



Development of tuna fisheries in the Pacific ACP countries
(DEVFISH) Project

DEVFISH COMMUNICATION STRATEGY



“Effective dissemination of project’s information to the stakeholders”



FFA

PACIFIC ISLANDS
FORUM SECRETARIAT



DevFish

COMMUNICATION STRATEGY

CONTENTS

1. Executive Summary
2. Introduction to DevFish
3. Communication Strategy Tasks
4. Scope of the Communications Strategy
5. Situation Analysis
6. Broad Communication Goal
7. Key Communication Outcomes
8. Target Audiences
 - List of primary and secondary audiences
9. Communication Channels
 - List of various communication channels
10. Action Plan
 - What needs to happen/who will be responsible
11. Monitoring and Evaluation
 - Key success measures
 - Process of Strategy refinement

Appendix 1: Communication Strategy matrix

Appendix 2: Action Plan

Appendix 3: List of those interviewed

Appendix 4: Reports and other documents consulted

1. EXECUTIVE SUMMARY

Overview:

A Mid-Term Review for the DevFish Project was submitted in February 2008, in which the Project was judged to be a success by the consultants. Despite the many criteria where it ranked well, the reviewers also made specific recommendations for improvement. One of these was the need to engage a consultant to develop a Communication Strategy for the Project. The aim of this consultancy was to “*assess and develop a communication strategy to enable improvement and enhance impact of information dissemination and delivery of the DevFish project outputs.*”

The process of developing the Communication Strategy involved visits to Fiji, Solomon Islands, Papua New Guinea and Tonga, and included interviews with government (fisheries, policy and planning) as well as fishing industry representatives. The specific terms of reference for this consultancy are listed later in this report. During the country visits, it was apparent that there was a fairly uniform lack of clarity amongst stakeholders of DevFish’s identity, aims and goals. Lines of communication were also unclear in some cases, as were areas of responsibility for initiating communication. This Communication Strategy attempts to address these issues. A brief list of recommendations follows, with more specific descriptions and background for these recommendations provided later in this report.

Summary of Recommendations:

- Further nurture and encourage tuna fishing industry associations (both national and regional) and particularly their communication roles and online presence;
- Establish a DevFish Communication Officer at FFA to undertake the increase in communication efforts; this role could be shared or outsourced;
- Increase or develop communication with national government policy and planning departments to have more impact on policy level decisions;
- Increase use of national and regional media to highlight activities, issues and other information relevant to DevFish stakeholders;
- Increase use of personal communication between DevFish officers and individual stakeholders;
- Produce and distribute quarterly newsletter of DevFish activities, summarising key points of reports and papers available in full on the website;
- Enhance DevFish’s current web page on the FFA web site with numerous links to stakeholder associations, SPC, reports, technical information;
- Facilitate e-mail discussion resources that can be accessed through the DevFish web page as well as through industry association web sites.
- Develop more DevFish communication materials to be distributed at regional gatherings of stakeholders and through other avenues;
- Increase efforts to differentiate DevFish activities from other SPC and FFA activities by involving EU representatives at the launches of these events;

Conclusion:

By improving and increasing the use of communication techniques, the DevFish project can enhance the effectiveness of its activities and raise more awareness at the national policy level of the importance for nurturing fisheries industries to help achieve national development goals. Improving the communication network will also

play a role in the sustainability of the positive effects that DevFish is having in the development of tuna fishing and processing in the region.

2. Introduction to DevFish

DevFish is a regional fisheries development project jointly administered by the Forum Fisheries Agency (FFA) and the Pacific Community (SPC). DevFish initially began in July 2005, as a 5-year project for 14 participating Pacific Island Countries. It is wholly funded by the European Union (EU). FFA and SPC are the implementing agencies, with FFA being the lead agency and hosting the Project Coordination Unit.

The project's goal is to *"contribute to the establishment of a concerted policy and economic environment conducive to the further development of Pacific ACP owned fishing and processing operations, and to an increased contribution of foreign fleets to the economic development of these countries."*

The overall objective of the DevFish project is to increase the contribution from the sustainable use of marine resources to poverty alleviation in Pacific ACP Countries. The project will contribute to this objective through a focus on the highly migratory oceanic living marine resources, particularly tuna fisheries. DevFish hopes to increase the benefits that Pacific ACP Countries secure from tuna resources through increasing Pacific Island owned fishing operations and capabilities, and increasing the contributions from foreign fleets to the economic development of Pacific ACP Countries.

In February 2008 a team of consultants presented a "Mid-Term Review" for the DevFish project. The Project's reviewers noted that *"substantial progress has been made in all its development steps."* However, despite these notable successes, the reviewers found that *"only a portion of the important DevFish messages are getting through to the target audiences. The Review recommends that a communications specialist formulate and implement a communications strategy – something that may involve a media/communications specialist."* The process of developing a Communication Strategy was undertaken to address this recommendation.

DevFish has the challenge of providing services and addressing the needs for 14 different Pacific island countries, each with its own political and economic realities and differing levels of development and size of their tuna fishing industries. DevFish is also a 'shared' project, with its administrative headquarters at FFA in Honiara, Solomon Islands, but with other activities based at SPC's offices in Noumea, New Caledonia.

The former Team Leader for DevFish, Mike Batty, left FFA before this strategy was initiated. He has moved to SPC however, and so his expertise is still available to one of the two implementing organisations. The Project's coordination responsibilities now rest with Peter Philipson, the Fisheries Economics Adviser for FFA and Leonard Paia, the DevFish Project Coordinator. Anouk Ride, the Media and Publications Officer for FFA, currently has responsibility for communication efforts for DevFish as well as all other FFA communications. SPC hosts the DevFish Fisheries Development Officer, Jonathan Manieva. SPC's publication unit provides additional support for printing and dissemination of publications to DevFish's stakeholders.

In its most recent six-monthly Monitoring Report (24/11/08), the DevFish project monitor noted that the project needed to:

"(1) Promote studies, consultancies and project outcomes more widely to the tuna

industry and government; (2) increase support to national fishery industry bodies and PITIA to ensure their establishment and operation; (3) Give due consideration to the development of a DEVFISH/PITIA newsletter - in hardcopy - that provides concise information about the project, and URLs to studies and reports implemented under the project, as well as FFA and SPC, and other relevant information. Once PITIA is firmly established and operational it can take over the publication and distribution of the newsletter; (4) improve communication with EU delegations in project countries on progress of the DEVFISH project, through newsletters, the frequency of reporting, and visits during duty travel."

3. The Tasks

The specific tasks included in the Terms of Reference for the development of a Communication Strategy are:

- 1) Identify the important stakeholders in tuna fisheries development in the case study countries, and examine how they make and influence decisions that affect the industry in general and the economic and policy environment in particular.
- 2) Examination of what information the case study countries want and need, what sources they get it from and the kind of formats that they appreciate and make use of.
- 3) Identify practicable and cost effective measures that DevFish can use to evaluate level of impact of the communication strategy.
- 4) Identify and back up resources and functions that DevFish requires to effectively and efficiently implement in this proposed communication strategy.
 - Where possible identify in-house support services within SPC and FFA to complement DevFish's communications functions;
 - Where appropriate, identify practicable and cost effective in-country measures and appropriate existing national or regional platforms that would enable improved communication delivery;
- 5) Develop a model framework as an end product, that is simple and prove elsewhere that:
 - Provides a concise overview of the communication and information dissemination activities relevant and practicable by DevFish
 - Identify and describe range of options that might be applicable to DevFish context;
 - Where possible, evaluate and prioritize these communication activities based on cost, level of impact, project resources, time-cost-feasibility;
 - Evaluate and make recommendations for improvement or additional resources and technical assistance to supplement the activities/efforts undertaken by DevFish in this area.

4. Scope of the Communications Strategy

This Communications Strategy attempts to address all of the major communications goals of the DevFish Project. In general, this includes information dissemination, awareness raising and promotion of the DevFish Project and its goals at regional, national and local levels.

The **local level** of the Communication Strategy will target relevant players in the private fisheries industry and government fisheries offices at the provincial level (such as the provincial fisheries offices in PNG) or on outer islands. The objective of the Strategy at this level is to disseminate information vital for their continued development and survival as well as to attract requests for training and other activities that can be supported by DevFish.

The **national level** of the Communication Strategy will target national government fisheries offices within government as well as planning and policy departments. National fishing associations will also be targeted. The objective of the Strategy at this level is to encourage the development of policies that will promote the further development of tuna fisheries in the country. The Communication Strategy will also increase efforts at providing press releases to national media organisations – especially radio, press and television – and involving the media whenever possible in meetings, workshops and other newsworthy DevFish-sponsored events.

The **regional level** of the Communications Strategy will target groups (such as PITIA, the Pacific Islands Tuna Industry Association) and other relevant associations and regional bodies with the objective of raising awareness of DevFish's activities and encouraging regional participation and regional solutions to common fishing issues. The Communication Strategy will also increase efforts at providing press releases and images to regional media organisations – especially magazines, PacNews, and TV services that serve the region, such as Fiji TV – and involving the regional media whenever possible in meetings, workshops and other newsworthy DevFish-sponsored events.

5. Situation Analysis

5.1 Stakeholders

Those who make major decisions that affect national tuna fish industries are primarily at the cabinet level in those countries visited. Cabinet ministers receive advice and information from planning and policy officers from various ministries, including fisheries. The countries visited had ministries (or departments) for national policy and planning whose job it was to advise and develop the country's overall development plans. These ministries and departments received reports and recommendations from either the fisheries departments, or fisheries policy committees, in the case of two countries visited (PNG, Fiji). These fisheries policy committees included members of the fishing industry as well as fisheries department officers and others. In order to effectively communicate to this level of planning and policy officers, this Communication Strategy has made some recommendations.

5.2 Information needed by stakeholders

Through the interviews conducted to develop this communication strategy, the type of information that stakeholders wanted and needed sometimes varied from what they actually received. Fishing industry players wanted updated information on fish stocks (including sea temperatures, satellite imagery and other technical information

to help determine position of tuna), information on changing regulations and export requirements, new techniques or experiments that could be commercially viable, and case studies of practical ventures that could help their businesses. The fishing industry players, for the most part, were pleased with information that they did receive from SPC and FFA, but requested more information that would be relevant and useful to them on a commercial basis. The policy and planning officers interviewed did not specify the type of information on tuna fishing that they might need, although they agreed (when prompted) that information on potential returns on tuna exports and other economic information would be useful for their purposes.

5.3 Direct links with industry stakeholders

The DevFish Project attempted from the outset to develop more direct links with industry stakeholders, while still maintaining the more formal links with each country's foreign affairs Ministry and Fisheries Departments. These formal links have traditionally been the accepted points of contact for both FFA and SPC. DevFish's ability to link directly with the tuna fishing industry stakeholders has facilitated beneficial developments and communication with these stakeholders, although in some countries this has clouded relationships with some government stakeholders.

In terms of a communication model, having direct links with industry stakeholders provides excellent two way communication whereby information goes directly to stakeholders and feedback can come back directly to DevFish as well.

5.4 Development of national and regional associations

Another early goal of DevFish was to develop and/or enhance tuna fishing industry associations in each country as well as further develop the regional tuna fishing association (PITIA) that included the national associations as members. In theory, these associations would play a crucial role in communicating the needs of both national and regional tuna industries to the DevFish Project and then in turn communicating information from the Project to the respective tuna industry players.

Towards this end, DevFish provided 'seed money' and administrative support to develop associations that allowed the hiring of Executive Officers to become the main links in the chain. This network of associations would encourage stronger and more cohesive tuna industries in Pacific Island countries, while providing conduits for information and assistance. In most of the countries visited as part of the research to develop this Strategy, the national associations were in varying degrees of disarray and/or lacking in unanimous representation of the local tuna industry players. In Solomon Islands the industry was too small to even need an association.

The regional association, PITIA (the Pacific Islands Tuna Industry Association), had also reportedly fallen into hard times, with nearly all of its active board members having left the fishing industry. Some board executives had taken jobs outside of the industry (in regional and international organizations) while others had simply stopped being active in fishing. One board member of PITIA described the association as "*effectively dead in the water.*" PITIA has always been reliant on the spare time of its executive members, and since there is no current executive officer, the inactivity of its board means that the association itself has been inactive.

Everyone interviewed (who expressed an opinion on the matter) supported the idea of having strong national industry associations and a stronger regional industry association. It was in the administrative and executive operation of the Associations where assistance and strengthening was required. The fault for the dysfunctional state of some of the associations seemed wholly locally grown, and had more to do

with personality issues and changes in circumstances of some of those who had been most active in pushing the associations forward. However, the wide vocal support shown for these industry associations points to the need that DevFish continue supporting these industry associations and to strengthen the regional association as well. These associations will be extremely helpful in maintaining responsive communication channels that both provide and receive information for the DevFish Project, as well as for SPC and FFA.

5.5 Channels of communication

Nearly all of those in the fishing industry interviewed were well-experienced and frequent users of e-mail and, to a lesser degree, other Internet channels such as web sites and blogs. This was particularly true of the better-educated larger industry players that were interviewed. About half of those interviewed felt that they received fairly regular e-mails, hard copies of reports and newsletters from SPC and, to a lesser degree, FFA. Many of those interviewed were uncertain how much information, other than e-mails, they received was specifically regarding DevFish activities. Many admitted though, that they did not always take the time to read the often lengthy reports that were forwarded to them. Those who did read them, felt that they were only relevant part of the time.

Nearly all of those interviewed in policy and planning departments of government were unfamiliar with DevFish and any e-mailed information that may have been provided by SPC and FFA. Although DevFish aims at strengthening policy level support for the tuna industry, those in national planning seemed unaware of DevFish's specific efforts. Clearly, this is a target group that needs to be enhanced and developed. Several of those policy officials interviewed were open to the idea of receiving policy-type information on tuna fisheries development. The usual communication channel for them to receive such information was through the Permanent Secretary or Minister responsible for fisheries. It is a tenet of good communication that using multiple channels to target the receiver enhances the effect of the message and the likelihood of its understanding. This then points to the need for a more direct line of communication with national policy and planning officers. The information targeted to them would have to be more of a policy nature however, and not the same as the more technical fisheries information that is often sent to fisheries offices.

Over the years of the project's operation there have been occasional media reports on DevFish or DevFish activities. This includes a cover article in Islands Business magazine. The level of media attention attracted by DevFish needs to increase, if it is to achieve some of its communication goals. DevFish should make use of all available media channels – radio, television, print and online to become more visible. Specific action steps for achieving this increased media attention are listed later.

5.6 Responsibility for DevFish Communications

Another situation that needs to be addressed is to identify who is to be the primary communication person for the DevFish project. Currently, Anouk Ride, the Communication Officer with FFA, does communication work on behalf of DevFish, but even she admitted that she may not be able to devote the necessary time to the Project if the output of communication is to increase. SPC's DevFish Development Officer, Jonathan Manieva, sends reports and other materials to stakeholders in the region's tuna fisheries, fisheries departments and others, but he does not send out news releases.

SPC Fisheries and the Secretariat's Publication bureau have more human resources

involved in communication than at FFA, but no one has been designated as being responsible for communication for the DevFish Project. This situation may be restricting the communication going out from the project as well any feedback or information that would tend to come back to the Project.

Although it may be an unnecessary use of resources to engage a fulltime Communication Officer only for the DevFish project, there is a need for someone to be the point of contact for project communications and responsible for undertaking the various activities outlined in this Communication Strategy. This person could be someone who has their time shared, between DevFish and other projects, for example, or the role could be out-sourced to someone outside both FFA and SPC, since some of their responsibilities would not require them to be permanently based at either FFA or SPC. In this way, the awareness raising and other communication activities can be done more cost effectively, since the amount of duties may not require a full time position.

Alternatively, it may be more effective to have the Communication Officer permanently based at either FFA or SPC so that the person can have a more ongoing relationship with DevFish program officers and consultants. This would particularly be valuable in the initial stages of implementing the Communication Strategy, as more immediate feedback and decisions would be available from the DevFish decision makers.

This DevFish Communication Officer would be responsible for overseeing the development of materials on DevFish and would disseminate these materials to stakeholders. The Officer would also monitor the effectiveness of DevFish communication efforts through surveys, personal contacts, communication development and the training of staff in national and regional tuna associations.

It is recommended that the FFA Communication Officer meet with SPC's communication team and publications bureau to assess how resources from the two partner organisations can be best utilised to disseminate information to the widest possible audience. This meeting would help determine the level of involvement required by the DevFish Communication Officer and the resources already available. It would then be up to the DevFish Project team to decide on the time commitment (full time or shared), location (SPC or FFA) and employment status (in-house or outsourced) for the Communication Officer. Resources and budget constraints may influence the decision.

To increase the availability of information online from DevFish, the current DevFish page, which is accessed through the FFA web site, needs to be enhanced. If it is undesirable for a separate web site for DevFish (for administrative or cost reasons), then it is at least recommended that a more substantive page be developed. It is proposed that this page have a link to an online discussion group, to facilitate the sharing of information by all DevFish stakeholders, and technical papers available for download. It is also recommended that a monthly or bi-monthly newsletter be developed and sent via e-mail and regular mail to all stakeholders of DevFish.

To increase the amount of appropriate information sent to policy and planning officers in each country, the DevFish communication person would also need to modify and select information on tuna fisheries that are more in line with the information needs of policy officers. This task would require the Communication Officer to synthesise technical information and re-draft it so that it is more relevant and understandable for policy and planning departments.

A number of consultants as well as DevFish staff make periodic trips to PICs throughout the year. It is recommended that all of these consultants, as well as DevFish officers, continually update the e-mail distribution list for DevFish on their overseas visits, so that information can reach as many stakeholders as possible, and especially when there are personnel changes, e-mail address changes, etc.

6. Broad Communication Goal

The Pacific Island countries have significant tuna resources but the economic benefits of these resources disproportionately go to foreign rather than local industries. This problem is widely known and evident in the ratio between the economic value of fish caught in the region and the value of that catch retained by Pacific Island countries.

This situation is caused by national policy that impedes, limits or rules out options for local fishing industry development. For example, in some countries access arrangements for foreign fishing nations have been pursued rather than encouraging investment in local industry. In other countries, the perceptions of local industry by government or by the industry themselves have narrowed the range of options for fisheries development.

FFA and SPC both have wide experience and considerable expertise to provide Pacific Island countries with policy advice and to support initiatives to increase the economic benefits of tuna resources. FFA is the leading regional fisheries policy advisory institution in the Pacific Islands and has been working in the region for almost 30 years. Directed by its Pacific Island members, it provides a major source of information to its members about fisheries development and builds capacity through national and regional assistance.

DevFish works directly with governments through their fisheries departments, as well as more directly with institutions and networks that can contribute to policy change such as industry, industry organizations, international agencies, consumer groups and non-government organizations.

The broad communication goal is to increase the understanding of those at the national policy and planning level of the importance of tuna and other fisheries to help achieve national development goals and help alleviate poverty.

7. Key Communication Outcomes

There are five key communication outcomes for the DevFish Project:

- 7.1** Influence national decision makers to create policies that further local tuna industry development;
- 7.2** Develop or enhance a communication network to be used for disseminating information generated by or through the DevFish project;
- 7.3** Delineate a clear chain of communication between DevFish and its stakeholders;

- 7.4 Improve communication links between industry representatives in PICs;
- 7.5 Improve awareness among stakeholders of the DevFish Project and its donor;

8. Target Audiences

8.1 Fisheries departments

DevFish communicates directly with the national and provincial offices of Pacific island fisheries, in order to provide relevant information.

8.2 Policy and Planning departments

DevFish wants to communicate more directly with those responsible for drawing up national development policies to ensure fisheries development receives more attention.

8.3 Fishing industry Associations

DevFish communicates directly with national associations that represent members of the local fishing industries (fishing, processing, etc.)

8.4 Fishing industry companies

DevFish communicates directly with individual companies and individuals who are actively involved in fishing, fish processing, and related services.

8.5 Media

DevFish wants to communicate more directly with local, national and regional media organizations to increase awareness of the project, its aims, and the importance of the fishing industry in national development.

9. Communication Channels

9.1 E-mails

By far the most common communication tool with DevFish's stakeholders, the common e-mail is still effective and will continue to be so, provided the information presented is appropriate, succinct and accurate. A database of stakeholders' e-mails needs to be prepared, and kept up-to-date by DevFish officers and consultants who meet with national and regional stakeholders.

9.2 Newsletter

A simple newsletter can be a powerful way of keeping the DevFish project and its goals in the minds of stakeholders. The newsletter needs to be attractive in a visual sense, have appropriate and up-to-date information; It should also have contact links for further information.

9.3 Web Site (or web page)

A web site, or an enhanced DevFish web page on FFA's site, would enable stakeholders to find information on tuna fisheries, recent regulations, technical reports, etc. Effort needs to be made to update the web site or web page regularly, so that stakeholders continue to have a reason to visit.

9.4 E-mail Discussion Resources

A new concept for DevFish, it is proposed that e-mail discussion resources be facilitated for stakeholders to hold online discussions on issues and topics of interest to them, which are in line with DevFish's goals. It is first proposed that a form be sent to stakeholders to determine if there are existing sites or blogs that a large number of stakeholders frequent for information. This might be preferable to developing a brand new source of online information for DevFish. During the course of interviews to develop this strategy, no common sites were readily identified by stakeholders. Perhaps a short questionnaire might elicit more common responses, to enable DevFish to make use of an existing information source.

If a new site or link is developed though, these e-mail discussion resources could be accessed through the DevFish web page and could be restricted to registered members of Pacific island tuna fishing industries and government fisheries departments. By restricting access to the e-mail discussion resources, and including only identified members, the problems that other 'blogs' and un-restricted discussion boards face could be avoided. Unrestricted access can lead to anonymous mischievous comments and involvement of those who have no legitimate reason to be using the discussion resources. To facilitate the discussion resources, a persistent series of e-mails needs to be sent to members of tuna fishing associations by the Communication Officer or an out-sourced consultant.

9.5 Media

To get more DevFish information into the mainstream media, press releases, photos and other media materials that would be considered newsworthy by the media need to be released from time to time. It is also recommended that members of the region's media be included – from time to time – at appropriate meetings, in order that the media recognize the importance of tuna fisheries to each country's development aims. Other organisations, most notably UNAIDS, have conducted workshops specifically for Pacific media professionals, to sensitise them to the issues, instil in them an understanding of the importance of the topic – both regionally and nationally – and to develop personal contacts with specific media professionals who can be called upon in the future to help publicise activities, raise concerns, etc. DevFish can also make use of this method.

Because the media is often an information source and motivator for decision and policy makers, using the media will also have the effect of getting information to these policy makers. It is understood that the upcoming Pacific Islands News Association meeting will be briefed on DevFish and its activities. This type of activity is what is needed to give the project a higher profile and more consideration in the minds of the media audience.

9.6 Informational video program

For many organisations, Having a well-produced, informative video program accomplishes several roles. Firstly, it can be used on television, such as on SPC's "Pacific Way" program which is seen throughout the region; secondly, it can be used as a standalone communications tool, explaining quickly and visually the purpose, goal and activities of the DevFish project to government leaders, other funding organisations, stakeholders, etc.; Thirdly, it creates a good visual record for the donor organisation, many of whom have to answer to their own boards and councils as to how money has been spent. It has

been proven many times over that, if given a choice, people would prefer to watch a video program than read a document with the same information. It is recommended that such a video program should be considered for the DevFish project.

9.7 Signage

There are a number of meetings held every year that DevFish officers attend. It is proposed that a selection of brochures, recent publications/reports, and a banner be used to direct attention to DevFish at these events. The brochure would provide a basic overview of the types of work that DevFish is involved in and could even provide a step-by-step direction on how assistance can be requested.

9.8 Personal visits

The effectiveness of personal visits to stakeholders by DevFish officers or consultants cannot be overstated. These visits allow for a 'spot check' on the effectiveness both of the project and its communication strategy. It also allows for direct two-way communication between the stakeholders and Project staff.

9.9 Fisheries Meetings

Regular meetings among DevFish stakeholders (which usually follows other regional meetings) provide another good opportunity for direct communication between DevFish Project staff and their stakeholders. To maximise the effectiveness of these meetings for communication, specific questions can be asked of stakeholders to determine the effectiveness of the communication strategy.

10. Action Plan

An action plan has been drawn up that outlines what needs to happen and who will be responsible for it. This is attached as Appendix 2. At this draft stage, no time frame has been included. This can be modified once the communication strategy is finalised and an implementation date decided upon.

11. Monitoring and Evaluation

In order for the Communication Strategy to be assessed, certain success measurements are described to assess each key communication outcome. These success measurements are outlined in the Communication Strategy Matrix, Appendix 1, as well as below.

11.1 Influence national decision makers to create policies that further local tuna industry development;

- The measurement indicator for this outcome is whether or not, after the strategies have been implemented, that there is an improved awareness at policy level of the importance of developing tuna fisheries. Another indicator is whether or there has been any improvement in national policy development that takes into account the special needs of developing tuna fisheries.

11.2 Develop/enhance communication network for DevFish generated information;

- One of the measurement indicators will be the regular distribution of a proposed DevFish newsletter, distributed both electronically and through the mailing of hard copies;
- An increase in traffic to DevFish's web page or a new web site would be another indicator. This would quantify the number of unique visitors and the frequency of visits by those who are using the DevFish site;
- A final indicator would be the number of participants using the proposed e-mail discussion resources, where members of the Pacific tuna fishing industry can share thoughts and opinions and learn about issues through an interactive communication medium;

11.3 Delineate clear communication paths between DevFish and stakeholders;

- Once Executive officers are in place in the various national tuna fishing associations and they meet regularly, the paths of communication to DevFish stakeholders will be improved;
- When these associations disseminate information to their members, this will be a further measure of success;
- If these associations increase interaction between government fisheries departments and the association members, this will be a further measurement of their success;

11.4 Improved communication between fishing industry representatives in Pacific Island countries;

- Once the Pacific Islands Tuna Industry Association (PITIA) increases its activity and participates more regularly in regional and international meetings, this will be a measurement of success;
- PITIA's further development should also result in increased communication between the regional association and its member national fishing associations;
- The DevFish Communication Officer should liaise monthly with each national industry association and the regional industry association to obtain feedback on DevFish information received and to monitor the stakeholders' access to information; This feedback would then be provided to the DevFish Team Leader for inclusion in the overall reporting on DevFish.

11.5 Improved awareness among stakeholders of DevFish and its primary donor;

- An improvement in awareness can be measured by an increase in feedback to DevFish by its stakeholders;
- An increase in the number of stakeholders reading its newsletter and other publications would be another indicator;
- An increase in the number of media mentions would be a further indicator that awareness of DevFish is improving;
- An increase in EU representatives at DevFish sponsored meetings, workshops and other activities would be an indicator of improved awareness of the Project's donor.

11.6 Process of Strategy refinement

The DevFish Project is evaluated every six months to determine its effectiveness. This is a requirement by the EU for this project. It is recommended that the person conducting the six-monthly evaluation (and other reviews) should include the key success measurements for the Communication Strategy to determine how much impact, if any, the Strategy is having. Other success measurements, such as statistics on web site traffic, participation in e-mail discussions, and an increase in media mentions can be measured by the DevFish Communication Officer and provided to those conducting the six monthly and other reviews.

The DevFish Communication Officer should also contact national fishing associations on the relevance and accessibility of information provided through DevFish. This feedback should allow the Communication Officer to modify the information and the methods of delivering the information to better suit the needs and situations of national stakeholders.

Based on the success measurement results, the Communication Strategy can be modified by refining the strategies to better achieve the desired results. The Communication Strategy is designed as a template that can grow and change to keep pace with developments in the Pacific fishing industry and with any change in the goals and expected outcomes of the DevFish project.

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Appendix 1

COMMUNICATION STRATEGY MATRIX

Page 1

Key Communication Outcome	Objectives	Strategies	Success Measures	Stakeholder Categories
Influence national decision makers to create policies that further local tuna industry development;	<p>To improve information dissemination specific to policy makers in govt.;</p> <p>To include policy officers in discussions on fisheries development.</p>	<p>Identify and target relevant planning and policy officers within govt.;</p> <p>Include them in special meetings;</p> <p>Send them specific e-mails and newsletters;</p> <p>Provide information specifically aimed at policy makers;</p> <p>Provide information to regional and national media on importance of tuna fisheries in national development;</p> <p>Support the convening of regular meetings for Stakeholders and include policy officers at national level;</p>	<p>Improved awareness at policy level of importance of developing tuna fisheries;</p> <p>Improvement in policy development;</p>	<p>National planning and policy depts.</p> <p>Fisheries depts.</p>
Develop/enhance communication network for DevFish generated information;	To improve flow of appropriate information to stakeholders;	Develop website and facilitate e-mail discussion resources;	Regular distribution of newsletter; increased visits to web page; participation in email discussion resources;	Fisheries depts.; Industry stakeholders; Fishing industry associations; Media
Delineate clear communication paths between DevFish and stakeholders;	<p>To enhance and support further development of Exec. Officers in national fishing associations and regional fisheries association.</p> <p>To encourage government fisheries depts. to recognise and support national fisheries associations as official industry representatives.</p>	<p>Continue to provide financial and other support for national and regional fisheries associations;</p> <p>Provide administrative and advisory support for associations and assist in convening regular industry/govt. meetings.</p>	<p>Exec Officers in place and association meets regularly;</p> <p>Information is disseminated by associations;</p> <p>Increased interaction between govt. fisheries depts and fishing associations</p>	<p>Fisheries depts.;</p> <p>Industry stakeholders;</p> <p>Fishing industry associations;</p>

Appendix 2

ACTION PLAN

Page 1

Action Points	Specific Steps	Person(s) Responsible	Time Frame
Determine budget and time demands (part-time/full-time) for DevFish Communication Officer;	DevFish team to meet with appropriate SPC/FFA administrators;	DevFish Team;	3rd Quarter 2009
Determine need for Comm Officer to be in-house or out-sourced;	DevFish team to make determination;	DevFish Team;	3rd Quarter 2009
Determine available inter-agency comm resources (SPC/FFA) and develop framework for dissemination to stakeholders;	FFA Comm Officer to meet with SPC communication team;	FFA Comm Officer and SPC Comm team;	3rd Quarter 2009
Identify and target appropriate policy and planning people within national governments;	Using national stakeholders, draw up list of appropriate policy and planning people in govt.	DevFish staff, working with national counterparts;	Begin 3rd Quarter 2009 (ongoing after that)
Invite policy and planning people at special meetings with stakeholders;	Include policy issues at meeting relevant for policy makers;	DevFish staff, working with national counterparts;	Begin 3rd Quarter 2009 (ongoing after that)
Send policy people appropriate DevFish information aimed at policy level stakeholders;	Compile electronic and physical addresses for policy people and ensure messages are received;	DevFish Communication Officer, working with national counterparts;	Begin 3rd Quarter 2009 (ongoing after that)
Provide information to regional and national media on importance of tuna fisheries in national development;	Newsworthy press releases sent to regional and national media;	DevFish Communication Officer, working with national counterparts;	Begin 3rd Quarter 2009 (ongoing after that)
Support the convening of regular meetings for stakeholders and include policy officers at national level;	Invite media representatives for specific meetings that discuss policy issues;	DevFish Communication Officer, working with national counterparts;	Begin 3rd Quarter 2009 (ongoing after that)
Continue to provide financial and other support for national and regional fisheries associations;	Meet with industry reps in each country where further development of associations is needed;	DevFish Project staff and consultants;	3rd Quarter 2009 (if funds available in DevFish I);
Provide administrative and advisory support for associations and assist in convening regular industry/govt. meetings;	Help develop plan to develop administrative capability of Executive Officers and Association offices;	DevFish Project staff and consultants;	3rd Quarter 2009;

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Appendix 4 **Reports And Other Sources Consulted**

DevFish Project Six Monthly Report – December 2008

DevFish Monitoring Report – 24/11/2008

DevFish Third Year Annual Report – July 2008

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