

IMPLEMENTATION OF 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”**

December 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' was 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 would be DFID/FMSP project clusters 2 and 7.

The project was scheduled to operate from April to October 2005, and the principal outputs were a set of four Key Sheets developed using a synthesis of FMSP projects in Clusters 2 and 7 and set within the context of fisheries management in Developing Countries.

A Communication Strategy (CS) was developed for the project and finalised in July 2005 as shown in Appendix 1 (below).

The objective of the current report is to consider the steps which were taken to implement the CS and the degree to which it was successful in promoting the knowledge products of the project.

2. APPROACH

There were three steps taken to review the implementation of the project CS as follows:

- first, the communication channels and media used to communicate the main research products (Synthesis Reports and Key Sheets) were documented and described;
- second, a count of the dissemination and promotion activities was made;
- third, the possibilities for a future evaluation of the impact of the knowledge products on policy-makers were considered;

3. KEY FINDINGS

3.1. Description of communication channels and media

The dissemination and promotion of the research knowledge products was undertaken in the following order:

September 2005: Websites (Appendix 2)

Two project sites on existing websites were established as follows:

- the DFID/MRAG Fisheries Management Science Programme (www.fmsp.org.uk/FTRs.htm)
- the FAO/OneFish website (www.onefish.org/id/281354)

The websites were loaded initially with: a project overview (Appendix 2) and the Synthesis Report of the Project;

September 2005: Finalisation of listing of contacts/addresses (Appendix 3, 4)

As the result of various searches (web-based, and through contacts at FAO, DFID and MRAG), a list of names and addresses of policy-makers in fisheries and related ministries, together with key advisers (research organisations, NGOs) in 20 countries in Africa, Asia and South America was finalised. The countries were chosen because of the importance of fisheries to their economies and for the potential contribution to development. The listing included both e-mail and postal contacts as appropriate.

September 2005: Press release (Appendix 4)

A press release was sent out to a range of international information networks to explain about the work and value of the CPR project and the knowledge products which would emerge.

September 2005: Project Flyer (Appendix 5)

A project flyer explaining about the CPR project was distributed to all the contact names on the 20-country distribution list in four languages – English, French, Spanish and Portuguese.

December 2005/January 2006 (Appendix 6)

The four CPR and Fisheries Management Key Sheets (see Project Technical Report Annex 3) – which are the main research knowledge products of the project – are being distributed in three languages (En, Fr, Sp.) to policy-makers and their advisers in 20 countries using the e-mail and postal distribution lists.

3.2. Count of the dissemination and promotion activities.

Table 1 below provides a summary of the count for the dissemination and promotion activities:

Table 1: CPR Project Dissemination and Promotion (2005/06)			
Product	Communications stakeholders	Countries	Distribution count
Synthesis report and Key Sheet Series	Policy-makers and advisers (mainly)	international	2 websites (FMSP and FAO OneFish)
Press release article (email and post)	International information networks for fisheries, agriculture and CPR	Throughout Africa, Asia and South America	21
Project flyer (e-mail) (4 languages: En, Fr, Sp, Port) plus post)	As above plus national policy makers and their advisers	20 Countries in Africa, Asia and South America	221
Key Sheet Series (e-mail pdf files) (3 languages: En, Fr, Sp.)	Ditto above	Ditto above	136
Key Sheet Series (post) (3 languages as above)	Ditto above	Ditto above	85

In total therefore, the main research knowledge products are being distributed to a total of **221** fisheries policy-makers, their advisers and also policy-makers in other related CPR sectors (agriculture, water) in 20 countries in Africa, Asia and South America where fisheries are important for development, livelihoods and poverty reduction.

In addition, the set of four key sheets have been distributed (post and e-mail) to universities and training institutions (**total 20**) in both North and South Countries which specialise in fisheries (management and development) training for students from developing countries (List on p.45 below).

4. CONCLUSIONS AND FUTURE NEEDS

The current CPR project, albeit relatively short in duration, has led to the development and distribution of a series of important knowledge products based on empirical research originating from the work of the FMSP over the past 11 years.

The main communication stakeholders were defined in the project communications strategy as national and international policy-makers in fisheries, their advisers (mainly research organisations and NGOs), and also policy-makers in other related CPR sectors (water and agriculture).

The project has tried to ensure that the research knowledge contained in the carefully designed and constructed Key Sheets – the main knowledge product – have reached the relevant policy-makers.

The extent to which the Key Sheets will impact upon the future design of fisheries policy and fisheries management systems in the 20 target countries is difficult to predict – there are a range of factors involved and certainly some policy-makers and policy processes will be more amenable than others.

There are clearly two important next steps to ensure that the CPR knowledge derived from the FMSP continues to impact on fisheries policy design and implementation into the future:

- undertake an assessment of the impact of the Key Sheets on policy-makers and the policy process concerned after 12 months, and use this knowledge in future development work;
- provide some facility whereby the communication stakeholders concerned – policy-makers made aware of the importance of CPR issues – can seek further advice, support and possible mentoring through future interaction with DFID and FMSP staff and scientists;

In reality, to bring about necessary change in the policy processes and fisheries management systems that determine the contribution of CPR (fisheries) to development, livelihoods and poverty reduction, is going to take time and careful interaction between the actors involved (donors-government-scientists-fishers). The development and dissemination of the knowledge products from this project is certainly an important first step in this process, but more long-term collaborative work will be needed.

APPENDIX 1: PROJECT COMMUNICATIONS MATRIX

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);</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</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</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</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>(2.3.) Advisers and sources of information at international /regional level, including researchers and policy advisers working within international organizations and key regional and country organizations (e.g. UN FAO; WFC)</p>		<p>is often not fully realized and opportunities for development and growth are lost;</p>	<p>poverty reduction;</p>	<p>various international information networks: OneFish, IIFET, NACA/Stream, LVFO network, 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, Paraguay; - 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; also printed copies sent; 	
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APPENDIX 2: PROJECT WEBSITE OVERVIEW

**UK Department for International Development
Fisheries Management Science Programme**

Current Projects

**Incorporating Common Pool Resource (CPR)
Issues into Fisheries Management Policy in
Developing Countries (R.8467)**

Fish resources are Common Pool Resources

Fish resources (or fish stocks) are one example of a natural resource which are also Common Pool Resources (CPR). Others include forests, water resources, rangeland and wildlife. All of these CPR share two principal characteristics – subtractability: one person's use will subtract from another; and excludability: it can be difficult and costly to exclude and control the number of resource users.

A diversity of productive fish resources worldwide

Fish resources are distributed throughout the world and take many shapes and forms – from huge, seasonally-occurring populations of shoaling fish such as herring and mackerel in the North Atlantic and Pacific, which are exploited by industrial fishing fleets, to small localised populations of coral reef fishes which are harvested by island communities in tropical regions. Overall, there are at least 40 major fish resources (annual landings of over 300,000 tonnes per year) exploited on a commercial basis, which contribute significantly to current total global fish landings of over 100 million tonnes per year.



Photo 1: Coastal fisheries in Mauritania – a key sector of the national economy (S. Cunningham, 2005)

Fish resources as a source of wealth and benefits for economic growth and poverty reduction

From an economic perspective, fisheries can be viewed as any other natural resource, namely as a form of natural capital. From this perspective fisheries are a potential source of sustainable wealth for many coastal and inland countries. This wealth provides the opportunity for such resources to make an ongoing contribution to economic growth and poverty alleviation. The flow of benefits to society from fisheries wealth can be realised and measured in different ways - for example, the current value (first sale) of global fish landings is around US\$80 billion, and the world trade in fish and fish products has increased to US\$58 billion (export value) – equivalent to an increase in trade value of 45% between 1992 and 2002 – according to the FAO Report ‘The State of Fisheries and Aquaculture 2004’. Fisheries exports now generate more foreign exchange revenue for developing countries than any other traded food commodity such as rice, cocoa, coffee and tea. Society can also benefit from fish resources in other ways – for example, the fisheries and aquaculture production sectors worldwide are estimated to provide employment and underpin the livelihoods of about 38 million people, and a further 120 million people in related activities such as fish processing, trade and gear manufacture and supply. Finally, about 76% (100.7 million tonnes) of world fish production is used for human consumption and fish provides more than 2.6 billion people with at least 20% of their average per capita intake of animal protein.



Photo 2: Fish is an important food product in many developing countries

Fisheries need to be managed

However, although fish resources can be an important source of wealth for many nations, the experience of the past 30 years in particular has shown that fisheries are in general difficult to manage and without management, fisheries always tend to become overexploited. At present, FAO estimates that at least 50% of world fish stocks are fully or overexploited – this means that the potential benefits from fisheries are not being achieved to the fullest extent possible (a major loss to society and to development and poverty alleviation).

Fisheries and other CPR are difficult to manage

But why are fisheries so difficult to manage? A major factor is the CPR nature of fisheries – the features of 'subtractability' and 'excludability' in the case of often large, mobile and unobservable fish resources make the design and implementation of fisheries management systems a very challenging undertaking, especially when there is a limited knowledge and understanding (by policy-makers and other decision-makers) of the range of issues and options associated with the fisheries in question – for example: How big is the resource? Who should be allowed to use it? How should the resource be used (management objectives)? What rules are most appropriate to control exploitation? Who

should decide on the rules and their enforcement? How should local level rules relate to national policy and vice-versa?

Current project aims

The aim of this project to identify and promote new knowledge and understanding about the nature, exploitation and management of CPR – specifically fisheries CPR - in developing (or tropical countries).The findings will be communicated principally to national and international policy-makers throughout the world in order to contribute towards improved and more appropriate policy design and implementation for sustainable fisheries in the future.

Project approach and method

The project will synthesise empirical information on fisheries, within the general context of CPR theory and literature, drawn from 18 projects undertaken within the DFID/MRAG Fisheries Management Science Programme (Project Clusters 2 and 7). There is no doubt that the FMSP projects have contributed much new technical knowledge and these research outputs should contribute to the management and development of capture and enhancement fisheries in developing countries in the future. However, there is also a need to identify and analyse the factors that appear to influence management outcomes when dealing with CPR as a basis for lesson-learning and best practice.

Project outputs – Knowledge products

The project will produce two main outputs or knowledge products, as follows:

- A Review Report entitled: 'Incorporating Common Pool Resource (CPR) Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice'
- A set of Four Key-Sheets based on the Review Report as follows:

Key Sheet 1: The Importance of CPR (Fisheries) to the Poor in Developing Countries;

Key Sheet 2: Factors which affect CPR (Fisheries) Management Performance in Developing Countries: Key Lessons;

Key Sheet 3: Approaches for Improving CPR (Fisheries) Management Performance in Developing Countries: Best Practice;

Key Sheet 4: Future Research Priorities for CPR (Fisheries) Management in Developing Countries;

Dissemination of project outputs – knowledge products

The project outputs – the Review Report and Set of Key Sheets – will be placed on two websites – the FMSP Website (www.fmsp.org) and the OneFish website (www.onefish.org).

The knowledge products will be promoted in general through a series of short articles in various international newsletters and journals, and through a flyer sent out to a number of international information networks. In addition, the knowledge products will be promoted through targeted e-mails and letters sent out to policy-makers and their advisers in at least 20 countries throughout the world where fisheries are particularly important for livelihoods, nutrition and poverty reduction, as follows:

Africa: Senegal, Ghana, Chad, Uganda, Tanzania, Kenya, Malawi and Seychelles;
 Asia: India, Bangladesh, Thailand, Cambodia, Laos, Vietnam, Indonesia;
 Pacific and Caribbean: Fisheries Forum Nations; Caricom Nations;
 South America: Brazil, Chile, Ecuador, Bolivia;

Download Documents	
<u>Review Report</u> – Incorporating Common Pool Resource (CPR) Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice – September 2005	
<u>Flyer</u> – September 2005	
<u>Summary Article</u> – Press Release – September 2005 (forthcoming)	
<u>Keysheet Set</u> – Incorporating Common Pool Resource Issues into Fisheries Management Policy – October 2005 (forthcoming)	
Key Sheet 1: The Importance of CPR (Fisheries) to the Poor in Developing Countries;	
KeySheet 2: Factors which affect CPR (Fisheries) Management Performance in Developing Countries: Key Lessons;	
KeySheet 3: Approaches for Improving CPR (Fisheries) Management Performance in Developing Countries: Best Practice;	
KeySheet 4: Future Research Priorities for CPR (Fisheries) Management in Developing Countries;	

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APPENDIX 3: PROJECT FLYER

SEPTEMBER 2005
FLYER NO.1.

IMPROVING FISHERIES MANAGEMENT PERFORMANCE

BUILDING UPON NEW KNOWLEDGE AND UNDERSTANDING OF
COMMON POOL RESOURCES

Overview: The performance of many fisheries management systems throughout the world over the past 50 years has been disappointing and as a result valuable fish stocks are now under threat. The implications for economic growth and poverty reduction in developing countries which depend on fisheries are also a cause for widespread concern. To address these problems, the design and implementation of future policy approaches can benefit from new knowledge and understanding generated by international research programmes such as the UK Department for International Development Fisheries Management Science Programme (FMSP) in key areas such as the management of common pool resources (CPR). This flyer is being distributed to national and international policy makers and their advisers throughout the world to make them aware of a new set of key sheets which highlight important research findings in this area (further details below).

GLOBAL IMPORTANCE OF FISHERIES

Fish resources (or fish stocks) as a form of natural capital are a potentially huge source of sustainable wealth for many coastal and inland countries. This wealth provides the opportunity for such resources to make an ongoing contribution to economic growth and poverty reduction. Some indicators of the importance of fish resources to society are shown in Box 1.

Box 1: Global Fisheries

Total annual landings: 100 million tonnes

Value of landings: US\$80 billion

Export value of fish products: US\$58 billion
(>tea, coffee, rice)

Total employment: 150 million people

Food: 2.6 billion people supplied with at least
20% animal protein needs

Source: FAO State of Fisheries & Aquaculture (2004)



Fig.1. Coastal fisheries are economically important in West African countries such as Mauritania (S.Cunningham, 2005)

THE CHALLENGE OF FISHERIES MANAGEMENT

The experience of the past 50 years shows that fish resources, like other common pool resources, represent a major challenge for management. Without effective management there is tendency towards overexploitation, a loss of benefits to society and the threat of resource collapse. Today, FAO estimates that at least 50% of all fish stocks are either fully- or overexploited. A general understanding of why fisheries management has been characterised more by failure than success is now starting to emerge internationally – for example, there has been an overemphasis on production goals in policy, multi-disciplinary information systems and analysis to aid decision-making have been lacking, institutional development approaches have not favoured the full participation of all relevant stakeholders, and fisheries development has been undervalued and lacked political support.

PROMOTING NEW KNOWLEDGE DERIVED FROM RESEARCH

Over the past 11 years, the Fisheries Management Science Programme (FMSP) of the UK Department for International Development (DFID) has undertaken a wide range of research projects throughout the world with the overall aim of increasing the contribution of fisheries resources to development and poverty reduction.

One of the current projects 'Incorporating Common Pool Resource (CPR) Issues into Fisheries Management in Developing Countries: Key Lessons and Best Practice' (R8467) will synthesise the key empirical findings from 18 completed FMSP projects undertaken in Africa, Asia and the Pacific.

The main aim is to provide a better understanding of the factors which affect fisheries management performance, taking into account both theory and current understanding of CPR management in general.

The new knowledge generated by this work will be contained in a series of outputs as follows:

- Synthesis Report: presenting the a detailed summary and synthesis of the 18 completed FMSP research projects focusing on CPR issues and factors affecting fisheries management performance;
- Set of Four KeySheets:
KeySheet 1: The Importance of CPR (fisheries) to the Poor in Developing Countries;
KeySheet 2: Factors which Affect CPR (fisheries) Management Performance in Developing Countries: Key Lessons;
KeySheet 3: Approaches for Improving CPR (fisheries) Management Performance in Developing Countries: Best Practice;
KeySheet 4: Future Research Priorities for CPR (fisheries) Management in Developing Countries;

DISSEMINATION OF KNOWLEDGE PRODUCTS

The Synthesis Report and Set of 4 KeySheets will be available to download through the following two websites:

FMSP Website: (<http://www.fmosp.org>)

OneFish Website (<http://www.onefish.org>)

In addition, the information will be disseminated through printed keysheet versions (mailshot), newsletter articles and presentations.

FURTHER INFORMATION

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APPENDIX 4: PROJECT PRESS RELEASE

APPENDIX 5: LIST OF CONTACTS / ADDRESSES (E-MAILS)

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