

WORKSHOP REPORT CTI-CFF STRATEGIC COMMUNICATIONS

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LIST OF ACRONYMS

3Cs	Content, Communities, Channels
ADB	Asian Development Bank
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of South East Asian Nations
CCA	Climate Change Adaptation
CEOs	Chief Executive Officers
CI	Conservation International
CSR	Corporate Social Responsibility
CT	Coral Triangle
CT6	The six Coral Triangle country members
CTC	Coral Triangle Center
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DP	Development Partners
EAFM	Ecosystem Approach to Management of Fisheries
EU	European Union
FAO	The Food and Agriculture Organization
GCF	Green Climate Fund
GEF	Global Environment Facility
HSBC	Hongkong and Shanghai Banking Corporation
ID	Indonesia
IUCN	The International Union for Conservation of Nature
M&E	Monitoring and Evaluation (M&E).
MMAF	Ministry of Marine Affairs and Fisheries
MPAs	Marine Protected Areas
MY	Malaysia
NCC	National Coordinating Committees
NGO	Non-Government Organization
PH	Philippines
PNG	Papua New Guinea
PR	Public Relation
PT	<i>Perseroan Terbatas</i> - Limited Liability Company
RPOA	Regional Plan of Action
RS	Regional Secretariat
SI	Solomon Islands
TL	Timor-Leste
TNC	The Nature Conservancy
TWGs	Technical Working Groups
UNEP	The United Nations Environment Programme
USA	United States of America
WWF	World Wildlife Fund

FOREWORD AND ACKNOWLEDGEMENTS

First endorsed in 2009, the 10-year Regional Plan of Action (RPOA) provides the guiding framework for the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) and has led to a wide range of accomplishments in the CTI region. However, much has changed over the past nine years.

PT Hatfield Indonesia (Hatfield) has been appointed to facilitate and engaged to develop the renewal of the RPOA 2.0. Hatfield has prepared a team with highly relevant experience for the purpose of optimizing engagement of key stakeholders across different countries. The team leader divided the consultation tasks across team members in the six Coral Triangle country members (CT6) to improve time- and cost-effectiveness.

A coordinated participatory approach is utilized to deepen the level of analysis required for effective planning and development of the RPOA 2.0. Strategic communications can support engagement of new partners and motivate change with different actors and stakeholders towards the CTI-CFF vision, goal and objectives.

This workshop report serves as a full summary of the issues discussed during the strategic communications workshop held on May 22-23 in Quezon City, Philippines led by Nini Santos, and it provides recommendations for the communications strategy. This report can serve as reference to the further development of the RPOA 2.0.

The expert team is very grateful for the support in preparing the workshop for all participants, and to the participants who shared their experience and knowledge so well and worked well together through the workshop exercises.

Lida Pet-Soede, lead Consultant, PT Hatfield Indonesia

July 2019

1.0 BACKGROUND

The CTI-CFF was established through a Declaration signed by the Leaders of the Republic of Indonesia (ID), Malaysia (MY), the Independent State of Papua New Guinea (PNG), and the Republic of the Philippines (PH), Solomon Islands (SI), and the Democratic Republic of Timor-Leste (TL) in May 2009. A 10-year RPOA was adopted at the Leaders' Summit to assist the countries to achieve their goal of closer co-operation.

The RPOA has five Goals, ten specific targets and 37 regional actions.

- Goal 1: Priority Seascapes Designated and Effectively Managed;
- Goal 2: Ecosystem Approach to Management of Fisheries (EAFM) and Other Marine Resources Fully Applied;
- Goal 3: Marine Protected Areas (MPAs) Established and Effectively Managed;
- Goal 4: Climate Change Adaptation (CCA) Measures Achieved;
- Goal 5: Threatened Species Status Improving.

The RPOA is essentially implemented through five Technical Working Groups (TWGs) which mirror the RPOA Goals and are comprised of technical experts from both member country and Development Partner organizations¹, as well as specialists drawn from other interested stakeholder organizations, institutions, and groups. RPOA implementation is also supported by three sets of cross-cutting actions, including Coordination Mechanisms and Implementing Partners, Financial Resources and Monitoring and Evaluation (M&E).

A Regional Secretariat (RS) located in Manado, hosted by the Ministry of Marine Affairs and Fisheries (MMAF) of ID, is the intergovernmental regional body mandated to promote regional cooperation, sharing of lessons and facilitate learning across the member countries. The RS also coordinates and monitors progress in achieving the goals mentioned above.

During the review of the RPOA 1.0, a brief review was conducted of the communication landscape surrounding the messages and outreach activities of the CTI-CFF which may be relevant in shaping the CTI-CFF over the next 5 years. The supporting document aimed at compiling information for a more fore-ward looking approach to effective communications in support of the goals of the CTI-CFF and is available through the RS of the CTI-CFF. Key findings include:

Key Finding No. 1. The communication space has become more crowded, making it harder to effectively communicate and engage.

Digital channels make information sharing much easier. In just a click, a conservation advocate can share photos of dying whale sharks from his part of the world to as many people globally. Thanks to Facebook or Instagram, Coral Triangle Day celebrations from different countries can easily be broadcasted live. Armed with creativity and a YouTube channel, a non-profit organization can produce and show documentaries without going through film producers or television networks.

¹ Development Partners (DP) include the Governments of Australia and the United States of America (USA), the Asian Development Bank (ADB), The Nature Conservancy (TNC), Conservation International (CI), the World Wildlife Fund (WWF), Global Environment Facility (GEF) and the Coral Triangle Center (CTC).

Ironically though, amid increasing communication platforms, it has become harder to EFFECTIVELY communicate and engage audiences. Because access to communication platforms is everywhere, information and messages are also everywhere! Today, people are bombarded with a tsunami of announcements, advertisements, news, and stories. Experts estimate people are exposed to about 4,000 ads daily.

Everyone is competing for everyone's attention. While it may be easier for CTI-CFF advocates to inform people about the Coral Triangle, their voices are just among the thousands that audiences see and hear every day. **In a crowded communication space, it has become more imperative for CTI-CFF to produce compelling communication and marketing materials that would stand out and resonate with target audience. Messages must touch on issues or topics that are relevant to the audience's day-to-day lives.**

Key Finding No. 2. In today's digital age, the rise of social media on mobile phones boosts people's overall media consumption.

The rise of digital – online and mobile – channels has not significantly dethroned television as king of media. It has, instead, boosted overall media consumption. A Zenith Media Consumption Report shows the average person will likely spend 479 minutes a day consuming media in 2018, higher by 12% compared to 2011.

Improved access to smart mobiles triggers increases in content searches or the desire to talk about, listen, or watch certain topics not only from mobile phones but across different media. Information first sourced on mobile phones is validated and re-told by traditional media, while content aired on television is either live streamed online or talked about in social media platforms, i.e., topics trending on Twitter, people posting about TV shows, etc.

There is rise in overall media consumption as people consider information to be more credible when these are seen in more than one channel. Tapping multi-channels, and tweaking content depending on the characteristics of such channels, will prove beneficial for CTI-CFF communication and marketing initiatives.

Key Finding No. 3. There is no fixed hierarchy among Coral Triangle stakeholders. The most important stakeholder group varies, and depends on specific communication objectives.

Stakeholder prioritization is a tricky thing for the CTI-CFF, given the extent of the program, the geographical area covered by the Coral Triangle, and the wide array of industries and sectors that are at present, and could be, directly and indirectly involved in the initiative.

Some experts suggest that stakeholder prioritization must be done according to the RPOA's Thematic Area, while others believe it should be done vertically, either per CT6 country or per target industry. All however agree that the communication and marketing campaign for CTI-CFF must take a multi-stakeholder approach for it to be most effective.

Among the key stakeholder groups identified are the following:

1. **Communities** including resource owners, marine protectors, and consumers;
2. **Government**, both at the national and local government levels;

3. **Business** sector which is not only represented by the fishing/ seafood industry but all other related industries including among others tourism, manufacturing, etc.;
4. **Knowledge sources** comprised of the academe, non-profit groups, development partners, and other civil society organizations; and
5. **Funders and donors.**

It is important that communications are done and customized per each of the stakeholder groups above. Each initiative must take into consideration the unique characteristics of each type of stakeholder and the dynamics within each category. A ‘one size fits all’ or ‘plug-and-play’ type of campaign will not yield significant outcomes.

While social media may help create general awareness and appreciation for the Coral Triangle, such a channel may not necessarily work with high-level stakeholders. One-on-one communication and meetings with regulators and policy makers could be useful. Engagement with local communities, meanwhile, must be aligned with their customary laws and gain the nod of village chiefs and traditional/informal leaders.

Key Finding No. 4. Several issues across the region and the world can be used to anchor conversations about the Coral Triangle.²

A review of the political, economic, and social landscape in Southeast Asia and Oceania showed there are several hot topics that can serve as entry points for CTI-CFF-related discussions. These issues include the following:

1. **Climate change.** Rising temperature impacts marine biodiversity. The Coral Triangle, harboring more marine species than anywhere in the world, is most threatened.
2. **Plastic pollution.** Millions of tons of plastic end up in the ocean and is poisoning coral reefs and other marine species.
3. **Human trafficking at sea.** Run-away migrants, fishermen, and laborers fall victim to human trafficking and are forced to fish in seas within the Coral Triangle region. Monitoring of fishing activities on the ocean, and transparency in terms of business practices at sea, are demanded by stakeholders.
4. **Sustainable tourism.** Amid growth in the tourism industry, destinations within the Coral Triangle region are threatened due to the volume of tourists and activities detrimental to the ocean and marine biodiversity. Calls for sustainable tourism get louder.
5. **Wildlife trade.** Policies are being crafted, including those at bilateral and multilateral levels, in relation to fishing and selling of protected marine species. In Southeast Asia and Oceania, these activities happen within the Coral Triangle area.

Most of the issues above demand inter-government collaboration. Calls for improved actions and interventions to address the above issues provide windows for CTI-CFF advocates to

² Discussions with workshop participants led to mention of other public-friendly topics that can be leveraged to bridge issues and trigger conversations. One of these topics is seafood diet.

integrate Coral Triangle initiatives and ocean-related conservation efforts into the discussion space at the regional and inter-government levels.

Key Finding No. 5. Technological advancements offer multiple opportunities for CTI-CFF to be more creative in its communication tactics.

The exponential growth of technologies has led to innovations that may prove useful for communication and marketing practitioners. In the realm of social media alone, creative apps and gimmicks abound.

Technologies such as AI-supported chat boxes, content using augmented reality, ad-blocking technologies, voice search, ad-ons and face filter apps, live streaming, and videos on social media are trending tools that can be maximized to improve engagement with target audiences of the CTI-CFF program. Such tools are also creative ways to call attention to and increase interest about Coral Triangle conservation and other related programs.

Key Finding No. 6. Authenticity is a must.

In the era where social media abound and consume most of people's waking hours, transparency and authenticity in communication is a must. "People like me" are rated as more credible and trustworthy than Chief Executive Officers (CEOs), government leaders, and experts because they reflect the attitudes, perspectives, and experiences of individuals that organizations target to communicate with and engage. The more natural they are, the truer they are to themselves, the better. Many of these types of people become online celebrities and are considered influencers in their respective space of expertise.

Social media influencers could help push CTI-CFF messages, given their natural connection with target audiences, particularly communities and consumers. However, identifying the specific person/s to serve as CTI-CFF brand ambassador/s or champions requires careful study.

Some celebrities are more effective in one community but not in other parts of CT6 countries. As one interviewee remarked, community members "adore" certain social media influencers or celebrities but they don't necessarily "respect" them.

Different parameters may apply per community and/or country. But one thing is sure: the target audience appreciates spokespersons and communication messages that are authentic, natural, and sincere. Communication practitioners must stay away from "staged communication" and "over-produced content" as today's target audience can spot this, resulting in distrust, and therefore failed communication.

Key Finding No. 7. Communication and marketing should go beyond creating awareness and getting buy-in for coral triangle efforts. It should result in behavior change.

The success of CTI-CFF program is hinged on people's action or response on the calls to conserve and protect the Coral Triangle and its marine treasures. While awareness is a good start, it is not the end goal.

Communication and marketing campaigns therefore must endeavor to ensure that it is supportive of and will drive desired behavior and action as stipulated under the CTI-CFF RPOA. Documentaries about Coral Triangle, creative videos and illustrations, likes and shares on social media, opinion articles

published in widely circulated newspapers are important but should not be the sole performance indicators.

CTI-CFF communication must revolve around the concept of behavior change communication – from conceptualization, planning, implementation, and monitoring and evaluation. Communication initiatives should be done in parallel with institutional- and program-driven infrastructures that will give target audience opportunities and platforms to act on the messages delivered.

Key Finding No. 8. There is growing recognition of the role of communication in conservation efforts but the discipline is yet to be part of the sector's core.

Experts call for the strategic integration of the discipline of communication in the core fabric of the CTI-CFF's RPOA. Communication should support each RPOA thematic area, with realistic objectives and clear milestones. Communication must be present as early as the strategic planning stage, and should not be considered only for tactical purposes.

There were observations that communication initiatives are mostly driven by CTI-CFF partners, without foundational directives from the region. Project ownership is attributed to the Non-Government Organization (NGO)-partner, i.e., WWF instead of the CTI-CFF's inter-government body. Others thought that CTI-CFF was just an 'ad hoc' project.

Communication leadership at the CTI-CFF must be strengthened. There is a need for the CTI-CFF Secretariat to strengthen its capability to plan, conceptualize, implement, and evaluate communication and marketing campaigns at the regional level. It should be able to rally and inspire the CT6 countries, together with partners, to collaborate and support communication efforts both at the regional and domestic levels.

Key Finding No. 9. Creating a regional brand for the coral triangle is important.³

Marketing experts support the proposal to raise the profile of the Coral Triangle Region as a destination and a regional brand. Unfortunately, the region is yet to pursue a strong and strategic branding program for the Coral Triangle.

The CTI-CFF may wish to invest in a cohesive and strategic destination branding program not only to help create awareness about the Coral Triangle but more importantly to push needed regulatory policies and programs. Some experts suggested to kick start the branding campaign by identifying at least six destinations within the Coral Triangle region that can be dubbed as CT's "best of the best". In this campaign, the values of the Coral Triangle as a destination would be highlighted through memorable experiences unique to the region.

The RPOA review suggested that closer integration of the CTI program into the activities of the lead government agencies involved in the program as well as other government agencies is needed and that inclusion of the CTI in the budget of other Ministries or national planning agencies is also needed so

³ Feedback from the workshop participants and a closer look at the way the RPOA 2.0 is being shaped show that the need for destination branding could take a back seat vs highlighting the CTI-CFF key messages which are geared towards the need to protect the Coral Triangle as an important ecoregion given its impact on food security and coastal communities' livelihood. Branding could instead be focused on refreshing the CTI-CFF persona and essence, in time with the launch of RPOA 2.0 and amid efforts to further strengthen its identity as an important platform for regional collaboration and advocacy.

that it is viewed as part and parcel of the mandate of these agencies. This will require work to communicate the logic of working at a regional level clearly and more effectively to specific target audiences and individual decision makers. More effort is needed to engage and to gain the support of Planning and Finance Ministries and higher decision-making bodies of governments (including those ministries related to foreign affairs and law enforcement).

It was recommended that improved communications are needed so that the CTI can avoid duplicating work that is already done by other regional organizations and focus on its core competencies or where it holds a competitive advantage. Aligning more strategically with other organizations will also allow the CTI to work towards better complementing work done by others. To support this, it will be important to allocate greater effort to clarifying where the delivery of the CTI lies. This clarity will help more people understand the actual value of the CTI and support it to achieve its full potential.

PART 1. ABOUT THE STRATEGIC COMMUNICATIONS WORKSHOP

On May 22-23, 2019, CTI-CFF organized a two-day workshop to discuss various aspects relevant to developing strategic communications that will support implementation of the RPOA 2.0. This report provides a brief summary of the workshop activities and a full report with analyses and recommendations will be provided mid-June 2019.

2.0 GOALS, AGENDA AND PARTICIPANTS

The workshop agenda was prepared to serve the following main goals:

1. Provide relevant expertise on strategic communications for consideration and application in the CTI-CFF RPOA 2.0; and
2. Gather and discuss recommendations toward the development of the RPOA 2.0 Strategic Communications Plan, with focus on the following components:
 - Key Stakeholders;
 - Key Messages; and
 - Strategies and Tactics.

Table 1 Workshop Agenda.

TIME	ACTIVITIES
Wednesday May 22 - Day 1	
12.30 – 13.30	Networking/ Introductory lunch
13.30 – 14.00	Introductions
14.00 – 15.00	Background information sessions with presentations on: CTI-CFF – history and characteristics (20 minutes - RS) RPOA 2.0 direction (10 minutes - Lida Pet-Soede) Communications context to the CTI-CFF (30 minutes - Nini Santos)
15.00 – 15.30	Q&A and general discussion
15.30 – 15.45	Tea and coffee break
15.45 – 16.45	Workshop exercise 1: Mapping out communication issues and stakeholders
16.45 – 17.00	Plan for next day
18.30 – 20.00	Group dinner
Thursday May 23 – Day 2	
08.00 – 08.30	Assembly / Registration
08.30 – 09.30	Recap of previous day discussions
09.30 – 10.00	Brief lecture: Tips in developing messages
10.00 – 10.45	Plenary discussion: Review of CTI-CFF key messages
10.45 – 11.00	Tea and coffee break
11.00 – 12.30	Workshop exercise 2: Developing stakeholder-specific messages

TIME	ACTIVITIES
12.30 – 13.30	Lunch break
13.30 – 14.00	Introduction of afternoon session
14.00 – 15.00	Panel discussion with communications practitioners
15.00 – 15.15	Afternoon break
15.15 – 16.25	Workshop Exercise 3: Ideas! Ideas! CTI-CFF Communication Strategies
16.25 – 16.50	Next Steps and 'feel the pulse'
16.50 – 17.00	Wrap-Up / Closing

Table 2 List of Participants.

Name	Position	Organization	Gender
Adhika Anjaresta	Cooperation Analyst	MMAF, Indonesia	M
Dr. Norasma Binti Dacho	Senior Assistant Director, Conservation and International Office	Department of Fisheries Sabah, Malaysia	F
Phelameya Bernadette Haiveta	Scientific Officer	Conservation and Environment Protection Authority, Papua New Guinea	F
Carina Manlapaz	Ecosystems Management Specialist	Biodiversity Management Bureau –Department of Environment and Natural Resources, Philippines	F
Rowena Bolinas	Chief, Policy, Program Planning and Monitoring Section	Biodiversity Management Bureau –Department of Environment and Natural Resources, Philippines	F
Matsuko Ruth Pelomo	Chief Planning Officer- Bilateral	Ministry of National Planning and Development Coordination, Solomon Islands	F
Alda Sousa Lemos Da Rosa	National Coordinating Committees (NCC) CTI TL	Ministry of Agriculture and Fisheries	F
Klaas Teule	WWF Coral Triangle Programme Leader	WWF	M
Jia Ling Lim	Senior Manager, Communications and Marketing	WWF	F
Leilan Gallardo	Regional Communications Coordinator	Coral Triangle Center (CTC)	F
Dr. Hendra Yusran Siry	Interim Executive Director	CTI-CFF RS	M
Dr. Sharifah Nora Ibrahim	Deputy Executive Director for Program Services	CTI-CFF RS	F

Name	Position	Organization	Gender
Janet Rosalie Anne Polita	Communication and Information Manager	CTI-CFF RS	F
Rumanti Wasturini	Asst. Manager for Publications	CTI-CFF RS	F
Len Garces	Fisheries and Management Specialist	USAID Oceans	M
Malissa Garcia	Consultant	PT Hatfield	F
Nini Santos	Consultant	PT Hatfield	F
Dr. Lida Pet-Soede	Consultant	PT Hatfield	F

Figure 1 Workshop Participants.



3.0 WORKSHOP RESULTS

3.1 DAY 1

3.1.1 Background Information Session

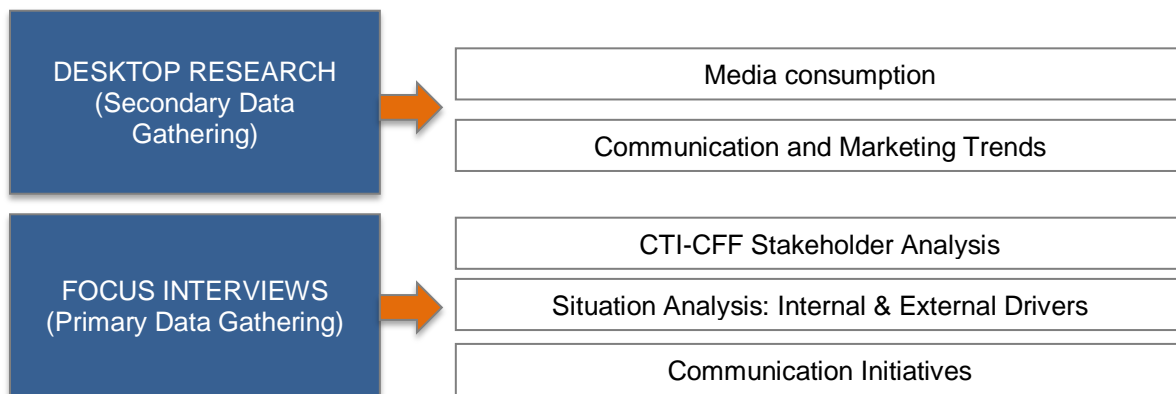
After a round of brief introductions, Dr. Hendra provided a brief overview of the history of the CTI-CFF, mentioning the goals, highlighting some of its successes, listing some of the main outcomes of the RPOA 1.0 review and highlighting some aspects of the existing communications strategy.

Dr. Lida Pet-Soede provided a brief overview on the process being undertaken to develop the RPOA 2.0 and introduced some of the issues discussed during the first consultative workshop of late April in

Manado. She pointed specifically to the recommendations from the review of the RPOA 1.0 with relevance to an effective communication strategy. She furthermore introduced the reason why strategic communication can be so important in supporting achievement of a certain strategy in general and the goals for the CTI in particular. If the CTI is about improving protection and management of the ocean and its natural resources, the strategies applied aim at changing status quo. This will involve the need for people at different levels of influence to start doing something new, or to stop doing something. If it is clear what the “ask for change” is, and who has the relevant influence to make that change happen, and why that influential person would want that change to occur as much as the CTI wants it, then strategic communications can be applied as immediate approach to success.

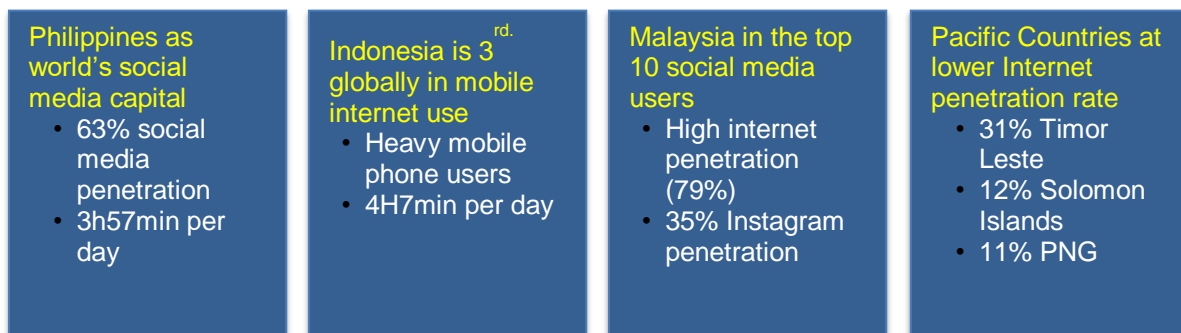
Nini Santos provided a small “ice-breaker” exercise and proceeded with a presentation of the main findings presented in the report that was made available on the CTI-CFF and for which a summary is provided in the background section of this report. The report was the result of a CTI-CFF communications review and Figure 2 provides the steps undertaken by Nini throughout that review.

Figure 2 CTI-CFF Communications Review.



The full report was available to workshop participants and can be requested through the RS.

Figure 3 Digital landscape in Asia Pacific.



Source: We Are Social 2018 Report.

In summary, today, the CTI-CFF finds itself in a more crowded communication space than 10 years ago; with an increase in people's overall media consumption; particularly through the spread of mobile technology which has given a boost to overall media consumption by allowing users to access more media, in more places, and at more times than ever before (Figure 3). According to the resources studied, the average person spends 479 minutes a day consuming media in 2018, which is higher by 12% compared to 2011.

Nini introduced some aspects related to the need for improved strategic communications to form integral part of the RPOA 2.0 and the group discussed some of the current experiences and challenges with implementing the current CTI strategic communications plan.

Currently, most of the groups in the CTI-CFF, be it the countries or the TWGs, work in silos partially because there is lack of comms leadership; lack of manpower; there are Budgetary constraints; and there is lack/ unclarity of power & authority. In moving forward, Nini introduced the 3Cs of communications strategies (Figure 4).

Figure 4 3Cs Communication Strategies.



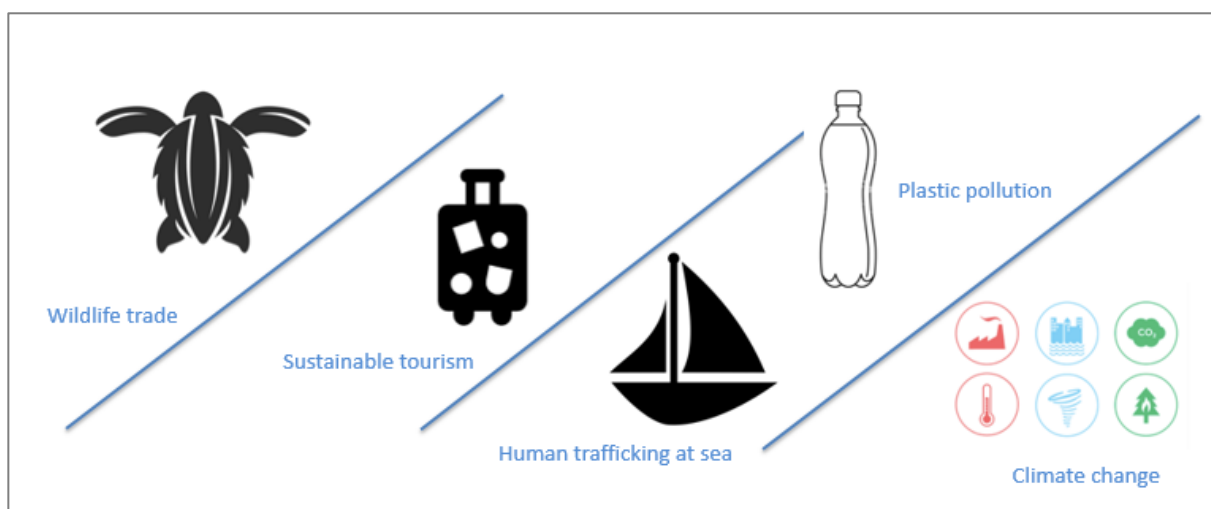
"What separates average communicators from great ones is that the very best communicators don't let what they want to say trump what they want to accomplish"
 - Geoffrey Tumlín (Author, Stop Talking, Smart Communicating).

The group discussed how **Content**, the first “C” in the framework above, must highlight the mission or the advocacy, and not just report on CTI-CFF’s many but small actions.

- Front load what matters most;
- Answer the question “why?”
- Talk about the mission, beliefs, and goals;
- Trigger desired action; and
- Should be a step towards achieving the objectives.

The group briefly discussed experiences to developing CTI-CFF content and using current global or regional topics of discourse. There are several “entry-points” to trigger conversations on the mission (Figure 5) of CTI-CFF.

Figure 5 Example of Different Entry Points to The CTI Goal/Mission.



The group learned about the **second “C” in the strategy- Communities** - which refers to expanding influence and raising awareness by mobilizing champions and partners who could bring and share content. Champions are not necessarily the obvious choice; they may be outside the usual circle of

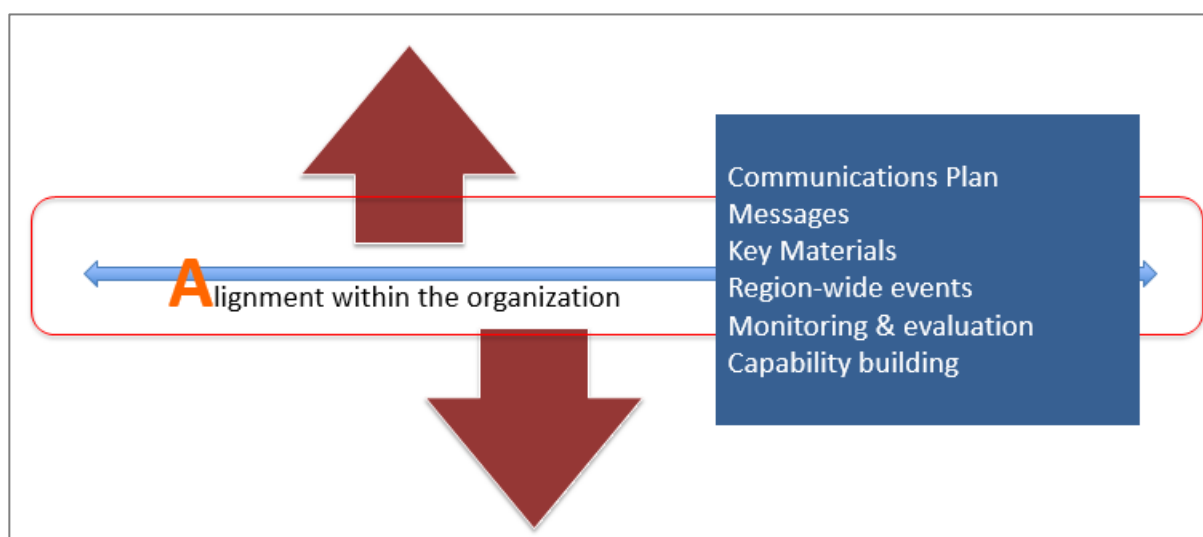
conservation advocates. What's imperative is that champions/ select CTI-CFF ambassadors or spokespersons are sincere in the advocacy; they must show authenticity.

The **third C is Channel & Distribution, which emphasizes that** maximizing a Multi-Channel Landscape will be the most rewarding approach. The statistics on growing use of digital media, do not underpin a single channel approach.

- Use both earned ((Public Relation – (PR)) and paid (placements) media;
- Maximize own media platforms (website, social media, etc.);
- Onsite-offsite complementation, mix on-ground & digital channels;
- Manage number of social media posts; and
- Explore tech advancements as creative opportunities.

After introducing and discussing in detail the 3 Cs of strategic communication, Nini told the group that there is in fact a fourth C, that of Establishing **Control** (Figure 6).

Figure 6 The 4th C: Establishing Control.



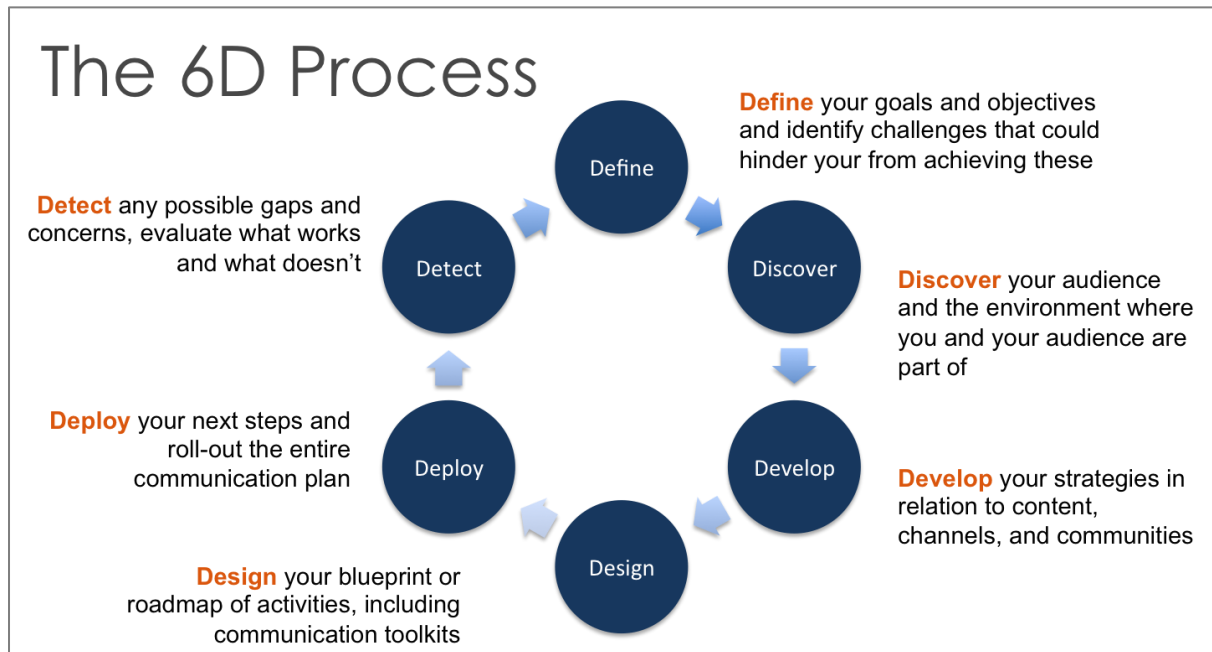
This fourth C brought us back to the current communications situation of the CTI-CFF. Participants discussed several aspects of the implementation status of the RS Comms Staffing Plan (CTI-CFF RS Executive Director; Communications Coordinator; Communications and Outreach Officer; Information & Knowledge Management Officer; Webmaster; Copywriter/ Copy Editor; NCC Communications Points of Contact; and Partner Communications Points of Contact).

Going forward, and summarizing this first session, the group agreed to work together during the workshop with the following issues in mind:

- Understand today's landscape. Today, it is both easier and harder to communicate;
- Craft Strategies: 3Cs in Communication (Content, Communities, Channels); and
- Ensure communication alignment. (Staff structure and processes)

3.1.2 Communication Planning Session

Figure 7 The 6D Process.

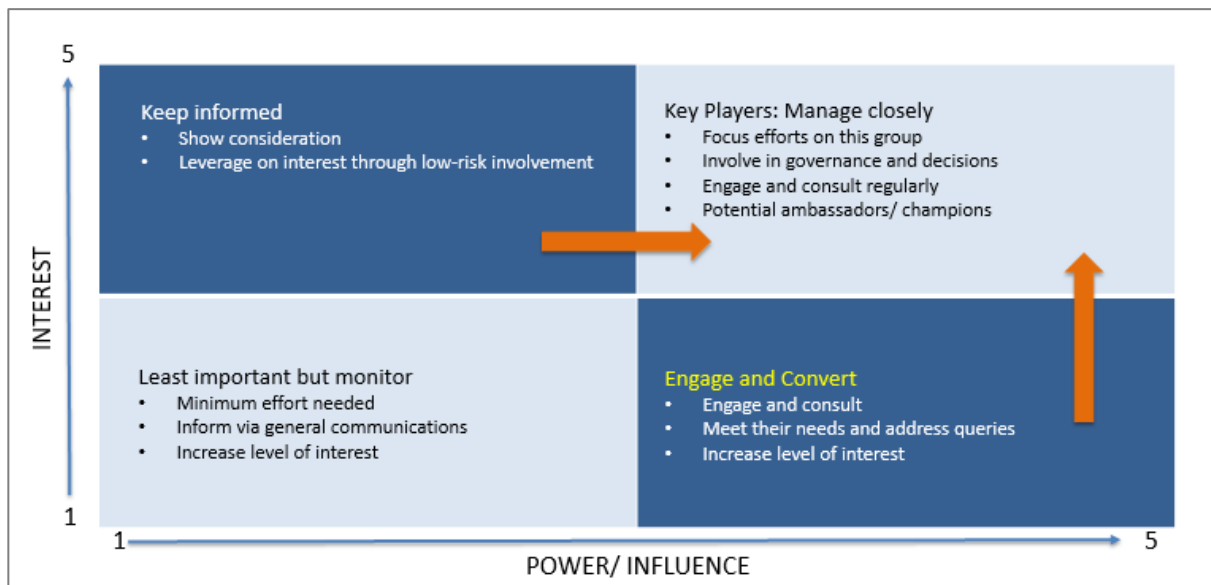


Nini introduced the process typically taken to plan for strategic communications, referring to some of the points made during the introductory session by Lida and as recommended in the RPOA 1.0 review. Figure 7 provides a schematic drawing of the steps. Figure 8 provides some of the internal and external landscape factors to be aware of when starting your planning. Figure 9 offers a way to group or categorize stakeholders and audiences prior to starting to develop messages.

Figure 8 Internal and External Audiences.



Figure 9 Stakeholder Grid.



The group discussed some experiences with message development and considered differences in verbal, written, or recorded communication; the relevance of messaging around a significant point or a central theme; the differences between providing information, having requests, and/or ideas conveyed by words, images, and/or other signs and symbols; and challenges related to what the intended recipient actually deciphered.

3.1.3 Exercise 1 - Mapping Out Issues and Stakeholders

The CTI-CFF communication goals were presented from the existing communications plan (Figure 10):

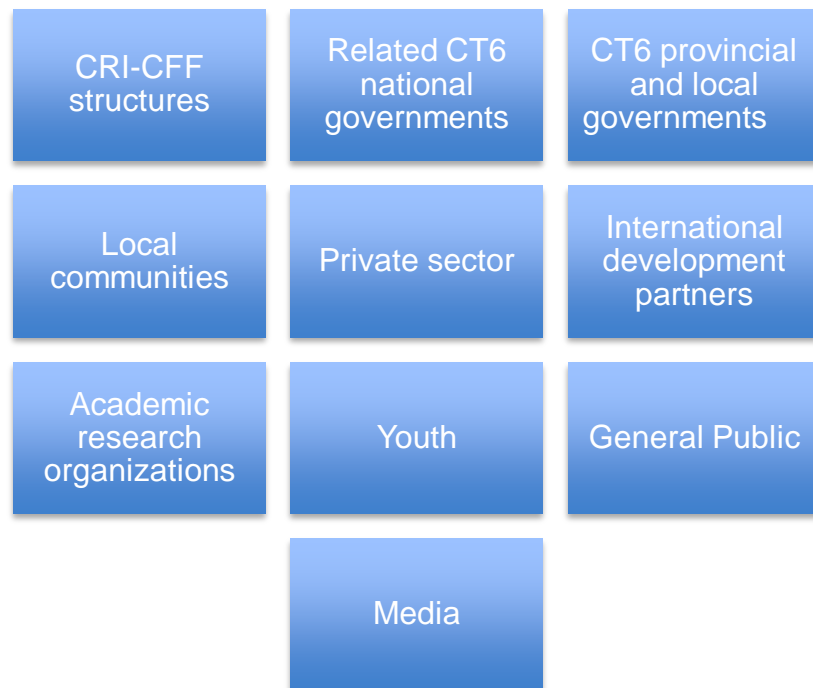
1. Raise the visibility of and create champions for the CTI-CFF Platform among CT6 governments;
2. Present a consistent identity for CTI-CFF;
3. Enhance CTI-CFF Communications operational efficiency;
4. Facilitate broad partnerships/ stakeholder outreach and coordination; and
5. Increase public awareness of the CT's global importance.

Figure 10 CTI-CFF Communications Goals.



Target audiences were also taken from the existing communication strategy (Figure 11).

Figure 11 Target Audiences.



During the work session, three groups were tasked and worked on the following:

1. Identify our goals and/or objectives in communicating with the target audience assigned to your team;
2. Discuss the challenges and opportunities in communicating with the target audience;
3. Briefly describe the audience/ stakeholder, focusing on their interests or agenda; and
4. List all specific stakeholders that may be categorized under the target audience.

A report back session summarized the three results of this session, one for high-level government leaders (Figure 12), one for international development partners (Figure 13), and one for private sector (Figure 14). These workshop sub-groups continued their further development work during day 2 as well.

Figure 12 Result from the group working on “High-Level Government Officials”.

OBJECTIVES. What we want from the target audience?	BARRIERS. Why are we not getting what we want?	INTERESTS. Why would they do so?
Pay attention to CTI again: <ul style="list-style-type: none"> • Accelerate relevant policy changes; legislate • Assigning resources for policy enforcement 	<ul style="list-style-type: none"> • Lack of interest on ocean issues • Lack of understanding on the relevance of ocean issues • Political differences among government officials 	<ul style="list-style-type: none"> • Welfare of their own people – their stakeholders (<i>communities and private sector in marine and coastal related businesses</i>) • Food security for their people • Healthy, nutritious, clean, affordable and available food

Figure 13 Result from the group working on “International Development Partners”.

OBJECTIVES. What we want from the target audience?	BARRIERS. Why are we not getting what we want?	INTERESTS. Why would they do so?
<ul style="list-style-type: none"> • Attract more funding to support programs/projects of CTI-CFF • Establish/strengthen strategic partnership • Widen visibility in the international/regional/global platform to get more support for CTI initiatives 	<ul style="list-style-type: none"> • Not aware about CTI-CFF • CTI-CFF priorities are not aligned with their programs • The requirements of the funding agency are rigid 	<p>GEF: climate change, international waters and biodiversity FAO: responsible fisheries, EAFM, capacity building, gender UNEP: multi-lateral agreement and governance, coral reef financing IUCN: marine conservation ADB: ocean facilities i.e. fisheries, sustainable tourism, coastal development and management, plastics GCF: green initiative World Bank: coastal resiliency, climate change adaptation Oceans’ 5: ocean and fisheries policy EU: ocean governance APEC: marine and fisheries HSBC: CSR on ocean, fisheries and coral reef financing Qatar National Bank: CSR on ocean, fisheries and coral reef financing Maybank: CSR on ocean, fisheries and coral reef financing ASEAN: marine and fisheries</p>

Note: The Food and Agriculture Organization (FAO); the United Nations Environment Programme (UNEP); the International Union for Conservation of Nature (IUCN); Green Climate Fund (GCF); European Union (EU); Asia-Pacific Economic Cooperation (APEC); Hongkong and Shanghai Banking Corporation (HSBC); Corporate Social Responsibility (CSR); Association of South East Asian Nations (ASEAN).

Figure 14 Results from the group working on “Private Sector”.

OBJECTIVES. What we want from the target audience?	BARRIERS. Why are we not getting what we want?	INTERESTS. Why would they do so?
<ul style="list-style-type: none"> • Enact reforms and behavioral changes in alignment with the CTI-CFF goals • Provide marketing and funding assistance to CTI-CFF initiatives 	<ul style="list-style-type: none"> • Lack of institutional mechanisms that would give them the mandate/power to get involved • Lack of businesses’ interest and understanding on what CTI-CFF is about 	<ul style="list-style-type: none"> • Platform to voice their opinions on issues impacting their businesses • Access to market / business opportunities • Brand imaging • Credibility & trust-building

3.2 DAY 2

3.2.1 Day 1 Recap

Nini provided a brief summary of the work done during day 1. It was agreed that communication strategies must be developed with broad regional objectives and mandates in mind. Moreover, the communication plan as an output must be supportive of the RPOA.

The recap session also summarized the issues and challenges identified in communicating about the CTI-CFF mission.

- Approval process on some communication initiatives take time;

- Lack of coordination among NCC communication points of contact;
- Lack of manpower/ communication leadership at RS level; and
- Failure to highlight what matters the most: the advocacy/ mission (the ball).

Target audience per stakeholder group were identified to include:

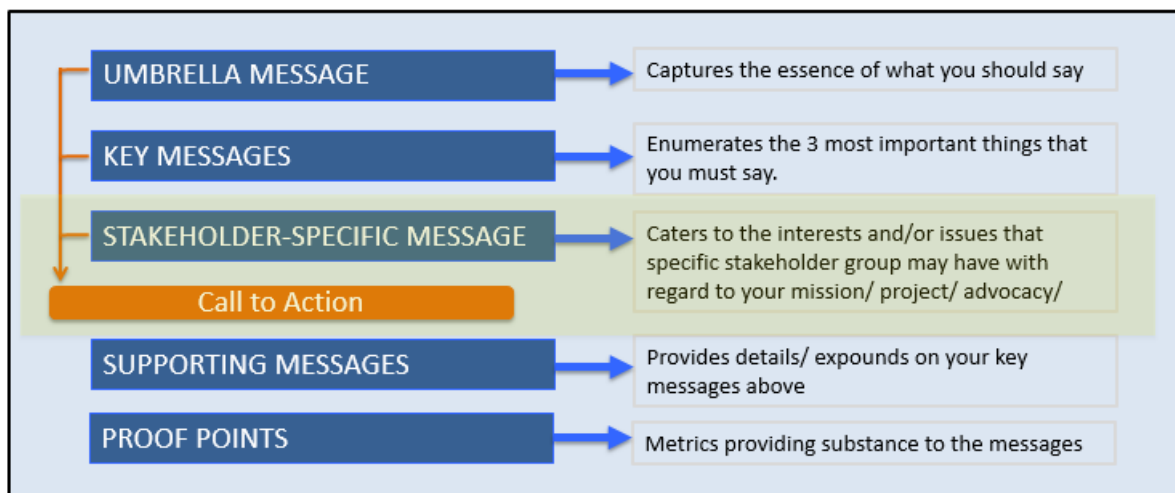
Table 3 Target Audience.

GOVERNMENT	INTERNATIONAL DEVELOPMENT PARTNERS AND DONORS	BUSINESS
<ul style="list-style-type: none"> ▪ Heads of government ▪ Government officials ▪ Ministry of Health in CT6 countries 	<ul style="list-style-type: none"> ▪ GEF, UNEP, IUCN, GCF ▪ ADB, World Bank ▪ Oceans’ 5, FAO ▪ EU, APEC, ASEAN ▪ HSBC, Qatar National Bank, Maybank 	<ul style="list-style-type: none"> ▪ Airlines, Cruise ships, Hotels ▪ Banks ▪ Telecommunication companies ▪ Fisheries companies ▪ Certification companies ▪ Plastic manufacturers ▪ Jewelry companies ▪ Social enterprises

3.2.2 Message Development

Nini introduced a framework around different categories of messages that can be developed (Figure 15).

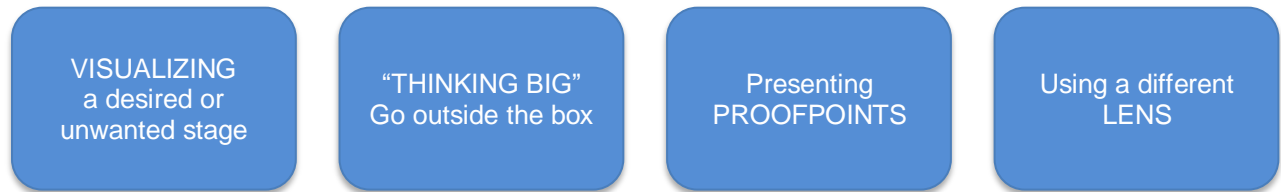
Figure 15 Message Box.



The group discussed several reasons for the importance of thinking about “Why to Craft Messages?” and learned that storylines are important to set the “message-agenda” and that messages often stimulate dialogues and do not immediately result in action. There is an opportunity to use strategic messaging as a platform to bring CTI-CFF stakeholders in the journey; and to give audiences a

common story to share – even a battle cry. The group shared some experiences relevant to crafting and delivering different types of messages reflecting on some of the four options in Figure 16.

Figure 16 Messages and Storytelling Techniques.



3.2.3 Workshop Exercise 2 - Developing Stakeholder-Specific Messages

The participants broke again into their small exercise groups and worked on the following tasks:

- Individually, based on results of exercise 1, draft messages specific to the target audience assigned to your team;
- As a small group, discuss each one's suggested messages. Consolidate and craft maximum of three messages; and
- Assign someone to present the messages.

Table 4 Outputs – Draft Message per Audience (as shared by the groups during report back session).

<p>High-Level Government Officials</p>	<ul style="list-style-type: none"> • CTI-CFF is an effective platform for collaboration with neighbor countries in Asia and the Pacific • CTI-CFF as an opportunity for the government to provide constituents/ people with healthy, nutritious, delicious, and affordable food (<i>food security as the 'queen' cause</i>) • CTI-CFF as key to pursuing programs, projects, and other initiatives that contribute to achieving sustainable economic development in the region.
<p>International Development Partners</p>	<ul style="list-style-type: none"> • CTI-CFF is the trusted platform for regional coordination, collaboration, and advocacy to deliver viable, shared, and sustainable • CTI-CFF is the best opportunity to push for causes relating to (can be customized depending on the interest/ agenda of the development partner) <ul style="list-style-type: none"> • Coral reefs • Fisheries • Food security • CTI-CFF offers an entry point in discussing matters related to blue economy, climate change, and other related issues and advocacy
<p>Business Sector</p>	<p>It's everyone's business. The Coral Triangle harbors the richest marine resources in the world, representing an annual value of \$12 billion. Sustaining these resources is key for your bottom line, and now you have the chance to create added value for your business, while reducing long-term risks. Be ahead of your game and join the pioneering group of businesses in the exclusive Regional Business Network with CTI-CFF to gain first-hand access to information, networks and markets.</p> <p>Protect your catch. Healthy reef, healthy profits. When the corals grow, so will your catch (cash\$). But in the last three decades, the world has lost nearly half of its coral reefs. In the Coral Triangle, we are working to protect the world's most diverse and productive fisheries resources, which depend on the health of the coral reefs. In supermarkets, consumers are becoming more aware and are choosing sustainable seafood. Be ahead of your game and don't get left behind. Show that you care, you feed, and partner with us to transform your business to ensure long-term profitability.</p> <p>Invest in the last ocean paradise. Everyone loves a holiday on the beach – but our favourite vacation may now be at risk. Nestled within the Coral Triangle are among the world's most wild and beautiful corals, an area of amazing marine life diversity, and untouched stretches of coastlines. The Coral Triangle Initiative is working with governments, international development partners and businesses to protect this last ocean paradise with the tourism industry.</p>

WORKSHOP EXERCISE 3 – IDEAS

After a very inspiring and sometimes thought-provoking presentation by a strategic communications professional working for Unilever Philippines, the participants – in plenary – were asked to do the following:

- Think of possible overall strategies to achieve the objectives of CTI-CFF communications;
- Using the ABC planning framework, suggest communication tactics that may fall under each of the following;

- Alignment within the organization;
 - Broadening awareness;
 - Connecting with audience.
- Assign someone to present your group's outputs.

In delivering the task, the participants were reminded of the 3Cs of a communication strategy (Figure 17). The ABC Communication Planning framework was also introduced (Figure 18).

Figure 17 3Cs Communications Strategy - details

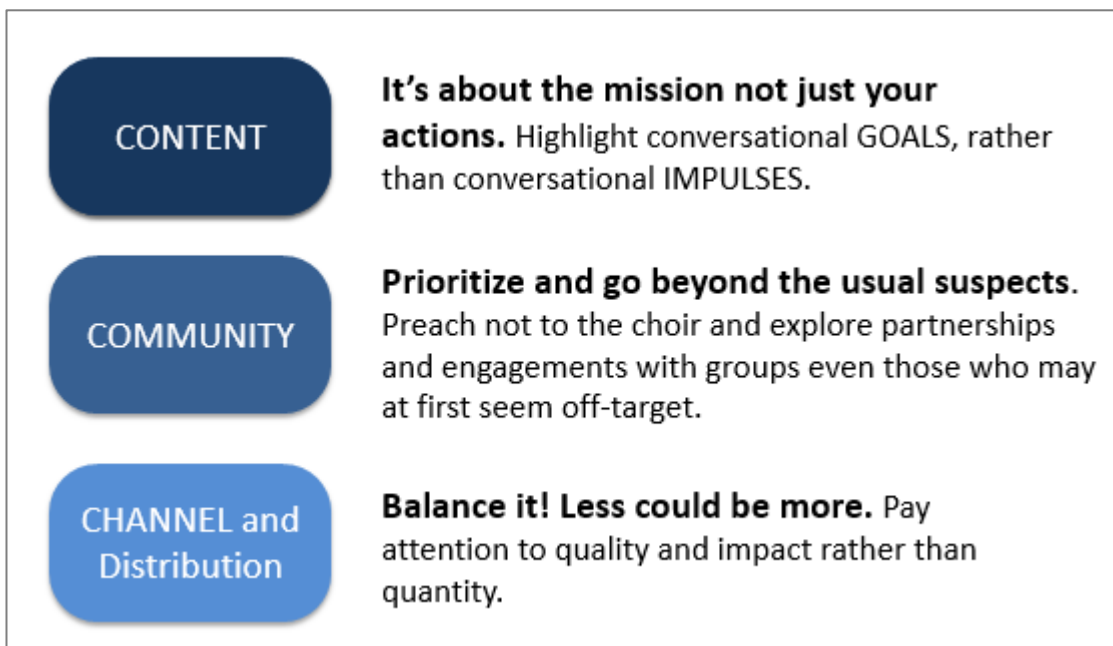


Figure 18 ABC Planning Framework.

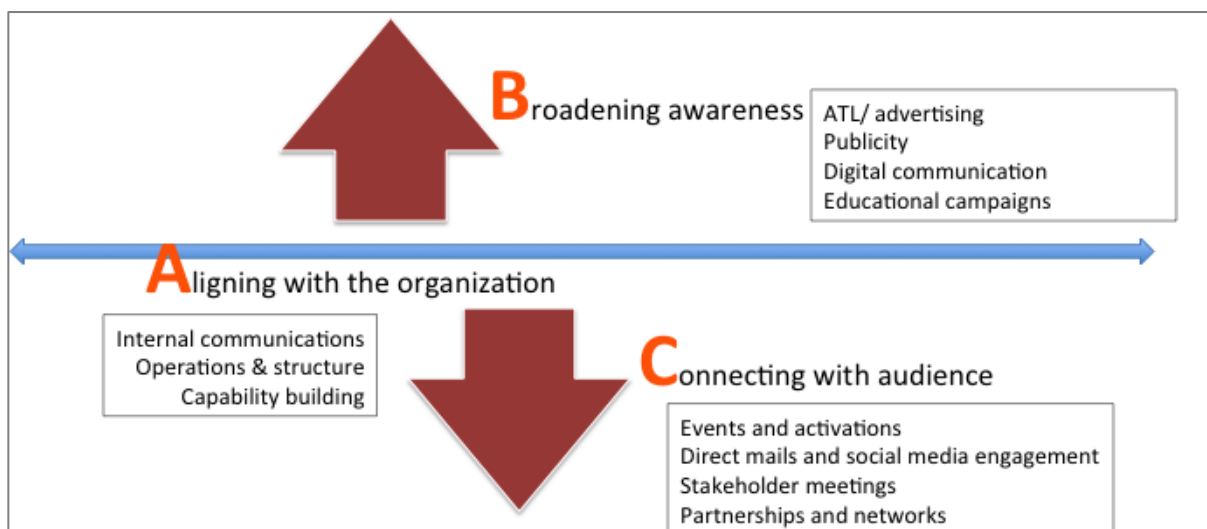


Table 5 Communication Initiatives: Suggested Ideas

<p>Communication Strategies</p> <ol style="list-style-type: none">1. Establish committee or TWG in communications and make it part of the CTI-CFF structure2. Professionalize communications procedures at the regional level and empower NCC communications point persons3. Institutionalize involvement of the private sector. Be part of / leverage existing platforms where private sector involvement is mandated.4. Know where CTI-CFF communications is at this stage. (research)
<p>Low-hanging fruits</p> <ol style="list-style-type: none">1. Regular communication/ video call of NCC Comms2. Mentoring program for communications practitioners under CTI-CFF3. Do an inventory of existing communications collaterals/ materials4. Focused-content region-wide<ul style="list-style-type: none">• CTI-CFF milestones, accomplishments• CTI Day celebration• Teaser to RPOA 2.05. Provide communications template/ guidelines to NCC Comms6. RS Communications staffing/ manpower<ul style="list-style-type: none">• Hire IT/ outsource IT/ social media• Review manpower needs
<p>Interim Next Steps</p> <p>As we wait for RPOA 2.0, the Regional Secretariat can pursue the following:</p> <ol style="list-style-type: none">a. RS to provide timelines of interim next stepsb. Designate specific period to push for a common content region-wide<ol style="list-style-type: none">i. June - CTI Dayii. July - CTI-CFF milestones/ accomplishmentsiii. August – teaser to RPOA 2.0c. Schedule weekly concall/ video call with NCC Comms (the workshop participants can serve as interim Comms Adhoc Committee)

PART 2. RECOMMENDATIONS

DRAFT COMMUNICATION STRATEGY

Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security
Appendix to the CTI-CFF Regional Plan of Action (RPOA) 2.0



Photo Credit: Jeff Yonover

Figure 19 CTI-CFF Strategic Communication Plan at a Glance.



Draft Communication Plan at a Glance

COMMUNICATION GOALS		
Foster understanding and appreciation on the importance of CTI-CFF as a platform for regional collaboration in addressing crosscutting issues that are of regional and global impact.		
Position CTI-CFF as a thought leader, an expert, and custodian of knowledge on Coral Triangle; and as a high-level and prestigious enabler of stakeholder outreach and partnerships on matters related to ocean conservation		
Generate significant public awareness and enhance communities' knowledge of the CTI-CFF benefits, thus, enabling citizens to speak out on the subject matter.		
Deliver and sustain operational efficiencies and effectiveness of CTI-CFF communications at regional and national levels.		
AUDIENCES		
Primary Audience:		
HIGH RANKING GOVERNMENT OFFICIALS	GLOBAL/ REGIONAL COMPANIES	INTERNATIONAL DEVELOPMENT PARTNERS
Secondary Audience:		
Coastal communities and CT6 resource consumers; local government units, and civic organizations and academe advocating ocean conservation, livelihood generation, and food security		
KEY MESSAGES		
<p>THE CORAL TRIANGLE IS A HOME AND A COMMUNITY TO MANY</p> <p>The heart of the world's oceans, the Coral Triangle is home not only to the most number of marine species in the world but also to millions of peoples in coastal communities in Southeast Asia and the Pacific. When the Coral Triangle is destroyed, it impacts not just biodiversity, but communities from our own countries.</p>	<p>THE CORAL TRIANGLE IS IN CRISIS, AND SO IS OUR FOOD SECURITY</p> <p>The Coral Triangle is in crisis! Amid ocean destruction and unsustainable marine resource management, the Coral Triangle finds itself in extreme danger. The marine food chain is at risk of collapse, thus threatening food security. Soon, people will find no more fish and seafood to eat.</p>	<p>THE CORAL TRIANGLE, A UNIQUE MARINE RESOURCE, IS KEY TO POVERTY ALLEVIATION</p> <p>Protecting the Coral Triangle shall benefit the poor the most. When the ocean is healthy, the poor communities thrive and hope for better lives arise. Many of those who live in coastal communities are poor. When the ocean is destroyed, they suffer the most.</p>
STRATEGIES AND TACTICS		
IT'S THE MISSION, NOT THE INSTITUTION. Highlight advocacy messages to gain attention and elicit action.		
GO BIG OR LOSE. Maximize 360 communication especially mainstream media to create impact.		
DRIVE AND THRIVE. Institutionalize the role of communication and push for changes that address core issues.		
<u>MOST IMMEDIATE TACTICS</u>		
<ul style="list-style-type: none"> • Prepare a 1-year media plan to maximize advocacy exposure at the level of regional, mainstream media • Develop a social media playbook and initiate CTI-CFF regional communication campaign • Conduct CTI-CFF Branding Workshop and Stakeholder Mapping • Advocate for the inclusion of CTI-CFF issues on the agenda of inter-government/ regional meetings • Tap influential CEOs/ business leaders to engage and champion cause to the private sector • Convene a Leaders Summit to secure high-level government commitment and support • Hold an international donors' roadshow 		
<u>KEY INSTITUTIONAL AND ORGANIZATIONAL-LEVEL ACTIONS</u>		
<ul style="list-style-type: none"> • Create a TWG on Strategic Communications/ Make it part of the CTI-CFF high-level structure • Allocate substantial funds for CTI-CFF communications, especially at the regional level • Staff, capacitate, and empower RS Communications Team • Conduct inventory of CTI-CFF communication tools and assets including digital platforms 		

4.0 RECOMMENDATIONS FROM WORKSHOP ANALYSES

After the workshop, the strategic communications expert, Nini Santos, analyzed the workshop discussions. Outcomes and recommendations on the communications goals, target audiences, strategies, approaches and messages are provided below.

4.1 COMMUNICATION GOALS

The CTI-CFF Communication Plan envisions the Coral Triangle Initiative as the most effective driver of discourse and behavior change on matters relevant to ocean conservation, sustainable livelihood, and food security within the Coral Triangle region. The Plan is rooted on four overarching communication goals as follows:

- **Foster understanding and appreciation on the importance of CTI-CFF as a platform to foster regional collaboration in addressing crosscutting issues that are of regional and global impact.**

This goal supports CTI-CFF's efforts to secure high-level stakeholder buy-in in Southeast Asia and the Pacific. The communication strategy and activities should enable stakeholders to recognize the role of CTI-CFF in fulfilling government mandates, achieving business objectives, and realizing development targets. Communication must contribute towards the end goal of creating policy changes and executing programs at the regional and national frameworks of ocean conservation, marine resource management, sustainable livelihood, and food security.

- **Position CTI-CFF as a thought leader, an expert, and custodian of knowledge on Coral Triangle; becoming a high-level and prestigious enabler of stakeholder outreach and partnerships on matters related to ocean conservation in Southeast Asia and the Pacific.**

This goal highlights the need for communication strategies and activities that will help CTI-CFF mobilize influential organizations to co-present and/or participate in programs towards CTI-CFF goals and targets. It is imperative to convince stakeholders and groups at regional and national levels to work with CT6 countries and partners in championing identified causes that yield mutual benefits.

- **Generate significant public awareness and enhance communities' knowledge of the CTI-CFF benefits, thus, enabling citizens to speak out on the subject matter.**

This goal aligns with CTI-CFF's desired behavior change among CT6 population, particularly in priority areas. Communication efforts must effectively educate the public about the initiative. Efforts must be taken to correct misperception that CTI-CFF is only concerned about ocean and marine conservation, or biodiversity – subject matters that are of little interest to a large majority of the CT6 population. This communication goal puts greater emphasis on the need to reach out to those who are likely to voice their opinion and have the strongest possibility to influence discussions on the issues that CTI-CFF seeks to address.

- **Deliver and sustain operational efficiencies and effectiveness of CTI-CFF communications at regional and national levels.**

To achieve the set of communication goals above, it is critical that CTI-CFF address communication challenges arising from the way it operates. This goal focuses on observed communication

inadequacies during the first phase of the CTI-CFF RPOA. While significant strides were made in terms of creating awareness about the Coral Triangle as a unique global treasure, there remains a concern about the lack of right structure, strong leadership, and competent team for a more holistic CTI-CFF communication. Deliberate efforts must be put to ensure that communication is proactively driven at the regional level and supported by cohesive initiatives at each CT6 country.

4.2 TARGET AUDIENCE

Due to its multi-faceted characteristics and wide-ranging scope - geographically and topically, CTI-CFF communication targets a variety of audience at the regional as well national and local levels. Target audience depends on the communication objectives and the organization tasked to work on delivering such objectives.

The review of the CTI-CFF RPOA 1.0 Communications found four primary categories of CTI-CFF audience namely 1) Government, 2) Business sector, 3) Knowledge Sources (most of who are members of the civil society including multilateral organizations), and 4) Communities, particularly CT6 population but hereinafter referred to a broader group of people as the general public.

GOVERNMENT

The government is key to driving institutional changes relevant to the Coral Triangle given its power to enact and enforce policies, authority to execute conservation and related programs, resource capacity for initiatives within its mandate, and influence over stakeholders under its jurisdiction.

The CTI-CFF must communicate with at least 6 national governments of the CTI-CFF Member States and hundreds of provincial and local government units within the Coral Triangle region.

The implementation of RPOA 2.0 at the CT6 country level is within the domain of the ministries that form part of the CTI-CFF leadership (often environment-related agencies). Other ministries are likely to play relevant roles in the RPOA 2.0. While there were very minimal engagements with these ministries in the earlier years, moving forward plans require that such engagement be boosted.

The NCCs are also enjoined to engage government officials at the provincial and city/ municipal levels, to achieve wider impact and reach out at the grassroots level. Likewise, regional efforts were undertaken to improve local government participation through the CTI Local Governance Network (CTI-LGN) and capacity building initiatives.

BUSINESS SECTOR

Industry practices create the greatest impact (adversely and positively) on the Coral Triangle, its marine resources, and coastal communities. Private companies are one of the quickest to effect change. They can act independently and pursue initiatives without the need to go through bureaucratic channels or convince constituents.

In recent years, CTI-CFF established the Regional Business Forum (RBF) to engage industry players to contribute in developing innovative solutions that are of mutual benefit to businesses and the Coral Triangle, and support programs on-ground. The RBF however failed to pursue follow-through initiatives to sustain the business sector's interest. It remains to be seen whether such platform could still be and should be reconvened.

KNOWLEDGE SOURCES

The RPOA 2.0 Communications Review clustered under Knowledge Sources a third group of target audience – academicians, international development agencies, multilateral organizations, non-profit groups, science research think tanks, etc. These organizations not only serve as sources of information about Coral Triangle but also contribute through funding, technical assistance, on-ground community building, and capability building.

International Development Partners

The CTI-CFF has attracted funding from multiple donor agencies since it was established in 2009. To date, it receives support from the Australian Government, US Government through USAID programs (technical assistance), the World Wildlife Fund, and Coral Triangle Center.

The goal is to increase funding support from international development partners including the Asian Development Bank (ADB), Global Environment Facility (GEF), UN Food and Agriculture Office, UNEP, GCF, World Bank, Ocean's 5, etc. It also seeks to partner with multi-government organizations including the European Union, Asia Pacific Economic Forum (APEC), and Association of Southeast Asian Nations (ASEAN).

Local NGOs

There are several local CSOs working on the ground in relation to ocean- conservation. At times, they duplicate one another's efforts and implement overlapping projects. Partners from this sector vary. Some have a wider influence over the target audience; others are more science-driven, while some have greater funding support. A common denominator among them however is their passion for conservation.

Academic and Research Institutions

Extensive research work has been done in the past years about the Coral Triangle. Conservation experts, especially scientists however tend to be very technical. It is critical for CTI-CFF to translate and communicate findings from these scientific researches to a wider audience.

THE PUBLIC

People living within the CT region and those identified as critical stakeholders in pursuing the CTI-CFF agenda are categorized as the Public. They include members of the coastal communities (CT resource owners and beneficiaries), the CT6 population (CT resource consumers), and all other individuals and groups not classified above.

Coastal Communities

About 120 million people live in coastal communities who are directly dependent on Coral Triangle resources for their food and livelihood. In remote islands and far-flung coastal areas, community members have strong relationship with the sea. They have a long history of managing and protecting marine resources. The situation slightly differs among coastal communities closer to cities and urban areas, which are impacted by high-level of industrialization and mass tourism.

Most coastal communities respect and trust their church leaders, who are seen as allies of the poor, families, and the underserved. They have informal or traditional leaders such as elders, *datus*, or village chiefs who are very influential in communities, especially those parts of ancestral domains. These

leaders can either rally people to support specific programs or prevent these from happening. An increasing number of women play significant roles in community building and development, including conservation.

CTI-CFF however is yet to communicate with and engage a substantive number of coastal communities.

CT6 Population/ Resource Consumers

Among consumers, and even fishermen, the prevailing mentality is that marine resources are “finite”. Seafood manufacturers and the market seem to be oblivious to the growing concern over depleting marine resources. Tourists enjoy the beauty of the Coral Triangle but rarely get concerned about its sustainable management and corresponding biodiversity issues. While there could be certain level of awareness on these issues, it is yet to be translated into consumer concern and desired behavior change.

Women and Youth

Information dissemination about CTI-CFF is imperative as the CT6 region endeavors to spread awareness and trigger desired actions about the cause. The public particularly women and the youth are targeted, so they could learn more about how CTI-CFF could impact their respective sectors, and how they can be involved in its advocacy. Women and youth are seen as important segments of society that can drive meaningful actions at the national and community levels.

Further, the CTI-CFF categorizes the four target audiences into two levels: 1) regional and 2) national and local (Table 6). The Regional Secretariat is mandated to communicate with audiences at the regional level while the NCCs deal with those at national and local levels.

Table 6 Target Audiences Category: Regional vs National and Local.

LEVEL	Government	Business	Knowledge Sources and Civil Society	Public
REGIONAL	High-ranking government officials	Global/ regional companies, conglomerates	International development agencies, donors, global NGOs and partners, and universities or major think tanks doing CT and marine researches	The public especially women and youth
NATIONAL AND LOCAL	Provincial, city and municipal / town governments	Local businesses and micro, small, and medium enterprises (MSMEs)	Local and national NGOs, universities and colleges	Coastal communities and CT6 resource consumers

CTI-CFF STRUCTURES

For internal communication purposes, this Communication Plan adds a fifth set of audience: the CTI-CFF structures. Communicating with and within this group - comprised of the CTI-CFF Regional

Secretariat, NCC government officials and employees, academics, development partners, and NGOs – is imperative to ensure work synergy and message consistency.

4.3 STRATEGIES AND APPROACHES

The Communication Plan serves as a guiding tool for both CTI-CFF regional and national communication. It highlights strategies meant to address the observed gaps in strengthening CTI-CFF communication, especially at the regional level.

4.3.1 STRATEGY NO. 1. IT'S THE MISSION, NOT THE INSTITUTION.

Most of the time, it's not about the institution, nor is it about the people behind the initiative. A review of CTI-CFF communication found that most of its existing content feature hundreds but small activities revolving around the mission – workshops, meetings, courtesy calls on government officials, signing of memorandum of agreements, scientific and technical publications, among others – things that are of little to zero interest to most target audience.

While distributing such content may help build the credibility of the initiative, it fails to address the question as to why CTI-CFF deserves attention and support. It contributes little to raising the visibility of the cause and generating needed support.

Strategy No. 1 entails the following approaches:

Market the cause. Similar to how brands and companies promote their goods and services, CTI-CFF should convince the target audience why they must “buy” the cause. Highlight the important components of the mission, the way any good marketer and sales person would. Provide answers to these important questions: *What is the urgent concern? What does the initiative intend to accomplish? What makes it different from other advocacies? Why should they support or “buy” it?*

Highlight the call to action. Craft messages that clearly state what the audience must do. Apply the concept of behavior change communication. Every communication touch point should lead toward achieving the desired behavior – donating funds, enacting policies, partnering with the initiative, mobilizing network, participating in key events, helping save the ocean through simple individual actions, etc.

Enable the audience to participate. Review the key messages to see if it is backed by infrastructures that will allow audience to support the cause once they decide to do so. Align with program and technical teams to ensure follow-through actions resulting from the communication happen. Parallel to communication is the development of institutional mechanisms and programs that will give target audience opportunities to act on the messages delivered.

Distinguish the tasks. Ideally, have one communication officer focus on the advocacy and another to work on institutional communication. Each area has its distinct objectives. The former markets the cause to gain support while the latter is about building the institution's reputation to build credibility and trust among stakeholders.

4.3.2 STRATEGY NO. 2. GO BIG OR LOSE.

In a crowded communication space, where hundreds of development issues compete for everyone's attention, it has become more imperative for CTI- CFF to produce compelling communication materials

and activities that would stand out and resonate with target audience. Messages must touch on issues that are relevant to the audience's day-to-day lives. It must deliver to a wider range of audience and a substantial volume of people for it to create a regional impact.

The strategy 'Go Big' means carrying out the following communication approaches:

Maximize mainstream media. Get as much positive media mileage as possible; target television networks, publications, digital channels, and on-demand content platforms that have huge audience share and followers. Develop relations with media professionals and work with them to identify possible content for news coverage, documentaries, special features, and/or talk shows. Explore media placements or advertisements in major channels and high-trafficked digital platforms.

Focus and magnify. Identify areas to focus on and rally NCCs, partners, and everyone involved in communicating CTI-CFF towards it. Strengthen a flagship event instead of spreading out resources into small initiatives. Zoom in on a particular umbrella topic and key message for a specific period. This increases chances for the messages to spread out and create impact.

Catch the big fish. Prioritize partnership efforts with those that will significantly result in communication success and behavior change. Target only a small number of specific individuals and organizations to focus effort. The RS is advised to do an extensive stakeholder mapping and profiling. Results of the activity should serve as input in designing a Stakeholder Engagement Plan for CTI-CFF.

Segment and customize. Think big by categorizing every group of people that CTI-CFF must communicate with and by knowing what type of approach will work for each. Specific initiatives must take into consideration the unique characteristics of each target group and the dynamics within. A 'one size fits all' and 'plug-and-play' communication will not work. Have a huge spread of the communication tools ready – key messages, communication materials, activities, and concepts – and identify which to use depends on the target audience.

4.3.3 STRATEGY NO. 3. DRIVE AND THRIVE.

The CTI-CFF communication must start strong from above. To thrive, it must form part of the strategic core of the CTI-CFF structure and RPOA 2.0. Efforts must be initiated and driven by CTI-CFF leaders and the Regional Secretariat.

As observed in the review of the RPOA 1.0 Communications, there is a need to strengthen communication leadership at the CTI-CFF. The Regional Secretariat must improve its capability to plan, conceptualize, implement, and evaluate communication campaigns at the regional level. Leaders should see the value and role of communications in the entire advocacy. They should be able to rally and inspire the CT6 countries, together with partners, to collaborate and support communication efforts both at the regional and domestic levels.

Towards this end, the following actions are proposed:

Institutionalize communications within the CTI-CFF Structures. Create a TWG for Communications comprised of senior representatives from the CT6 countries and communication experts from development partners. The TWG shall have planning and oversight functions on CTI-CFF strategic communication matters. It is also imperative to appoint or hire a senior communications practitioner to work at the Regional Secretariat (no less than Director level). Should the latter be not possible, explore

engaging a communications consultant to provide strategic guidance to the RS Communications Manager and staff.

Integrate communications in the RPOA 2.0. Communication is integral in achieving most, if not all of the CTI-CFF goals. It is imperative that communication is explicitly stated in the regional plan of actions in the next ten years. Include indicators for successful communication in the RPOA 2.0 targets, outcomes, and/or intermediate results.

Align communications with M&E. Ensure that the M&E Framework takes into consideration communication goals and objectives. The RS Communication team must closely work with Planning and Evaluators to plot communication targets; monitor progress; see where communication could still be lacking; and identify how successes as shown in the M&E results can be utilized to strengthen CTI-CFF messages and to improve storytelling.

Empower RS and NCC Communications Point Persons. Address skills and knowledge gaps among individuals tasked to communicate about the CTI-CFF. Offer capability-building programs on newswriting, strategic communications planning, social media communications, and media relations, among others. Mandate regular NCC communications coordination and online meetings for purposes of best practices sharing, knowledge transfer, alignment of efforts, resource-sharing, and documentation.

Allocate substantial funds for regional communications. With CTI-CFF Communications at the core of RPOA 2.0, the Regional Secretariat must provide a close estimate of the costs needed to effectively drive communications and achieve objectives. Funds for the following must be considered: high-quality production of CTI-CFF communication and education materials, massive media campaign, regular coordination and gathering of Communication TWG, capability building for communications staff and TWG members, and hiring and engaging communication professionals and experts.

4.4 KEY MESSAGES

Developing the right messages about CTI-CFF and the cause that it advocates for is an important part of strategic communication. The key messages should resonate with the public and should effectively position and differentiate CTI-CFF from many other advocacies that the development sector seeks to address. The consistent use of messages is essential to fostering understanding on the cause and in building the CTI-CFF image.

The CTI-CFF Message Box below serves as content guide for everyone involved in communicating and promoting the cause. It should be the foundation of all communication materials for CTI-CFF programs and activities. It can be used across various target audience, but will need to be expounded with sub-messages that are customized according to the type of stakeholder.

Figure 20 CTI-CFF Message Box.

<p style="text-align: center; font-weight: bold; color: yellow;">THE CORAL TRIANGLE IS A HOME AND A COMMUNITY TO MANY</p> <p>The heart of the world’s oceans, the Coral Triangle is home not only to the most number of marine species in the world but also to millions of peoples in coastal communities in Southeast Asia and the Pacific. It is a community of people whose lives and income depend on the ocean that surrounds them.</p> <p>Failing to protect the Coral Triangle impacts not just biodiversity, but communities from our own countries.</p>	<p style="text-align: center; font-weight: bold; color: yellow;">THE CORAL TRIANGLE IS IN CRISIS, AND SO IS OUR FOOD SECURITY</p> <p>The Coral Triangle is in crisis! Amid ocean destruction and unsustainable marine resource management, the Coral Triangle finds itself in extreme danger, and so do the nations that it feeds.</p> <p>The marine food chain is at risk of collapse, thus threatening food security. Soon, people will find no more fish and seafood to eat.</p>	<p style="text-align: center; font-weight: bold; color: yellow;">THE CORAL TRIANGLE, A UNIQUE MARINE RESOURCE, IS KEY TO POVERTY ALLEVIATION</p> <p>Protecting the Coral Triangle shall benefit the poor the most. When the ocean is healthy, the poor communities thrive and hope for better lives arise.</p> <p>Many of those who live in coastal communities are poor. When the ocean is destroyed, they suffer the most. They lose their homes, the source of their daily meal, and opportunities for income & livelihood.</p>
<p>Protect the Coral Triangle! By doing so, we... Save communities. Secure our food. Help the poor.</p>		
<p style="text-align: center; font-weight: bold; color: #00728f;">INSTITUTIONAL MESSAGE. ABOUT CTI-CFF.</p> <p>The CTI-CFF is a trusted platform for regional cooperation and collaboration, delivering shared commitments and finding solutions to shared issues in relation to oceans, fisheries, livelihood, and food security advocacies.</p>		

The CTI-CFF Message BoxCTI-CFF Message B has three components: 1) Advocacy messages, 2) Call to action, and 3) Institutional messages.

ADVOCACY MESSAGES

These messages highlight the important components of CTI-CFF’s mission. It zooms in on the advocacy. It markets the cause and seeks to convince the audience why it should matter to them and why it deserves their support.

CTI-CFF’s advocacy messages are segmented into three (3):

- Coral Triangle as a home and community to many. This message seeks to define the Coral Triangle beyond being a PLACE, a REGION, or an OCEAN TREASURE that most people will never be able to go to and experience. The message brings Coral Triangle closer to target audience by making it more tangible, and letting them see, if not themselves, but many of the people within their countries and region, as part of it.
- The Coral Triangle and Food Security. This message zooms in on a threat that affects everyone. It speaks of urgency and underscores the crisis that is about to happen, if not already happening. It is aligned with the CTI-CFF RPOA 2.0 strategy.
- The Coral Triangle and the Poor. This message slightly leverages on the emotional approach in advocacy communication by highlighting the poor communities that are directly impacted by the problems that the Coral Triangle faces. While discussing the realities about the impact of destruction of marine resources to the poor, it also attempts to inject positivity by underscoring Coral Triangle as a marine resource that could help address poverty in the region.

CALL TO ACTION

As recommended under Strategy No. 1 (It’s the mission, not the institution), to elicit desired results from target audience, it is vital that messages clearly indicate the call to action. “Protect the Coral Triangle!

Save our home. Secure our food. Help the poor” is a battle cry that is simple and direct to the point, but broad enough to be customized per audience.

INSTITUTIONAL MESSAGES

The institutional message describes the profile of the institution/ organization behind the advocacy. These messages help establish the institution’s image and credibility among target audience. The proposed key institutional message is:

“The CTI-CFF is a trusted platform for regional cooperation and collaboration, delivering shared commitments and finding solutions to shared issues in relation to oceans, fisheries, livelihood, and food security advocacies.”

The sub-institutional messages are as follows:

The CTI-CFF is established in 2009 as agreed by the heads of states of the six (6) countries that form part of the Coral Triangle, namely, Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Island, and Timor-Leste.

The CTI-CFF pioneered and continuous to offer cutting-edge scientific research on fisheries, marine resource conservation, and food security for the Coral Triangle.

4.5 AUDIENCE-SPECIFIC COMMUNICATION

Strategy No. 2 “Go big or lose” recommends segmenting audiences and customizing approach for each type. The succeeding tables describe each of the priority audience of CTI-CFF at the regional level, and the communication designed specific to each audience.

The priority audiences or stakeholder group at the regional level are as follows:

- High-level government officials (CT6 heads of state, CT6 ministers/ cabinet secretaries, and government executives from CT6 partner countries and neighbors)
- Business sector (CEOs, industry champions, business association leaders, and social entrepreneurs, and MSMEs from CT6 countries)
- International development agencies (current development partners; inter-government organizations such as EU, ASEAN, and APEC; development and environment funding facilities including ADB, Ocean’s 5, GEF, etc.)
- General public (including the youth, working and middle class population, philanthropists, and media practitioners)

Table 7 Audience-Specific Communication: HIGH-RANKING GOVERNMENT OFFICIALS

Desired Behavior Change (BC)	Audience Analysis	BC Communication Objectives	Messages	Key Approach and Activities
<i>What do we want from them?</i>	<i>Why are we not getting what we want? What matters to them?</i>	<i>What should our communication efforts be able to do?</i>	<i>What should we say to our target audience?</i>	<i>How should we proceed to achieve the communication objectives?</i>
<p>CTI-CFF seeks to convince high-ranking government officials to:</p> <ul style="list-style-type: none"> Accelerate relevant policy changes required to deliver desired CTI-CFF results Allocate resources for policy enforcement 	<p><u>Barriers</u></p> <ul style="list-style-type: none"> Lack of interest on ocean issues; No in-depth understanding and appreciation on the relevance of ocean issues into their respective country's economy and situation Lack of political will and political differences <p><u>Interests</u></p> <ul style="list-style-type: none"> People's socio-economic welfare, especially communities and MSMEs Fisheries and aquatic productivity Food security; access to healthy, nutritious, clean, and affordable food 	<p>CTI communication initiatives seek to:</p> <ul style="list-style-type: none"> Interest heads of CT6 countries about CTI-CFF Increase expressed demand from the public, especially influencers, for policies that will help achieve CTI-CFF objectives Encourage CT6 countries to legislate relevant laws and policies to act on human-related threats 	<p>The CTI-CFF works to provide coastal communities and the poorest members of our countries the opportunity to continuously reap their income from the oceans, and to ensure availability of marine resources/ particularly fish and seafood.</p> <p>Champion the protection of the Coral Triangle and help coastal communities grow and thrive. This shall be your legacy not only in (country name) but also in the entire Southeast Asia and the Pacific.</p> <p><i>Link back message to the CTI-CFF Message Box. Add supporting messages & proofpoints, as appropriate.</i></p>	<p>Leverage the launch of the CTI-CFF RPOA 2.0 to call for the 2nd CTI-CFF Leaders Summit.</p> <ul style="list-style-type: none"> Publish opinion articles on food security and other CT-related threats. Tap influential columnists to write about the topic. Convene small policy group dialogues among target government officials, the NCC, and the RS. Lobby for the inclusion of CTI-CFF issues on the meeting agenda of inter-government organizations such as ASEAN, APEC.

Table 8 Audience-Specific Communication: BUSINESS SECTOR

Desired Behavior Change (BC)	Audience Analysis	BC Communication Objectives	Messages	Key Approach and Activities
<i>What do we want from them?</i>	<i>Why are we not getting what we want? What matters to them?</i>	<i>What should our communication efforts be able to do?</i>	<i>What should we say to our target audience?</i>	<i>How should we proceed to achieve the communication objectives?</i>
<p>CTI-CFF seeks to encourage the business sector to:</p> <ul style="list-style-type: none"> Innovate and initiate changes in business operations in support of the CTI-CFF goals Provide marketing and funding assistance to CTI-CFF Partner with CTI-CFF in implementing programs and activities 	<p><u>Barriers</u></p> <ul style="list-style-type: none"> Lack of institutional mechanisms within CTI-CFF that would give the private sector the mandate/ power to get involved. Majority sees CTI-CFF from the conservation lens, and does not see its direct impact on businesses. <p><u>Interests</u></p> <ul style="list-style-type: none"> Business opportunities, access to market, brand image, credibility/ reputation management, and trust building Effective platform to voice their opinions on issues impacting their businesses 	<p>CTI communication initiatives seek to:</p> <ul style="list-style-type: none"> Promote the business case for sustainable fisheries and marine resource management Increase interest among industry players on the business opportunities offered by CTI-CFF platform Establish the prestige and credibility of CTI-CFF forum and other activities for businessmen and entrepreneurs 	<p>When corals grow and the ocean remains healthy, so will your catch (and cash). The CTI-CFF helps businesses dependent on the Coral Triangle ensure availability of marine resources through sustainable fishing and business practices.</p> <p>Be ahead of your game! Join the CTI-CFF conversations and discover how you can transform your business into long-term profitability while showing you care.</p> <p><i>Link back message to the CTI-CFF Message Box. Add supporting messages & proofpoints, as appropriate.</i></p>	<p>Institutionalize the involvement of the private sector through the appointment of CTI-CFF Business Council comprised of influential business leaders from at least half of the CT6 countries.</p> <ul style="list-style-type: none"> Organize an event to officially introduce the CTI-CFF Business Council. Reconvene the Regional Business Forum at a more cost-efficient scale. Tap influential CEOs/ business leaders as spokespersons to champion CTI-CFF cause through media interviews, high-level fora/ seminars, and on-ground business innovations. <p>*NOTE: Engaging the business sector require more than marketing and communications strategy. It is critical to develop a specific program targeting this group.</p>

Table 9 Audience-Specific Communication: INTERNATIONAL DEVELOPMENT AGENCIES

Desired Behavior Change (BC)	Audience Analysis	BC Communication Objectives	Messages	Key Approach and Activities
<i>What do we want from them?</i>	<i>Why are we not getting what we want? What matters to them?</i>	<i>What should our communication efforts be able to do?</i>	<i>What should we say to our target audience?</i>	<i>How should we proceed to achieve the communication objectives?</i>
<p>CTI-CFF hopes that international development agencies would agree to:</p> <ul style="list-style-type: none"> • Provide more funds to support CTI-CFF projects and activities • Establish/ strengthen strategic partnership with CTI-CFF • Help raise and widen CTI-CFF visibility in international platforms to get more support for CTI initiatives 	<p><u>Barriers</u></p> <ul style="list-style-type: none"> • Duplication of CTI-CFF agenda and activities with current programs • Confusion as to the focus of CTI-CFF • Lack of knowledge and/or confidence in the current institution or structure <p><u>Interests</u></p> <ul style="list-style-type: none"> • Strong diplomatic relationships with beneficiary countries • Inclusive, sustainable growth and a self-reliant people in target areas • Environment conservation and protection 	<p>CTI communication initiatives seek to:</p> <ul style="list-style-type: none"> • Promote the urgent need to support the CTI-CFF • Make CT6 governments' and neighboring countries' call for support from international development agencies louder • Build trust among international development partners and the CTI-CFF Structures 	<p>Addressing the problems faced by the Coral Triangle is a step closer towards finding solutions to regional problems relating to ocean conservation, climate change, fisheries, livelihood, and food security.</p> <p>Together, let's protect the Coral Triangle, find solutions to shared problems, and help the peoples of CT6 countries become more self-reliant communities.</p> <p><i>Link back message to the CTI-CFF Message Box. Add supporting messages & proofpoints, as appropriate.</i></p>	<p>Reignite international development agencies' interest in the CTI-CFF with the launch of the RPOA 2.0.</p> <ul style="list-style-type: none"> • Drum up media activities on RPOA 2.0 while highlighting key milestones/ accomplishments in the last 10 years. • Hold donors roadshow to present new strategies, introduce strengthened RS and CTI-CFF Structures, and pitch for (more) support. • Confer awards to supportive partners in a high-profile and heavily publicized awarding ceremonies

Table 10 Audience-Specific Communication: GENERAL PUBLIC (Region-wide)

Desired Behavior Change (BC)	Audience Analysis	BC Communication Objectives	Messages	Key Approach and Activities
<i>What do we want from them?</i>	<i>Why are we not getting what we want? What matters to them?</i>	<i>What should our communication efforts be able to do?</i>	<i>What should we say to our target audience?</i>	<i>How should we proceed to achieve the communication objectives?</i>
<p>CTI-CFF hopes that the public will:</p> <ul style="list-style-type: none"> Initiate and/or join discussions relating to the urgent concerns faced by the Coral Triangle Take individual steps/ actions to help protect the Coral Triangle 	<p><u>Barriers</u></p> <ul style="list-style-type: none"> Misperception that ocean issues will not directly affect their daily lives Lack of awareness about the CTI-CFF and its advocacies <p><u>Interests</u></p> <ul style="list-style-type: none"> Quality of life; stable job, livelihood opportunities, good health, safe communities, healthy food Opportunities for leisure and recreation, such as tours/ travel, hobbies, weekend activities; Interesting content especially those that can be shared with friends and network 	<p>CTI communication initiatives seek to:</p> <ul style="list-style-type: none"> Increase public interest and demand for CTI-CFF information Create buzz about the beauty of the Coral Triangle and the challenges that it and its communities face Ignite CT6 population's pride in being part of the Coral Triangle Encourage more individuals to call for policy changes and breakthrough actions toward addressing the issues impacting the CT Region 	<p>The Coral Triangle is ours. Let's take care of it.</p> <p>Being part of an archipelagic region, almost one third of the CT6 countries' population depends on ocean and marine resources. The Coral Triangle provides our friends and families in coastal communities with almost everything they need, including livelihood. It attracts tourism and economic activities that benefits larger towns and communities. It is vital in securing that people in the entire region, and the world, shall continue to have fish and seafood today and tomorrow.</p> <p><i>Link back message to the CTI-CFF Message Box. Add supporting messages & proofpoints, as appropriate.</i></p>	<p>Strengthen publicity and achieve robust social media presence.</p> <ul style="list-style-type: none"> Do an inventory of CTI-CFF comms tools - social media, website and other digital platforms, publications - and consolidate. Develop a yearlong media plan and social media strategy, and ensure implementation. Tap at least one (1) champion/ brand ambassador per CT6 country. Produce 1 strong set of communication materials on the advocacy (website, video, documentary, photo essays, and digital brochures)

4.6 INDICATIVE IMPLEMENTATION ROADMAP

Below are the proposed key projects and activities that are vital in kick-starting the communication support for RPOA 2.0. Preparatory months cover the period prior to the approval of the RPOA 2.0. Month 0 is the official launch/ signing of RPOA 2.0. Month 1 represents the month following the formal launch of the signed RPOA 2.0.

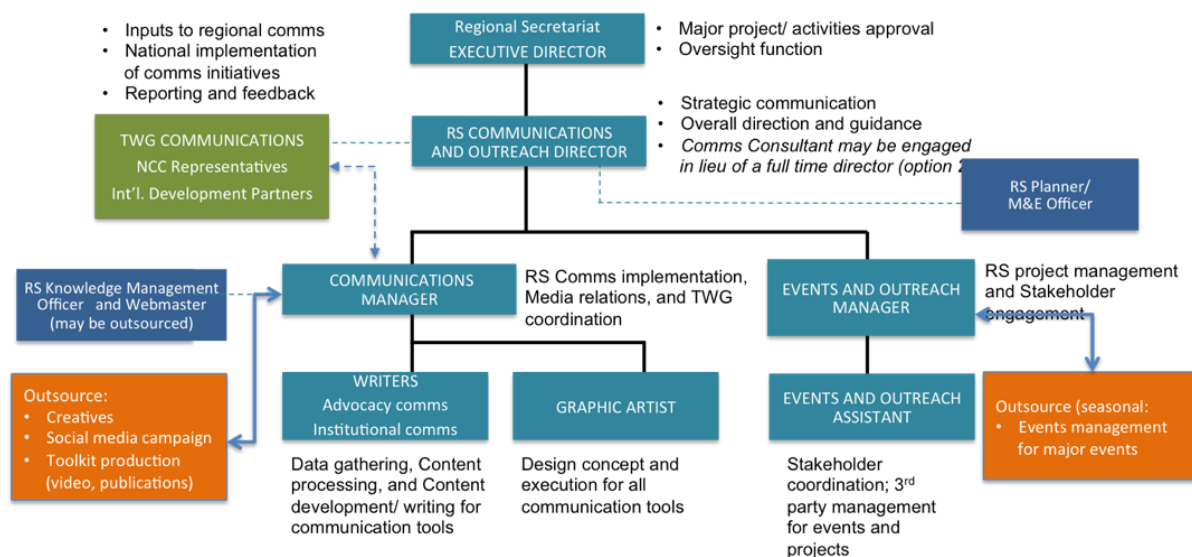
Table 11 Proposed Key Projects and Activities

MONTH	PROJECT/ ACTIVITY	REMARKS
COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT		
Prep Months	Prepare and execute interim media plan focusing on the upcoming launch of RPOA 2.0	Distribute press release and invite media to the RPOA 2.0 Launch / Leaders Summit
	Conduct inventory of CTI-CFF communication tools (social, digital, print)	Include tools developed by partners
	Start production/ planning for the production of new set of CTI-CFF communication tools	CTI-CFF advocacy video, briefing material, photo essays, etc.
Month 0	RPOA 2.0 Launch at the Leaders Summit (<i>option 2 is to launch RPOA 2.0 and convene the Leaders Summit at a later time</i>)	Targets High-Level government officials (HLGO) and international development agencies (IDAs)
Month 1	Prepare media plan and social media strategy in alignment with the approved RPOA 2.0 Communication	Outputs include a 1-year media plan, social media strategy, and social media playbook
Month 1	Conduct Message Cascade for NCCs and international development partners	To ensure proper and consistent use of the Key Messages
Months 1-3	Produce CTI-CFF communication materials	Outsource, if needed
Months 2-3	Conduct Stakeholder Mapping to determine specific individuals and organizations that must be reached out to and engaged in the short to medium term	Internal activity. Output is a Stakeholder Engagement Plan (regional level)
Month 3	Conduct CTI-CFF Branding Workshop	To determine the brand persona and essence of CTI-CFF as an institution, possibly to also include its vision, mission, and values
Months 3-4	Institutionalize the CTI-CFF Business Council, and identify/ appoint its members	Targets the business sector
Month 4	“Go live” of revamped CTI-CFF social media page	Resulting from CTI-CFF digital communication tools inventory
Month 5	Public launch of CTI-CFF advocacy video (general public)	Post on the website. Create social media campaign anchored on the video.
Months 5-12	Continued social media communication	
Months 5-6	Commence Donors’ Roadshow and launch CTI-CFF Awards	Targets current and target partners.
Months 6-7	Organize media engagement and education event i.e., media tour, press conference	In support of CTI-CFF’s strategy to secure regional and substantial media mileage

MONTH	PROJECT/ ACTIVITY	REMARKS
Months 7-12	Monthly mainstream media activity guided by the media plan	TV interviews, print feature, documentaries, etc.
Month 8	Regional Business Forum (or alternate event/ forum for private sector)	Introduce Business Council members
Month 9	Start policy dialogue or round table discussion (RTDs)	HLGO and national government agencies
Month 12	Launch CTI-CFF champion (per country) through social media campaign	
ORGANIZATIONAL AND STRATEGIC SUPPORT		
Prep Months	Secure approval for CTI-CFF communications budget based on approved RPOA 2.0 <ul style="list-style-type: none"> Hire additional communication team members Contract consultants or communications firms 	See proposed communication team structure under section 8.0
Month 0	Onboard the RS Communications Director (or engage Consultant/ agency)	
Month 1	First TWG Comms Meeting	
Months 1-3	Commence Communication Baseline Research	For internal use. Research design should be aligned with Comms M&E
Month 6	Finalize Communication Baseline Research REPORT	
Months 2-12	Monthly virtual meeting between RS and NCC Comms / TWG Comms representative	TWG Comms can be sub-divided into 3 for the calls
Months 4-12	Conduct Communications training on various topics to include among others newswriting, social media planning and execution, IEC materials development, etc.	Quarterly initiative for RS and TWG Comms members

4.7 COMMUNICATIONS TEAM STRUCTURE

The proposed communications team structure is presented below. The functions and responsibilities of each team member are briefly described.



- **Communications and Outreach Director (COD).** A senior, experienced, expert communications practitioner should be able to provide strategic and impactful guidance to the RS Communications Team. Reporting directly to the RS Executive Director, he/ she should closely work with the TWG on Communications to discuss/ consult them on communications strategy and high-level, regional activities. He/ she should also align with the RS Planner/ M&E Officer to align communications efforts with targets and success indicators. Results from monitoring can also serve as sources of stories and proof points of CTI-CFF messaging.

In lieu of a full-time Director, the Regional Secretariat may also explore engaging an independent strategic consultant or hiring a strategic communications agency on retainer basis.

- **Communications Manager.** The Manager reports directly to the COD and is a full-time employee. She should closely communicate with the NCC representatives and partners to cascade messages and share communication materials and updates. He/ she must be on top on the implementation of agreed/ approved Communication Plan. He/ she should supervise various communication work streams to include media relations and editorial, social media/ digital, and creative (collateral/ communication materials). Ideally, he/ she should be supported by competent writers, a website manager, a social media team, and a creatives pool (creative director and graphic artist/s).

There should also be distinguished role between the writer/ communication specialist working on institutional messaging/ branding vs the person in-charge of pushing advocacy communication.

- **Events and Outreach Manager.** The Manager should closely work with the Communications Manager. His/her areas of responsibility include stakeholder engagement and management of events and activities that are supportive of the CTI-CFF communication goals. He/ She may be tasked to implement activities under business sector or donor engagement. For key events, it is advised that RS engage / outsource this project to credible and experienced agencies/ firms.

5.0 NEXT STEPS

The participants to this workshop agreed to form an impromptu discussion-group via WhatsApp in order to continue further on the development of the communications strategy with the experts.