpong

Agricultural Sector Services Investment Programme (AgSSIP)

Ministry of Food and Agriculture
P.O.Box M37
Accra
Tel: 021 668264
Fax: 021 668248
Contact Mallam Seidu

Minister of Finance & Economic Planning Kwadjo Baah WIREDU

P.O Box M40 Accra
(+233-21) 686204
(+233-21) 668879

Minister of Local Government & Rural Development Charles BINTIM

National Fisheries Research Organisations:

Council for Scientific and Industrial Research Secretariat (CSIR)

Council which is umbrella to a number of organizations including the Water Research Institute and the Agricultural, Forestry and Fisheries Sector

Off Augustino Neto Road,
Airport Residential Area,
Accra.

Deputy Director-General, Agricultural, Forestry and Fisheries Sector

P.O.Box M.32, Accra, Ghana.

Telephone 233-021-777651 233-021-760-16, Fax 233.621.779809.

narpcsir@ncs.com

(source: <http://www.csir.org.gh/AFFS.html>)

Sustainable Fisheries Livelihoods Programme (SFLP)

National Co-ordinating Unit
Ghana
Directorate of Fisheries
PO Box 630
Accra
Tel 021 776071-2
Email: ncusflp@ghana.com
Contact: Doris Yeboah.

National Environment and Agriculture and Water Research Organisations;

Volta River Authority.

PO Box M77
Accra
Tel: 021 664941 – 9, 669028 – 37
No information available on-line

Water Research Institute

The Director,
Water Research Institute
P.O.Box 38, Achimota, Ghana
or
P.O.Box M.32, Accra, Ghana

Tel: (233 21) 775351/2, 77953-5, 775511, 761031
Fax: (233 21) 777170, 761030
E-mail: wri@ghana.com

NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

IUCN

Bureau de Projet du Ghana
Peter Howard
Conseiller Technique Principal
phoward@ghana.com Wildlife Division
P.O Box M 239
Ministry Post Office
Accra
++233 21 666 476 tél/fax
iucn@wildlife-gh.com
phoward@ghana.com

The United Nations University, Institute for Natural Resources in Africa
UNU/INRA, Private Mail Bag, Kotoka International Airport
Accra
Ghana

Phone : 233 21 500396
Fax : 233 21 500791/2
Email : unuinra@ghana.com
Web : <http://www.unu.edu/inra>

Chorkor Fish Processors

PO Box 836
Mamprobi
Accra
Tel: 021 320787
Contact: Grace Quaye

Friends of the Earth Ghana

PMB GPO
Accra
Tel: 021 512311-2
Fax: 021 512313
Email: foe@ghana.com
Contact: Theo Kwesi Anderson,
Director

Ghana Inshore Fisheries Association

Fishing Harbour
Tema
Contact: Ankama Okai, Executive
Secretary

Central and Western Fishmongers Improvement Association (CEWEFIA)

PO Box EL25
Elmina
Tel: 042 32310, 36025, 024
278377
Email: cwefia@yahoo.com
Contact: Victoria Churchill
Koomson

Ghana National Association of Farmers and Fishermen

PO Box M37
Accra
Tel: 021 662795
Contact: Mr Bismark Nettey

Ghana National Canoe Fishermen's Council

PO Box 14867
Accra
Tel: 021 662873
Contact: NII Abeo Kyerekwanda IV

Kromanste Fish Smokers Association

PO Box 84

Saltpond
Kromanste
Tel: 042 33835
Fax: 042 34535
Contact: Hannah Abban

National Fisheries Association of Ghana (NAFAG)

PO Box 1157
Tema
Tel: 022 210806, 020 8150820
Contact: Flt Lt, M.G. Tackey (Rtd)

National Inland Canoe Fishermen Council

PO Box 01699
Osu
Accra
Tel: 021 275106
Contact: Samson Mahu

The above from <http://www.ex.ac.uk/imm/Directoryfinal.pdf>

Chad

Department of Fisheries;
Department of the Environment;
Department of Agriculture;
Department of Water;
Department of Planning;
Department of Finance;
National Fisheries Research Organisations;
National Environment and Agriculture and Water Research Organisations;
NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

Uganda

Ministry of Agriculture, Animal Industry and Fisheries

The Permanent Secretary Mr. Obong O. O. David (Tel +256-41-320004, fax: +256-41-321047)
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Minister of State for Agriculture Hon. Dr. Kibirige Sebunya mosagr@hotmail.com
Minister of State for Fisheries Hon. Dr. Fabius Byaruhanga fbyaruhanga@parliament.go.ug

Commissioner fisheries resources Nyeko Dick (tel: +256-41- 321 048, fax:+256-41-321047)

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Asst. Commissioner fisheries regulation. Kizza Francis Xavious +256-41- 321 048 +256-41-321047

Assistant Commissioner - Policy Analysis. Semanda Samuel (Tel:+256-41-320722 / 075621943, fax:+256-41-321047)

Department of Fisheries Resources

P.O. Box 4,
ENTEBBE

Tel: 256 041 322026

Fax: 256 041 320496

E-mail: fishery@imul.com

Industry: www.lakevictoriafish.com website

Source for above: <http://www.agriculture.go.ug/fisheries.htm>

Ministry of Lands, Water and Environment

Directorate of Water Development

P.O. Box 20026
Kampala

Tel: 256-41-505945

Email: director@dwd.co.ug

Website: www.dwd.co.ug

Chief Sector Adviser

P.O. Box 20026
Kampala

Tel: 256-41-505-943

Email: adviser@dwd.co.ug

Water for Production

P.O. Box 20026
Kampala

Tel: 256-41-505942

Email: lubunga-rw@dwd.co.ug

Water Resources Management Department

P.O. Box 19
Entebbe

Tel. 256-41-320914/321316

Fax. 321368

Email: nsubuga.wrmd@dwd.co.ug

Source: <http://www.dwd.co.ug/contactus.php>

Directorate of Lands and Environment

Wetland Inspection Division

P.O Box 9629 Kampala,Uganda

Tel 256 (0) 41 251375: Fax 348772
E-mail: mailto@ugandawetlands.org

National Environment Management Authority

Tel: 256 41 251064/5/8
Fax: 256 41 257521
Kampala - Uganda
email: info@nemaug.org

National Fisheries Research Organisations:

Lake Victoria Fisheries Organisation

Plot No. 2 Oboja Road & 28 Kisinja Road
P.O. Box 1625 JINJA – UGANDA
Tel: +256-43-120205, 120206 Fax: +256-43-123123
Email: lvfo-sec@lvfo.org
Dr. Richard Ogutu-Ohwayo
Deputy Executive Secretary
ogutu-ohwayo@lvfo.org
Ms. Caroline Kirema-Mukasa
Senior Fisheries Management Officer
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National Environment and Agriculture and Water Research Organisations:

LVEMP

Dr. F.L.Orach-Meza
National Executive Secretary
LVEMP National Secretariat
John Babiha Road
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Entebbe, Uganda

Tel: 256-41-321459
Fax: 256-41-321385
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Uganda Fisheries and Fish Conservation Association

Head Office, Bukoto, Old Kiira Road,
Plot. No. 1508 Block 213,
Opposite Kadic Hospital P.O. Box 25494,
Kampala – Uganda.
Tel: 256-41-530912 or 256-77-603947.
Email: fishers@uffca.co.ug
Fax: 256-41-344636

NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

Warren Nyamugasira
The National NGO Forum (for suggestions?)
P.O. Box 4636
Kampala
Uganda
Telefax: (256-78) 260-372
E-mail: ngoforum@infocom.co.ug

WWF Uganda
WWF Uganda Plot 58 Bukoto street P.O Box 8758 Kampala
Uganda

Tanzania

Ministry of Agriculture and Food Security
P.O Box 9192
Dar es Salaam

General Lines Telephones:
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Director, Policy and Planning (tel: +255 22 2862074, Fax:+255 22 2864460), dpp@kilimo.go.tz

(source: <http://www.tanzania.go.tz/ministriesandinstitutionsf.html>)

National Irrigation Master Plan
Kilimo House 2, Temeke
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TEL / FAX : 022-2865645
E-mail: shimazaki@kilimo.go.tz

Ministry of Natural Resources and Tourism

The Permanent Secretary,
Ministry of Natural Resources and Tourism,
P.O. Box 9372,
DAR ES SALAAM.
Tanzania
Phone: +255 22 2111061-4
Fax: +255 22 2123158
Email: mnrp@africaonline.co.tz
nature.tourism@mnrt.org
(source: <http://www.mnrt.org/mnrp/contacts.html>)

Marine Parks and Reserves, Tanzania
P.O.Box 7565

Dar Es Salaam
Tel: +255 (0)22 2 150 621 / 2 150 420
Fax: +255 (0)22 2 110 352
E-mail: marineparks@raha.com
Website: www.marineparktz.com
(source: <http://www.marineparktz.com/contacts.htm>)

Fisheries Division

Director of Fisheries
Fisheries Division
Ardhi House, Kivukoni Front,
8th Floor, Room 809.
P.O.Box 2462,
Dar-es-Salaam

Tel: 02 -22- 2122930
Fax: 02 -22- 2110352
info@fisheries.go.tz

(source: <http://www.fisheries.go.tz/>)

Ministry of Finance

Madaraka Avenue, off Shabaan Robert Street, Dar es Salaam
Postal Address :PO Box 9111, Dar es Salaam
Tel: 022 2111174-6
Fax: 022 2110326
Email: ps@mof.go.tz

National Fisheries Research Organisations;

National Environment and Agriculture and Water Research Organisations;

LVEMP

Mr. Christopher M. Nyirabu
Regional/National Executive Secretary
LVEMP Regional/National Secretariat
4th Floor, Patel Building, Maktaba Street
P.O.Box 78089
Dar-es-salaam, Tanzania

Tel: 255-22-2118417
Fax: 255-22-2110215
Email: lvemp@cats-net.com

(source: <http://www.tanzania.go.tz/ministriesandinstitutionsf.html>)

NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);
Lawyers' Environmental Action Team

Lawyers' Environmental Action Team (LEAT)
Mazingira House, Mazingira Street
Mikocheni Area
P. O. Box 12605
Dar es Salaam
Tanzania
leat@mediapost.co.tz
<http://www.leat.or.tz/about/>

Economic and Social Research Foundation

51 Uporoto Street, Ursino Estates
P.O Box 31226, Dar es Salaam(255-22) 2760260 Hotline; faxes: (255-741) 324508, (255-22) 2760062 info@esrf.or.tz , esrf@esrf.or.tz

**WWF Tanzania Programme Office,
Dar es Salaam (TZ)**

Plot No. 350 Regent Estate Mikocheni Dar es Salaam
Tanzania
T: +25 522 270 0077
F: +255 22 277 5535

Kenya

Ministry of Livestock and Fisheries Development

Kilimo House,
Cathedral road,
P.O. box 30028,
Nairobi.
Telephone: 2718870
Telex: 22766,Fax:2711149
www.livestock.go.ke

Fisheries Department

MONOR Godfrey V.
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RUWA Renison K, Dr
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Kenya Marine Fisheries Research Institute (KMFRI)
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Ministry of Water Resource Management and Development
Maji House,
Ngong Road,
P.O. Box 49720,
Nairobi,
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National Fisheries Research Organisations;

National Environment and Agriculture and Water Research Organisations;

ALI Mohammed
Coordinator: Coastal & Marine Programmes
National Env. Mgt. Authority
POBox 67839
NAIROBI
Tel.: 254-2-67839
E-mail: biofish@africaonline.co.ke

(source: http://www.fao.org/documents/show_cdr.asp?url_file=/docrep/007/y5362e/y5362e02.htm)

Centre For Biodiversity
National Museums Of Kenya
P.O. Box 40658, Nairobi
<http://www.museums.or.ke/>

LVEMP
Dr. Jane W. Wamuongo
Assistant Director, Land & Water Management

LVEMP National Coordinator
Kenya Agricultural Research Institute
P.O. Box 57811, 00200, City Square,
Nairobi, Kenya

Tel: 254-20-583301/20, 583348
Fax: 254-20-583344
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NGO fisheries, environmental and agriculture organizations (e.g. IUCN and WWF);

The Green Belt Movement

P.O. Box 67545
Nairobi Kenya
AFRICA

Courier Address (for DHL, Fedex, UPS etc):
Kilimani Lane, Off Elgeyo Marakwet Road
Adams Arcade
Nairobi, Kenya
AFRICA

Tel: +254.20.573057 / 571523
Email: gbm@wananchi.com

Environment Liaison Centre International (ELCI)

City Square
Nairobi 00200
Kenya
P.O. Box 72461
Nairobi
Kenya
Tel: 254-2-576114, 576154
Fax: 254-2-562175
Contact: Samuel Waweru
<http://www.elci.org>

IUCN East Africa Regional Office

PO Box 68200,
Nairobi, KENYA

Mukoma Road
Off Magadi Road
Langata, Nairobi

Email: mail@iucnearo.org

**WWF Eastern Africa Regional Programme Office (EARPO),
Nairobi (KE)**

5th Floor of ACS Plaza Lenana Road No 1/1203 Nairobi Kenya
Kenya

T: +254 20 577 355
F: +254 20 577 389

Malawi,

Ministry of Mines, Natural Resources and Environment

Private Bag 350,
Lilongwe 3,
MALAWI,
Telephone : (+265) 1 789 488, 1 788 990
Fax : (+265) 1 773 379
email : naturalres@malawi.gov.mw
or : naturalresources@malawi.net

Department of Fisheries,

P.O. Box 593,
Lilongwe,
Malawi,
Tel: 265 1 788 511, 788 716
Fax: 265 1 788 543

Malawi Fisheries Research Institute

P.O.Box 27
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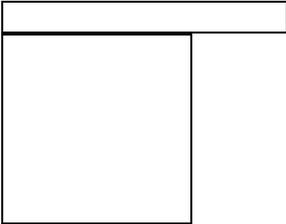
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