EAST AFRICAN COMMUNITY

LAKE VICTORIA FISHERIES ORGANIZATION

INFORMATION COMMUNICATION AND OUTREACH STRATEGY

FOR LAKE VICTORIA FISHERIES

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ABBREVIATIONS AND ACRONYMS

ADF	Activity Description Form
ASFA	Aquatic Science and Fisheries Abstracts
BMU	Beach Management Unit
CBO	Community Based Organization
CD-ROM	Compact disk, Read-Only Memory
DVD	Digital Video Disk
EAC	East African Community
HRD	Human Resources Development
ICO	Information Communication and Outreach
ICS	Information Communication Strategy
IFMP	Implementation of a Fisheries Management Plan for Lake Victoria
KAP	Knowledge, Attitudes, Practices
KMFRI	Kenya Marine and Fisheries Research Institute
LFA	Logical Framework Approach
LTTA	Long-Term Technical Assistance
LVFO	Lake Victoria Fisheries Organization
MCS	Monitoring, Control and Surveillance
MSF	Medecins Sans Frontieres
NGO	Non-Governmental Organization
NWG	National Working Group
RWG	Regional Working Group
SOPs	Standard Operating Procedures
TA	Technical Assistance
TAFIRRI	Tanzania Fisheries Research Institute
TV	Television
VTC	Voluntary Testing and Counselling
WATSAN	Water and Sanitation
WG	Working Group

KEY TERMS AND CONCEPTS

Awareness: A product of knowledge and appropriate behaviour.

Interpersonal approach: Face to face engagement, visits, meetings, dialogues.

Information: Data, facts or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.

Communication: The process by which information and feelings are shared by people through an exchange of verbal and non-verbal messages. It can be a planned process aimed at motivating people to adopt new attitudes or behaviour, or to utilize existing services/products.

Dissemination: The process of communicating information by spreading or scattering it broadly.

Outreach: A proactive method of making connections and getting information to people. Extension work.

Networking: Inter-Organizational collaboration and co-operation, usually person-to-person, and involves developing a broad list of contacts.

Channel: The medium through which information is disseminated from one place to another.

Format: The form in which information is organised, presented or communicated.

Dissemination: of research findings and project activities, largely between similar organizations. Considerable research has been conducted in the region and beyond, but is not always widely available.

Exchange of information: primarily reports, periodicals and web pages, and largely between similar organizations.

Co-ordination: of activities to maximise impact.

Networking: as a mechanism to secure more effective partnerships. Networks exist at many levels (between ministries, farmers, researchers etc) but there is considerable potential for strengthening.

Advocacy: Presenting evidence and arguments to policy makers, donors and other stakeholders, generating interest through the public media, making people aware of their legal rights and providing mechanisms for them to represent themselves. This is usually in the form of NGO initiatives, or of wider environmental campaigns.

Lesson learning: The sharing of practical experience through task-oriented activities through, for example, interactive fora, workshops, field visits, exchanges, etc. This is overwhelmingly considered to be the most effective approach to communication and influencing policy.

1 INTRODUCTION

1.1 BACKGROUND

Geographic and economic context

Lake Victoria is shared by the three East African Community (EAC) Partner States. The Lake is a symbol of unity among the EAC Partner States as boundaries of three countries meet in the lake. It is a large lake (68,800km^2), the second largest in the world and the largest in Africa with a long coastline of 3,450 km. The lake has a large catchment of 194,200 km^2 with a rapidly growing population of over 30 million people. A third of the population of the Partner States live and depend either directly or indirectly on the lake's resources.

Lake Victoria is economically important to the EAC Partner States. It is the most productive fishery in Africa producing about 500,000 m t. of fish annually. The fishery is valued at US$ 600 million locally with exports values estimated at US$ 217 million by 2001. The lake provides high protein food, employment, income, and clean water for domestic and industrial use. It has high fish species diversity of scientific importance especially in evolutionary studies. In addition, the lake is used as an avenue for transport, recreation and power generation and modulation of climate. Consequently, the Lake Victoria Basin has been designated an economic growth zone to be developed jointly by the EAC Partner States. However, Lake Victoria and its resources face many threats.

Challenges to the sustainability of the fisheries resources

The main challenges to sustainability of the fisheries resources of Lake Victoria have been identified as:

a) Decline in fish stocks;
b) Decline in fish species diversity;
c) Open access to the fishery;
d) Degradation of the fish habitat due to activities in the catchment area;
e) Invasion and proliferation of aquatic weeds especially water hyacinth;
f) Increasing incidences of diseases especially HIV/AIDS among fisher folk;
g) Unsustainable funding.

The main causes of resource and environmental degradation have been identified as:

a) Inadequate information on fish stocks;
b) Excessive fishing effort;
c) Use of destructive fishing gears and methods;
d) Capture of immature fish;
e) High post-harvest fish losses and low quality products;
f) Inadequate information on fish markets;
g) Excessive input of nutrients and contaminants;
h) Invasive weeds, especially Water Hyacinth;
i) Weak management and extension systems;
j) Inadequate accessibility and poor dissemination of management information;

k) Inadequate enforcement of laws and regulations;
l) Limited involvement of fishers in management of fisheries;
m) Inadequate and un-harmonised laws and regulations;
n) Conflicts in resource access, especially along national borders;
o) High population and immigration rates into the Lake Victoria Basin;
p) Limited livelihood options.

1.2 INSTITUTIONAL AND POLICY FRAMEWORK

The over-arching policy objective of the EAC Partner States is to eradicate poverty and improve the welfare of the fishery dependant communities while ensuring resource sustainability and environmental health. The fisheries susb-sector contributes to this overall development goal by taking measures to maximise fish production and socio-economic benefits while curtailing the decline in fish stocks, conserving and improving the declining biodiversity upon which future production would depend, controlling the health of the fish habitat, and improving the welfare of the fisher communities.

Addressing the challenges to sustainability of fisheries resources and there causes requires among others;development of effective institutions and institutional processes including mechanisms to involve stakeholders especially fisher communities in management of fisheries and co-operation among partner states in development and management of the fisheries of Lake Victoria.

The LVFO

The Lake Victoria Fisheries Organization (LVFO) was established by Convention signed in 1994 by the three Partner States (Kenya, Uganda and Tanzania) sharing Lake Victoria. The objective of the LVFO is to foster cooperation among the partner states by harmonising national measures, developing and, adopting conservation and management measures for sustainable utilisation of the living resources of Lake Victoria. The LVFO Vision aims specifically at ensuring:

a) A healthy Lake Victoria ecosysytem and sustainable resource use;
b) An integrated fisheries management system;
c) Co-ordinated research programs;
d) Efficient Information Genereatyion, Flow and exchange;
e) An effective Institutional/ Stakeholder Partnership.

The activities of LVFO are implemented through programmes and Working Groups (WGs) both at the National and Regional level. One of the programmes is Database, Information, Communication and Outreach, with two thematic working groups (WGs)—the Databasedevelopment and management WG and the Information Communication and Outreach (ICO) Working Group. The overall function of the Database working group is to design and manage databases and ensure that data is proprerly recorded, analysed, compiled and made available for management of the fisheries resources. On the other hand, the ICO WG is intended to ensure that relevant information for the development and management of the fisheries resources is provided to the different stakeholders on Lake Victoria to guide actions aimed towards overcoming the threat and causes of resource and environmental degradation. The ICO WG is supposed to link with the

Technical Working Groups who are the sources of information to be communicated to the stakeholders and target audiences.

The IFMP Project

The Implementation of a Fisheries Management Plan (IFMP) Project is a five year project sponsored by the European Commission to address the threats to sustainability of the Lake Victoria Fisheries Resources as identified by the previous EU LVFRP project and detailed in the Fisheries Manangement Plan for Lake Victoria. The results or outputs of the project include:

a) Effective coordination of implementation of fisheries development and management measures
b) Policy analysis and harmonization of fisheries legislation;
c) Strengthening the abilities of communities to co-manage fisheries resources;
d) Community and institutional capacity building;
e) Establishment of sustainable Monitoring, Control and Surveillance (MCS);
f) Resource environmental and socio-economic research and monitoring;
g) Fish quality assurance and value addition;
h) Setting up information and database systems; and
i) Improvement of infrastructure

Public awareness and communication do not have any specific reference points in the Logical Framework contained in the IFMP Inception Report, however awareness and communication activities are implied for the achievement of certain project results (the outputs of the IFMP) i.e

Result 2: Community Co-management of fisheries
(*Activity 2.2: Mobilisation of communities and awareness creation)*
Result 4: MCS Systems
(*Activity 3: Publicising of MCS purpose and results)*
Result 5: Strengthening LVFO as a centre of excellence for information and databases.

The IFMP Project Financing Agreement also lays foundation for communication and awareness activities under the broad umbrella of Human Resource Development (HRD). It states that *"The project will complement community-oriented activities with an upgrading of the knowledge of the communities, the fisheries officers and the decision makers…Radio programmes, stakeholders' workshops and other extension activities will raise awareness…Information management and dissemination will be supported including the African Journal of Tropical Hydrobiology and Fisheries* ". Under the project, HRD and ICO are both cross cutting programmes, i.e they support the activities of all the other technical programmes of the LVFO and both contribute directly to improvement of human resources capacity to manage the fisheries. The distinction between the areas of responsibility of the two groups is that , the HRD WGs will concentrate on training programmes (usually based on written modules), aimed at developing specific knowledge and skills within specific target groups i.e capacity building, whereas the ICO WGs will concentrate on events and media aimed at sensitising and changing attitudes/behaviour of various target groups (sometimes referred to as awareness raising).

1.3 STATUS AND OVERVIEW OF ICO

In today's world communication and information sharing are among the most important factors of success for any organization. This is true both for internal and external communication. The communication can only be successful when the internal and the external communication complement and support each other.

Definition of ICO

Information, Communication and Outreach (ICO) is the name adopted by the LVFO to indicate a programmed set of activities comprising:

- recommendations to ensure the most effective collection use and dissemination of information and data;
- devising and using appropriate communication methods to support the technical aspects of the LVF Management Plan;
- planned communication techniques;
- extending the policies and innovations of the LVFO to the wide range of stakeholders, e.g. communities around the lake, fishing families, fish processing workers and owners, and especially to the intended direct beneficiaries of a greater sustainability of fishing practices i.e. the families which rely on fishing for their livelihoods.

Sectoral Experiences

In East Africa, the experience of ICO activities in the Fisheries Sector has not been profound. The most effective use of media for development in the region has been in sectors other than fisheries i.e. Health, Water and Sanitation (WATSAN), Nutrition, HIV-Aids. In particular, the use of participatory training tools and methodologies, together with the application of structured communication methodologies in these various sectors, supported by major donors such as Danida, USAID, and the World Bank, has resulted to the presence today of a large number of government agencies, parastatals, NGOs, community groups and service providers whose consultants, trained and experienced in participatory methodologies and in systematic communication techniques, are now available to provide their professional expertise in applied communication, which fisheries sector professionals can now draw on for technical assistance and support.

The Fisheries sector can also draw lessons from organisations outside the Eastern Africa region that have developed best communication practices in fisheries management. For example the Mekong River Commission (MRC) has developed comprehensive web-based resources, with an easy to use website linking to general information, technical information, issues of special interest etc. One of the most outstanding achievements of the MRC has been to act as an effective clearinghouse for information products relevant to the riverine social and economic issues, and to provide a comprehensive catalogue of publications, CD-ROMS etc. for the general public on a cost-recovery basis. Its website is a model of how to use internet resources for effective dissemination of both general and scientific information. A much smaller and less well-resourced example of outstanding achievements in communications is the Fisheries Action Coalition Team (FACT), a web-based publications centre in Cambodia. This centre is maintained by a group of NGOs working to protect sustainable livelihoods around the Tonle Sap lake. The information materials are straightforwardly presented and easy to access.

Regional Information

Fisheries data and information is currently available in the region in bibliographies, books, reports, statistical bulletins, text books, journals, published reprints/photocopies, reports of meetings, workshops, conferences and symposia, newsletters, brochures, video recordings, still photos, newspaper, web pages, cuttings and unpublished technical reports.

The Fisheries Department in Kenya has collected a variety of information and compiled many reports (1963-1998). The Departmental library holds books and unpublished papers and theses. The KMFRI has many books, journals, magazines, reprints, dissertations and bibliographies. Also there are a number of NGOs playing a vital role in the fisheries sector in Kenya. Some of them use electronic data storage on hard disks and CD-ROM. OSIENALA, a Kenyan NGO, produces newsletters and reports on the fisheries industry, and also hosts an FM radio station, the Voice of Lake Victoria, broadcasting from Kisumu. During its first year of operation the Kenya ICO Working Group produced three video documentaries for broadcast or viewing group presentations. Billboards detailing fisheries regulations have also been designed and erected on two landing sites.

In Tanzania, the TAFIRI office in Dar-es-Salaam holds many reports covering information on post-harvest, environment, wetlands and socio-economics. The Dar-es-Salaam and Mwanza stations of TAFIRI have collections of text books and technical journals, published papers, reprints and copies of publications and reports. TAFIRI also produces Research Bulletins. The Tanzanian Fisheries Division processes data on capture fisheries and there are monthly catch statistics available at the head office in Dar-es-Salaam. There are Annual Reports on Capture Fisheries and Aquaculture in Tanzania dating from the 1970s.

In Uganda, the Fisheries Resources Research Institute (FIRRI) has produced annual reports from 1947 to date. The library has up to 60 journals, 10,000 books, 1 million reprints and 200 FAO reports. In addition, there are a number of technical reports generated by various technical assistance projects on fisheries, environment, bio-diversity and socio-economics.

The Uganda Department of Fisheries Resources processes information on Capture Fisheries resulting from Frame Surveys and Catch Assessments. The Department also has information on fish production from various water bodies and aquaculture and also on the socio-economics of the fisheries sector. The Department Library has many books, journals, pamphlets, annual reports, bibliographies, data collection forms and maps. The Department has documented reports on the Fisheries Statistical System and on various data processing programs for capture fisheries, fish quality, fish processing and marketing.

Fish factories generally keep data on fish purchases and export levels, and fish quality assurance data. Ugandan NGOs in the fisheries sector are young and still developing. The Ugandan National ICO WG has designed and erected billboards detailing the fisheries regulations on two landing sites.

LVFO Secretariat

The Secretariat of the LVFO relies mainly on Fisheries Division/Departments and Fisheries Research institutions in the three riparian countries to generate the regional data/information for dissemination. Other sources of information are statutory bodies' meetings, and national and inter-

national conferences. In addition the LVFO has built up a substantial collection of information comprising technical reports, policies and decisions of the statutory organs, recommendations of fisheries managers, workshop/seminars/conference recommendations and proceedings, RWGs reports among others. The LVFO publishes the African Journal of Tropical Hydrobiology and Fisheries, the Mputa newsletter, various mission specific brochures and hosts the LVFO website (www.lvfo.org), which is in the course of development.

Capacity

The East African region is rich in development media professionals within a rapidly growing media sector. It is likely that the exploding growth of radio stations in Uganda will be followed in the other two countries. In Kenya, media outsourcing to large or small production houses in Kisumu or Nairobi will not be a problem. The NGO OSIENALA has established its own dedicated FM radio station, Radio Lake Victoria, broadcasting on 92.2 MHz. This provides a golden opportunity for significant piggy-backing on the station's regular programmes, and collaborating in its own routine message broadcasts.

The phone-in programmes are particularly useful, and have already been used by Lake Victoria's MCS officials to answer questions and air complaints about the MCS enforcement programme. Kenya has many consultants and small companies well-trained in health communications, WATSAN communication etc., to provide training or other guidance to the ICOWG. There is excellent media expertise in the Kenya WG and good relationships have been established with national media production houses.

In Tanzania the National ICO WG has within it good experience in print journalism, in the other mass media, and in project support communications, and also has an excellent awareness of the issues and priorities involved in providing effective ICO support to the LVFO. From Mwanza, the mass media services are good, and excellent contacts exist between the ICO WG and the local media. Some capacity-building in systematic ICO interventions is required.

Tanzania has a good base of experienced communication consultants and small consulting companies, well-trained in health communications, WATSAN communication etc., who are quite capable of providing the required training and other technical support to the members of the Tanzania ICO National WG.

Uganda also has its pool of communication consultants and small companies trained and experienced in health communications, WATSAN communication etc., and they are well able to provide technical assistance to the WG by co-option, or training or by providing other specialised assistance. The network of media professional in Uganda is well-known to the members of the National ICO WG. Community radio and development radio are well-established, and there are excellent relevant FM stations in Buddu Radio, Simba, CBS, and Kirra FM.

There are good possibilities for the corporate sponsorship of media activities in Uganda, and the National ICO WG has excellent connections with other Ugandan media and communication professionals, and also has significant experience from past and current development projects in the country.

LVFO Secretariat
The Secretariat has appointed a focal point for ICO activities who will co-ordinate the future meetings and activities of the ICO RWG. She will interpret and apply the principles of the ICS, and ensure that the procedures described are applied to the standard ICO products which are developed to support the LVFO's programmes..

The Regional ICO Working Group
The overall function of the ICO RWG (the implementing group for ICO activities) is to build capacity to gather and repackage information generated by the different working groups in appropriate forms, and to use appropriate media to disseminate it to different stakeholders.
The specific functions of the ICO WG are:

- Developing and improving the institutional structure for information and communication;
- Improving human infrastructure and financial resources for implementing the programmes;
- Identifying information needs, target audiences and information sources;
- Preparing information dissemination materials in formats suitable for different target groups including books booklets periodicals, newsletter and other media products;
- Organising dissemination events and mass media productions;
- Monitoring and evaluating the impact and outcome of ICO activities.

The ICO RWG is enthusiastic, well-qualified and well-balanced, and is strongly motivated to play a proactive role in the origination, design, development and implementation of LVFO ICO activities. In practice, the ICO WG has spent significant time developing the draft ICS during the last two years, and on a number of small-scale activities, i.e.

- The construction of signboards at two landing sites in each country;
- Documentary video coverage of official tours to specific lakeside locations;
- Establishing relationships with local media representatives;
- Developing action plans for ICO activities in the three countries;
- Consulting with the technical WGS on their communication needs.

1.4. PROBLEM STATEMENT

As highlighted in the above sections considerable capacity exists in the region to implement ICO Interventions. In addition significant progress has been made in increasing access and dissemination of information on the use and management of fisheries resources, but sustainable utilisation of the resources is yet to be realised. A number of communication and information delivery challenges still need to be addressed in order to increase awareness and strengthen the various stakeholders and communities abilities to co-manage the fisheries and to contribute to the sustainable economic growth, resource use and development in the Lake Victoria Basin.

Although Agriculture and Fisheries do have a significant tradition of using extension and outreach methodologies to reach remotely located farmers and fishermen, the use of modern com-

munication methods and techniques has not advanced much beyond the dissemination of advice and demonstration through meetings and visits, and the traditional use of mobile information units (vehicles with community cinema/video kits). The key information needs and challenges are detailed below.

1.5 COMMUNICATION NEEDS AND CHALLENGES

Informants report a need for better information sharing among LV stakeholders. Fragmentation and institutional tradition appear to hinder the development of this process. Although the national research institutions and the Fisheries Departments have sufficient human resources to facilitate effective dissemination, and databases are established, protection and the personalisation of information are reportedly quite common.

The LVFO, as the co-ordinating agency for Fisheries and Research institutions in three countries, faces the challenge of assisting the co-operating institutions to repackage and disseminate the large amount of technical and socio-economic information being generated and collected, so that it can be made useful to the staffs of the institutions themselves, to the public media, and to the wide variety of end-users living in the environs of Lake Victoria.

There is a reported need to repackage scientific research findings into a language that is easily understood by communities, as well as by managers and policy makers. The objective is to build capacity to prioritise data and information needs, to strengthen analysis and interpretation, to repackage the data, and to properly target the dissemination and communication activities. The technical complexity of some of the information being regularly collected, and the differing needs of the various client groups make this a significant challenge for LVFO.

Informants in the national fisheries departments and research institutions report a need for better electronic communication between the partner institutions, and for the urgent development of the local intranets, together with a harmonised website development. Although the research institutions are relatively well-resourced in IT systems themselves, there is no evident piggy-backing by LVFO, or linking with the internet systems in these institutions.

There is a need for more systematic and regular communication between the technical WGs and the ICO WGs. In addition there is a need for the communication plans of the national ICO WGs to be more systematically incorporated into the LVFO annual work plans.

There is a need to reduce the number of ad-hoc communication activities which are sometimes implemented without any obvious needs analysis, definition of objectives, or systematic impact evaluation.

There is a need for a clearer identification and sharing of the LVFO's annual priorities.

Challenges

The LVFO has already identified some of the key challenges to the effective application of ICO techniques including:

a) Limited accessibility to scientific information;

b) Limited translation of scientific and technical information into forms targeting various stakeholders;
c) Limited understanding of fisheries and related laws and regulations;
d) Limited communication skills by various fisheries experts;
e) Inadequate information resource centres (infrastructure and equipment);
f) Lack of human resource capacity in communication and outreach methods;
g) Poor co-ordination, sharing and documentation mechanisms leading to duplication and waste of resources;
h) Lack of prioritisation of issues;
i) Low priority of ICO activities during allocation of resources within the implementing institutions;
j) Low literacy levels of the communities in interpretation and conceptualisation;
k) Frequent migration of fisher community deterring continuity of ICO activities;
m) Low motivation and receptiveness to change of attitudes and practices;

1.6 PRIORITY PROBLEM AREAS/ISSUES

The strategy emphasises the need to start with a few serious problems that require immediate ICO interventions within a period of one year and once accomplished other priorities will be earmarked. Potential ICO activities always need to be prioritised. During the quarterly and annual LVFO planning exercises, the technical WGs will propose and make provision for technical activities within their remits. They also request ICO support for particular technical activities or sub-activities. These requests are reviewed by the ICO WG, and responded to with suggestions and cost-estimates for appropriate ICO activities. Not every request can be answered. Not every target group can be addressed. The following proposed priorities are based on the perceived needs derived from discussions with ICO WG Members, PIU staff, and from the matrices produced during the planning meetings of APE (2) held in June 2005

Data from research and monitoring activities needs to be collected, processed, and summarised, and if appropriate and needed, repackaged and distributed to concerned user-groups.

Changes in regional and national policy need to be assessed for relevance to affected communities and target groups. If there are national implications this information needs to be shared with media professionals and disseminated through appropriate national media. If the implications are entirely local, the information needs packaging into forms suitable for social animation (mobilisation) delivery.

Trends and tendencies in the economic development of the LV fisheries need to be translated into public information packages so that communities can prepare for changes to livelihoods which may be necessary in the future.

2 THE ICO STRATEGY

2.1 STRATEGY DEVELOPMENT

The ICS was developed using a participatory approach involving stakeholder inputs at various levels. At the local level, National Working Groups incorporated their views into an initial working document which was developed in 2002 by an LVFO Secretariat team. This document was then enhanced in a harmonisation session during the First Meeting of the ICO Regional Working Group (RWG) held at Mwanza in July 2003. The Mwanza Draft was transformed into the First Draft ICS by a small group of experts drawn from LVFO institutions and the media in July 2004. The First Draft was widely circulated for comments by all the LVFO institutions. To review the First Draft, the LVFO Secretariat organised the Second Meeting of the ICO RWG at the end of September 2004 in Mbale Uganda. The draft ICS was then reviewed and revised by a consultant-International Short Term Adviser for Information, Communication and Outreach, and the present document is the result of that revision.

2.2 PURPOSE OF THE STRATEGY

The purpose of the ICO strategy is to provide a framework for promoting increased use of information, knowledge and skills to bring about positive changes in attitudes, values and behaviours relating to sustainable use, development and management of the fisheries resources of Lake Victoria. The expected outcomes of strategy implementation include effective policy-making and increased participation and strengthened ability of communities and service-providers to co-manage the fisheries, which will contribute to the sustainable economic growth, resource use and development in the Lake Victoria Basin.

2.3 PRINCIPLES AND FRAMEWORK OF THE STRATEGY

The Lake Victoria Fisheries Strategy has been developed around a strategic communication model, which emphasizes well planned and coordinated activities based on sound opinion research and analysis. This model does not limit itself to media or public relations events; but engages across the span of available formal and informal channels, to communicate a vision of the LVFO, show progress, build consensus, create confidence and listen. The strategy is driven by well defined goals, which were agreed upon by the ICO RWG members representing all key partners involved in fisheries resources management. There are several critical elements that serve as the "building blocks" of strategic communications. These include the identification of segmented target groups, whose differing interests and perceptions- not to mention their relative weight in affecting policy outcomes- may require separate approaches to communicating; in addition the framework gives a preliminary indication of key messages to be delivered, via what channels and from which institutional base. The framework also takes into consideration the need for constant monitoring, evaluation and re-evaluation – based in large part on opinion research of the strategy and its reformulation in case it is not working as intended.

The design of LVFO ICO activities will be systematic, and in general follow the following, step-by-step, model:

1. Define the objectives;

2. Define the target group (*Example*: *200 householders living in 6 villages in x District);*

3. Complete an Activity Description Form (ADF), with a statement of objectives, method, cost estimate, evaluation plan etc.

4. Establish a baseline (pre-test);

5. Establish the technical message, i.e. define what you want the audience to know, and/or what do you want the audience to do (*Example: Encourage a more sustainable kind of fishing using particular kinds of fishing gear);*

6. Develop the communication message, i.e. translate the technical message into a form (in local language) that will be easily and unambiguously understood by the audience;

7. Test the communication message with a small sample group to make sure that it is comprehensible (*Example: What does it say ? What does it mean ? What will you do now you've read this?);*

8. Select the appropriate media, for reach, acceptability, practicality, and cost. (*Example: Radio spot and street posters*);

9. Budget, the production of materials, commission the production;

10. Produce the media, or outsource it;

11. Supervise and facilitate the production;

12. Apply the intervention *(e.g. radio broadcast, post the posters);*

13. Evaluate and report the activity intervention, using a small sample group and a simple post-test *(Example: Did you hear the radio spot yesterday? What will you do differently in future?).*

2.4 STRATEGIC GOAL

The Strategic Goal of the ICO Strategy is:

To contribute to improved livelihoods, sustainable economic growth, resource use and development in the Lake Victoria Basin by increasing knowledge, engendering positive attitudes and promoting behaviour change in fisheries management practices.

2.5 STRATEGIC OBJECTIVES AND INDICATIVE ACTIVITIES

The ICS Objectives are to:

Provide guidelines for effective mechanisms and procedures to establish the smooth implementation of ICO activities.

Indicative activity: *Facilitating the development of communication skills*

Provide guidelines for ICO activity design and production so that information can be made available to different stakeholders in appropriate forms.

Indicative activity: *Forging and strengthening the relationship between LVFO institutions and media houses*

Describe an approach to selecting and using appropriate media to create awareness and influence decision-making.

Indicative activities: *Television documentary*

Television spots and commercials

Designing and producing electronic information messages and materials on CD-ROMs, DVDs, videos, Internet

Outdoor advertising and display

Fostering good relations with media staffs

Developing a LVFO corporate image and brand

Provide guidelines for the design, implementation and supervision of ICO activities to address LVFO thematic programmes.

Indicative activities: *Developing specific communication messages based on technical activities of thematic WGs*

Re-writing and repacking technical reports

Publishing, disseminating and distributing reports, journals, newsletters, books, booklets, fact sheets, brochures, posters, and flyers

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Provide guidelines for ICO activities to support the increased participation of fishers and communities and other stakeholders in decision-making and resource management.

Indicative activities: *Open Days, Field Days*

Awareness campaigns

Drama and music festivals

Traditional media and folklore, road shows, videos and mobile cinemas and puppetry

Schools curriculum support programme

Describe an effective planning, monitoring and evaluation system for ICO activities.

Indicative activities: *Use the Activity Description Form (ADF)*

Implement training for the ICO WG in population sampling and KAP testing.

2.6 ICO TARGETS AND CHANNELS OF COMMUNICATION

Target groups

The target audience for the LVFO is potentially large and various, and includes the following generic groups. Particular ICO activities will focus on sub-sets of these groups living in particular places:

GENERIC GROUP	COMMUNICATION NEEDS	APPROPRIATE MEDIA
Fisher Communities	updated regulations, requirements for monitoring and reporting illegal activities	meetings, group video presentations, active mobilisers
BMU Officers and members	training in small group management, administration, reporting	leaflets, meetings, training of trainers
Fisheries extension agents	training in social animation using group video	workshops, group video kits
Fisheries Policy Makers	updated policies and regulations	seminar, Technical Sheets, consultation meetings, short video or PowerPoint presentations
Research scientists	annual conferences, with submissions of papers	research digest, Conference
Fisheries Management Staff	need updated information on progress and issues	Technical Sheets, Seminar
Artisanal Fish processors	use as focal points for community information,	radio, extension visits, signage, posters
Industrial Fish Processors	Need to be engaged in LVFO programmes, participate in LVFO Open Days etc, possible media sponsorship	Technical Sheets, Open Days, sponsorship of media productions
Fish Traders	to know and inform the wider public of fish stocks, prices, trends	radio, newspaper, "day in the life of" programmes
Providers of Fisheries Inputs	focal points for the posting of information	radio, newspapers, posters,
Local Authorities	need to be kept updated with current progress of LVFO and project activities	Technical Sheets, visits
Media Houses	need to form close and trusting relationship between LVFO and media staffs	media briefings, joint consultation meetings
Line Ministries	updated information on LVFO achievement	Technical Sheets, project brochures, CD_ROM, internet links
NGOs, CBOs	best to be involved as consultants, service providers, development experts	visits, co-operation, service contracts
Opinion Leaders	need for LVFO to clarify the messages it wants to communicate, and the image it wants to promote	billboards, TV documentary, radio interviews with senior officials
Recreational Fishers and Tourist sector	the ecology of the Lake, trends and tendencies, generalised research find-	hotel displays, exhibition, photo displays in hotel lobbies

GENERIC GROUP	COMMUNICATION NEEDS	APPROPRIATE MEDIA
	ings	etc.
Development Partners	progress of the Fisheries Management Plan, project progress	project newsletter, website, urgent need to have working and dynamic LVFO website
Projects on Lake Victoria	progress of the Fisheries Management Plan, project progress	project newsletter, website, urgent need to have working and dynamic LVFO website
Educational and research Institutions	they have a need for updated information on research findings, trends, technical programmes	research digest, project brochures
Banks, Insurance Companies, and Micro-Finance Institutions	descriptive accounts of the issues on the Lake, what LVFO is doing, hopes for the future	Coffee Table book: high quality design, photography, paper

Channels

A wide variety of channels is available for the dissemination of LVFO's communication messages. Although radio has always been the medium of choice around the lake, and perhaps still is, a combination of several approaches and different media is probably still the best option. In the more isolated communities people still get information from worship and recreational places such as the mosque, church, peer gatherings and bars. Therefore ICS implementers should undertake promotion in public places and gatherings, including forums used by religious organizations, village meetings and traditional gatherings, as well as using the more obvious electronic and mass media. The following channels are significant.

News stories

News releases should be drafted by the designated LVFO focal point for information, and approved by the responsible officials. layout should be standardised. Briefs for journalists need to be clear and attractive, with good human-interest possibilities. The press will co-operate by reporting news, writing features, and carrying display advertising. But it is essential that a strong sense of partnership is formed between the LVFO and key press representatives.

Print materials

The production of leaflets, brochures, fact-sheets, flyers etc. can be readily outsourced. Local production facilities are adequate, and the process of designing, writing, layout, proofing, testing, printing is well-understood by the local suppliers. Nevertheless, it is important that the *increase knowledge / change behaviours* intention is kept in mind when designing print materials, and that adequate pre-testing of the materials takes place to ensure comprehensibility and acceptance by the target group. Different kinds of paper quality (glossy international, low weight standard, re-cycled high, re-cycled low) may be tested for acceptability by a small sample (three or four persons) of the prospective readership.

The brochure may be intended to be read by a wide variety of target groups e.g. children, householders, rural families, national officials, international agencies and consultants, which is why

publicity brochures are so often rather bland in style and content. The best way to reach different groups by brochure is to produce first a general brochure, and when the technical issues become more clearly defined, produce more sharply-focused single message leaflets in smaller print runs to suit particular target groups. The single sheets can be folded within the general brochure.

Photo images

Photographic images, especially enlarged and "cut-out" ones (i.e. with no distracting background) have high impact and applicability. Made into photo-stories or sequences they generally have more credibility than drawn or painted images. They can be used in photo-books, on posters, in press advertising, and on billboards.

Posters

Posters and other outdoor materials can be readily produced in the lakeside towns. The key is that the messages should not be dreary. The "attract, hold, change" model should be kept in mind. Humour is an important element of successful display work, and talented artists should be identified to develop the ideas. Slogans (especially odd, funny ones) are important and time should be spent on their development.

Picture-boards

A highly effective medium for the LVFO will be picture-boards using greatly enlarged, high quality photographic prints. The key to the process will be the identification of talented photographers and quality printers. If sufficiently high-quality images are produced they can be used for bill-boarding as part of an advertising campaign. The aim should be to produce high quality colour images of people ("the faces of LVFO") who are actively involved in fisheries management along the shoreline, real people in recognisable situations.

Cartoon character

A friendly cartoon character should be developed as a symbol of the successful guardianship of the Lake's resources, and used in the LVFO promotional activities.

Endorsements

Popular personalities can be used to endorse LVFO messages. The personality (or the advertising agency) might well ask: what exactly do you want me to say ? i.e. what's the message ? LVFO has to be ready with the answer. Payment for endorsements can sometimes be nominal, as the personality involved may agree to support campaigns for the sake of (for example) the future lives of the children living in a particular area.

Radio

Radio remains the medium of choice around Lake Victoria for reasons of cost, reach, popularity, universality, and the regional tradition of using radio for development purposes, ensuring the availability of a pool of skilled writers, producers, actors, presenters, musicians. Many radio stations already carry development messages, and the *Voice of Lake Victoria* (operated by the OSIENALA NGO near Kisumu) is developing partnerships with other radio stations in Tanzania and Uganda to share recordings and broadcasting formats. The use of phone-in programmes (or 'Ask the Expert') is especially impressive on the *Voice of Lake Victoria* and should be exploited by the ICO RWG.

TV programme

Because the concept of sustainable living resources management is a difficult one for most people to grasp, including local Government officials who are expected to participate in it, persistent explanatory information about it should be disseminated. A 15-minute TV programme along the lines of "What is the LVFO ?" should be recorded and broadcast. The producers will want to know what LVFO is really all about, and the programme will require careful scripting. This makes it all the more important that the LVFO messages are properly defined as a pre-condition to any media production.

Drama spots

These are mini-dramas (5mins), using the same characters each time, dramatizing important issues, i.e. unlicensed fishers, landings of under-sized fish etc. They are outsourced to a competent production company, and initiated by a production-brief setting out the intentions, the messages, suggestions for location and characterisation.

Video production

"Group video" productions are especially useful to engage communities in co-management. These are short videos, presented by trained social animators who lead group discussions on issues raised by the video. It is recommended that these activities should be organised as complete packages, including the video, a team of trained social animators, sets of briefing notes for community dialogues, boxed equipment sets etc.

TV commercial (TVC)

To promote the LVFO's mission, a 30" commercial will be a powerful medium for addressing influential decision-makers (businessmen, developers, senior officials, donor representatives, managers) Approaches should in the first instance be made to advertising agencies to identify a creative director who can submit proposals and a synopsis/ story-board.

Advertising

Advertising agencies should be invited to pitch for the LVFO account according to a brief prepared by LVFO setting out a brief statement of the LVFO's mission. Bids for advertising campaigns can be invited from short-listed companies, and terms of reference and rules of tendering complied with in the normal way.

Meetings

Although these interpersonal events are extensively in regional development programmes, they are relatively ineffective at raising awareness. However if they can be tied to the production of ICO materials or messages they will be useful to the ICO development process.

Display, outdoor media, poster, danglers etc.

These should be used to complement the "bigger" media. For example if a cartoon character were to be adopted as the emblem of an LVFO campaign, it could be reproduced across all the media, from TV, press, T-shirts. "danglers" in shops, billboards etc. Where the target audience includes key decision-makers (who drive to work) roadside billboards and posters are a most effective medium. Standards of display advertising in the region are now very high, led by the

mobile phone operators (MTN, vodaphone etc.) and are also used in the development sector (VTC, UNICEF, MSF etc.) using high quality photography, design and creative copy writing.

Internet, CD ROM

The LVFO will invest considerable resources in the development of accessible, user-friendly e-networks, including upgrading the internet sites of the Secretariat, the partner institutions, and the offices of the IFMP Project Co-ordinators. The data collected by the technical WGs should then be placed on the web for PDF downloads, and also made available on CD-ROM. Data-sharing and public access policies need to be confirmed as soon as possible.

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Public awareness campaigns

Public awareness campaigns will be delivered over a specific period of time, with defined objectives, target group, messages, baseline analysis, and an impact evaluation. The technical issues for the LVFO (e.g. alternative livelihoods) are especially suitable for awareness-raising by integrated and well-planned campaigns. To plan and managed the campaigns, a simple campaign planning form similar to an ADF, with written objectives, messages, approach, media, evaluation proposal, budget and timeline) can be used. The necessary steps to follow in awareness campaign planning are:

- research the issue;
- define the problem;
- propose the technical solutions;
- establish baseline (pre-test KAP survey or similar);
- define the objectives of the campaign;
- develop the campaign messages;
- test the messages;
- plan the campaign;
- contract and brief the media producers, artists etc.;
- implement the campaign;
- evaluate and report the results (impact).

Promotion and branding

The ICO WG should consider the overall corporate image of the LVFO, and develop and implement a branding plan. In a successful branding campaign to increase the visibility of the LVFO, we should see and hear examples of the real people whose lives depend on Lake Victoria, whether potential beneficiaries, officials, scientists, students, families, children. We would see and hear the faces and the voices of people who are the concern of the LVFO. The WG and their designers should use real examples, with impactive photography on posters, press advertising etc. We should also hear the voices of LVFO people on the radio, in programmes and in commercials. The WG should disseminate information about real people's lives, tell real people's stories, so that they become emblematic of the LVFO approach, and to some extent come to represent LVFO. The shift in emphasis for the LVFO from being projected as a co-ordinating organization to an organization concerned with real fishing families, and real fisheries officials, would be a major step forward in organizational communication.

2.7. IMPORTANCE OF MESSAGES DEVELOPMENT

The messages are the essential "what?" of communication, the content. They are at the heart of the communication process. If there is no coherent, realistic, meaningful message, there is nothing to communicate. A message is a statement of what you want (a defined group of) people to know, and/or what you want (a defined group of) people to do. At present there are few clearly defined LVFO messages. The LVFO (with the full participation of the ICO WG) needs to adopt a systematic process to define its messages.

Technical messages are derived from the activities of the technical WGs, e.g. new regulations, or advice on more sustainable fishing practices. These technical messages need to be turned into *communication messages* (i.e. messages which are suitable for transmission by various particular channels) by the ICO WG. The messages need to be clear and specific in terms of knowledge or behaviour. The crucial questions are whom (exactly) do we want to speak to ? What do we want to tell them ? What do we want them to do (or not to do) ? As increases in knowledge and changes in behaviour are the goals of communication activities, it is sometimes helpful to make a knowledge-behaviours matrix like the following example to indicate the needs of the different target groups.

TARGET GROUP	DESIRED KNOWLEDGE	DESIRED BEHAVIOUR
500 fishermen in 4 specific BMUs in Kenya	The kinds of legal and illegal fishing gear. The legal process and the consequences and sanctions if caught using illegal gear.	Use the recommended fishing gear only.
District Council officials and members	How the BMU co-management plan complements and fits with other community and LG development plans.	The District Council advocates and supports activities in the local BMU co-management plan.

Scientific messages

Environmental or ecological messages can be extremely complex, consisting of scientific findings or indications of significant tendencies. But there is little point in publishing these findings to the wide world unless there is some prospect of achieving impact. It is for the LVFO to decide what aspects of its research, its guardianship, or of discovered tendencies, raise important issues which should reach particular audiences.

Materials Production

The production (whether of billboards, poster, comic –book, photograph) must first attract the attention of the audience (the target group) in a competitive environment, as many other advertisers and promoters and entertainers are competing for the attention of the same audience. The production must then hold the attention of the audience beyond the initial impact, or the attention of the audience will drift off. The production must change something e.g increase the knowledge of the audience, provide new information, or encourage some changes in attitude (which you can ascertain by observing changes in the behaviour of a sample of the target population). This *at-*

tract, hold, change formulation is a useful guideline for self-assessment of all LVFO messages, materials and media productions.

Success stories and peer (horizontal) communication

Practical examples of successes from one or two communities should be identified and disseminated to encourage similar behaviour in other communities.

3. MECHANISMS FOR IMPLEMENTING THE ICO STRATEGY

3.1 ACTION PLANNING

Implementing the ICO strategy for Lake Victoria Fisheries needs to take place on a number of levels and in a number of ways. Implementing partners will need to develop an integrated Action plan that will provide a framework for coordinating implementation of the strategy at various levels across the countries and basin.

3.2 ROLES AND RESPONSIBILITIES OF PARTNERS

The WG system is the modality chosen to implement the LVFO policies and programmes. It is a mechanism that brings together Fisheries Officers, Research officers, and additional experts in technical groups to accomplish particular sets of activities relevant to the programme results. These are constituted at the National and Regional level. The ICO working groups will be responsible for implementing LVFO's and IFMPs ICO activities as follows:

The National ICO WG

The National ICO WG will be responsible for planning and implementing the LVFO's ICO activities as follows:

The ICO WG is intended to ensure that relevant information for the development and management of the fisheries resources is provided to different stakeholders to guide actions aimed at overcoming the threat and causes of resource and environmental degradation. The ICO WG is intended to link with the Technical Working Groups who are the sources of information to be communicated to the stakeholders, the target audience. It is understood that the ICO WG will prepare annual implementation plans for ICO activities, prioritise the information and communication needs proposed by technical WGs, propose measures to improve the efficiency of information gathering, packaging and dissemination, supervise the preparation of ICO materials and events, and publish the *African Journal of Tropical Hydrobiology and Fisheries* and the *Mputa* Newsletter.

1) Responding to requests for ICO activities from technical WGs.
2) Co-opting additional media specialists to the ICO WG as necessary.
3) Proposing specific ICO activities to address expressed needs.
4) Making an ICO intervention plan, with proposals for design, production, and evaluation and costing.
5) Contracting specialised media productions from local expert service suppliers, engaging in tender procedures where appropriate.
6) Facilitating and supervising the work of ICO service providers, and supporting contracted media professionals with technical advice and the policy-checking of scripts etc.
7) Monitoring media interventions, and assessing their impacts.

The Regional ICO WG

The Regional working group will be responsible for harmonising the ICO activities as follows:

1) A technical WG identifies a need for communication or awareness-raising support and informs the ICO WG.
2) These needs are reviewed by the ICO WG and responsive proposals are incorporated into the draft ICO workplans.
3) Requests for media and communication support also come from service suppliers, NGOs etc. These proposals and solicitations are considered by the ICO WG which recommends adoption or rejection.
4) The ICO WG also makes its own proposals for cross-cutting ICO activities.

The budget allocations for ICO are derived from the proposed ICO activities

Co-operation between WGs

The LVFO aims to devolve decision-making and responsibility for ensuring compliance with fisheries management regulations to the lowest practicable level of governance, i.e. to the BMUs. Also, one of the specific functions of the ICO WG is to design activities to *"support the increased participation of fishers and communities and other stakeholders in decision-making and resource management*". This implies a considerable level of co-operation between various RWGs (i.e. between the ICO RWG, the Co-management WG, and the HRD RWG).

Technical Working Groups and the ICO WG

It seems appropriate that the technical WGs should regularly (each quarter) brief ICO WG members on their *needs* for communication support, and keep the ICO WG informed about technical activities. The ICO WG members should then respond these *needs* by making ICO proposals. When these ICO proposals are accepted and incorporated into the quarterly or annual work plans, and the necessary budget allocations have been made, the ICO WG should have the technical autonomy to design, outsource and supervise the production of media materials, the implementation of awareness campaigns etc. within the boundaries of the financial allocations which have been made to each country.

3.3 CO-ORDINATION

The LVFO Secretariat provides co-ordinating services and support to the Working Groups. In the case of ICO, the Technical Advice comes through the HRD LTTA (a member of the IFMP project TA Group) and also from the focal point for communications in the Secretariat, presently designated the Publications Officer, who will (from August 2005) act as the Co-ordinator of the Regional ICO WG.

3.4. MONITORING

Technical interventions and M&E

Significant micro-projects implemented under the auspices of the LVFO will normally be governed by a planning framework listing objectives, outputs, activities, indicators etc. As ICO activities are normally implemented to support the broader LVFO technical interventions (e.g. to communicate alternative livelihoods possibilities, or to reduce the incidence of illegal fishing

gear use) it is the achievement of *the technical intervention itself* which should be monitored and evaluated. So far as the ICO activities are concerned, at a minimum each ICO activity should contain within its design (see Annexed Activity Description Form) a proposal for M&E methods, and each report on ICO activities should summarise the impacts of the activities based on the evaluation methods indicated on the ADF.

Pre-testing

Communication messages should be tested with a sample of the target audience, and a pre-test of knowledge, attitudes, behaviour (KAP) should be undertaken before the ICO interventions take place. These provide a baseline against which the impact of the intervention may be tested.

Monitoring

When media productions or activities are outsourced, it is the responsibility of ICO members to monitor that the production takes place as planned, efficiently and according to the script or technical guidelines.

3.5. EVALUATION

Evaluation can be a costly part of development activities, sometimes taking more than 40% of an ICO budget. So compromises are usually made and reliance placed on "quick and dirty" testing. Evaluations can be done by questionnaire, focus groups, structured interview, informal discussions, observations, tests, whatever is practicable and quick. High reliability is not needed, except for the large, expensive campaigns, when the evaluation should be outsourced to an independent market research company, university department or individual consultant trained in population sampling, test structuring, and statistical analysis. All media productions will have a method of evaluation built into their design, and specified on the Activity Description Form. The evaluation criteria are dependent on the definition of clear, prior communication objectives, which are expressed in terms of the information (new knowledge) to be communicated (and which can be tested), or to what degree the expected, new, positive behaviours (which can be observed) are being practised.

Budget allocations for ICO are derived from the proposed ICO activities.

4. ACTION PLAN MATRIX FOR THE COMMUNICATION STRATEGY

4.1 IFMP ICO ACTION PLAN OCT 2005 – SEPT 2006

The following proposed ICO Action Plan is based on the perceived needs for ICO activities derived from discussion with ICO WG members, and from the matrices produced during the planning meetings for APE (2) held in June 2005.

REF	ACTIVITY	PURPOSE	TARGET GROUP	TIMING (WKS)	ELEMENTS	BREAKDOWN	PROVISION € KENYA TANZANIA UGANDA (EACH)
2.2	BMU awareness campaign	to increase knowledge about the duties and responsibilities of BMUs, and the status and plans and progress of the establishment of BMUs in the 3 countries	Sub-District and District Councils	1 - 10	user-friendly leaflet describing BMU constitution, procedures, officers, duties, responsibilities	text design print distribute	100 200 1000 200
			present BMU members and officers	1 - 5	group video production (5 mins) describing successful BMU case	script production	100 1000
			potential BMU members and officers	6 - 10	group video presentations with animateurs (mobilisers)	animation	3000
				5, 10	radio notices of gazetting of new BMUs and reminders of duties and responsibilities	script air-time (live)	100 1000

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
2.4	information dissemination on MCS activities	to inform all concerned parties about the importance of MCS, the approaches to MCS, the progress of MCS	fishing communities	11-30	radio feature programme, interviews with MCS patrol officers, "day in the life of"	script interview collection production airtime	100 200 500 1000
			media reps	12, 24, 36, 48	quarterly press briefing and news release	journalist facilitation	400
			political leaders, decision-makers	26, 52	press display advertisement (two page insert, every six months)	text space	100 2000 1000

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
5.5	LVFO pub-lications for 2005 – 6	to increase public knowl-edge of some critical issues related to LV Fisheries	media repre-sentatives	1-20	Technical Leaflet series (3 items of 10) TL 1: Co-management TL 2: MCS on LV TL 3: Livelihoods on LV	text (English) design print distribute	300 200 2000 500
			school teach-ers	1-30	teacher's booklet on issues in LV fisheries	text (Swahili)) illustrate design print distribute	500 1000 500 2000 100

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
5.6	schools programme for LV	to help teachers and education officers in 21 pilot schools introduce appropriate educational materials on LV to students in Grades 4-6.	Central MOE officials	32-36	discussions Central level formation of Task Group (MOE/ICO/NGO)	Task Group meetings	3000
			District Educ Officials	38-44	brochure	text design print	100 100 200
			teachers	44-48	teacher guide	text design print teacher training	3000 500 3000 1000
			Students	48-52	student resource kit	text kit contents package and distribution	1000 21,000 1000 1000 2000

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
5.4	capacity development for journalists	to help environmental and other journalists to understand the topical and longer term issues on Lake Victoria, in particular the status of knowledge about the ecosystem, and the social and economic changes which are taking g place around the Lake.	research officers, scientists and fisheries officials	20	one-day training in media presentation, making media presentations, being interviewed	regional consultancy logistics	1000 1000
			journalists and other media representatives	40	annual, user-friendly digest of significant research findings and glossary of technical terms	technical writer design print	2000 500 2000
			research officers, scientists and fisheries officials journalists and other media representatives	12,24,36,48	quarterly, short informal consultation meetings between experts and journalists to share and improve experiences of communicating LV issues	facilitation fee (4) logistics	1000 1000

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
2.2	review bill-boards' im-pact	LVFO needs to know the effec-tiveness of the billboards and revise the ap-proach if nec-essary	landing sites fishermen, families, trad-ers, agents	3-8	survey of landing sites visitors	questionnaire design apply survey analyse and re-port results	300 300 <u>300</u>

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
5.4	promote the image of the LVFO	LVFO needs visibility for its management activities	decision makers, officials, media staffs	18 -22 18 - 22	radio feature documentary: the Voices of Lake Victoria	interviews editing airtime	2000 500 1000
					newspaper ads: the Faces of Lake Victoria	photography design space	2000 1000 1000

1.1	promote the LVFO as the guardian of Lake Victoria	to redress the effects of adverse publicity in Darwin's Nightmare	decision-makers, donors, media staffs	10 - 40	15 minutes broadcast-quality video	treatment (approach) script production post-production 2 X broadcast	100 500 5000 3000 2000

REF	**ACTIVITY**	**PURPOSE**	**TARGET GROUP**	**TIMING (WKS)**	**ELEMENTS**	**BREAKDOWN**	**PROVISION € KENYA TANZANIA UGANDA (EACH)**
5.3	summarise and disseminate the status of LV fisheries	to communicate the present expert knowledge about the status of the fisheries, trends, recent findings to a wide audience of the general public	general public decision-makers journalists	33 -38	phone-in radio programme to two experts scientists with current knowledge of the changing status of the LV fisheries	scientists' fees presenter fees airtime	1000 500 <u>500</u>

4.2 INDICATIVE ICO ACTION PLAN 2005 - 2008

The following indicative ICO Action Plan is based on more continuous ICO activities derived from the hot issues which may increase or reduce in intensity during the project lifetime. It is anticipated that the annual planning process will result in a number of requests for ICO support, and these will be come a part of the ICO Action Plans. In addition however, the project should prepare to deal with some of the broader issues which are likely to dominate discussion during the project lifetime. It is recommended that at the beginning of each technical year, the project should re-visit the basic project Log Frame and consider to what extent project staff need to concentrate more on particular far-reaching issues and their resolution, by assigning new priorities to particular kinds of activities.

	2005	**2006**	**2007**	**2008**
ISSUE	**CORE ICO ACTIVITIES**			
ORGANIZATION ISSUES The organization itself as the guardian of Lake Victoria, with more and more institutional autonomy among the national partner institutions.	responding to ad-hoc or technical requests	proactive promotion of the partnership idea which takes precedence over narrow nationalist approaches		
FINANCIAL ISSUES The sustainability of the fisheries management, the identification of secure funding mechanisms.		success stories highlighting examples of sound financial management and transparent accounting		
BMUs The establishment and institutionalisation of the BMUs as responsible, effective management units, reporting and integrating their achievements to supervise and control the Lake fisheries	BMU awareness campaign, planned and implemented to achieve measurable objectives, i.e. the BMUs in place and operating effectively.		success stories from the BMUs	lessons learned, modifying the BMU set-up

	2005	2006	2007	2008
ACCESS dealing with the question of controlled or uncontrolled access, restrictions, limiting the opportunities for fishing		Open debates in the press, on radio, on TV: documentary programmes as a focus of serious panel discussions		
LIVELIHOODS Emphasising the need to modify or change people's reliance on fisheries as a basic livelihood, by providing and supporting opportunities for learning alternative livelihoods, or by receiving incentives to withdraw from the Lakeside altogether.		alternative livelihoods promotion, focusing on family opportunities, sensitive to the issues of gender equity and the alleviation of poverty: the theme is " A new start"		
EU Making sure the EU's visibility guidelines are implemented so that the organization receives due recognition for its support to projects on Lake Victoria.	start with branding project products according to the EU guidelines (download from the Europa website)			

	2005	2006	2007	2008
POLICY Testing to what extent the policies in place are sufficient or credible, and alerting potential policy makers to the shortfalls in performance which may be caused by gaps in policy.			promote the achievement of the LVFO to politicians and other opinion leaders by closed showings of high quality video (five minutes) in informal briefing meetings	

ANNEX 1 EXAMPLE OF COMPLETED ADF FORM

LVFO INFORMATION, COMMUNICATION AND OUTREACH

ACTIVITY DESCRIPTION FORM

CODE

(insert IFMP ref. number preceded by ICO)

TYPE OF ACTIVITY

(e.g. radio programme, awareness campaign, display advertising,, video production, TV commercial, road show, exhibition, etc.)

ACTIVITY TITLE

(e.g. design, publish and distribute Alternative Livelihoods for Fishing Communities brochure)

AIM

(i.e. what need is this activity a response to ? A description of the problem or critical issue, usually identified as a need by a technical Working Group)

OBJECTIVES

(e.g.: following the completion of this activity the target group will demonstrate increased knowledge of essential veterinary care for small-scale livestock husbandry)

APPROACH / METHOD
(e.g.: design, print and distribute brochure:
Size: 594mm x 210mm (Opened), 3 folds 4 panels
Colour: 2-sides, 4 colours by 4 colours printing (4/4)
Qty: a) 1,000 copies, b) 2,000 copies
Paper: Matt Art paper 150gm
Finishing: 3 folds 4 panels)

KEY CONTENT / MESSAGES

(the messages in this example are the technical content on animal husbandry derived from subject matter specialists, adapted for user-friendly access and translated into appropriate language)

TARGET AUDIENCE / PARTICIPANTS *(e.g. fishing communities in Tanzania, especially in the following 10 areas)*
TIME AND DURATION *(design and production in weeks 32 - 36, distribution and follow-up in weeks 42-44)*
VENUE *(names of villages)*
RESOURCES REQUIRED (e.g.: Subject Matter Specialist -SME- in small-scale animal husbandry and veterinary care *writer* *designer* *print house* *transportation for distribution and follow-up)*
EVALUATION METHOD *(indicate the proposed evaluation method e.g. test the intended draft content in one community, using small population sample, assess impact by follow-up visit to three communities to review take-up of advisory services and supplies)*
SCHEDULE / PROGRAMME *(attached GANTT chart)*
BUDGET SUMMARY *(attached spreadsheet or pro forma invoice showing cost breakdown:* *design: € 1,500.00* *print:* *a) 1,000 copies Amount € 400.00 Unit price € 0.40/copy* *b) 2,000 copies Amount € 460.00 Unit price €$ 0.23/copy)*