



NATIONAL FISHERIES AND AQUACULTURE COMMUNICATIONS STRATEGY (NFACS) 2018-2023



Prepared by
Department of Fisheries
Ministry of Agriculture, Irrigation and Water Development

Ministry of Agriculture, Irrigation and Water Development

Department of Fisheries

P. O. Box 593, Lilongwe.

Phone: +265 (0) 1 788 511/ 571.

Fax: +265 (0) 1 788 712.

Email: fisheriesdept@sdp.org.mw.

Approval Date:

April, 2018

Disclaimer:

This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The views expressed and opinions contained in this report are those of internal and external stakeholders within the fisheries and aquaculture sector in Malawi and are not intended as statements of policy of either USAID or the cooperating organizations. As such, the contents of this report are the sole responsibility of internal and external stakeholders within the fisheries and aquaculture sector and do not necessarily reflect the views of USAID or the United States Government.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	iii
FOREWORD.....	iv
EXECUTIVE SUMMARY.....	v
LIST OF ACRONYMS	vii
DEFINITION OF TECHNICAL TERMS.....	viii
CHAPTER 1: INTRODUCTION.....	1
1.0 Rationale for the National Fisheries Aquaculture Communication Strategy (NFACS)	1
1.1 The process of the NFACS Formulation	1
CHAPTER 2: SITUATIONAL ANALYSIS.....	3
2.0 Introduction.....	3
2.1 Overview of the fisheries and aquaculture sector in Malawi.....	3
2.2 SWOT Analysis.....	5
2.3 Stakeholder Analysis	9
CHAPTER 3: NFACS's STRATEGIC ISSUES and FOCUS	12
3.0 Introduction.....	12
3.1 Focus: What to Influence.....	12
3.2 Key Strategic Issues NFACS	12
CHAPTER 4: STRATEGIC STATEMENTS, PILLARS, OBJECTIVES, STRATEGIES	13
4.1 Introduction.....	13
4.2 Strategic Statements	13
4.3 Strategic Communication's Pillars, Objective, Strategies.....	13
CHAPTER 5: COMMUNICATION AND MEDIA MIX FOR THE NFACS	18
5.1 Introduction.....	18
CHAPTER 6: IMPLEMENTATION OF THE NFACS.....	32
6.0 Introduction	32
6.1 NFACS Staff Establishment.....	32
6.2 Proposed organization structure for IEC department.....	32
6.3 Resources	32
6.4 Improvements in capacity and efficiency	33
6.5 Risk Management of the IEC Strategy.....	33
CHAPTER 7: MONITORING AND EVALUATION	35
7.0 Introduction.....	35
7.1 Goal.....	35
7.2 Monitoring and Evaluation Framework	35
7.3 Management of the Strategy.....	36
ANNEX 1: IMPLEMENTATION MATRIX	38
REFERENCES	51

ACKNOWLEDGEMENTS

The development of this National Fisheries and Aquaculture Communications Strategy (2018-2023) was led by the Department of Fisheries and facilitated by the Fisheries and Aquaculture Scientific Advisory Panel (FSTAP). Financial support for the development of the communication strategy was provided by USAID through the Fisheries Integration of Society and Habitat (FISH) project implemented by Pact with consortium partners including the University of Rhodes Island (URI) Costal Resource Center (CRC), Christian Aid, Wildlife and Environmental Society of Malawi (WESM), Centre for Environmental Policy and Advocacy (CEPA), Community Initiative for Self-Reliance (CISER), and Emanuel International (EI). The Malawi Institute of Management coordinated the compilation of the communication strategy.

FOREWORD

Malawi's fisheries sector contributes over 60% of total animal protein and 40% to total protein consumed by Malawians and directly supports over 500,000 jobs. The fisheries sector also makes significant contributions to the Malawi economy as evidenced by the total beach value of the fishery of USD200 million from total estimated landings in 2017 of 157,000 tonnes. Rapid population growth has increased demand for fish products which in turn has driven overexploitation of Malawi fisheries resources. With compounding effects of environmental degradation and climate change, the fishery has transitioned from diversified catches to the predominance of usipa and other small fish species. While cognizant of the fact that capture fisheries will remain the major source of fish for Malawians, the sustainability of the fishery sector needs to be safeguarded through sustainable exploitation and consumption of fisheries resources. Government has also been promoting the development of sustainable commercial aquaculture production to increase supply of chambo and other farmed fishes. The aquaculture sector has also recorded notable increase in fish production from 2,500 tonnes in 2012 to 7,646 tonnes valued at USD20.4 million in 2016. To achieve these two policy objectives, Government specifically seeks to promote sustainable fisheries exploitation and consumption and commercial aquaculture production by proactively informing, educating and communicating all sector players on issues affecting the fisheries and aquaculture sector in Malawi.

The National Fisheries and Aquaculture Communications Strategy (NFACS) presents a multi-pronged approach to promote sustainable exploitation and consumption of fisheries resources and sustainable aquaculture production. It is aligned with the Malawi National Fisheries and Aquaculture Policy of 2016 and compliments the National Fisheries and Aquaculture Research Agenda in promoting evidence based policy making and science based management of the national fisheries resources. The Strategy also supports the implementation of other broad national strategies such as the Malawi Growth Development Strategy (MGDS III).

The NFACS has been produced through a consultative process involving private sector, consumers, government and non-governmental organizations and academia. It is my sincere belief that the implementation of this Strategy will enhance Government's efforts in addressing the critical drivers of fisheries overexploitation and the critical constraints to the accelerated development of aquaculture in Malawi thereby laying a foundation for sustainable fisheries management and aquaculture production.



Gray S.V. Nyandule-Phiri

SECRETARY FOR AGRICULTURE, IRRIGATION AND WATER DEVELOPMENT

EXECUTIVE SUMMARY

This five-year National Fisheries and Aquaculture Communication Strategy (2018-2023) runs on the heels of an extensive consultative and participatory process with various internal and external stakeholders within the fisheries and aquaculture sector. Secondary data was collected through desk review of relevant sector documents that included, among others:

- The Fisheries Policy (2012-2017)
- Chambo Restoration Strategy (2005)
- SADC Fisheries Protocol
- Regional Indicative Strategic Development Plan
- Socio-economic Survey of Fish Farmers in Malawi (ADiM, 2003)
- Fish Farming in Malawi
- Fisheries Conservation and Management Act (1997)
- Biodiversity Report on Malawi (GoM, 2006)

Value Chain Analysis of Lake Malawi Fish: A Case Study of *Oreochromis* spp (Chambo) International Journal of Business and Social Science Vol. 4 No. 2; February 2013.

A Participatory Rural Communication Appraisal (PRCA) was carried out with a representative sample of stakeholders in order to collect primary data. Focus Group Discussions (FGDs) with a gender balance comprising 10-15 people, were conducted with representative samples of stakeholders comprising fishers, fish farmers, boat builders, crew members, suppliers, processors, gear owners, Extensionists, consumers and local leaders. The FGDs were conducted in Karonga in the Northern Region; Lilongwe Nkhonkhotakota and Salima in the Central Region; and Mangochi, Zomba and Blantyre in the Southern Region. The selection of these districts was based on their representativeness in capture fisheries and aquaculture, proximity, accessibility and representativeness in both fisheries and aquaculture sector interventions. In parallel with FGDs, individual key informant interviews were conducted with all pertinent stakeholders at national, district and community levels (Annex 1) using an unstructured questionnaire. In addition, a survey with a sample of 361 respondents in the catchment areas was carried out issuing a structured questionnaire. Content analysis was used to analyze qualitative data, while quantitative data was analyzed using SPSS software package.

The process helped to identify perceptions, issues, problems, needs, opportunities and solutions (NOPS), and map out communication networks and systems such as modern and traditional sources of

information, preferred channels and influential sources of information that would inform clear and realistic communication objectives.

The situation analysis objectively and critically assessed the internal and external operating environment of the fisheries and aquaculture sector in Malawi in order to profile current communication needs, issues, concerns and challenges facing the Sector. The analysis provided an exposé of the Sector's performance while investigating the strengths and opportunities needed to be exploited; and identified the weaknesses and threats that need to be addressed for improved communications interventions.

Taking recognition of the sector's operating environment, the NFACS will therefore focus on building strong media relations and its institutional capacity to deliver communication interventions that are evidence based through media research. The following key strategic issues which form base for the strategic communication pillars will therefore be addressed:

- a) Institutional strengthening of the DoF
- b) Media research
- c) Media relations
- d) Policy dialogue
- e) Sector positioning and behavioral change communications.

LIST OF ACRONYMS

ADC	:	Area Development Committee
BVC	:	Beach Village Committee
CA	:	Christian Aid
CEPA	:	Centre for Environmental Policy and Advocacy
CEO	:	Chief Executive Officer
CISANET	:	Civil Society Agriculture Network
COMESA	:	Common Market for Eastern and Southern Africa
CISER	:	Community Initiative for Self-Reliance
COU	:	Community Outreach Unit
CSO	:	Civil Society Organisation
DAES	:	Department of Agricultural Extension Services
DFID	:	Department for International Development of the UK
DoF	:	Department of Fisheries
EI	:	Emmanuel International
FAO	:	Food and Agriculture Organisation
FGD	:	Focus Group Discussion
FISH	:	Fisheries Integration of Society and Habitats
FSTAP	:	Fisheries and Aquaculture Scientific and Technical Advisory Panel
FRU	:	Fisheries Research Unit
GDP	:	Gross Domestic Product
GIZ	:	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoM	:	Government of Malawi
ICT	:	Information and Communication Technology
IEC	:	Information, Education and Communication
IKM	:	Information and Knowledge Management
IT	:	Information Technology
JICA	:	Japanese International Cooperation Agency
KII	:	Key Informant Interview
MCF	:	Malawi Collage of Fisheries
MDA	:	Ministry, Department and Agency
MIM	:	Malawi Institute of Management
MIS	:	Management Information Systems
MoAIWD	:	Ministry of Agriculture, Irrigation and Water Development
MP	:	Member of Parliament
NAC	:	National Agriculture Centre
NCST	:	National Commission for Science and Technology
NFACS	:	National Fisheries and Aquaculture Communication Strategy
NGO	:	Non-Governmental Organisation
PRCA	:	Participatory Rural Communication Appraisal
PESTEL	:	Political, Economic, Social, Technological, Environmental and Legal
RBM	:	Results Based Management
SADC	:	Southern Africa Development Community
SDGs	:	Sustainable Development Goals
SEA	:	South East Arm
SWA	:	South West Arm
SWOT	:	Strengths, Weaknesses, Opportunities and Threats
ToRs	:	Terms of Reference
TV	:	Television
URI-CRC	:	University of Rhode Island Coastal Resources Centre
USAID	:	United States Agency for International Development
USD	:	United States Dollar
VDC	:	Village Development Committee
WESM	:	Wildlife and Environment Society of Malawi
WTO	:	World Trade Organisation

DEFINITION OF TECHNICAL TERMS

Aquaculture	The production of aquatic animals and plants in impoundments or enclosures
Capture fisheries	This refers to the harvesting of fisheries resources from the natural water bodies such as lakes and river systems by using various fishing gear and vessels.
Fishing gear	This refers to any configuration of equipment used for fishing such as nets, hooks, fish traps and spears, among others.
Mbuna	This is fish of closely related endemic genera such as <i>Cythochromis</i> , <i>Genyochromis</i> , <i>Gephyrochromis</i> , <i>Labidochromis</i> , <i>Melanochromis</i> , <i>Cynotilapia</i> , <i>Petrotilapia</i> , <i>Labeotropheus</i> , <i>Lodotropheus</i> , and <i>Pseudotropheus</i> . The fish is located in Lake Malawi and is unique in that it is generally strongly pigmented and is usually associated with rocky inshore habitats where it is confined to very narrow ranges among rock crevices and surfaces. Most of the Mbuna contributes substantially to the export trade.
Pair trawlers	Two vessels that tow a trawl net behind them.
Participatory	A shared fisheries management arrangement involving Government, fishing communities and in this case other stakeholders involved in fisheries management such as Traditional Authorities, Fisheries Authorities and District Councils.
Stern trawler	A single fishing vessel that tows a trawl net behind it.

CHAPTER 1: INTRODUCTION

1.0 Rationale for the National Fisheries Aquaculture Communication Strategy (NFACS)

While there have been remarkable interventions in the fishery and aquaculture sector in Malawi, little attention has been paid to disseminate and communicate the same to key stakeholders. A number of projects, policies and protocols have been rolled out along the sector's value and supply chain which the stakeholders need to be informed, educated and communicated about. In addition, there is need to spread good fishing practices and technologies, sanitary issues, cross-fertilize success stories, best practice and lessons learnt, position the sector regarding its contribution to the national economy and development, communicate and educate players in the sector regarding the existing national policy and protocols, among others.

It is against this background that the NFACS is justified in order to raise stakeholder awareness and knowledge about the sector's pertinent issues and interventions in order to appropriately promote and position the sector in the entire economy and ensure effective stakeholder relationships through information sharing and dissemination. This in turn will create resilient communities that will help secure the right investment and proper co-management of ecosystems for sustainable socio-economic development of the nation contributing to the FISH project objectives, Vision 2020 and the SDGs, respectively.

1.1 The process of the NFACS Formulation

The five-year NFACS is a product of a long consultative and participatory process with various internal and external stakeholders within the fisheries and aquaculture sector. Secondary data was collected through desk review of relevant sector documents that included, among others:

- The National Fisheries and Aquaculture Policy (2012-2017)
- Chambo Restoration Strategy (2005)
- SADC Fisheries Protocol (2006)
- Regional Indicative Strategic Development Plan(2005-2020)
- Socio-economic Survey of Fish Farmers in Malawi (ADiM, 2003)
- Fish Farming in Malawi
- Fisheries Conservation and Management Act (1997)

- Biodiversity Report on Malawi (GoM, 2006)

In order to collect primary data, the process included a field Participatory Rural Communication Appraisal (PRCA) with a representative sample of stakeholders. FGDs with a gender balance comprising 10-15 people, were conducted with representative samples of stakeholders comprising fishers, fish farmers, boat builders, crew members, suppliers, processors, gear owners, Extensionists, consumers and local leaders. The FGDs were conducted in Karonga in the Northern Region; Lilongwe Nkhosakota and Salima in the Central Region; and Mangochi, Zomba and Blantyre in the Southern Region. The selection of these districts was based on their representativeness in capture fisheries and aquaculture, proximity, accessibility and representativeness in both fisheries and aquaculture sector interventions. In parallel with FGDs, individual key informant interviews were conducted with all pertinent stakeholders at national, district and community levels (Annex 1) using an unstructured questionnaire. In addition, a survey with a sample of 361 respondents in the catchment areas was carried out issuing a structured questionnaire. Content analysis was used to analyze qualitative data, while quantitative data was analyzed using SPSS software package.

The process helped to identify perceptions, issues, problems, needs, opportunities and solutions (NOPS), and map out communication networks and systems such as modern and traditional sources of information, preferred channels and influential sources of information that would inform clear and realistic communication objectives.

CHAPTER 2: SITUATIONAL ANALYSIS

2.0 Introduction

The situation analysis objectively and critically assessed the internal and external operating environment of the fisheries and aquaculture sector in Malawi in order to profile current communication needs, issues, concerns and challenges facing the Sector. The analysis provided an exposé of the Sector's performance while investigating the strengths and opportunities needed to be exploited; and identified the weaknesses and threats that need to be addressed for improved communications interventions.

2.1 Overview of the fisheries and aquaculture sector in Malawi

2.1.1 Capture fisheries

The capture fisheries subsector in Malawi play a significant social and economic role as a source of nutrition, income and employment. About 60% of the dietary animal protein intake and 40% of the total protein supply in Malawi comes from fish. Much of the fish is consumed in rural areas which contribute significantly to daily nutritional requirements of poor rural masses. The subsector directly employs about 60,000 fishers and indirectly employs about 500,000 people who are involved in fish processing, fish marketing, net making, boat building and engine repairs (GoM, 2016). According to the Government of Malawi (GoM, 2007) and Food and Agriculture Organisation (FAO, 2005), the fisheries sector is also a source of income for local people which generates about USD\$24 million per annum and contributes about 4% to the Gross Domestic Product as well as fish import substitution since most of the fish is locally consumed.

About 20% of Malawi's surface area is composed of water where fishing takes place mainly in Lakes Malawi, Chilwa, Malombe and Chiuta and the Shire River as well as other numerous rivers. The average fish production from capture fisheries has hovered around 90,000 tonnes per annum and there is an estimated 33,000 tonnes of Ndunduma (*Diplotaxodon* spp.) fish in offshore areas of Lake Malawi that remain underexploited due to lack of appropriate technology. Catches of the most valuable fish, Chambo (*Oreochromis* spp.), however, remain low averaging 4,000 tonnes per annum as compared to over 10,000 tonnes per annum during the period between 1981 and 1990 (GoM, 2005; 2016). The subsector is largely artisanal who land about 90% of the annual fish production, except in Lake Malawi where there are also semi-commercial and commercial fisheries, made up of pair trawlers and larger stern trawlers. In addition, Lake

Malawi has over 800 endemic species which has created ecotourism and export trade for aquarium fish (Mbuna) bringing into the country foreign exchange earnings (GoM, 2012).

2.1.2 Aquaculture

The aquaculture (fish farming) subsector is relatively small with about 9,000 small-scale fish farmers and two medium-scale enterprises which in 2016 produced about 7,646 tonnes of fish. Entry into the subsector by large-scale commercial farmers is mainly subdued by the lack of fast growing species that can bring positive economic returns to the investment (GoM, 2016). In order to protect the native biodiversity, Malawi has been prohibiting introduction of alien fish species (exotics) for fish farming. However, the GoM recognizes that aquaculture is one of the key agricultural activities that has potential to contribute to food security and poverty reduction by supplementing capture fisheries that are being exploited at over their maximum sustainable yields for most of the commercial species including Chambo (GoM, 2016).

2.1.3 Fish Processing

In terms of fish processing, sun-drying, smoking, para-boiling and para-roasting are the common methods (Phiri, et al., 2013). Sometimes, fish is iced and sold fresh in towns especially by industrial fishery and in some rare cases, fish is frozen and delivered to supermarkets. There is generally very little value addition in the fisheries industry. On the other hand, fish smoking and other processing techniques contribute problems to deforestation. Thus, although the quality of fish is generally acceptable for the local markets, it is not suitable for export market which is highly regulated and even the local consumers are becoming more quality-conscious which calls for proper public services and infrastructure to address the current shortfalls in meeting acceptable fish quality.

2.1.4 Challenges Facing Communication in Fisheries

An important find from stakeholder findings is that while there have been concerted efforts by the Department of Fisheries (DoF) through its line Ministry to communicate information on fisheries, using a mix of media channels, there is evidence of general disinterest among the general public regarding fisheries programmes offered on radio, TV and print media, among others. In addition, lack of alternative livelihood activities have stifled communication efforts in the sector as there is growing evidence of persistent poor malpractices among fishing communities, despite volumes of information going to the public.

Findings have further shown that communication interventions for the sector need to be proactive and evidence-based through media research. Positioning of the communication function within the DoF as a strategic issue underpins this approach. To drive this agenda, it is recommended that the DoF builds strong relations with the media through training of media practitioners and news feeding to the media on fisheries. In order support this drive, there is need for institutional strengthening of the DoF in terms of capacity building; ranging from staffing, sourcing equipment, putting in place a functional management information system and establishment of communication subcommittees in Beach Village Committees, among others.

In terms of messages, it has been found that they are not adequately addressing the information needs of stakeholders, as they only concentrate on issues to do with closing and opening of water bodies, climate change, use of appropriate fishing gear and disadvantages of using the wrong the of gear especially mosquito nets and other programmes to do with fish farming as business, fish management and fish conservation. While these pieces of information are important, there is a general feeling that there is need to diversify the information scope to cover critical issues regarding modern post-harvest fish processing techniques, fish availability and pricing benefits of fishery to the nation and the individual, alternative income generating sources of income during closure of water bodies for fishing and cost effective modern fish breeding and cultivation techniques

However, it has been noted that while the stakeholders are not contented with the adequacy of information provided, there is general satisfaction with the sources and channels of information currently in use. It is interesting to note that Government (DoF), the radio and peers continue to be the most favored sources and channels of information. Other preferred sources of information as expressed by the stakeholders include face to face, posters, newspaper, community outreach campaigns and mobile applications such as WhatsApp, Facebook and LinkedIn, workshops and technical meetings, among others. The findings also show that the majority of stakeholders at least access their preferred channels of communication on a daily basis but prefer programmes to be aired in the afternoon and evening hours when they are at home.

2.2 SWOT Analysis

2.2.1 Strengths

a) Competent human resource

In addition to having a Communication and Outreach Unit in Mangochi at the MCF, the core technical staff at the DoF is highly qualified and competent with the needed technical and professional qualifications and background on fisheries and aquaculture. The DoF is therefore a reliable source of information on fisheries that can be trusted. This observation agrees well with survey findings where the respondents rated highly the DoF (government) as one of most preferred and trusted sources of information on fisheries.

b) DoF positioning

The country has 28 district assemblies and local councils with established sub-district structures such as Area Development Committees and Village Development Committees spread throughout the country. This offers the DoF a strategic position to leverage communication interventions for fisheries and aquaculture development at grassroots level. In addition, the Department has a clearly spelt out mandate and strategic objectives in place to enable it execute the NFACS at grassroots level in the country.

c) Strong working relationships with stakeholders

The GoM and the line Ministry of Agriculture, Irrigation and Water Development through the DoF in particular has over the years built strategic and good working relationships with a number of local and international stakeholders including local authorities and communities. DoF can use its network resource to leverage communication interventions and achieve scale economies for the NFACS implementation.

2.2.2 Weaknesses

a) Communication is not a strategic issue in the Department

The DoF National Fisheries and Aquaculture Policy Implementation, Monitoring and Evaluation Strategy (2016-2021) has not highlighted communication as one of the strategic issues to communicate, inform and educate the public about the sector. Issues of communication and outreach are housed at the MCF which mainly involves communication on operational rather than strategic issues. The unit has also relied on project support and hence its operations have been ad hoc and at the mercy of project funding.

b) Shortage of communication staff

Albeit competent staff in place for fisheries and aquaculture technical issues, the Department is understaffed in its Communication and Outreach Unit which is based in

Mangochi at the MCF. The current staff compliment in the unit is not adequate to handle the communication function for the sector. Most of the fisheries extension workers are not equipped with communication and outreach skills.

c) Inadequate facilities and equipment for communication

The DoF has inadequate modern facilities and equipment for communication interventions hence delivery of messages is greatly affected. There is very little leverage of the new developments in information communication technology (ICT) to support operations of the Communication and Outreach Unit.

d) Weak information and knowledge management system

One of the critical areas for documenting and preserving the DoF tacit and explicit knowledge and disseminating best practice on the fisheries and aquaculture sector across all actors and stakeholders is through information and knowledge management (IKM). A weak IKM results in insufficient cross-fertilization of best practices and information sharing amongst the actors and stakeholders in the sector.

e) Lack of IEC subcommittees in BVCs

The DoF has established Beach Village Committees (BVCs) across the water bodies in the country. However, these lack Information, Education and Communication (IEC) subcommittees to steer the implementation of the communication function at grassroots level.

2.2.3 Opportunities

a) The localization of the Sustainable Development Goals (SDGs)

The global SDGs present opportunities for the DoF to take leadership in localizing the SDGs that pertain to the fisheries and aquaculture sector such as goals 12, 13, 14 and 15. A robust communication strategy will enable the sector to receive resources for the development and empowerment of various constituents in the fisheries and aquaculture sector to sustainably co-manage the ecosystems. The SDGs therefore lay foundation for the actors in the fisheries and aquaculture sector to communicate and advocate broad issues on fisheries.

b) Existing sector structures

There are established sector structures in place at central, district and sub-district levels to drive the sector's agenda. These can play a vital role in empowering communities and stakeholders through a broad based communication strategy.

c) Diversity in culture and language

Malawi has diverse cultures and languages which if well exploited will provide a variety of communication methods and channels for a successful implementation of the NFACS.

d) Technological development

Emerging in digital technical provide a wider base for communication messages and information on fisheries through easy to access platform such as WhatsApp, Facebook and LinkedIn, among others.

2.2.4 Threats

a) Overpopulation and migration of fishing communities

Malawi now projects a population of about 17 million. This has put enormous pressure on the environment and has created competition for natural resources such as fisheries, forest, water, etc. Anthropogenic activities such as farming in mountains, hill slopes and river bank, wanton cutting down of trees and vegetation cover have often times led to soil erosion and siltation of water bodies. This threatens fish breeding and preservation of marine life in general. Migration of fishing communities leading to growing settlements along water shores have also led to depletion of aquatic vegetation such as Mululu which is used to build Zimbwela and dwelling make-shift homes for the fishers, traders and processors. This has disturbed the needed habitat for fish to spawn and breed hence depletion of stocks in water bodies. Migration of fishing communities has also led to introduction of unsuitable fishing techniques in some water bodies such as Lake Chilwa. In addition, sanitation is heavily comprised due to lack of sanitary infrastructure e.g. pit latrines. There have also been cases of children abandoning school in favour of fishing errands which limits their future potential as productivity citizens. This drive for survival and the developments around the issues will likely continue despite very well structured communication interventions to the contrary, again making the NFACS ineffectual.

b) Competition amongst fishers

As fish stocks plummet in most water bodies, so is soaring competition amongst fishers, especially between commercial and subsistence fishers. This development has led to use

of illegal fishing gears and unsuitable techniques such as mosquito nets, Zimbowela¹ and other fishing approaches unsuitable for shallow waters such as paddles and trawlers. Fishers have resorted to these illegal and unsuitable means to ensure maximum fish harvest to the detriment of other marine life and ecosystems. It has been observed that this trend continues today despite information, education and communication programmes by DoF and stakeholders. As cut-throat competition for marine resources among fishers continues, there is high likelihood that they will ignore any information regarding fish preservation and good fishing practices for them to survive, making the NFACS ineffective as well.

2.3 Stakeholder Analysis

In order to successfully implement the NFACS, the DoF needs to engage and manage its key stakeholders. This will ensure resource mobilization and leveraging of the communication interventions at all levels. Table 1 presents the stakeholder analysis in terms of their interest, power and influence

¹ *Zimbowela* leads to clogging and siltation of water bodies as evidenced from cases in Lake Chilwa.

Table 1: Stakeholder Analysis for the NFACS

Stakeholder	Interest	Power	Influence	Strategies
Government	<ul style="list-style-type: none"> • National development • Political stability 	Constitutional mandate and policy making	<ul style="list-style-type: none"> • National development priorities and focus 	<ul style="list-style-type: none"> • Engagement and lobbying • Keep informed
Development partners	Macroeconomic and political stability at global and national levels	Regulates global and national policies and development agenda	<ul style="list-style-type: none"> • Global and national development priorities and focus 	<ul style="list-style-type: none"> • Engagement and partnership building and networking • Keep informed
Sector players in the value chain i.e. fishers, fishmongers, gear owners, processors	<ul style="list-style-type: none"> • Socio-economic development and self-reliance • Macroeconomic stability • Political stability 	<ul style="list-style-type: none"> • Demand for quality service delivery • Hold authorities accountable 	<ul style="list-style-type: none"> • Choose type of development and service 	<ul style="list-style-type: none"> • Close management and engagement • Inform, educate and communicate • Exceptional value propositions for service delivery • Monitoring and regulation of compliance on rules
Local authorities	Local governance and socio-economic stability and development	Traditional power of authority for socio-economic development and local governance	<ul style="list-style-type: none"> • Decide nature of development in their communities • Mobilizes support/opposition and resources for development initiatives 	<ul style="list-style-type: none"> • Engagement and lobbying • Inform, educate, communicate • Exceptional value propositions for quality service delivery
Citizens/communities	<ul style="list-style-type: none"> • Socio-economic development 	<ul style="list-style-type: none"> • Voting power • Demand for quality service delivery 	<ul style="list-style-type: none"> • Choose type of development and service 	<ul style="list-style-type: none"> • Engagement, lobbying and representation

	<ul style="list-style-type: none"> • Macroeconomic stability • Political stability 	<ul style="list-style-type: none"> • Hold authorities accountable 		<ul style="list-style-type: none"> • Inform, educate, communicate • Exceptional value propositions for service delivery
Media	<ul style="list-style-type: none"> • An informed and educated citizenry • Profitability 	<ul style="list-style-type: none"> • Set the media agenda and discussion • Whistle blower 	<ul style="list-style-type: none"> • Influences citizenry orientation development issues • Decides on media agenda and discussion 	<ul style="list-style-type: none"> • Engagement and media relations • Feeding the media with information • Training and orientation on sector related policies, processes
Parliament	Legislative assemblage	Constitutional changing powers	Constitution amendments on socio-economic development and political issues	<ul style="list-style-type: none"> • Engagement and lobbying • Training and orientation on sector related issues • Inform, educate and communicate
Civil Society Organizations/Public	Good governance, human rights, transparency and accountability of authorities	Voice of the civil society and public watchdog	Mobilize support/opposition to Government policies and programmes	<ul style="list-style-type: none"> • Engagement and support • Training and orientation on sector related policies, processes • Inform, educate and communicate

CHAPTER 3: NFACS's STRATEGIC ISSUES and FOCUS

3.0 Introduction

This NFACS presents a detailed communication roadmap for amassing and building political will and public backup for the FISH project and the sector as a whole. This document is an RBM framework that aims at realizing both the corporate and external communication needs of the project through ongoing engagement and collaboration with the MoAIWD through the DoF and the project's communication teams that result in an integrated and complementary compendium of effective and efficient communications interventions for Malawi.

The media mix for the NFACS constitutes a variety of channels and tools including but not limited to media outreach campaigns, stakeholder communications forums, fisheries best practices competitions, mass media campaigns, international day events and mobile applications.

3.1 Focus: What to Influence

While attitude change towards fisheries is not achievable in the short to medium term, the NFACS aims at changing current practices and behaviors through behavioral change communications at all levels. In order for the DoF and implementing partners to effectively operationalize the communication interventions through the NFACS, the Department will build strong media relations and its capacity to deliver communication interventions that are evidence based through media research.

3.2 Key Strategic Issues NFACS

The key strategic issues the NFACS aims to address are as follows:

- c) Institutional Strengthening of the DoF
- d) Media Research
- e) Media Relations
- f) Policy dialogue
- g) Behavioral change communications.

CHAPTER 4: STRATEGIC STATEMENTS, PILLARS, OBJECTIVES, STRATEGIES

4.1 Introduction

In this section, we present strategic statement (vision, mission, core values) pillars, objectives and key strategies the NFACS seeks to align to and address during the period 2018- 2023, respectively.

4.2 Strategic Statements

4.2.1 National Vision

Malawi's Vision to which the NFACS is aligned to states that "by the year 2020 Malawi as a God fearing nation, will be secure, democratically mature, environmentally sustainable, self-reliant with equal opportunities for and active participation by all, having social services, vibrant cultural and religious values and a technologically driven middle-income economy" (NEC, 1998).

4.2.2 Department of Fisheries Mandate

"To develop, protect and conserve the national fish heritage of Malawi through appropriate control mechanisms."

4.2.3 Department of Fisheries' Vision

"Towards sustained fish supply and excellent fisheries and aquaculture delivery services".

4.2.4 Department of Fisheries' Mission Statement

"To promote sustainable fisheries production and development by fisher folk by providing conducive framework conditions and excellent services in order to achieve food and nutrition security, poverty reduction and economic growth for the benefit of present and future generations".

4.3 Strategic Communication's Pillars, Objective, Strategies

4.3.1 Pillar 1: Institutional Strengthening

The DoF will strengthen its capacity to deliver the NFACS through a comprehensive capacity assessment and action plans in the areas of state of art supporting technology and equipment for communication, staffing and expertise, resource mobilization,

Management Information System (MIS) and establishment of communication sub-committees in Beach Village Committees in the district councils.

4.3.1.1 Objective 1: To enhance capacity of DoF to deliver the NFACS by 2021.

Strategies:

- ST 1: Develop a resource mobilization plan.
- ST2: Capacity assessment of the DoF regarding community outreach unit.
- ST3: Capacity assessment of the DoF regarding district council's BVCs.
- ST4: Draw and implement capacity action plans for the DoF regarding community outreach unit (COU).
- ST5: Draw and implement capacity action plans for the DoF regarding district council's BVCs.
- ST6: Strengthen training and extension sections to deliver the NFACS.
- ST7: Procure state of the art equipment and supporting technology for new media.
- ST8: Review and implement an integrated MIS.
- ST9: Overhaul and relaunch DoF website.
- ST10: Lobby Government through MoAIWD resources.

4.3.2 Pillar 2: Research and Development

The DoF will ensure that communication within and outside the Department is evidence based through research. DoF will strengthen its research training and extension linkage and collaboration with research institutions, academicians and user communities.

4.3.2.1 Objective 1: To strengthen research training and extension linkages.

Strategies:

- ST 1: Hold periodic open days.
- ST2: Facilitate and hold research symposiums.
- ST3: Conduct tailor-made refresher courses on specific aspects of research findings

4.3.2.2 Objective 2: To enhance Information and Knowledge Management (IKM) system for sharing of best practices and scientific research findings by 2019.

Strategies:

- ST 1: Develop a repository for Knowledge Management System.
- ST 2: Orient and train staff in the management of the Knowledge Management System.

4.3.3 Pillar 3: Robust Media Relations

As part of its stakeholder relationship building, the DoF will endeavor to build mutual and long-standing relations with the media. Through this agenda, the DoF will facilitate orientation and training of the media on fisheries to enable them report on the sector issues accurately.

4.3.3.1 Objective 1: To build capacity of the media in reporting fisheries issues 2019.

Strategies:

- ST1: Facilitate design and development of training modules for media practitioners on fisheries.
- ST3: Undertake training and orientation of media practitioners on fisheries.
- ST4: Media monitoring on fisheries after trainings.
- ST4: Facilitate media workshops and briefings.

4.3.4 Pillar 4: Policy Dialogue and Sharing

The DoF through the NFACS will facilitate policy dialogue with implementing partners and all fisher-folk in quality fish supply and value chain.

4.3.4.1 Objective 1: To enhance dialogue and sharing of fisheries policies among key stakeholders at all times.

Strategies:

- ST 1: Introduce and facilitate dialogue platforms at national level.
- ST 2: Introduce and facilitate dialogue platforms at district council level.

- ST 3: Introduce and facilitate dialogue platforms at community level.

4.3.5 Pillar 5: Sector Positioning and Behavioral Change

While there is evidence of general disinterest in fisheries amongst the publics, and while attitude change towards fisheries is not achievable in the short to medium term, the NFACS will aim to position and promote the sector within the broader economic, food security and natural resources management context in Malawi. To complement this effort, the NFACS will endeavor to change current practices and behaviors through behavioral change communications at all levels.

4.3.5.1 Objective 1: To reposition and promote the fisheries sector within the broader economic, nutritional food security and natural resources management context in Malawi by 2022.

Strategies:

- ST1: Engage media to influence public opinion on fisheries issues.
- ST2: Establish a strong national presence; promote identity and positive image for the sector and the policy makers.
- ST3: Enhance consensus building and awareness on raising support for acceptable and effective choices in resource governance towards stocks rebuilding.
- ST4: Promote the economic benefits of fisheries in bringing forex to the country for socio-economic development.

4.3.5.2 Objective 2: To inculcate a spirit of entrepreneurship amongst the fisher-folk in the fisheries sector by 2022.

Strategies:

- ST1: Develop business oriented skills and alternative livelihood sources among fisher-folk.
- ST2: Communicate market accessibility among fisher-folk.
- ST3: Facilitate linkage to lending institutions for fisher-folk for capital accessibility
- ST4: Train fisher-folk on modern post-harvest processing techniques and value adding methods for the local and export market.

- ST5: Train players in entrepreneurship and business management.

4.3.5.3

Objective 3: To effect behavior change amongst fisher-folk at all times.

Strategies:

- ST1: Promoting the role of communities in decision making processes towards effective co- management
- ST2: Promoting adoption of responsible and sustainable fisheries practices to rebuild fisheries stocks for socio-economic benefits.

CHAPTER 5: COMMUNICATION AND MEDIA MIX FOR THE NFACS

5.1 Introduction

In this section, we present communication and media mix for the NFACS. Tables 2 to 6 below show the strategic communication pillars, objectives, target/ stakeholder, and required methods, channels/means in addressing these and expected outputs for each pillar.

Pillar 1: Institutional Strengthening

Table 2: Objectives, strategies and outputs of Pillar 1

Communication Objective (s)	Strategies	Target Stakeholder(s)	Method(s)	Channel/Means	Output(s)
4.3.1.1 To enhance capacity of DoF to deliver the NFACS by 2021.	ST 1: Develop a resource mobilization plan.	MoAIWD, DoF, Fisheries and Aquaculture Advisory Board, district councils, development partners and private sector	Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings 	Resource Mobilization Strategy
	ST2: Capacity assessment of the DoF regarding community outreach unit.	MoAIWD, DoF, Fisheries and Aquaculture Advisory Board, district councils, development partners and private sector	Collaboration and networking with partners	<ul style="list-style-type: none"> • Outsourcing of consultants • Desk review • Interviews 	Capacity assessment report.
	ST3: Capacity assessment of the DoF regarding district council's BVCs	MoAIWD, DoF, Fisheries and Aquaculture Advisory Board, district councils, development partners and private sector	Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings 	Capacity assessment of the DoF regarding district council's BVCs implemented

	ST4: Draw and implement capacity action plans for the DoF regarding community outreach unit (COU)	MoAIWD, DoF, development partners, district councils	Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings • Outsource consultant 	Capacity Action Plan for the DoF regarding community outreach unit (COU) drawn and implemented
	ST5: Draw and implement capacity action plans for the DoF regarding district council's BVCs.	MoAIWD, DoF, development partners, district councils	Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings • Outsource consultant 	Action plan drawn and implemented
	ST6: Strengthen training and extension sections to deliver the NFACS	MoAIWD, DoF, development partners, district councils	Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings • Outsource consultant 	Strengthened training and extension sections
	ST7: Procure state of the art equipment and supporting technology for new media	MoAIWD, DoF, development partners, district councils	Lobbying Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings 	State of the art equipment and supporting technology for new media procured
	ST8: Review and implement an integrated MIS.	MoAIWD, DoF, development	Lobbying	<ul style="list-style-type: none"> • Partners meetings • Technical meetings 	A functional integrated MIS

		partners, district councils	Collaboration and networking with partners	<ul style="list-style-type: none"> • Internal communication review meetings • Outsource consultant 	
	ST9: Overhaul and relaunch DoF website.	MoAIWD, DoF, development partners, district councils	Lobbying Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings • Outsource consultant 	A functional website
	ST10: Lobby Government through MoAIWD resources	MoAIWD, DoF, development partners	Lobbying Collaboration and networking with partners	<ul style="list-style-type: none"> • Partners meetings • Technical meetings • Internal communication review meetings 	Resources available to operationalize the NFACS

Pillar 2: Research and Development

Table 3: Objectives, strategies and outputs of Pillar 2

Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Means	Output(s)
4.3.2.1 Objective 1: To strengthen research training and extension linkages	ST 1: Hold periodic open days	User communities, development partners, DoF, MoAIWD, research institutions, academia	<ul style="list-style-type: none"> • Workshops and conferences • Open days • Stakeholder engagement and collaboration 	<ul style="list-style-type: none"> • Training • Symposia 	Opened days held
	ST2: Facilitate and hold research symposiums	User communities, development partners, DoF, MoAIWD, research institutions, academia	<ul style="list-style-type: none"> • Workshops and conferences • Research symposia • Stakeholder engagement and collaboration 	• Research symposiums	Workshop reports
	ST3: Conduct tailor-made refresher courses on specific aspects of research findings	DoF, MoAIWD, research institutions, academia	Training workshop	• Training	Training reports
4.3.2.2 To enhance Information and Knowledge Management (IKM) system for sharing of best practices and scientific research	ST 1: Develop a repository for Information and Knowledge Management System.	MoAIWD, DoF, development partners	Needs assessment	<ul style="list-style-type: none"> • Partner technical meetings • Site visits to possible IKMS centers at headquarters, Malawi College of Fisheries, National Aquaculture Centre, Monkey 	Functional IKMS

findings by 2018				bay Fisheries research unit	
	ST 2: Orient and train staff in the management of the Knowledge Management System.	MoAIWD, DoF, development partners	Training and orientation sessions	• Training and orientation	Training/orien tation reports

Pillar 3: Robust Media Relations

Table 4: Objectives, strategies and outputs of Pillar 3

Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Mean	Output(s)
4.3.5.1 To build capacity of the media in reporting fisheries issues by 2018.	ST1: Facilitate design and development of training modules for media practitioners on fisheries.	Association of Environmental Journalists, media associations, national and community media houses, MoAIWD, Department of Agricultural Extension Services	Training workshops	• Training workshops	Media training kit developed
	ST2: Undertake training and orientation of media practitioners on fisheries.	Association of Environmental Journalists, media associations, national and community media houses, MoAIWD, Department of Agricultural Extension Services	Training workshops Media tours	• Training and orientation	Post-training-and-orientation reports
	ST3: Monitor and assess media coverage on fisheries after trainings	MoAIWD, DoF	Media monitoring	• Newspapers clips, radio and TV insets/ program	Media monitoring and assessment reports
	ST4: Facilitate media workshops and briefings.	Journalist, media associations, media houses, MoAIWD,	In collaboration and networking with media through media	• Press conferences • Press briefs • Symposiums	• Workshop reports • Policy briefs

		academicians, researchers	associations at national and regional level, head of media houses and implementing partners	<ul style="list-style-type: none"> • Newspapers • Radio • TV • Direct mail 	<ul style="list-style-type: none"> • Fact sheets • Periodic information briefing packets
	ST4: Through key contacts supply the media with timely fact sheets, research findings, significant change stories etc.	MoAIWD, DoF	Standalone function at DoF	<ul style="list-style-type: none"> • Direct mail • Press briefs and conferences • Workshops • Debate fora 	<ul style="list-style-type: none"> • News feed

Pillar 4: Policy Dialogue and Sharing

Table 5: Objectives, strategies and outputs of Pillar 4

Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Mean	Output(s)
4.3.4.1 To enhance dialogue and sharing of fisheries policies among key stakeholders at all times.	ST 1: Introduce and facilitate dialogue platforms at national level	MoAIWD (DAES), DoF, district agriculture development officers, development partners, non-state actors, media, fisher-folk research institutions and academia	<ul style="list-style-type: none"> • Meetings • Correspondence s • TV and radio panel discussion and phone-in programmes • Mobile hotlines 	<ul style="list-style-type: none"> • Policy review meetings • National drop-boxes • Radio • TV • Newspapers • Banners • Posters • Mobile hotlines • Facebook, LinkedIn 	Dialogue on fisheries policy enhanced at national level
	ST 2: Introduce and facilitate dialogue platforms at district council level.	District executive committees, district council development partners, non-state actors, media, Fisher-Folk, religious and traditional leaders	<ul style="list-style-type: none"> • Full district council meetings • Correspondence s • TV and radio panel discussion and phone-in programmes • Mobile hotlines 	<ul style="list-style-type: none"> • Sector events, launches and celebrations such as fisheries day • Posters • Radio • District drop-boxes through district council offices • TV 	Dialogue on fisheries policy enhanced at district level

	ST 3: Introduce and facilitate dialogue platforms at community level.	BVCs, VDCs, ADCs, fisheries associations, religious leaders, user communities, community based organization, community based radio stations	<ul style="list-style-type: none"> • Meetings • Sector events • Radio • Posters • Mobile hotlines • Stakeholder caucuses hearing at landing sites 	<ul style="list-style-type: none"> • Meetings • Sector events • Radio • Posters • Mobile hotlines • Stakeholder caucuses hearing at landing sites 	Dialogue on fisheries policy enhanced at community level
--	---	---	---	---	--

Pillar 5: Sector Positioning and Behavioral Change

Table 6: Objectives, strategies and outputs of Pillar 5

Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Means	Output(s)
4.3.5.1 To reposition and promote the fisheries sector within the broader economic, nutritional food security and natural resources management context in Malawi by 2022.	ST1: Engage media to influence public opinion on fisheries issues	Media, user communities, civil society, government institutions, non-state actors, community leaders and the general public	<ul style="list-style-type: none"> • Mass media campaigns • Sensitization meetings • Tours at fisheries establishments • Sector events such national agriculture fair and open days • Radio listening groups • Jingles and cartoon strips • Social media 	<ul style="list-style-type: none"> • Radio • TV • Social media • Sensitization meetings and tours • Sector events • Interactive drama • Branded T-shirts, stickers • Communicative billboards • On-line Newsletters 	A visible fisheries sector
	ST2: Establish a strong national presence; promote identity and positive image for the sector	Media, user communities, civil society, government institutions, non-state actors, community leaders and the general public	<ul style="list-style-type: none"> • Mass media campaigns • Sensitization meetings • Tours at fisheries establishments • Sector events such national agriculture fair and open days 	<ul style="list-style-type: none"> • Radio • TV • Social media • Sensitization meetings and tours • Sector events • Branded T-shirts, stickers • On-line Newsletters 	A strong positive image for the sector established

			<ul style="list-style-type: none"> • Radio listening groups • Jingles and cartoon strips • Social media 		
	ST3: Enhance consensus building and awareness on raising support for acceptable and effective choices in resource governance towards stocks rebuilding	BVCs and user communities	<ul style="list-style-type: none"> • Mass media campaigns • Sensitization meetings • Tours at fisheries establishments • Sector events such agriculture fairs and open days • Radio listening groups 		Communities awareness of resource governance
4.3.5.2 To inculcate a spirit of entrepreneurs amongst the fisher-folk in the fisheries sector by 2022.	ST1: Develop business oriented skills and alternative livelihood sources among Fisher-Folk.	BVCs, user communities and Fisher-Folk	Training and orientation	<ul style="list-style-type: none"> • Training and orientation sessions • Fisheries business kit 	Post-training report
	ST2: Communicate market accessibility among Fisher-Folk.	BVCs, user communities and Fisher-Folk	Sector events and meetings Promotional literature Online media Optional Briefs	<ul style="list-style-type: none"> • Special events and meetings • Brochures • Mobile uploads 	Fish-folks' market access communicated

	ST3: Facilitate linkage to lending institutions for Fisher-Folk for capital accessibility	BVCs, traders, processors, shopping outlets etc.	<ul style="list-style-type: none"> • Formal training and coaching/mentoring sessions • Informal community level training sessions 	<ul style="list-style-type: none"> • Face to face training sessions • Demonstration events • Community / radio drama • Radio and TV discussions/programmes • Extension workers and peers 	<ul style="list-style-type: none"> • Training curriculum • Training videos, radio programmes • Information briefing packets
	ST4: Train Fisher-Folk on modern post-harvest processing techniques and value adding methods for the local and export market.	BVCs, user communities, Fisher-Folk	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Training sessions 	<ul style="list-style-type: none"> • Post-training report
	ST5: Train players in entrepreneurship and business management	BVCs, user communities, Fisher-Folk	<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Training sessions 	<ul style="list-style-type: none"> • Post-training report
4.3.5.2 To effect behavior change amongst fisheries players at all times.	ST1: Promoting the role of communities in decision making processes towards effective co-management	BVCs, user communities, traditional and religious leaders, district councils, non-state actors	<ul style="list-style-type: none"> • Meetings and sector special events • Study tours • Stakeholder consultations • Refresher trainings and orientations 	<ul style="list-style-type: none"> • Stakeholder forums in all fishing sites • Stakeholder consultations on co-management and decision-making 	<ul style="list-style-type: none"> • Effective behavior in co-management enhanced

	ST2: Promoting adoption of responsible and sustainable fisheries practices to rebuild fisheries stocks for socio-economic benefits.	BVCs, user communities, VDCs, ADCs, Fishers Association of Malawi, law enforcers, traditional and religious leaders	<ul style="list-style-type: none"> • Mass media campaigns • Sector events and meetings • Promotional literature • Radio and television programme • Radio listening clubs 	<ul style="list-style-type: none"> • Radio • Television • Posters • Brochures and fliers • Meetings 	<ul style="list-style-type: none"> • Responsible and sustainable fisheries practices adopted
--	---	---	---	--	---

CHAPTER 6: IMPLEMENTATION OF THE NFACS

6.0 Introduction

The successful operationalization of this NFACS calls for leadership and commitment from Government staff at all levels. In addition, the Strategy will require full and involvement of all key actors and stakeholders within the fisheries and aquaculture sector. Involvement of key stakeholders is critical to mobilizing both financial and human resources existing outside the public sector. The line Ministry through the DoF will therefore endeavor to address the capacity gaps highlighted above and pursue the needed resources for proper implementation of the planned NFACS intervention. This chapter therefore addresses challenges and critical concerns that are related to the implementation process.

6.1 NFACS Staff Establishment

While there are competent staff within the Ministry in areas of fisheries and aquaculture, there is inadequate of capacity to deliver the communication function. It is therefore important to note that the Ministry's ability to deliver this Strategy lies through the DoF in the technical capacity and adequate staff to drive the communication function. In addition to establishing a Communication Department, the line Ministry will train as well as provide the right working environment for communication staff as prerequisites for motivation and productivity. This can be achieved through workload analysis, work environment survey and training needs analysis early in the implementation period and full implementation of the recommendations from these studies. This initiative should cascade down to the district level.

6.2 Proposed organization structure for IEC department

To effectively coordinate the NFACS and undertake reforms in line with the Public Sector Reforms initiatives, there is need to reorganize the current structure to introduce clear reporting channels and provide for synergy between the proposed Communication Department and other departments within the line Ministry and that of the DoF.

6.3 Resources

In order to implement this Strategy, Government will require investing in resources. While there are other existing funding mechanisms within the public sector, the line Ministry through the DoF will vigorously mobilize resources from stakeholders such as the private sector and external

development partners such as USAID, most of whom have continually supported reform activities and various initiatives within the fisheries and aquaculture sector in Malawi.

Cost reduction due to wastage will also serve as a key intervention that will greatly contribute to resource mobilization via resource direction to areas where they are most required and needed.

6.4 Improvements in capacity and efficiency

6.4.1 Improvements in capacity

Over the years, the Ministry has enjoyed good relationship with its development partners such as USAID, Pact and other local implementing partners who have continued to be an important source of funding and resources. To reinforce this relationship, the Ministry will build the necessary capacity and put emphasis on improving the absorption capacity of development partner funds and enhancing accountability and transparency in planning, implementation, monitoring and accounting of the NFACS.

6.4.2 Improvements in efficiency

Government will ensure measures are put in place to maximize the use of available resources. First, it will pursue and emphasize improved costing of the NFACS and activities to avoid wastage and inefficiency in the use of public resources. Second, the Ministry will ensure proper use and scheduled maintenance of facilities, equipment and vehicles to reduce costs associated with idle capacity. Third, the Ministry will leverage on ICT to reduce cost through adoption of direct internal and external paperless communication and below-the-line communication.

6.5 Risk Management of the IEC Strategy

Government recognizes that risks are occurrences that may affect the successful implementation of the NFACS. The following table discusses the risks, gives a perception of the level for each identified risk and proposes mitigation measures and strategies. Table 7 presents the analysis.

Table 7: Anticipated Risks for NFACS

Risk Factor	Perceived Risk Level	Mitigating Strategies
Heightened expectation of the Ministry to change the perception and attitudes of key actors and the general public to support the FISH objectives and fisheries policies	High	<ul style="list-style-type: none"> • Proactive Public Relations and continuous information dissemination and communication • Customized training and orientation of key actors • Increased accountability and transparency at central and local level
Slow change of attitude by some of the actors within the sector's value and supply chain	High	<ul style="list-style-type: none"> • Training of change agents • Proactive Public Relations and continuous information dissemination and communication
Bureaucratic Government regulations in finance and procurement of communication facilities and hiring of personnel	High	<ul style="list-style-type: none"> • Continuous lobbying for review and rationalization of public procurement and financial regulations
Duplication of Communications function within the Ministry departments, departments and other actors in the sector	High	<ul style="list-style-type: none"> • Continuous review and rationalization of roles and functions at all levels
Change of political leadership and structure of the Ministry to support the NFACS	Low	<ul style="list-style-type: none"> • Continuous strengthening of the departments as well as the profile of the Ministry as an institution whose existence and performance is independent of the personality of the political head

CHAPTER 7: MONITORING AND EVALUATION

7.0 Introduction

The successful implementation of this NFACS depends in part on monitoring and evaluating (M&E) of its activities. A well designed M&E framework will provide feedback critical for tracking progress on implementation of this Strategy, enabling management make fact-based and informed decisions. The Ministry will monitor and evaluate this plan in its annual and quarterly reporting on the Performance Contract, and this will be controlled and normalized through reports during senior management meetings.

7.1 Goal

The overarching goal of M&E in the implementation of the NFACS is to provide relevant performance information for well informed decision making.

7.2 Monitoring and Evaluation Framework

Monitoring and Evaluation of this strategic plan will be based on the framework presented in the following sections:

7.2.1 Responsibilities

Top management has the ultimate responsibility for monitoring the implementation of the NFACS. Director of DoF under the line Ministry will exercise individual oversight to monitor the performance of the Strategy in accordance to the activities indicated in the implementation matrix. An M&E Committee for the NFACS will be formed with the following key responsibilities:

- Develop a reporting template and other ministerial M&E tool for the Strategy.
- Receive, analyze, summarize and consolidate reports and promptly forward them to the Ministry every quarter.
- Undertake mid-term and end-term evaluation of the Strategy.
- Report the Performance Contract.

Membership of the committee will be drawn from all departments of Government based on key proficiencies that members can bring into the working of committee such as communications, data analysis and research, human resource management, ICT, IKM, financial management, fisheries and aquaculture and public sector reforms. The Committee will be chaired by the Deputy Principal Secretary while the Director of DoF will be the Secretary. Responsibility for collecting,

analyzing and reporting performance data for each indicator will be assigned based on the technical area. The responsibility for maintaining this data base will be assigned to the Head of ICT within the DoF. The indicators, baselines and the targets will be derived from the outcomes of the NFACS objectives and the outputs for the activities in the implementation matrix.

7.2.2 Reporting

The Head of Communications team will submit reports to the through the M&E Committee on a quarterly and annual basis. The report will be on a structured format providing information on the performance of the department and the NFACS and it should explain any variation from expected performance, discuss challenges and constraints faced, highlight lessons learnt and draw the necessary recommendations on any facilitation required to improve on performance. The M&E Committee will analyze, summarize and consolidate the report.

7.2.3 Evaluation

An external evaluator will conduct Midterm and End-term evaluations on the implementation of the NFACS. If for any reason, there is a significant unexplained variation in performance in a very critical indicator in the plan, an Ad hoc evaluation may be conducted to inform decisions on possible interventions in such an area.

7.2.4 Financing

Monitoring and evaluation activities, and in particular annual surveys and evaluations will be financed through budgeted provisions of the Ministry and other sources.

7.3 Management of the Strategy

The Ministry will use the extrapolations drawn from the monitoring and evaluation exercise to make informed decisions regarding the delivery of the Communication function, resource allocation, policy and issues of accountability. For successful management of the Strategy, the following is critical.

7.3.1 Responsibility:

Top management in the Ministry through the Director of the DoF has the ultimate responsibility of implementing the NFACS. Heads of departments and programs have the responsibility to implement the Strategy in areas falling under their docket as indicated in the implementation matrix.

7.3.2 Mechanisms

Mechanisms for data collection and storage will be created. In addition, annual surveys on critical indicators like audience and/or stakeholder satisfaction and awareness surveys, work environment and employee satisfaction surveys will be conducted. The following tools will be used to implement Strategy.

- The Annual Performance Contract targets for the Communication Department and the Ministry will be derived from this Strategy.
- Annual work plans will be derived from the implementation matrix in this Strategy and the status of implementation of preceding year's targets.
- Annual budgets for the Communication Department will be based on annual work plans.
- Performance Appraisal System will be used to cascade performance contracts to individual members of staff in the Communication function.
- The Strategy may be reviewed at any time based on changing realities.

ANNEX 1: IMPLEMENTATION MATRIX

Pillar 1: Institutional Strengthening

Communication Objective (s)	Strategies	Timeframe	Target	Means of Verification	Output(s)	Assumptions / Risks	Responsible
4.3.1.1 To enhance capacity of DoF to deliver the NFACS by 2021.	ST 1: Develop a resource mobilization plan.	April 2019	100%	Resource mobilization plan	A capacitated DoF	Funds availability	Director of Fisheries
	ST2: Capacity assessment of the DoF regarding community outreach unit.	September 2018	100%	Capacity assessment report	Capacity assessment report	Funds availability	Deputy Director Extension
	ST3: Capacity assessment of the DoF regarding district council's BVCs	December 2018	100%	Capacity assessment report	Capacity assessment of the DoF regarding district council's BVCs implemented	Funds availability	Deputy Director Extension

	ST4: Draw and implement capacity action plans for the DoF regarding community outreach unit (COU)	September 2018	100%	Capacity action plan	Action plan for the DoF regarding community outreach unit (COU) drawn and implemented	Funds availability	Deputy Director Extension
	ST5: Draw and implement capacity action plans for the DoF regarding district council's BVCs.	December 2018	100%	Capacity action plan	Action plan drawn and implemented	Funds availability	Deputy Director Extension
	ST6: Strengthen training and extension sections to deliver the NFACS	Jan-April 2019	100%	District council reports	training and extension sections strengthened	Funds availability	Deputy Director Extension
	ST7: Procure state of the art equipment and	Jan 2019	100%	Pieces of operational	State of the art equipment and	Funds availability	Deputy Director Extension

	supporting technology for new media			state of the art equipment Procurement reports	supporting technology for new media procured		
	ST8: Review and implement an integrated MIS.	September 2018	100%	Functional integrated MIS	A functional integrated MIS	Funds availability	Deputy Director Extension
	ST9: Overhaul and relaunch DoF website.	June 2019	100%	Functional website	A functional website	Funds availability	Director of Fisheries
	ST10: Lobby government through MoAIWD resources	Ongoing	N/A	Resources allocated Reports of meetings and minutes	Resources available to operationalize the NFACS	Funds availability Stakeholder commitment	Director of Fisheries

Pillar 2: Research and Development

Communication Objective (s)	Strategies	Timeframe	Target	Means of Verification	Output(s)	Assumptions /Risks	Responsible
4.3.2.1 Objective 1: To strengthen research training and extension linkages	ST 1: Hold periodic open days	Bi-annual (2019-2022)	10 open days	Reports	Opened days held	Funds availability Stakeholder commitment	Deputy Director Research Deputy Director Extension
	ST2: Facilitate and hold research symposiums	Once a year	5 research symposia	Reports	Workshop reports	Funds availability Stakeholder commitment New technologies discovered	Deputy Director Research Deputy Director Extension
	ST3: Conduct tailor-made refresher courses on specific aspects of research findings	On-going (2018-2022)	20 training sessions	Post-training reports	Training reports	Funds availability Stakeholder commitment New technologies discovered	Principal-MCF
4.3.2.3 To enhance Information and Knowledge	ST 1: Develop a repository for Information and	September 2018	100%	Functional IKMS	Functional IKMS	Funds availability	Deputy Director Extension

Managem nt (IKM) system for sharing of best practices and scientific research findings by 2018	Knowledge Management System.						Heads of Institutions) (NAC, FRU, MCF)
	ST 2: Orient and train staff in the management of the Knowledge Management System.	Jan 2019	100%	Post-training/ orientation reports	Training/ orientation reports	Funds availability	Deputy Director Extension Heads of Institutions) (NAC, FRU, MCF)

Pillar 3: Robust Media Relations

Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Means	Output(s)
4.3.5.2 To build capacity of the media in reporting fisheries issues by 2018.	ST1: Facilitate design and development of training modules for media practitioners on fisheries.	Association of Environmental Journalists, media associations, national and community media houses, MoAIWD, Department of Agricultural Extension Services	Training workshops	Training workshops	Media training kit developed
	ST2: Undertake training and orientation of media practitioners on fisheries.	Association of Environmental Journalists, media associations, national and community media houses, MoAIWD, Department of Agricultural Extension Services	Training workshops Media tours	Training and orientation	Post-training-and-orientation reports
	ST3: Monitor and assess media coverage on fisheries after trainings	MoAIWD, DoF	Media monitoring	Newspapers clips, radio and TV insets/programme	Media monitoring and assessment reports
	ST4: Facilitate media workshops and briefings.	Journalist, media associations, media houses, MoAIWD,	In collaboration and networking	<ul style="list-style-type: none"> • Press conferences • Press briefs • Symposiums 	<ul style="list-style-type: none"> • Workshop reports • Policy briefs • Fact sheets

		academicians, researchers	with media through media associations at national and regional level, head of media houses and implementing partners	<ul style="list-style-type: none"> • Newspapers • Radio • TV • Direct mail 	<ul style="list-style-type: none"> • Periodic information briefing packets
	ST4: Through key contacts supply the media with timely fact sheets, research findings, significant change stories etc.	MoAIWD, DoF	Standalone function at DoF	<ul style="list-style-type: none"> • Direct mail • Press briefs and conferences • Workshops • Debate fora 	<ul style="list-style-type: none"> • News feed

Pillar 4: Policy Dialogue and Sharing

NO	Communication Objective (s)	Strategies	Stakeholder (s)	Method(s)	Channel/Mean	Output(s)
1	4.3.4.2 To enhance dialogue and sharing of fisheries policies among key stakeholders at all times.	ST 1: Introduce and facilitate dialogue platforms at national level	MoAIWD (DAES), DoF, district agriculture development officers, development partners, non-state actors, media, fisher-folk research institutions and academia	Meetings Correspondence TV and radio panel discussion and phone-in programmes Mobile hotlines	<ul style="list-style-type: none"> • Policy review meetings • National drop-boxes • Radio • TV • Newspapers • Banners • Posters • Mobile hotlines • Facebook, LinkedIn 	Dialogue on fisheries policy enhanced at national level
		ST 2: Introduce and facilitate dialogue platforms at district council level.	District executive committees, district council development partners, non-state actors, media, Fisher-Folk, religious and traditional leaders	Full district council meetings Correspondence TV and radio panel discussion and phone-in programmes Mobile hotlines	<ul style="list-style-type: none"> • Sector events, launches and celebrations such as fisheries day • Posters • Radio • District drop-boxes through district council offices • TV 	Dialogue on fisheries policy enhanced at district level
		ST 3: Introduce and facilitate dialogue platforms at community level.	BVCs, VDCs, ADCs, fisheries associations, religious leaders,	Meetings Sector events Radio Posters	<ul style="list-style-type: none"> • Meetings • Sector events • Radio • Posters 	Dialogue on fisheries policy enhanced at community level

			user communities, community based organization, community based radio stations	Mobile hotlines Stakeholder caucuses hearing at landing sites	<ul style="list-style-type: none"> • Mobile hotlines • Stakeholder caucuses hearing at landing sites 	
--	--	--	--	---	--	--

Pillar 5: Sector Positioning and Behavioral Change

Communication Objective (s)	Strategies	Timeframe	Target	Means of Verification	Output(s)	Assumptions/ Risks	Responsible
4.3.5.3 To reposition and promote the fisheries sector within the broader economic, nutritional food security and natural resources management context in Malawi by 2022.	ST1: Engage media to influence public opinion on fisheries issues	Ongoing (2018-2022)	100%	Reports Media coverage	A visible fisheries sector	Availability of funds Receptive audience	Deputy Director (Extensions)
	ST2: Establish a strong national presence; promote identity and positive image for the sector	Ongoing (2018-2022)	100%	Reports Media coverage	A strong positive image for the sector established	Availability of funds Receptive audience	Deputy Director (Extensions)
	ST3: Enhance consensus building and awareness on raising support for acceptable and effective choices in resource	Ongoing (2018-2022)	100%	Reports	Communities awareness of resource governance	Availability of funds Compliance levels increased	Deputy Director (Extensions)

	governance towards stocks rebuilding						
4.3.5.2 To inculcate a spirit of entrepreneurs amongst the fisher-folk in the fisheries sector by 2022.	ST1: Develop business oriented skills and alternative livelihood sources among Fisher-Folk.	Ongoing (2018-2022)	100%	Training reports Fisheries business kits	Post-training report	Availability of funds	Deputy Director (Extensions) Head of MCF
	ST2: Communicate market accessibility among Fisher-Folk.	Ongoing (2018-2022)	100%	Market info briefs	Fish-folks' market access communicated	Availability of funds	Deputy Director (Planning and monitoring)
	ST3: Facilitate linkage to lending institutions for Fisher-Folk for capital accessibility	Ongoing (2018-2022)	100%	Reports	<ul style="list-style-type: none"> • Training curriculum • Training videos, radio programmes • Information briefing packets 	Availability of funds Commitment of lending institutions Responsiveness of the clientele to lending institutions	Deputy Director (Planning and monitoring)

	ST4: Train Fisher-Folk on modern post-harvest processing techniques and value adding methods for the local and export market.	Ongoing (2018-2022)	100%	Post training reports	Post-training report	Availability of funds Stakeholders commitment	Deputy Director (extension)
	ST5: Train players in entrepreneurship and business management	Ongoing (2018-2022)	100%	Training sessions and reports	Post-training report	Availability of funds Stakeholders commitment	Deputy Director (extension)
4.3.5.4 To effect behavior change amongst fisheries players at all times.	ST1: Promoting the role of communities in decision making processes towards effective co-management	Ongoing (2018-2022)	100%	Reports	Effective behavior in co-management enhanced	Availability of funds	Deputy Director (extension)
	ST2: Promoting adoption of responsible and	Ongoing (2018-2022)	100%	Reports Media coverage	Responsible and sustainable fisheries	Availability of funds	Deputy Director (extension)

	sustainable fisheries practices to rebuild fisheries stocks for socio-economic benefits.				practices adopted		
--	--	--	--	--	-------------------	--	--

REFERENCES

- ADiM . 2005 . National fish farmer's socio economic survey report (2003). Working Paper No.3.
- Banda, M., D. Jamu, F. Njaya, M. Makuwila and A. Maluwa (eds.) 2005. The Chambo Restoration Strategic Plan. WorldFish Center Conference Proceedings 71.
- Government of Malawi. 2006. Biodiversity Report on Malawi
- Government of Malawi. 2012. National Fisheries Policy 2012-2017, Second Edition.
- Government of Malawi. 2016. Annual Economic Report. Ministry of Finance, Economic Planning and Development, Lilongwe
- The SADC Protocol on Fisheries. 2001 . Botswana, SADC.
- The Regional Indicative Strategic Development Plan (RISDP). 2003 . Botswana, SADC.
- Malawi Government . 1997 a. Fisheries Conservation and Management Act (1997). No. 25 of 1997. Government Printer, Zomba.
- Phiri et al. 2013. Value Chain Analysis of Lake Malawi Fish: A Case Study of *Oreochromis* spp (Chambo) International Journal of Business and Social Science Vol. 4 No. 2
- NEC. 1998. Malawi Vision 2020: National long-term development perspective. Volume 1.

