



CORAL TRIANGLE INITIATIVE

ON CORAL REEFS, FISHERIES AND FOOD SECURITY

CTI-CFF COMMUNICATIONS STRATEGY DESIGN AND 2013 WORK PLAN (DRAFT)



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CTI-CFF Interim Regional Secretariat
Mina Bahari II Bldg, 17th Fl. Ministry of Marine Affairs and Fisheries
Jl. Medan Merdeka Timur, Jakarta 10110 Phone +62-21-351 9070 ext 1723, 62-21-3521780

www.coraltriangleinitiative.org

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ACRONYMS

ADB	Asian Development Bank
APEC	Asia Pacific Economic Cooperation
ARD	Associates in Rural Development
ASEAN	Association of South East Asian Nations
CI	Conservation International
CT	Coral Triangle
CT6	Coral Triangle countries (Indonesia, Malaysia, Philippines, Papua New Guinea, Solomon Islands, East Timor)
CTI	Coral Triangle Initiative
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
CTICOM	Coral Triangle Initiative Council of Ministers
CTIMS	Coral Triangle Information Management System
CTMPAN	Coral Triangle MPA Network
CTMPAS	Coral Triangle MPA System
CTSP	Coral Triangle Support Partnership
EAFM	Ecosystem approach to management of fisheries
EBFM	Ecosystem-based fisheries management
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GIS	Geographic Information System
IUU	Illegal, unreported, and unregulated
LMMA	locally managed marine area
M&E	Monitoring and evaluation
MPA	Marine Protected Area
NCC	National Coordination Committee
NGO	Non-governmental organization
NOAA	National Oceanic and Atmospheric Administration
NPOA	National Plan of Action
PI	Program Integrator
PNG	Papua New Guinea
POA	Plan of Action
PPP	Private-public partnerships
RDMA	Regional Development Mission/Asia
RPOA	Regional Plan of Action
SOM	Senior Officials Meeting
TNC	The Nature Conservancy
USAID	United States Agency for International Development
WWF	World Wildlife Fund

I. INTRODUCTION

The Coral Triangle's vast marine resources provide direct economic benefits to more than 360 million people in the region, and many more beyond. The Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security (CTI-CFF) and its Regional Plan of Action (RPOA) together with the National Plans of Action for the six countries, provide an important platform for national and regional collaboration and a powerful advocacy bloc that can transform ocean management such that ecosystem considerations become central to economic and social policies and strategies, rather than separate and often competing initiatives. The CTI-CFF's goal is to help stakeholders derive economic and social benefits from the oceans in ways that are efficient, equitable and sustainable in both the short and long term.

A communications strategy for the CTI-CFF is a critical component to the long-term success of the CTI-CFF. The overall visibility and understanding of CTI-CFF is extremely limited both within the CT6 countries and internationally. The implementation of a comprehensive communications program can help the CTI-CFF to achieve its overarching objectives outlined in the Regional Plan of Action.

This Communications Strategy builds on the draft document developed in October 2011 for the Coordination Mechanisms Working Group (CMWG) with support from the Australian Government. The Coral Triangle countries (CT6) had requested an "outward unified communications strategy for CTI-CFF". This draft expands on that document in the following ways:

- Provides more operational detail on the proposed objectives, target audiences, and key messages to be conveyed to various CTI-CFF CFF audiences;
- Presents a proposed CTI-CFF communications protocol and guidelines to encourage the "branding" of CTI-CFF which will build its profile as a regional forum;
- Identifies specific outreach products and tools that have been developed and can be incorporated into a broader CTI communications program; and
- Presents a Work Plan and a Staffing and Management Plan to implement this strategy over the next year.

This document is organized using the primary components of a communications program: objectives, target audiences, key messages, and tools and products to deliver the information. Standardized processes for branding and protocols for communication are presented to provide consistency both within the CT6 as well as with external audiences. Finally, a Work Plan is provided that outlines specific tasks to be conducted in 2013, and a Staffing and Management Plan that proposes who would conduct these tasks and how.

BACKGROUND ON EXISTING COMMUNICATION ACTIVITIES

Outreach and communication activities have been a cornerstone of CTI-CFF since its inception. Many of these activities have been undertaken by or with partners in coordination with the Regional Secretariat and include a broad array of materials, training, tools, events, and web initiatives. These products and tools serve as the foundation of this draft Communications Strategy which will be adapted and expanded to strengthen the reach and impact of the CTI-CFF.

Since the launch of the CTI-CFF in 2009, the CTI-CFF Interim Regional Secretariat (Regional Secretariat), CT6 countries and Partners have been implementing communications and outreach activities. These activities include the following:

- Supporting the establishment, operationalization and institutionalization of the structures and mechanisms of the CTI-CFF;
- Ensuring information flow between CTI bodies, Partners, and stakeholders;
- Increasing awareness of the CTI-CFF; and
- Advancing progress towards the goals of the CTI-CFF Regional and National Plans of Action.

Much progress has been made to date. In October 2011, at the SOM7/MM3, the CTI-CFF adopted the design, graphic standards, and usage of the CTI-CFF logo (Annex A). In November 2011, the CTI-CFF Secretariat website was revitalized and re-launched incorporating a range of features including a gateway to other CTI-related sites; a learning network platform; and site management capabilities for CT6 and Partners enabling direct and unencumbered content input. In December 2012, the Regional Secretariat launched its Monthly Newsletter which updates stakeholders on CTI-CFF progress and events. CT6 countries through their NCCs have launched websites and portals and implemented communications efforts to provide information on national CTI activities. These robust efforts have laid the groundwork for CTI-CFF's communications achievements to date.

CTI-CFF Partners have worked intensively to support communications and outreach efforts through a range of technical, operational, and financial support. In addition to the Government of Australia, the US CTI Support Program Integrator has provided a range of resources including the provision of web-development services for the CTI-CFF website in 2011 and the secondment of a part-time Communications Officer to the Regional Secretariat in 2012. The Coral Triangle Support Partnership has supported CT6 countries with a range of national and sub-national outreach activities including Information, Education, and Communication campaigns. The Asian Development Bank (ADB) developed a CTI-CFF Knowledge Management Portal which was officially transferred to the Regional Secretariat in 2012. CTI-CFF Partners have promoted the CTI-CFF goals and the range of evolving CTI-CFF communications objectives through their respective project mechanisms including program websites, social media engagement; traditional media engagement; knowledge-management portals; event outreach; and the production of a range of print material.

The impact of these efforts has led to significant communications achievements including evidence of a growing knowledge, understanding and appreciation of the CTI-CFF across a range of stakeholders. Communications and outreach efforts developed around key events reflect important benchmarks towards objectives. For example, on June 9, 2012, the Regional Secretariat, NCCs, local governments and Partners worked to celebrate the first Annual Coral Triangle Day in conjunction with World Oceans Day. Events were held across the CT region that engaged thousands. On June 25, 2012, the CTI-CFF held a side-event at Rio+20 United Nations Conference on Sustainable Development firmly placing the CTI-CFF on the global stage. At the July 2012 International Coral Reef Symposium in Cairns, Australia, the CTI-CFF took center stage generating significant media attention on the issues facing the Coral Triangle. The engagement of the CTI-CFF on the regional and global arena is only expected to grow.

Partners will continue to work with the CTI-CFF to build on achievements and efforts to date. The Government of Australia and the US CTI Support Program Integrator have offered possible funds to support the Regional Secretariat and NCCs in 2013. The Program Integrator is committed to supporting the further development, refinement and implementation of this Communications Strategy and 2013 Work Plan in close collaboration with the Regional Secretariat, the CMWG, the NCCs, and other key stakeholders.

The Regional Secretariat provides the central coordinating role for CTI-CFF communications. This role will continue to expand as capacity is built within the Regional Secretariat.

2. OBJECTIVES

The CTI-CFF communication program is a cross-cutting tool to support all its major activities. To build this strategy, we have identified four overarching communications objectives:

- 1. To raise the visibility of and create champions for the CTI-CFF platform among CT6 governments** by
 - Securing high-level political support from CT6 leaders.
 - Promoting CTI-CFF principles and tools that can be incorporated into national management frameworks.
 - Building the communications capacity within the NCCs to conduct effective outreach.
- 2. To present a consistent identity for CTI-CFF** by
 - Establishing branding guidelines.
 - Establishing a protocol for the flow of CTI-CFF information to and from the Regional Secretariat, the NCCs, Technical Working Groups, SOM, Council of Ministers, etc.).
 - Formalizing channels of communication among organizations involved with the Initiative.
- 3. To enhance CTI-CFF communications operational efficiency** by
 - Consolidating internal communication systems and mechanisms within the Regional Secretariat.
 - Ensuring regular, accessible and high quality CTI-CFF communications.
- 4. To facilitate broad partnership/stakeholder outreach and coordination** by
 - Increasing engagement with stakeholders to achieve CTI-CFF Regional Plan of Action goals and targets.
 - Promoting the adoption and championing of CTI-CFF principles as reflected in national coastal and marine management policy and planning
- 5. To Increase public awareness of the Coral Triangle's global importance** by
 - Increasing public awareness of and support for CTI-CFF (issues/goals/actions) through education and outreach initiatives that clearly delineate international, regional, national and local economic and social benefits.
 - Increasing widespread knowledge of Coral Triangle as a unique global treasure through use of mainstream media outlets

Each of these objectives requires engagement of specific target audiences both within the CTI-CFF as well as external audiences and partners ranging from local governments and community groups, to international development partners and scientific organizations. The following section highlights each of these audiences and demonstrates how their engagement can help meet the communication objectives.

3. AUDIENCES

There are dozens of organizations working in the Coral Triangle region to promote sustainable management of its vast resources. Many of these organizations work with specific audiences, such as school groups or local organizations to increase awareness and promote sustainable practices. This strategy identifies several target audiences that are important to reach, recognizing that in some cases partner organizations in the region are better equipped to take the lead on outreach efforts with certain audiences. To help focus communications efforts over the next year, it is recommended to prioritize the audiences based on the core objectives listed in Section 2 and the greatest impact that can be achieved (Table 3-1).

CHARACTERISTICS OF EACH MAJOR TARGET AUDIENCE

CTI-CFF STRUCTURES

There are several audiences within the CTI-CFF structure that need to be engaged and educated on CTI-CFF issues and products. The **CTI-CFF Interim Regional Secretariat** is the primary body that coordinates with each of the following audiences. The Regional Secretariat manages, coordinates, and supports official meetings and events being implemented under the CTI-CFF Regional Plan of Action road map. These include the annual high-level CTI-CFF Senior Officials Meeting and Ministerial Meetings and the periodic meetings and workshops organized by the technical working groups. The Secretariat also provides technical and coordination support to the NCCs on emerging opportunities and priorities related to reaching the goals and targets of the CTI-CFF Regional and National Plans of Action. In addition, the Regional Secretariat serves as the primary communication platform within the CTI-CFF and is discussed in more detail in Section 4. The following audiences within the CTI-CFF structure will be addressed in this strategy:

The **CTI-CFF Council of Ministers (CTICOM)** is the highest formal decision-making body of the initiative and has the power to adopt and approve CTI-CFF resolutions at the Ministerial Meeting. Each Minister heads the primary agency tasked to implement the CTI RPOA in their respective countries. The Chairmanship of the CTICOM rotates among the six countries and has a fixed term. The Chair of the CTICOM leads the inter-government negotiations during the duration of the term.

The **CTI-CFF Committee of Senior Officials** is composed of designated senior government officers from the six Coral Triangle countries who are tasked to oversee and decide on the technical decisions of the CTI-CFF as well as provide direction to the Regional Secretariat Executive Director. The Senior Officials meet annually or as needed to ensure that the business of the CTI-CFF is carried out efficiently and in accordance with the decisions of the CTICOM or through special Technical Working Groups.

The **CTI National Coordinating Committees** are the national interagency committees responsible for guiding and ensuring implementation of the CTI Regional and National Plans of Action in their respective countries. They are composed of officials from designated government agencies, representatives of NGOs and academics that meet regularly and decide on the priority CTI-CFF activities. CTI NCC members are also heads or are part of the CTI-CFF Technical Working Groups and attend regional meetings. The CTI NCCs are based in government agencies, work with various development partners who are implementing CTI-CFF activities at the national level, and also implement various outreach and communications activities.

Table 3-1. Summary of key target audiences for outreach and communications support.

Key Target Audiences for CTI-CFF		Priority for 2013	Rationale
CTI CFF Structures	Heads of State, Ministers, High-level Government Officials	High	The ministers and senior officials are involved in the ratification of the Permanent Regional Secretariat, influence budget allocations for CTI-CFF, and make decisions on the course, direction and implementation of the CTI-CFF.
	NCCs	High	NCCs distribute CTI-CFF messages at the national level and are the CT6 Governments' central body for coordinating decision making, and implementation.
	Technical working groups (TWGs)	High	The TWGs develop strategies to achieve RPOA goals and technical products that need to be communicated to various audiences
Related CT6 national governments	Relevant government ministries	High	To achieve the CTI-CFF goals, various sectors such finance, tourism, agriculture, transportation, environment and technology should be educated on the issues and solutions.
CT6 Provincial and Local Governments	Provincial and local government units	High	To achieve the goals CTI-CFF, various sectors such as finance, tourism, agriculture, transportation, environment and technology should be educated on the issues and solutions. The Secretariat can support provincial government communications staff through knowledge-sharing, and templates to raise awareness in their regions.
Local communities	Community leaders and local NGOs	Medium	Regional and local businesses, their organizations such as Chambers of Commerce, labor organizations, and regional/local governments will be most effective in reaching these audiences. These are the groups that will support and promote bottom-up changes relative to the CTI's goals.
Private Sector/ Industry	Private sector leaders, industry/business associations	Medium	Organizations such as Chambers of Commerce and other organizations. Business/industry involvement is necessary/beneficial to achieving some CTI-CFF goals, particularly long-term sustainability
International Development Partners	Current Partners	Medium	Partners deliver against CTI-CFF actions and have national/local level networks to communicate with/about CTI-CFF.
	Future Partners	High	Sustainable and ongoing funding is necessary to implement CTI-CFF actions
Academia/ Research organizations	International organizations addressing CTI-CFF topics	Medium	Academic experts are important champions, particularly for media interviews, op eds, "speakers' bureau" opportunities that support CTI-CFF goals
Media	News media such as radio, TV and print	High	The media serve as not only a key audience that needs to be educated on CTI-CFF issues, they then serve as a powerful communications channel to reach the other audiences listed.
General Public	Broader global public beyond CT region	Medium	Greater global "brand" recognition will reinforce CTI-CFF gains and generate increased momentum and demand for better resource management

The **CTI-CFF Technical Working Groups** are composed of focal points nominated by each of the CTI NCCs as well as technical experts supported by development partners and donor organizations. Each Technical Working Group is headed by one or two countries. The groups provide technical inputs and recommendations to SOM, NCCs and the Regional Secretariat to guide implementation and achievement of the five overarching goals of the CTI-CFF Regional Plan of Action. The groups meet periodically and report their progress every year at the Senior Officials Meeting.

CORAL TRIANGLE NATIONAL GOVERNMENTS

The CTI-CFF Regional Plan of Action was signed by the heads of state of the six Coral Triangle countries in May 2009. Out of the six signatories only the President of Indonesia and the Prime Minister of Malaysia remain in office. As such, there is considerably less awareness about the initiative among the national leaders of the Coral Triangle countries compared to three years ago.

Although the CTI Regional Plan of Action encompasses a multi-stakeholder approach, the implementation of the CTI Regional and National Plans of Action at the country level has largely been under the domain of the ministries headed by the members of the CTICOM or the agencies hosting the NCCs. Other agencies such as Ministry of Foreign Affairs, Ministry of Tourism, Ministry of Finance and other related agencies have minimal engagement and awareness of CTI activities.

CT6 PROVINCIAL AND LOCAL GOVERNMENTS

It was widely recognized that to achieve widespread impact of CTI-CFF, regional policies spread to the national and local levels. The CTI-CFF worked closely with the NCCs to engage local government leaders and build on various CT6 initiatives. As one result, 70 local government leaders have actively engaged in regional CTI-CFF activities through projects directly implemented by their constituencies, participation in CTI Local Governance Network, and at the national level, such as the through mayors' conference in the Solomon Islands.

The Regional Secretariat, NCCs and Partners are working to expand the participation of local government leaders in CTI-CFF activities, including through a CTI Local Governance Network. The network aims to improve the capacity of local government leaders in addressing various coastal and marine resource sustainability issues in their localities and to recognize their critical role in achieving the goals of the CTI-CFF.

COMMUNITY LEADERS AND LOCAL NONGOVERNMENTAL ORGANIZATIONS

There are an estimated 120 million people living in coastal communities who are directly dependent on the Coral Triangle's resources for their food and livelihoods and are considered the ultimate beneficiaries of CTI-CFF's conservation and sustainability programs. There are many audiences that can be targeted at the local level and development partners and international NGOs have directly engaged and worked with coastal communities across the Coral Triangle through their various community-based programs.

PRIVATE SECTOR/INDUSTRY

The Regional Secretariat has engaged the private sector through an annual CTI Regional Business Forum. The forum engages business and industry leaders in developing innovative solutions which are both profitable and sustainable for the Coral Triangle region and promotes new partnerships among the private sector, CTI member countries, NGOs, and international institutions to foster shared goals for sustainable marine resources. Apart from the forum, Development Partners and NGOs working to support the CTI-CFF have developed partnerships with businesses to support their programs and projects at the site level.

INTERNATIONAL DEVELOPMENT PARTNERS

The CTI-CFF has attracted support from various donor agencies and NGOs since its inception in 2008. To date, the CTI-CFF is being supported by seven formally recognized CTI Partners: 1) the Government of Australia, 2) the U.S. Government through the U.S. Agency for International Development, the National Oceanic and Atmospheric Organization, and the U.S. Department of State, 3) the Asian Development Bank, 4) the Global Environment Facility, 5) Conservation International, 6) The Nature Conservancy and 7) the World Wildlife Fund. Representatives from the GIZ and the Japanese International Cooperation Agency have been invited as observers in several CTI-CFF activities.

MEDIA

The media represent both a target audience as well as a critical channel for communicating CTI-CFF messages to other stakeholders. Media outlets range in scale that includes international press corps, regional associations, national news organizations, and local newspaper and radio stations. Before news organizations can effectively communicate CTI-CFF issues, they first must understand how their markets are affected by the resource. Through targeted training of select media outlets, news coverage of CTI-CFF can be dramatically increased. For example, at the 12th International Coral Reef Symposium in Cairns, Australia, the Regional Secretariat worked with media partners to report on CTI-CFF issues, which generated more than 600 news articles in print and online media.

GENERAL PUBLIC

It is anticipated that CTI-CFF will support outreach to the general public primarily through support to other partners at the regional and local levels, and through broad channels such as the news media. The CTI-CFF website will provide a repository of information that the public can access to find more information on priority CTI-CFF issues in their country. Organizations working with local communities can access communications materials on the CTI-CFF website and tailor them to their needs. CTI-CFF will work with other partners such as World Wildlife Fund, to host events such as Coral Triangle Day to promote widespread awareness on the importance of protecting this resource.

4. ILLUSTRATIVE MESSAGES

Consistent messages should be developed that resonate with each of the key target audiences to elicit specific reactions to CTI-CFF. Draft core messages are listed below, which will be finalized after receiving input from the CTI bodies. Their consistent use is essential to building CTI-CFF's image and from that awareness, an understanding of how and why CTI-CFF supports the CT6 initiatives in the Coral Triangle region. However, for each of the key audiences identified in the previous section, discreet or sub-messages need to be crafted as well that will elicit the desired response. Once developed, these messages should be used in all CTI-CFF materials to reinforce the major themes. While the CT6 governments, particularly at the provincial and local levels, may find sub-messages useful for certain outreach activities, those messages should support the umbrella or core messages below (or their revised versions.) CTI-CFF messages should invoke a response and appeal directly to the target audience, always indicating stakeholder benefit, i.e., "why or how does this matter to me." They should engage the target audience, educate, and promote championship of CTI-CFF goals in their area of expertise or geographical region.

CTI-CFF: REGIONAL SOLUTIONS FOR REGIONAL PROBLEMS

- CTI-CFF is a powerful platform for collaboration to deliver national and regional commitments on all multilateral conventions relevant for fisheries, oceans, biodiversity and climate
- CTI-CFF knowledge -sharing mechanisms strengthens capabilities of all CT6 countries and partners
- CTI-CFF is a powerful advocacy bloc that can mobilize resources and support and in the process, transform approaches to more effective ocean management
- CTI-CFF can help meet the UN millennium development goals

CTI-CFF: THE MEANS TO PRESERVING A UNIQUE GLOBAL HERITAGE UNDER THREAT

- Coastal development alters the shoreline landscape and habitats, increases erosion, and washes land-based pollution into marine waters
- Destructive fishing practices put our reefs at risk
- Using dynamite and cyanide destroys the reefs
- Overfishing depletes fish stocks, threatens our fishing industry
- Climate change impacts are damaging the coral reef systems

THE CORAL TRIANGLE: REGIONAL AND GLOBAL SECURITY DEPEND ON FOOD SECURITY

More than 120 million people in the region depend directly on marine resources for income, livelihoods and food. Fish and seafood provide an average of 36 percent of dietary protein. Sample Slogans include Save our Seafood, Save our Supper; Fish for the Future.

CTI-CFF: USING CUTTING EDGE SCIENCE FOR TRANSFORMATIONAL OCEAN GOVERNANCE

- CTI-CFF is pioneering cutting-edge scientific research in marine resource conservation, fisheries and climate change in the Coral Triangle to improve lives and livelihoods across the region.
- CTI-CFF knowledge-sharing tools ensure access to science for Coral Triangle partners and stakeholders.
- Scientists are researching impacts from climate change such as increased sea surface temperatures and ocean acidification that stress the corals leading to widespread bleaching.

CTI-CFF: THE REGION'S ECONOMIC HEALTH DEPENDS ON THE CT'S HEALTH

- From fishing to tourism, agriculture to aquarium trades, the Coral Triangle's vast marine resources provide significant actual and potential economic benefits to the over 360 million people in the region For example:
 - Coral reef-related fisheries in the Philippines and Indonesia alone are valued at US\$2.2 billion per year. Live reef food fish from the Coral Triangle and elsewhere generates US\$800 million in annual trade, and the aquarium trade over US\$100 million.
 - Reef-based tourism in the Philippines and Indonesia alone is valued at around US\$258 million per year. Estimates of the potential annual net economic benefit per square kilometre of healthy coral reef with tourism potential range from US\$23,000 to US\$270,000.

THE CORAL TRIANGLE: THE HEART OF THE WORLD'S OCEANS

From coral to fish, to flora and fauna, the Coral Triangle is a world treasure.

- The Coral Triangle is the world's most unique marine resource and is unparalleled in its treasure of biodiversity.
- It is home to more than 3,000 species of fish and 76 percent of the world's coral species
- The Coral Triangle has more species than the Great Barrier Reef
- It is home to six of the world's seven species of marine turtles

5. COMMUNICATION TOOLS

The materials and products to be developed through this strategy will be dependent on the priority outreach needs identified by the NCCs. In addition to the existing products outlined in Section 2, there are several additional mechanisms and tools that can be used to strengthen the CTI-CFF communications program. A sample of these tools is provided below.

CTI-CFF INTERIM REGIONAL SECRETARIAT

The CTI-CFF Interim Regional Secretariat acts as an information nerve center and a networking hub among those working to implement the goals of the CTI-CFF such as development partners, donors, non-government organizations, local governments, academia, and other stakeholders. It manages the CTI-CFF website and CTI-CFF representation in the media and various international forums. As of October 2012, the Secretariat is composed of two full time staff and a number of officials from the Indonesia Ministry of Marine Affairs and Fisheries where it is based.

GOVERNMENT LEADERS AND INTERNATIONAL SPOKESPERSONS

The human face and voice of the CTI-CFF is the most powerful communications tool in its arsenal. It is critical to maximize the capabilities and opportunities for the leaders of the CTI-CFF to serve as spokespersons to further mobilize, capitalize and energize the stakeholders on which the initiative depends. In addition, well-known international scientists, opinion leaders, media and other renowned personages should be sought out and engaged to help bring global attention to the importance of the Coral Triangle and the need to sustain its unique resources.

INTERNATIONAL FORA AND HIGH-LEVEL EVENTS

International events provide key opportunities to showcase CTI-CFF accomplishments and galvanize additional support from world leaders and other key decision-makers. For example, the APEC Summit is scheduled to be held in Indonesia in 2013. CTI-CFF participation in this meeting provides an excellent opportunity to promote its mission and ensure that CTI-CFF concerns are discussed during the event.

TARGETED EVENTS AND TRAINING SESSIONS

Targeted training sessions, regional exchanges, and small group roundtables are a critical tool used to build capacity and facilitate the replication of communications programs throughout the Coral Triangle. While these events are resource-intensive, they are often the most effective means to convey complex concepts and to standardize approaches across the region. In addition to stand-alone communications events, it is recommended that a communications component be included in all technical exchanges as well to reinforce the concepts presented and to facilitate the dissemination of information following the event.

CTI-CFF SECRETARIAT WEBSITE

The CTI-CFF website is a central communications platform for the initiative. The CTI-CFF website will continue to be used to highlight and distribute fact sheets, videos, milestones, findings, tools and planned research programs being undertaken and advanced under the CTI-CFF framework.

The website currently solicits contributions for news stories, event items, such as important meetings, conferences, or trainings, and document items are attached documents that are stored and made available in the site's resource library. Over the next year the CTI-CFF website will be expanded to improve functionality, search capability and easier sharing of information through direct links to social media sites.

PRINTED MATERIALS

Attractive and accessible materials, from brochures, fact sheets, and infographics to backgrounders, one-page summaries, speaking points, scene setters all can provide general information on CTI-CFF tailored for specific audiences but communicating the key issues. Feature stories can be used to showcase case studies and success stories on how the CTI-CFF activities have helped families/coastal communities in each of the Coral Triangle countries. These stories put a human face on the CTI-CFF, attract media interest, and enable government officials/politicians to see parallels/similarities to the people in their respective constituencies.

THE NEWS MEDIA

The national and local media are powerful tools to distribute CTI-CFF messages to large populations. Background briefings, exclusive interviews, targeted fact sheets, alerts white paper summaries, expert-led climate change/reef vulnerability workshops, etc., all help to educate the media and build support for CTI-CFF goals. The use of public service announcements (PSAs) can also be broadcast to widespread audiences through radio, online media, and television. CTI-CFF should strengthen its relationship with the media (and at the national and local levels, through CT6 countries and partners) CTI-CFF should help develop those media materials for use in communicating with their target markets.

SOCIAL MEDIA

The Regional Secretariat manages an existing Facebook page www.facebook.com/CTICFF which is linked to a Twitter account twitter.com/CTICFF. These two sites are managed by the Communications Officer and serves as means to highlight CTI-CFF official news and milestones to the larger public. Social media methods are particularly effective as they allow interested parties to subscribe to instant updates and news. They also open possibilities for two-way, participatory approaches, as members can be encouraged to post responses and comments and contribute perspectives. The USCTI website currently maintains a Facebook page with approximately 470 followers. Over the next year these subscribers will be encouraged to follow the CTI-CFF Facebook page as the USCTI website is phased out.

TOOLKITS AND RESOURCE GUIDES

The compilation of a standardized set of materials and templates into a tool-kit for use by the NCCs can facilitate the preparation of consistent materials across the CT6 countries. A communications tool-kit could include templates for media releases, backgrounder briefers, event management checklists, scene setters (for events), one-pagers, success stories, basic poster design; talking points (general and/or illustrative), YouTube-style videos that are regional but useful for national/local campaigns and access to an experts "speakers' bureau" for panels and interviews. This tool-kit would reside on the CTI web site and enable users to easily access the materials and receive notifications when new information is added.

6. PUTTING IT ALL TOGETHER

This section merges the major communications components discussed in the previous sections. For each of the target audiences listed in Section 3, illustrative objectives, messages, and communication tools are listed that could be used in combination to achieve the intended results. Section 8 includes a Work Plan that outlines the priority recommended CTI-CFF communications activities for 2013. These activities should support the objectives, audiences, messages, and tools outlined in the following tables.

Table 6-1. Communications Components for CTI-CFF Structures.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness about the CTI-CFF as an effective and useful multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Mobilize political support for the signing and adoption of the agreement that will establish the permanent CTI-CFF Regional Secretariat</p> <p>3. Encourage member states of the Coral Triangle governments to allocate funds for the implementation of priority activities under the each country's CTI-CFF National Plan of Action</p>	<p>CTI-CFF: Regional Solutions for Regional Problems</p> <p>The Coral Triangle: Regional and Global Security Depend of Food Security</p> <p>CTI-CFF: The Region's Economic Health Depends on the Coral Triangle's Health</p>	<p>Brochures and fact sheets for high-level government officials and media, "translated" into accessible, non-technical language</p> <p>Media releases, alerts, background briefings, one-on-briefings with leaders, experts, champions</p> <p>Feature stories for web site and media distribution</p> <p>Broadcast and Print Media to highlight the economic benefits of a healthy resource and publicize activities conducted by each CT6.</p> <p>CTI-CFF website and social media to help push out messages and materials and encourage two-way dialogue.</p> <p>Small-group Policy Dialogues/Meetings among key government officers with Regional Secretariat and CTI NCC representatives</p> <p>Training for NCCs to strengthen communications capacity</p>	<ul style="list-style-type: none"> • High-level government officers have a better understanding of and commitment to the goals of the CTI-CFF, its structure and its impact on the people of the Coral Triangle countries • Coral Triangle member states sign the agreement to establish the permanent CTI-CFF Regional Secretariat by 2012 (13) • Coral Triangle member states and their government agencies allocate funds to implement their respective National Plans of Action

Table 6-2. Communications Components for Related CT6 National Government Agencies.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness about the CTI-CFF as an effective and useful multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Encourage member states of the Coral Triangle governments to allocate funds for the implementation of priority activities under the each country's CTI-CFF National Plan of Action</p>	<p>CTI-CFF: Regional Solutions for Regional Problems</p> <p>The Coral Triangle: Regional and Global Security Depend of Food Security</p> <p>CTI-CFF: The Region's Economic Health Depends on the Coral Triangle's Health</p>	<p>Brochures and fact sheets for high-level government officials and media, "translated" into accessible, non-technical language</p> <p>Media releases, alerts, background briefings, one-on-briefings with leaders, experts, champions</p> <p>Feature stories for web site and media distribution</p> <p>Broadcast and Print Media to highlight the economic benefits of a healthy resource and publicize activities conducted by each CT6</p> <p>CTI-CFF website and social media to help push out messages and materials and encourage two-way dialogue.</p> <p>Small-group Policy Dialogues/Meetings among key government officers with Regional Secretariat and CTI NCC representatives</p>	<ul style="list-style-type: none"> • High-level government officers have a better understanding of and commitment to the goals of the CTI-CFF, its structure and its impact on the people of the Coral Triangle countries • Coral Triangle member states and their government agencies allocate funds to implement their respective National Plans of Action

Table 6-3. Communications Components for CT6 Provincial and Local Governments.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness of the threats faced by the Coral Triangle and how they affect daily lives and livelihoods</p> <p>2. Increase understanding of the link between threats to the Coral Triangle and a community's economic/social opportunities.</p> <p>3. Encourage community buy-in of tools and programs developed under the CTI-CFF framework (i.e. REAP-CCA, LEAP-CCA)</p> <p>4. Link community based marine resource management with the activities/priorities of the CTI NCCs</p>	<p>The Coral Triangle: Regional and Global Security Depend of Food Security</p> <p>CTI-CFF: The Means to Preserving a Unique Global Heritage Under Threat</p> <p>CTI-CFF: The Region's Economic Health Depends on the Coral Triangle's Health</p> <p>The Coral Triangle: The Heart of the World's Oceans</p>	<p>Brochures and fact sheets for provincial government officials and media, "translated" into accessible, non-technical language</p> <p>Media releases, alerts, background briefings, one-on-briefings with leaders, experts, champions</p> <p>Feature stories for web site and media distribution</p> <p>Broadcast and Print Media to highlight the uniqueness of the Coral Triangle, the threats it faces, and the economic benefits of a healthy resource.</p> <p>CTI-CFF website and social media to help push out messages and materials and encourage two-way dialogue.</p> <p>Small-group Policy Dialogues/Meetings among key provincial government officers with Regional Secretariat and CTI NCC representatives</p>	<ul style="list-style-type: none"> • Increased participation of ongoing projects and programs undertaken under the CTI-CFF Framework such as the CTMPAS. • Provincial and local government officers have a better understanding of the goals of the CTI-CFF, its structure and its impact on the people of the Coral Triangle countries • Increased use of tools and programs developed under the CTI-CFF framework (i.e. REAP-CCA, LEAP-CCA)

Table 6-4. Communications Components for Community Leaders and Local NGOs.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness and pride about the uniqueness of the Coral Triangle as the world’s un-paralleled epicenter of marine biodiversity</p> <p>2. Increase awareness of the threats faced by the Coral Triangle</p> <p>3. Encourage community buy-in of tools and programs developed under the CTI-CFF framework (i.e. REAP-CCA, LEAP-CCA)</p> <p>4. Link community-based marine resource management with the activities/priorities of the CTI NCCs</p>	<p>CTI-CFF: The Region’s Economic Health Depends on the Coral Triangle’s Health</p> <p>The Coral Triangle: The Heart of the World’s Oceans</p>	<p>Youth Ambassadors/Champions to participate in CTI-CFF activities (i.e., Coral Triangle Day activities).</p> <p>Brochures/Fact Sheets/Infographics, PSAs, Billboards...to highlight the uniqueness, economic benefits of the Coral Triangle.</p> <p>Broadcast and Print Media to highlight the uniqueness of the Coral Triangle, the threats it faces, and high-profile public activities such as beach clean ups/mangrove planting/seafood tasting etc.)</p> <p>Online Media to highlight and distribute fact sheets, posters, press releases on success stories.</p> <p>Social Media -Facebook, Twitter and Youtube - to highlight and distribute fact sheets, infographics, posters and press releases, esp. to youth.</p> <p>Feature stories for web site and media distribution that showcase how the CTI-CFF activities have helped families/coastal communities in the Coral Triangle countries.</p>	<ul style="list-style-type: none"> Increased awareness of the connection between local and community-based marine resource conservation and the larger CTI-CFF regional initiative sustaining fisheries, biodiversity and food security-

Table 6-5. Communications Components for Private Sector/Industry.

Objectives	Core Messages	Communications Tools	Anticipated Results
<p>1. Galvanize the reputation of the CTI-CFF as a groundbreaking, credible, and effective multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Encourage private sector involvement in CTI-CFF activities at the regional, national and local level</p>	<p>CTI-CFF: The Region’s Economic Health Depends on the Coral Triangle’s Health</p>	<p>Brochures/Fact Sheets that focus on the momentum that the CTI-CFF has created and highlighting the priority projects that need continued support</p> <p>CTI-CFF website and social media to help push out messages and materials and encourage two-way dialogue</p> <p>Feature stories for web site and media distribution that showcase how public-private partnerships make good economic sense and help advance CTI-CFF’s sustainability goals</p> <p>International business forums where donor agencies, private sector leaders and other international initiatives are present</p> <p>Broadcast and Print Media to pitch stories on public-private partnerships in the Coral Triangle</p>	<p>Increased private sector engagement in CTI-CFF activities at the regional, national and local level</p>

Table 6-6. Communications Components for Current and Future Development Partners.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Galvanize the reputation of the CTI-CFF as a groundbreaking, credible, and effective multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Mobilize donor support for CTI-CFF activities at the regional, national, and local level</p>	<p>The Coral Triangle: Regional and Global Security Depend of Food Security</p> <p>CTI-CFF: Using Cutting-Edge Science for Transformational Ocean Governance</p>	<p>Brochures/Fact Sheets that focus on success stories and the momentum that the CTI-CFF has created and highlight the priority initiatives that need continued support</p> <p>Feature stories for web site and media distribution</p> <p>Broadcast and Print Media Press releases, alerts, backgrounders, briefings, success stories highlighting the immediate risks faced by the Coral Triangle's marine resources and the urgent need to address these under the framework of the CTI-CFF</p> <p>International Conferences/ Forums where donor agencies are present to network and promote the CTI-CFF.</p> <p>CTI-CFF website and social media to help push out messages and materials and encourage two-way dialogue.</p>	<ul style="list-style-type: none"> • Current development partners remain engaged in CTI-CFF priority activities at the regional, national, and local level to ensure its long-term sustainability • New donors will be encouraged to support CTI-CFF activities at the regional, national, and local level

Table 6-7. Communications Components for Academic and Research Institutions.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness about the CTI-CFF as a useful and credible multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Highlight and encourage adoption of cutting edge scientific/technical/policy tools that have been developed/being developed under the CTI-CFF framework (i.e. REAP-CCA, LEAP-CCA, Coral Triangle Atlas, MEAT, etc.)</p> <p>3. Encourage collaboration and partnerships among academic research institutions and non-government organizations engaged in marine resource programs across the Coral Triangle using the CTI-CFF framework</p>	<p>The Coral Triangle: Regional and Global Security Depend of Food Security</p> <p>CTI-CFF: Using Cutting-Edge Science for Transformational Ocean Governance</p>	<p>Brochures/Fact Sheets/Internet links esp. to the CTI-CFF sites for practitioners, natural resource managers, and academics to highlight existing knowledge products and tools (Coral Triangle Atlas, Integrating Fisheries, Biodiversity and Climate Change in MPA Design, US CTI Integrated Toolkit etc) that could be used in the field and/or to further research in the Coral Triangle.</p> <p>Scientific Conferences and Fora</p> <p>Media briefings, expert interviews</p> <p>Broadcast and Print Media to highlight research findings on the Coral Triangle</p> <p>Online Media to highlight and distribute fact sheets, infographics, etc. on research findings, tools and planned research programs being undertaken and advanced under the CTI-CFF framework</p>	<ul style="list-style-type: none"> • Increased number of NGOs, academic research institutions that are involved in CTI-CFF activities and working with the CTI Regional Secretariat and CTI NCCs • Increased number of institutions using and adopting scientific/technical tools developed under the CTI-CFF framework

Table 6-8. Communications Components for the Media.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness about the CTI-CFF as a useful and credible multilateral/inter-government partnership for sustaining fisheries, biodiversity and food security</p> <p>2. Increase CTI-CFF exposure in mainstream media outlets in each Coral Triangle country to generate buzz and political support for CTI-CFF activities and establishment of the permanent CTI-CFF Regional Secretariat</p>	<p>CTI-CFF: The Means to Preserving a Unique Global Heritage Under Threat</p> <p>The Coral Triangle: Regional and Global Security Depend on Food Security</p> <p>CTI-CFF: The Region's Economic Health Depends on the Coral Triangle's Health</p> <p>The Coral Triangle: The Heart for the World's Oceans</p>	<p>Media training</p> <p>Press releases Press releases highlighting the immediate risks faced by the Coral Triangle's marine resources and the urgent need to address these under the framework of the CTI-CFF</p> <p>Media briefings, expert interviews</p> <p>Online Media to highlight and distribute fact sheets, infographics, etc. on research findings, tools and planned research programs being undertaken and advanced under the CTI-CFF framework</p>	<p>Increased media exposure for CTI-CFF in each Coral Triangle Country</p>

Table 6-9. Communications Components for the General Public.

Objectives	Core Messages	Communication Tools	Anticipated Results
<p>1. Increase awareness and pride about the uniqueness of the Coral Triangle as the world's un-paralleled epicenter of marine biodiversity</p> <p>2. Increase awareness of the threats faced by the Coral Triangle</p>	<p>CTI-CFF: The Region's Economic Health Depends on the Coral Triangle's Health</p> <p>The Coral Triangle: The Heart of the World's Oceans</p>	<p>Youth Ambassadors/Champions to participate in CTI-CFF activities (i.e., Coral Triangle Day activities).</p> <p>Brochures/Fact Sheets/Infographics, PSAs, Billboards...to highlight the uniqueness, economic benefits of the Coral Triangle.</p> <p>Broadcast and Print Media to highlight the uniqueness of the Coral Triangle, the threats it faces, and high-profile public activities such as beach clean ups/mangrove planting/seafood tasting etc.)</p> <p>Online Media to highlight and distribute fact sheets, posters, press releases on success stories.</p> <p>Social Media -Facebook, Twitter and Youtube - to highlight and distribute fact sheets, infographics, posters and press releases, esp. to youth.</p> <p>Feature stories for web site and media distribution that showcase how the CTI-CFF activities have helped families/coastal communities in the Coral Triangle countries.</p> <p>Public Activities Highlighting Marine and Ocean Conservation -beach clean-ups, child-focused outreach campaigns, Reef Days, etc. to build community discussion, support, and action on marine resource conservation.</p>	<ul style="list-style-type: none"> • Increased appreciation and involvement of marine conservation initiatives among urban youth dwellers in the Coral Triangle • Regional benefits = local economic benefits: Increased awareness of the connection between local and community-based marine resource conservation and the larger CTI-CFF regional initiative sustaining fisheries, biodiversity and food security-

7. COMMUNICATIONS PROTOCOL AND BRANDING GUIDELINES

A set of guidelines for managing communications is needed to ensure quality and consistency of the process and the products developed under CTI-CFF. These guidelines would be reviewed and presented by the CTI Coordination Mechanisms Working Group and adopted by CTI Senior Officials. Two sets of guidelines are proposed: 1) a communications protocol, and 2) branding guidelines. A brief description of the intent and content of each of these documents is provided below.

COMMUNICATIONS PROTOCOL

The Regional Secretariat manages, coordinates and ensures the smooth flow of information across the many stakeholders working under the CTI-CFF structure. These stakeholders include the CTI-CFF Council of Ministers, the CTI-CFF Senior Officials, the CTI-CFF National Coordinating Committee focal points, the members of the CTI-CFF Technical Working Groups, CTI-CFF development partner and non-government organization representatives, and those working in programs supporting the CTI-CFF. The CTI-CFF has been coordinating effectively to date through a non-formal network of national/NCC and partner communication focal points which it hopes to more fully formalize through the development of protocols. The flow of external and or public communications products to and from the various CTI-CFF stakeholders is presented below.

CTI-CFF Council of Ministers and Senior Officials

All public/external communications, announcements, banners, reports, and press releases issued by the CTI-CFF Council of Ministers and Senior Officials are vetted and released as appropriate through the CTI-CFF Secretariat. This ensures that all communications products are coherent in their messaging as stated in the Communications Plan and follow branding requirements. These announcements are posted via the CTI-CFF communications outlets such as the website, newsletter, and social media as appropriate.

CTI-CFF Technical Working Groups

The CTI-CFF Regional Secretariat, through its Communications Office, shall ensure that all official announcements, reports, banners, letters, and invitations issued by the various CTI-CFF Technical Working Groups follow branding guidelines and are consistent with the messages set out in the Communications Plan. Official reports from the Technical Working Groups are released by the Regional Secretariat through its communications channels such as the website, newsletter, and social media as appropriate within seven days since its official adoption and approval.

CTI-CFF National Coordinating Committees

The CTI-CFF Regional Secretariat, through its Communications Office, liaises with the communications focal point of each CTI National Coordinating Committee on a regular basis to support consistent usage of branding guidelines and ensure communications products, activities and news stories at the country level are captured and highlighted on the CTI-CFF website, newsletter and social media. It also ensures that regional news stories are highlighted as appropriate on the NCC's respective websites. The Communications Officer also manages requests for information from the CTI-NCCs. The CTI-CFF Website has functionality to provide user accounts for representatives from CTI-CFF countries, allowing them to upload news, calendar, or document library items directly; their contributions are placed into a queue and appear on the public site when approved by the site administrator.

CTI-CFF Development Partners

The Regional Secretariat, through its Communications Office, regularly liaises with the communications focal point of each CTI-CFF Development Partner to solicit contributions for the CTI-CFF website, newsletter and social media. The Communications Officer shall also manage requests for information coming from development partners. The Communications Officer also ensures that the CTI-CFF is properly represented and branding guidelines are followed in communications products and at events delivered by Development Partners. The CTI-CFF Website has functionality to provide user accounts for representatives from CTI-CFF countries, allowing them to upload news, calendar, or document library items directly; their contributions are placed into a queue and appear on the public site when approved by the site administrator.

Media and General Public

The Regional Secretariat, through its Communications Office, ensures that queries about the CTI-CFF are addressed in a timely and accurate manner. This includes queries that are submitted online via the CTI-CFF website and social media outlets. The Secretariat will coordinate with CTI-CFF bodies including NCCs to ensure enquiries are appropriately answered. The Secretariat may approve/veto any form of official communication to be disseminated through the Secretariat to the media as deemed appropriate and in the interest of the CTI-CFF.

CTI-CFF Website, Newsletter, Social Media

The Regional Secretariat uses the CTI-CFF website and newsletter as the main tools to provide credible and reliable sources of news, information and tools on coral reefs, fisheries, food security, and sustainable marine resource management across the Coral Triangle, expand the CTI-CFF's reach to the public and other stakeholders and constituencies to increase their awareness and involvement in CTI-CFF activities and their importance, strengthen the capacity of the CTI-CFF to coordinate and conduct CTI efforts across the region

The newsletter mirrors the news section of the website and serves as a monthly collection of news stories that highlight activities contributing to the achievement of the five CTI Regional Plan of Action goals. Stories included in the CTI-CFF website news section and newsletter should: highlight activities, events, tools, reports and other efforts that contribute to the achievement of at least one CTI RPOA goal and highlight the regional scope of the CTI-CFF. Contributions in the local language will be accommodated in the Country Pages section of the website. Submissions to the CTI-CFF website and newsletter are sent to the Communications Office for style editing and the guidelines can be found in Annex 2. Contributions are reviewed by the CTI-CFF Coordinator and once cleared are distributed online. The CTI-CFF website has functionality to provide user accounts for representatives from CTI-CFF countries, allowing them to upload news, calendar, or document library items directly; their contributions are placed into a queue and appear on the public site when approved by the site administrator.

BRANDING GUIDELINES

The CTI-CFF logo, adopted at the 7th CTI Senior Officials Meeting in October 2011 in Jakarta, Indonesia, aims to increase the visibility of the CTI-CFF as a multilateral organization working at the regional and national level. The proper use of CTI-CFF logo and branding will enhance the impact and improve the consistency of communications across the various structures, working groups, and implementing agents of the CTI-CFF.

Graphic Identity

The CTI-CFF logo was designed to work as a unit and its elements, which includes graphic and text, should be included at all times. Color and typography should follow the image below.



Brand Application

The CTI-CFF logo should be used on all visual media that will be produced under the CTI-CFF structures. Products that will be produced through the Regional Secretariat shall carry the master logo while those produced and initiated by the CTI NCCs shall carry the respective country logos.

The CTI-CFF logo may be used together with the CTI-CFF flags arranged in alphabetical order. The flags should be placed on the right hand side.

Single-branding: Communications products produced solely by the CTI-CFF Regional Secretariat and/or the NCCs such as for the SOM and MM, shall carry the CTI-CFF logo alone and will not include any government or partner logos.

Co-branding with state or government logos: When a product is produced in collaboration with national governments, the CTI-CFF logo should be in the same line and should have the same visual weight as the collaborating government or government agency logos.

Co-branding with donors and partner organization logos: When a product is produced in collaboration with donors and development partners, the CTI-CFF logo should be in a higher level and/or should have a larger visual weight than the donor/partner organization logos.

Sample:



Templates

The Regional Secretariat will produce templates of letterheads, fax transmission notes, presentations, banners, and report cover pages that can be downloaded and adapted for use during official CTI-CFF events such as regional exchanges, technical working group meetings by the NCCs and partner organizations to ensure branding consistency throughout the CTI-CFF.

Brand Use and Approval Process

The Regional Secretariat reserves the right to approve/veto the use of the CTI-CFF master logo as directed by SOM; whereas, the NCCs reserve the right to approve/veto the use of the CTI-CFF country logo. Any organization using the CTI-CFF logo without permission from either body will be held liable for copyright violations.

8. WORK PLAN

Six major tasks have been identified to help achieve the communications objectives in this strategy. These tasks are described in more detail below.

TASK 1. ASSESS CTI-CFF PRIORITY OUTREACH NEEDS AND CAPACITY

The first task is to confirm the priority outreach needs and capacity of the key CTI-CFF audiences which will focus the remaining Work Plan tasks. The NCCs will serve as the focus for this assessment. Previous assessments will first be reviewed to provide a baseline for data collection. Priority inputs needed to finalize this communications strategy include documentation of current outreach materials used by each NCC, desired materials, upcoming events that require substantial communications support, and an assessment of existing capacity within the NCCs to conduct communications activities. To accelerate the collection of this data, it is anticipated that a set of questions will be sent to the NCC focal points with a follow-up phone interview. The 8th CTI-CFF SOM could provide an opportunity to collect some of this data in person with the NCC representatives. Following the 8th SOM, it is recommended that a more comprehensive CTI-CFF stakeholder analysis be conducted to effectively map out the key CTI-CFF audiences to be reached.

TASK 2. REVIEW AND FINALIZE CTI-CFF COMMUNICATIONS STRATEGY

The second task refers to the review and finalization of this communications strategy which is comprised of three elements: 1) the communications strategy design, including key messages, 2) the communications protocol, and 3) the branding guidelines. In Task 2, the CTI Secretariat with support from the CTI Partners will finalize these three elements for review and endorsement by the NCCs. The endorsement will demonstrate that each of the NCCs agree to follow the communications protocol and branding guidelines outlined in the strategy. It is recognized that the implementation of communications activities will include additional tasks not outlined in this strategy.

TASK 3. STRENGTHEN COMMUNICATIONS CAPACITY ACROSS CTI BODIES, PARTNERS AND OTHER STAKEHOLDERS

The effective communication of CTI-CFF issues is critical to its long-term success. Many of the NCCs have limited capacity to conduct a coordinated communications program. It is recommended that dedicated communications officers be recruited for each NCC and receive follow-up training on tools and techniques to effectively implement the strategy. A focused training with relevant media outlets is also recommended to strengthen the delivery of CTI-CFF messages. In addition, high-level spokespersons and figures should be sought to support high-level messaging efforts.

Table 8.1 below outlines specific activities and suggests responsible parties to lead these activities in 2013 as part of the development and implementation of the CTI-CFF communications strategy.

TASK 4. DEVELOP AND MAINTAIN CTI-CFF COMMUNICATION TOOLS AND PRODUCTS

Based on the results of the assessment in Task 1, the Regional Secretariat, with support from Development Partners, will prepare communications tools and products that are targeted for the

priority audiences. These materials may include print materials, as well as broadcast media to effectively convey the CTI-CFF messages. To the extent possible, each NCC could tailor the materials to meet their specific needs. It is recommended that all existing materials be assembled in a toolkit that can be accessed through the CTI-CFF website. This toolkit could also serve as a training tool for communications officers.

The CTI-CFF website will continue to serve as a central communications platform and the content will be continually updated and expanded to include additional media, such as YouTube video clips.

TASK 5.SUPPORT CTI-CFF EVENTS AND INTERNATIONAL FORA BASED ON NCC INPUT

Events provide an excellent opportunity to interact with several of the CTI-CFF target audiences, such as the private sector and research organizations, to increase awareness of CTI-CFF issues. While many of the CTI-CFF events are not focused on communications and outreach, it is recommended that an outreach component be included in each of the regional exchanges to educate participants on how best to communicate the key messages from the exchange with their respective organizations.

The CTI-CFF currently maintains a list of upcoming events which is included in Table 8-1. These events will be reviewed and prioritized for strategic communications support.

TASK 6. MONITORING AND EVALUATION

Given the scope and scale of the CTI's communications need, the Regional Secretariat will use/recommend several measurement tools to gauge success or lack thereof, and accordingly, adjust activities, materials and related outreach initiatives. These will include:

A Benchmark Audit – to establish knowledge of and perceptions about CTI-CFF among key stakeholder and major regional and national media. This audit should identify baseline awareness; probe on knowledge of the timeline for implementation; establish levels of understanding of the key terms and initiatives that will be enacted under the Secretariat, identifying the benefits that these primary stakeholders believe the Secretariat will deliver; and establish the channels for communication that these stakeholders would appreciate the most.

Barometer Online Surveys (such as Survey Monkey) to quickly and efficiently provide an outlet for measurement of specific tactics or initiatives. These surveys should be conducted via the line portal and tailored to address a certain audience depending on the focus of the tactic or initiative being evaluated.

Ongoing Media Monitoring & Analysis – to measure how this important source of information for all stakeholders is delivering agreed messages, information and materials, using the metrics described above – share of voice and prominence primary among them.

With regard to media analysis specifically, assigning a numerical scale to the exercise, as long as it is used consistently over time, will support the use of a combination of qualitative and quantitative analysis that measures:

- Number of placements per event or outreach campaign
- Source – from PR opportunity
- Tone – positive, negative or neutral
- Messages – how recognizable they are
- Media importance, and size and duration
- Placement- editorial, front page, inside, etc. or on broadcast media, order.

- Photo and its placement
- Logo inclusion

Quantitative measurement of web and social media usage. Standard tools to track web and social media traffic will be applied to determine levels of usage and exposure of CTI-CFF messages and materials. The CTI-CFF website uses a standard Web traffic measurement tool, Google Analytics, which provides substantial site traffic data, including number of unique visitors and site visits, number of page views, as well as duration of visit, country of visitors, etc. Social media sites also allow the tracking of number of subscribers ("likes" or "followers,") as well as some basic information on number of viewers

Table 8-1. Work Plan Tasks.

Task/Activity	2013				Lead	Support
	Q1	Q1	Q1	Q1		
ask 1. Assess CTI-CFF priority outreach needs and capacity						
Conduct assessment of NCCs to determine priority outreach needs, refine key messages, and identify major events for 2013	■				CTI-CFF Secretariat	Consultant Team, CT6 CountriesPartners
Conduct comprehensive CTI-CFF audience and stakeholder mapping and assessment						Consultant Team, CT6 Countries, Partners
Task 2. Endorse communications strategy						
Develop communications protocol	■				CTI-CFF Secretariat	Consultant Team, CT6 Countries, Partners
Develop branding guidelines	■				CTI-CFF Secretariat	Consultant Team, CT6 Countries, Partners
Finalize CTI-CFF communications strategy	■				CTI-CFF Secretariat	Consultant Team, CT6 Countries, Partners
Task 3. Develop and maintain CTI-CFF communication tools and products						
Prepare CTI-CFF tools based on results in task 2	■	■	■	■	CTI-CFF Secretariat	Consultant Team, CT6 Countries, Partners
Develop outreach toolkit with templates that NCCs can tailor to their needs		■			CTI-CFF Secretariat	Consultant Team, CT6 Countries, Partners
Maintain CTI-CFF website and develop related content	■	■	■	■	CTI-CFF Secretariat	Consultant Team, CT6 Countries, US, Partners USCTI
Task 4. Support CTI-CFF events and international fora based on NCC input						
CTI Local Governance Network Forum / CTI Executive Course	■				CTI-CFF Secretariat	CTC CT6 Countries, US, Partners
Regional Exchange to initiate regional Coral Triangle Marine Protected Areas System (site selection, MPA effectiveness indicators)	■				CTI-CFF Secretariat	CT6 Countries, US, Partners

3rd CTI Regional Exchange on Ecosystem Approach to Fisheries Management		■			CTI-CFF Secretariat	CT6 Countries, US, Partners
CCA REAP (Regional Early Action Plan) Implementation Regional Exchange		■			CTI-CFF Secretariat	CT6 Countries, US, Partners
CTI Regional Business Form		■			CTI-CFF Secretariat NCC Indonesia	WWF, CT6 Countries, US, Partners
CTI Local Governance Network Forum / CTI Executive Course			■		CTI-CFF Secretariat	CTC, CT6 Countries, US, Partners
CTI Priorities and Partnership Conference			■		CTI-CFF Secretariat	CT6 Countries, US, Partners
9 th CTI Senior Officials Meeting / 5 th Ministerial Meeting				■	CTI-CFF Secretariat	CT6 Countries, Partners
CTI Leaders Side Meeting, APEC Summit				■	CTI-CFF Secretariat	CT6 Countries, Partners
Task 5. Strengthen communications capacity within NCCs						
Recruit communications officers to be embedded in each of the NCCs		■			NCCs	CT6 countries, Partners
Conduct training with communications officers on outreach tools and methods		■	■		CTI-CFF Secretariat	Consultant Team, CT6 Countries, US, Partners USCTI
Conduct training with local media and communications officers			■		CTI-CFF Secretariat	Consultant Team, CT6 Countries, US, Partners USCTI

9. STAFFING AND MANAGEMENT PLAN

THE CTI-CFF COMMUNICATIONS TEAM

The CTI Communications Team is comprised of individuals from the Regional Secretariat; CTI NCCs; Partner countries and organizations; consultancies and others seconded or appointed based on the Work Plan tasks. The Communications Team configuration builds on the various ad hoc and temporary structures that have evolved since the launch of the CTI-CFF with the aim of developing a more formalized structure that can flexibly meet the CTI-CFF's communications needs as the Secretariat moves towards full establishment.

Key Roles and Responsibilities

CTI Secretariat Chair and Executive Chair: The CTI-CFF Chair and Executive Chair are responsible for providing overall direction to the CTI-CFF communications strategy development and implementation as an extension of Regional Secretariat's obligations, function and engagement with the CTI-CFF structures. This includes providing strategic direction, prioritization and high level outreach as needed to ensure the appropriate implementation of the CTI-CFF Communications Strategy and 2012 Work Plan.

Regional Secretariat Coordinator: Under the direction of the CTI-CFF Chair and Executive Chair, the Regional Secretariat Coordinator is responsible for providing the day-to-day management of the CTI-CFF Communications Team and for ensuring the overall management and appropriate implementation of the CTI-CFF Communications Strategy and Work Plan. This includes providing direction on tasks and priorities to the Communications Team Officers. The Regional Secretariat Coordinator will provide overall direction on the communications mechanisms to be used by task/activity; will provide editorial direction on content development; and will be responsible for final clearance on all communications materials developed in accordance with protocols. The Regional Secretariat Coordinator will be responsible for review of monitoring and evaluation results to identify challenges and determine course corrections as needed.

The Regional Secretariat Coordinator along with the Communications and Outreach Officer will be responsible for regular outreach to and engagement with the Communications Team. The Regional Secretariat Coordinator will report directly to the CTI-CFF Chair and Executive Chair.

Regional Secretariat Communications and Outreach Officer: Under the direction of the Regional Secretariat Coordinator, the Regional Secretariat Communications and Outreach Officer will be responsible for advising the Regional Secretariat Coordinator on communications and outreach options; proposing strategic direction and content for various communications initiatives; and developing content for the range of purposes including event specific; regular print, web and social media needs; training and capacity needs, etc. The Communications and Outreach Officer will serve as the key point of contact for day-to-day communications with NCCs, Partners, and other communications and outreach contacts.

Regional Secretariat Information and Knowledge Management Officer: The Information and Knowledge Management Officer will be responsible for managing the CTI-CFF Secretariat website and social media efforts in coordination with the Communications and Outreach Officer including updating content and coordinating inputs from NCC Partner, and other communications and outreach

contacts. The Information and Knowledge Management Officer is also responsible for maintaining contact lists and calendars; managing the CTI-CFF library including communications tools, products and training materials, and capturing procedures, protocols, mechanisms, etc. for the development of sets of Communications and Outreach Standard Operating Procedures to further serve the permanent Regional Secretariat. The Information and Knowledge Management Officer will be responsible for managing Monitoring and Evaluation efforts and will report to the Regional Secretariat Coordinator.

NCC Communications Points of Contact: The NCC Points of Contact (POCs) will be responsible for coordinating with the Regional Secretariat Coordinator and Communications and Outreach Officer to support the implementation of the CTI-CFF Communications and Outreach Strategy and 2012 Work Plan. This includes working with the Communications Team members to support the review and finalization of the Strategy and Work Plan and coordinating to ensure messaging, branding, marking and other elements of the Strategy are implemented as appropriate. The NCC Communications POCs will be responsible for reporting to their NCCs and governments on CTI-CFF regional and national communications and outreach activities, priorities, and needs and will serve as a key conduit of information between the Regional Secretariat Coordinator and NCCs.

Assessment and Training Consultant: The Assessment and Training Consultant will provide support for key 2012 Work Plan activities as related to stakeholder assessments; capacity and needs assessments; and review and finalization of the Strategy and Work Plan. The Consultant will also provide support for capacity development and training as determined and report to the Regional Secretariat Coordinator.

Partner Communications Points of Contact: The Partner Communications POCs will be responsible for coordinating with the Regional Secretariat Coordinator and the Communications and Outreach Officer to support the implementation of the CTI-CFF Communications and outreach Strategy and 2012 Work Plan.

MANAGEMENT AND REPORTING

Management of the Communications and Outreach Team will be based on the Roles and Responsibilities outlined above with the CTI-CFF Secretariat Chair and Executive Chair responsible for overall strategic direction; the Regional Secretariat Coordinator responsible for the day-to-day management of the Communications and Outreach Team Officers and Consultant as well as providing editorial direction; and the Communications and Outreach Officer responsible for advising the Regional Secretariat Coordinator, developing content and serving as the main liaison point with NCCs and Partners.

The Communications and Outreach Team will develop regular reporting and meeting protocols, mechanisms and schedules to ensure appropriate implementation of the CTI-CFF Communications and Outreach Strategy and 2013 Work Plan. These protocols, mechanisms, and schedules will be incorporated into the Strategy and Work Plan to assist the CTI-CFF with the development of formal Standard Operating Procedures (SOPs) and systems. These SOPs and systems will be developed to ensure flexibility to address the evolving needs of the CTI-CFF and to provide continuity and a source of information for upcoming generations of CTI-CFF communications personnel.

APPENDICES

ANNEX A: CTI-CFF BRANDING GUIDELINES



**Coral Triangle Initiative
on Coral Reefs, Fisheries and Food Security
(CTI-CFF)**

**Attachment 2-1
CTI-CFF Logo Presentation**

**7th CTI-CFF SENIOR OFFICIALS
MEETING (SOM7)**

**JAKARTA, INDONESIA
Adopted 25 October 2011**

**By the Government of Indonesia, Malaysia, Papua New Guinea, the
Philippines, Solomon Islands, and Timor-Leste**

**Session #2.
Logo for CTI-CFF**

Background

In the 5th Senior Officials Meeting in Honiara, Solomon Islands on November 2009, the Interim Regional Secretariat presented some designs of logos for the Coral triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF). The logo will be needed to in the process of preparing the workshop. SOM5 had reviewed the designs and recommended further review. Further, the Meeting tasked Regional Secretariat to present revised designs in SOM6 for decision.

In the 6th Senior Officials Meeting in Manado, Indonesia on November 2010, the Interim Regional Secretariat has presented 16 designs on Session #8, 1st Sub Session on Thursday, 11 November 2010, and received comments, inputs and suggestions from delegates. The meeting AGREED to task the Regional Secretariat to continue improving the designs for further presentation and decision in the next SOM

The Interim Regional Secretariat has revised and improved the design based on consultative meetings during several CTI-CFF regional events such as regional exchanges and CNWVG meeting

In the 7th Senior Officials Meeting in Jakarta, Indonesia on 25 October 2011, the Interim Regional Secretariat has presented 1 design including its graphic standard manual (GSM) on Session #1.



SOM7 - Attachment 2-3 CTI-CFF Logo

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SOM7 - Attachment 2-1 CTI-CFF Logo

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SOM7 - Attachment 2-3 CTI-CFF Logo



SOM7 - Attachment 2-1 CTI-CFF Logo

ANNEX B: CTI-CFF WEBSITE AND NEWSLETTER CONTRIBUTION GUIDELINES

Description

These guidelines for contributing to the CTI-CFF Website and Newsletter show how countries, partners and stakeholders can offer news stories, updates, announcements, tools, resources, and other information which can be shared through the website and newsletter. They summarize the purpose of the website and newsletter, the types of contributions expected and from whom, the

proposed criteria for contributions, the editorial review process, a proposed cycle and step-by-step instructions for providing submissions.

The CTI-CFF Regional Plan of Action, launched in May 2009 by the six Coral Triangle countries, called for the CTI website to link CTI related activities, plans and partner activities, and provide a source of information on CTI implementation. In November 2011, the CTI-CFF Secretariat advanced its role as coordination and communication hub for Coral Triangle issues by launching the website, which features a full indexed searchable document library containing official documents, news articles, as well as studies, reports and tools supporting the CTI goals. The newsletter launched one month after, complements the functions of the website and disseminates and amplifies new content added to the website.

Objectives

The CTI-CFF newsletter and website aim to:

1. Provide credible and reliable sources of news, information and tools on coral reefs, fisheries, food security, and sustainable marine resource management across the Coral Triangle
2. Expand the CTI-CFF's reach to the public and other stakeholders and constituencies to increase their awareness and involvement in CTI-CFF activities and their importance
3. Strengthen the capacity of the CTI-CFF to coordinate and conduct CTI efforts across the region

Types of Contributions

- **"News" stories** about CTI activities will appear in the site's news section and will also be featured in the "News" box on the home page of the site.
- **"Event" items**, such as important meetings, conferences, or trainings, appear in our site's Events page and are also listed on the home page when they are in the near future.
- **"Document" items** are attached documents that are stored and made available in the site's Resource Library. When you create a Document item, you tag it based on certain document types and categories (like "Climate Change Adaptation," "Report," or "Maps and Photos"), so that it will be displayed in the correct section of the library.

Contributors

Website and newsletter content contributions are solicited from the following organizations:

1. CTI-CFF Regional Secretariat
2. CTI-CFF NCCs (Indonesia, Malaysia, PNG, Philippines, Solomon Islands and Timor-Leste)
3. CTI-CFF Partners (United States, Australia, ADB, GEF, WWF, CI and TNC)
4. Collaborating agencies, institutions and organizations, including international and local non-government organizations and academia, as well as individual scientists, professionals and practitioners interested in supporting the Coral Triangle Initiative.

Criteria for news story contribution/selection

The newsletter mirrors the news section of the website and will serve as a monthly/quarterly collection of news stories that highlight activities contributing to the achievement of the five CTI RPOA Goals 1) seascapes management, 2) application of an ecosystem approach to fisheries management, 3) marine protected area management, 4) adoption of climate change adaptation measures, and 5) protection of threatened marine species. It will also highlight resources and tools that stakeholders can use for their conservation work in the Coral Triangle region.

Stories included in the CTI-CFF website news section and newsletter should:

1. Highlight activities, events, tools, reports and other efforts that contribute to the achievement of at least one CTI RPOA goal
2. Highlight the regional scope of the CTI-CFF
3. Have at least one attached photo (300 dpi) and include one photo credit
4. Cleared by the Communications point-of-contact (POC) in each respective NCC or development partner organization
5. The newsletter and website's main pages are currently in the English language. Contributions in the local language will be accommodated in the Country Pages section of the website.

Content Review/Editorial Process

1. Any representative from the organizations above can contribute news stories, events and resource documents for the CTI website and the newsletter.
2. For news stories, each story should not exceed 500 words and should be accompanied with one graphic or photo with minimum 300 dpi resolution. Photo credit should be included in the submission. Feature and longer stories can be considered separately.
3. Submissions can be a) forwarded to the designated Communications POC in each organization; b) sent directly to the CTI-CFF Communications Officer, and/or c) uploaded directly to the CTI website. If submissions are uploaded to the website or sent directly to the CTI-CFF Communications Officer, the latter will need to follow up to ensure that all contributions are cleared by the organization POCs.
4. The CTI-CFF Communications Officer, together with the CTI-CFF Coordinator will then review all contributions and reserve the right to edit submissions for brevity.
5. Once cleared by the CTI-CFF Coordinator, the CTI-CFF Communications Officer will post the contributions on the website and in the newsletter.

Monthly/Quarterly Timelines for News Story/Newsletter Contributions

Date	Activity
Rolling	The CTI-CFF Communications Officer accepts contributions to the news section of the CTI-CFF website on a rolling basis. These contributions will also appear in the newsletter
3 rd Friday Month/Quarter	To ensure contributions and representation from all CTI-CFF organizations, the CTI-CFF Communications Officer sends a regular email reminder for newsletter contributions
4 th Friday Month/Quarter	Deadline for contributions for following newsletter issue
Last working day Month/Quarter	CTI-CFF Newsletter is sent out to stakeholders in the mailing list using Constant Contact account HTML and PDF archive files will also be uploaded to the CTI-CFF website on the same day

Below are the steps involved in uploading content to the site. For a visual demonstration, watch the instruction videos at <http://video.cticff.org/website-how-to/> .

1. Obtain the user ID and password for your country or organization by sending an email to Darmawan (darmawan@indo.net.id) copying Leilani Gallardo (lgallardo@uscti.org)
2. Go to the CTI-CFF home page at <http://www.coraltriangleinitiative.org/>
3. Scroll to the bottom of the page. You will see a "Log In" link in the bottom blue bar. (If the link says "Log out," then you are already logged in.
4. When you are logged in, you will see, at the bottom of the left column, a small menu titled "Administration." This menu has four links: Create Document, Create Event, Create News, and Logout.
5. Click the link for the type of item you want to put onto the site. For instance, "Create news."

6. You will be taken to the form where you provide the title, description, and other information for the item you are creating. If you are creating an "Event," then you are also asked for the calendar dates; If you are creating a Library Document, then you are also asked to attach the file (PDF, DOC, etc) and choose the categorization tags that will determine which library sections display your item.
7. When you have entered the form's items, click "Save" at the bottom.
8. The website will show you a preview of the item that you just created. However, the green notice will tell you that the item will not become visible on the site until the site's central administrators have confirmed the creation of the item. (This protects us from odd items being created by spammers, and helps ensure that items are tagged correctly and will appear correctly on the site.) An email is automatically send to site administrators the instant you create the item, so its confirmation should not take long.
9. Repeat the creation process (starting at step 4) as often as you like for additional items.