

STREAM

SUPPORT TO REGIONAL AQUATIC RESOURCES MANAGEMENT

A NACA Networking Initiative

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SUMMARY

The Governing Council of NACA has resolved to effect a shift in emphasis from aquaculture development to aquaculture *for* development. This will require engaging partners from a broad spectrum of government and development agencies, the nature of the information that will need to be gathered and the strategies used for disseminating information and initiating action. The vehicle for operationalising this shift is STREAM – Support to Regional Aquatic Resources Management. This report outlines the nature of the STREAM network, its relationship to NACA’s vision, mission, objectives and operating principles, and how STREAM differs from previous NACA networks. Because STREAM is different, a theoretical basis for network communication is presented along with an outline of the preliminary steps in getting the network up and running.

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STREAM IN CONTEXT

The Goal

Secure and enhance the livelihoods of poor people in the Asia-Pacific Region.

The Purpose

Supporting regional and national efforts to develop the capacity of poor and vulnerable aquatic resource users to achieve their livelihood objective.

The Approach

1. Strengthening the capacities of rural communities to create or exploit livelihood opportunities.
2. Developing the capabilities of institutions to:
 - identify and understand problems of poor aquatic users to better assist them in developing solutions to their problems;
 - develop policies that will enable poor aquatic resource users to effectively pursue their livelihood objectives; and
 - provide support services to the rural poor more effectively.

Logical Framework

Five Major Outputs

- Poor and vulnerable aquatic resource users identified
- Livelihoods of poor aquatic resource users understood
- Appropriate strategies, practices and processes identified
- Regional and national policy and institutional changes supported
- Regional networking to share knowledge, skills and policy initiatives

STREAM Activities and the NACA Vision and Mission

NACA Vision

NACA shall assist member governments to improve opportunities for sustainable aquaculture development and aquatic resources management to contribute to social and economic development in the Asia Pacific region.

STREAM contributes to the 'social and economic development' aspect of NACA's vision by promoting 'aquaculture *for* development'.

NACA Mission

STREAM contributes to NACA's mission:

- To support institutional strengthening and development of policies for sustainable aquaculture and improved aquatic resources management, and
- To support cooperation in research and development with a focus on rural development through aquaculture and improved aquatic resources management

Principles of Operation

STREAM incorporates the same seven principles of operation as NACA in its activities:

1. increasing reliance on technical cooperation among states
2. greater participation and more active involvement in inter-regional cooperative actions

3. harnessing and integrating both science-based and indigenous knowledge to improve technology, systems and management
4. a basic shift in emphasis from aquaculture development to aquaculture *for* development of social and economic objectives
5. promoting environmental sustainability and efficient use of natural resources through responsible aquaculture and aquatic resources management
6. shifting networking structures from institutional to more people-centered networking and broader stakeholder participation in the network
7. increasing use of information technology to develop and deliver environmentally sustainable innovations in aquaculture and promoting cooperation in aquaculture and aquatic resources management research and development

NACA Work Programme

STREAM operationalizes the focus of the Third 5-Year Work Programme by building on the networking experience of the past two decades. STREAM moves NACA more directly into policy and rural development issues from a sound and well respected technical focus in aquaculture and builds on the 'four pillars' of the Work Programme:

- Education and training
- Information sharing using new information technology
- Support to policy development and institutional capacity building, and
- Facilitating R & D through networking among centres and institutions

STREAM and the NACA Governing Council

STREAM will contribute to the ability of the Governing Council, “to become a more active forum for exchange and cooperation in the development of common views and influence on key regional issues and policy discussions¹.” The STREAM network will help define and contribute to discussions of key regional issues with relevant, timely, and appropriate information.

STREAM and NACA

In development circles, NACA is well known and has a good reputation. NACA has regional brand recognition, STREAM does not. Making the connection helps position STREAM in the field of natural resources management and gives partners and users a sense of confidence in STREAM activities and outputs.

WHAT IS STREAM?

Over the course of the last three meetings (November 26, 2000, April 4, 2001, April 20, 2001) there has been much discussion on what to call STREAM. There seems to be a consensus that STREAM is not a programme, but no agreement as yet on what to call STREAM. In terms of a communication plan, it is imperative that the founding members agree on this point. We offer the following thoughts to this discussion.

STREAM is a regional networking initiative that addresses issues of poverty alleviation, food security, human nutrition, and the social and political stability of rural and coastal communities through support to regional and national efforts to develop capacity for poor and vulnerable aquatic resource users to achieve their livelihood objectives.

¹ NACA Newsletter, Vol. XV, Nos. 3-4, Policy Development and Institutional Support, page 4.

Support will be directed towards helping develop the capabilities of institutions to identify and understand problems of poor aquatic resource user to better assist them in developing solutions to their problems and helping formulate or improve existing policies that will enable poor aquatic uses to more effectively pursue their livelihood objectives.

Further support will be directed towards monitoring and evaluating approaches to aquatic resources management to assess their impact on the links between the poor and service providers, policy makers and researchers.

A NACA Networking Initiative

The term 'network' is a noun, which makes it a 'thing' and conveys a sense of permanence. As we understand the concept, STREAM is dynamic and ever changing according to the needs of the members. Over time, the membership and the issues that STREAM deals with should change. Members may branch off into other paths, fade into the background, then become active again as the issues dictate. Over the past years, NACA has taken the initiative in setting up many different networks to address regional needs. STREAM is the latest in this long series of initiatives. Networking is one of NACA's core competencies. The phrase, 'a NACA networking initiative' links STREAM to NACA brand awareness but keeps STREAM in the forefront. A synonym for 'initiative' is 'agenda', which is what STREAM will always have. STREAM will in fact take the initiative in setting this agenda and initiate action at many levels to achieve its stated objectives.

The term 'programme' carries with it connotations of a very specific schedule of activities. Prospective members will want to know why they should contribute to 'your' programme when they have 'their own' programme to manage. Donors will want to fund and monitor and evaluate STREAM in the same way they fund, monitor and evaluate

other programmes, putting STREAM in the awkward position of trying to explain to donors how STREAM is different *after* they have already decided what it. By avoiding the term 'programme', STREAM gets first crack at saying what it is and how it should be funded, monitored and evaluated. NACA, already a known entity to donors, provides all the necessary structure for managing STREAM. While STREAM may very well act as a 'platform' for action, we feel this term also carries connotations of stability and permanence which are in contrast to the dynamic nature of STREAM. 'Platform' is also a term quickly associated with computer science.

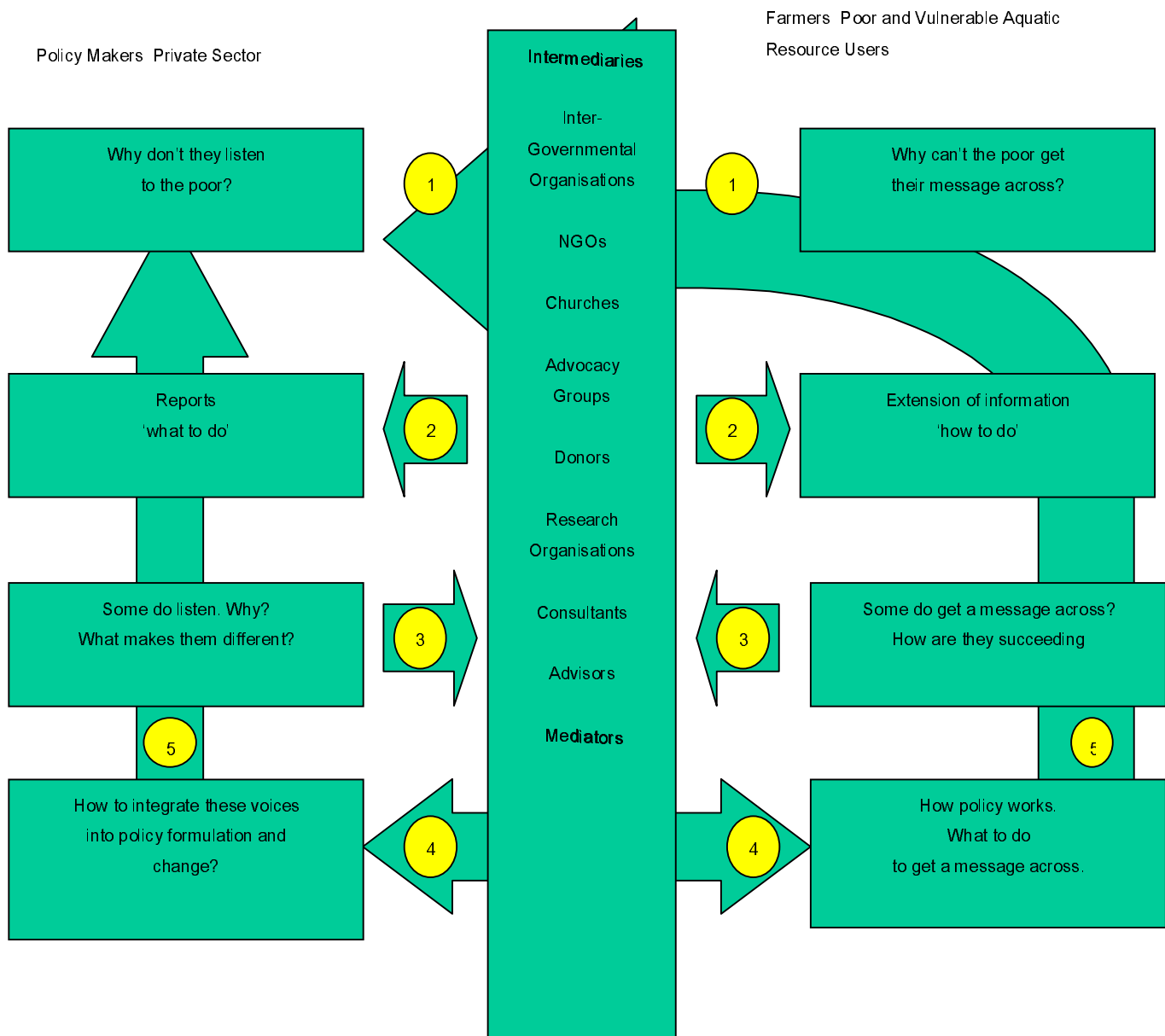
THE MULTIPLE MEANINGS OF COMMUNICATION

'Communication' is a term with multiple meanings. What STREAM needs to make clear is that this initiative is not one more 'extension' network. NACA has and will continue to extend information to fishers, but within the STREAM network there will be communication of many kinds happening simultaneously at many levels. It is important that core members are clear on which of the many possible meanings is being used in any given context. Figure 1 may serve as a starting point for such a discussion.

Point 1 states two common assumptions implicit in many discussions on the gap between the needs of the poor and those who make the policies that affect them. Intermediaries act in one direction to extend information (Point 2). This is most often 'how to' information; how to culture fish in a pond, how to get higher prices in the market. In the other direction (Point 2), intermediaries provide policy makers with reports containing scientific and technical information to support recommendations on what should be done. Each form of communication has its own strategies for dissemination. While it is usual to monitor and evaluate the impact of extension information, less has been done to monitor the impact of 'what to do' information extended toward the policy maker/private sector side. But

'policy makers' are not a homogenous group of gnomes totally insensitive to the needs of the poor. At least some government officers are deeply committed to pro-poor policy and some poor and vulnerable groups do succeed in communicating effective messages to government. STREAM might look into the characteristics of pro-poor policy makers, what influences them and how to support them, while also looking at the more successful strategies (Point 3). This information can then be communicated across the gap (Point 4) and pro-poor policy makers then have the support of a strong constituency, while the poor have tools they can use to bring pressure to bear on anti-poor policy.

Figure 1: Multiple levels of communication



THEORETICAL BASIS OF THE COMMUNICATION PLAN

The Centrality of Language in Development

The following section addresses three aspects of language which are central to the development process: the distinction between speech and discourse communities; language as the locus of ideological struggle over policy influence; and language as a medium of communication among network members. The arguments are abstract, but they form the rationale for our recommendation for investing more resources in translation and for empowering rural poor through communication activities other than written or spoken language.

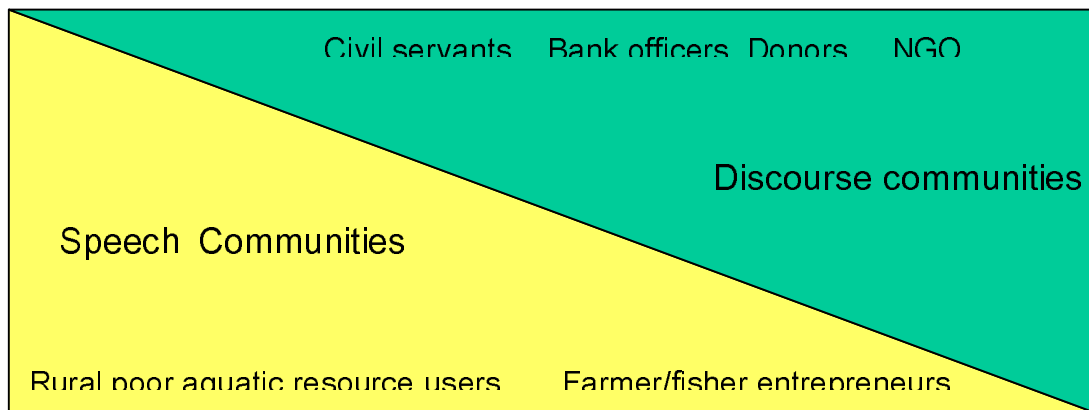
Language and Discourse

Previous networks have been made up of members from the same or similar discourse communities. A discourse community is a group of people who:

1. have a broadly agreed set of common goals
2. have established mechanisms for intercommunication among members
3. have participatory mechanisms to provide information and feedback
4. use one or more genres in the communicative furtherance of their aims (for example, the genre of scientific/academic research papers)
5. have acquired a specific vocabulary
6. have a threshold level of members with a suitable degree of relevant content and discursal expertise (members know the vocabulary plus all the related language conventions surrounding the use of the vocabulary (for example: the call for papers, submission of abstracts, polite behaviour

during opening addresses, conventions for questioning claims, how to mingle at coffee breaks)².

When NACA creates a network like the Grouper Network, it is creating a discourse community. STREAM is a discourse community in the making. Grouper Network membership was drawn from the larger, but still relatively homogenous community of 'aquaculture people' (scientists, fisheries administrators, aquaculture project managers) and therefore not so difficult to manage. Rural development has a much broader scope than aquaculture or grouper research. To achieve its goals and objectives, STREAM will need to include members from widely diverse discourse communities: government policy makers, international donors, banks, NGOs, scientists, private sector entrepreneurs, farmers and rural poor aquatic resource users. One of the major distinguishing features of this continuum of partners is their degree of reliance on genres of written English. Very broadly, the difference can be represented as a cline:



² Swales, John M. 1990. *Genre Analysis: English in academic and research settings*. Cambridge Applied Linguistics Series, Long, Micheal H. and Jack C. Richards (Eds), Cambridge: Cambridge University Press.

Sophisticated levels of literacy, “take away locality and parochiality, for members are more likely to communicate with other members in distant places, and are more likely to react and respond to writings rather than speech from the past” (Swales, 1990:24). A speech community is, “a community sharing knowledge of rules for the conduct and interpretation of speech. Such sharing comprises knowledge of at least one form of speech, and knowledge also of its patterns of use. Both conditions are necessary”³. Speech communities are centripetal - they tend to absorb people into their general fabric; whereas discourse communities are centrifugal - they tend to separate people into occupational or speciality-interest groups (Swales, 1990: 24).

This distinction explains, *in part*, why the Forum of the Poor demonstrate on the steps of the Thai parliament building demanding that their policy concerns ‘be heard’, while the Asia-Pacific Crop Protection Association submits carefully composed position papers that can significantly alter government policy with little or no fanfare. If STREAM hopes to give a voice to the poor, it will have to bridge this gap.

Language, Ideology and Change Through Development

Bridging the discourse gap means recognizing the central role that language plays in the development process. DFID traces its livelihoods approach to the work of Robert Chambers. In his books and lectures, Chambers presented convincing arguments for changing the status quo in the development world. The livelihoods approach that evolved from the work of Chambers and others is meant to, “facilitate the identification of practical priorities for action that are based on the views and interests of those concerned”. The livelihoods approach

³ Hymes, Dell. 1974. *Foundations in sociolinguistics: an ethnographic approach*. Philadelphia: University of Pennsylvania Press.

also talks about 'rights-based approaches' which deal with issues of empowerment and participation, discrimination, links between government and civil society, increasing the accountability of public institutions and helping the poor overcome the constraints that keep them in poverty⁴. Ultimately, these are issues of power – who has it and what they do with it, who doesn't and what they do about it.

A number of modern social theorists, "have explored the role of language in the exercise, maintenance and change of power...and the increasing relative importance of ideology as a mechanism of power in modern society, as against the exercise of power through coercive means, and have come to see language as a (or indeed the) major locus of ideology, and so of major significance with respect to power. Power relations are always relations of *struggle*, using the term in a technical sense to refer to the process whereby social groupings with different interests engage with one another. Social struggle occurs between [different speech and discourse communities]. Struggle is a necessary and inherent property of a social system in which the maximization of the profits and power of one [community] depends upon the maximization of its exploitation and domination of another. Social struggle may be more or less intense and may appear in more or less overt forms, but all social development, any exercise of power takes place under conditions of social struggle, and those who exercise power through language must constantly be involved in struggle with others to defend (or lose) their position"⁵. This is what it means to influence policy.

Written English as a Medium of Communication

It would be useful to know the percentage of civil service officers in different countries that have sufficient fluency in English to keep up with the reports produced by development agencies. In India, Pakistan and Bangladesh, probably quite high. In South

⁴ DfID. 1999. Sustainable Livelihoods Guidance Sheets:Section 1.2.

⁵ Fairclough, N. 1989. *Language and Power*. Language and Social Life Series. Candlin, Christopher N. (Ed). London: Longman.

East Asia, possibly less than five per cent. Even those with good or excellent reading skills need to be highly motivated to read the flood of pages that stream into government offices on a daily basis. The only way to expand the circle of influence beyond highly literate discourse communities on the partner category continuum (Table 1) is to translate material into local languages. How this might be achieved is discussed in further detail under the section titled: Translation Network.

Past a certain point on the continuum, communication needs to switch from written to oral or visual sign systems. Written language is not the voice of poor rural aquatic resource users. In many cases, they are not even fluent in the national language of their own country. Their voice can only be heard with the help of others working on their behalf. Too often, the only way they can directly express their views on policy is through confrontation which too easily escalates (or is escalated) to violence. One of the ways STREAM might bridge the discourse gap is to explore sign systems other than written language. How this might be done is discussed in more detail in the section titled: Village filmmakers.

Translating Network

Translation is currently the responsibility of the national partners. Few (if any) are professional translators. Translation is usually a task assigned to someone on the basis of who has the 'best English' and is in addition to their regular job responsibilities. As far as we know, there is no quality control system to ensure that translations are accurate or that they are edited for maximum readability. Translations will only be effective if they are read, and they will only result in action if they convey a clear message. STREAM would benefit from a comprehensive assessment of what is being translated, who is doing the translation, who is reading the translations and what impact current translation efforts are having on policy.

One way of helping partner agencies improve on delivery of services to rural communities would be to set up a translation network within STREAM. There are universities in all the target countries with language departments, many of which already have translation training programs. Some of these departments could be included in the STREAM network. STREAM partners would provide the content in the form of key documents and along with guidelines for translation (notes on the target audience, purpose of the translation, what to summarise, what to translate in full). STREAM could

help build up the capacity of these departments by attracting funding for equipment, training and consultants. STREAM partners would have to contribute towards the cost of translations.

Action List

1. Assess translation efforts in terms of existing translations, volume, content, resources available, constraints.
2. Identify key documents for translation (World Bank Policy on Water, Livelihoods Handbook, STREAM brochure, website).
3. Identify universities with translation departments or a strong interest in developing such departments (through associations, directories, networks, word-of-mouth, referrals).
4. Invite expressions of interest (mailouts, contact through email, phone).
5. Select partners.
6. Visit selected partners, conduct a needs analysis (additional equipment, training, resource materials).
7. Determine costs for translation.
8. Explore funding options (from national governments, international banks, donor agencies).
9. Publish guidelines (in local languages) to help non-professional translators.

Professional Translation

The university network would be relatively inexpensive, but slow and have limited capacity. Some documents might need a high level of professional treatment and be delivered within a specific time frame. To supplement the university network, STREAM could compile a directory of professional translation services in the region.

Action List

1. Compile a list of professional translation services including rates, areas of expertise, qualifications of staff, and feedback from clients on quality.

2. Use the power of collective bargaining to negotiate preferred rates.
3. Create a directory on the website.
4. Solicit feedback from network members who use the services as a means of evaluation.

Village Filmmakers

Faculty and students from a university arts department in Thailand recently spent eighteen months researching the plight of Cambodian workers on Thai fishing boats in the Gulf of Thailand. The fishing industry is heavily dependent on these workers as few Thais are willing to endure the conditions for such low pay. Despite their importance as a source of labour, Cambodian fishers on Thai boats are badly mistreated and have no legal rights. The outcome of the project was a powerful film that will raise awareness, change attitudes and hopefully, have an impact on government policy. STREAM could promote similar initiatives within the network. With the support of local filmmakers, members of local communities would select the themes, devise the scripts, direct and edit. The process of creating the film is the vehicle for exploring their own situation as outlined in the DFID Livelihoods Handbook. The initiative itself would make good copy for the media and attract attention to STREAM's activities. For government policy makers, video clips or photo essays might be a welcome change from the typically voluminous technical report. Films could be dubbed into any language and exchanged among network members.

Action List

1. Conduct a survey of existing documentary films and television programs that explore STREAM issues.
2. Create a directory of films and programs that would be of interest to network members (solicit requests from members on topics to search for).
3. Contact local film artists (through existing networks, associations, directories).
4. Conduct country workshops on the village filmmakers concept.
5. With interested artists and input from network members, devise an approach to introduce the project to pilot communities.

6. Trial the approach in pilot communities.
7. Distribute outputs to network members for review and comment.

Village Photographers

A variant and less expensive option to village filmmakers would be village photographers. Photo journalism can be every bit as powerful as film. Exhibitions of photographic essays by local people on the problems they face would be different, newsworthy, fundable and have high impact. The Forum of the Poor might have swayed public opinion more strongly in their favour if Bangkok's urban middle class could have come to view photos they had taken to illustrate their problems.

Action List

1. Find corporate sponsors (Fuji, Kodak) to provide cameras, film and film processing.
2. Recruit professional and amateur photographers to volunteer basic lesson in photography to people in pilot communities.
3. Work with pilot communities to develop photo journal themes.
4. Arrange exhibitions in selected centres.
Contact the media to help publicise the initiative.
5. Survey viewers to evaluate the impact.
6. Review the impact of the initiative and expand if deemed worthwhile.

A COMMUNICATION PLAN FOR STREAM

The Nature of the Network

Over the past two decades, NACA has built up considerable skill in creating and managing networks. 'Networking' is a NACA strength, a core competence. The Collaborative APEC Grouper Research and Development Network illustrates the basic principles of NACA networking and what can be accomplished through

such networks. While STREAM will use many of the same networking principles, it differs from previous NACA networks in several significant ways.

1. Previous networks have been made up of members from the same or similar discourse communities; STREAM will need to draw members from widely diverse discourse communities (not just fish people).
2. The topics of previous network initiatives have been relatively easy to define; STREAM is dealing with complex, multi-disciplinary and sensitive political issues.
3. Information gathering and dissemination within previous networks has been mainly in print, mainly in English, and packaged for presentation to a fairly well-defined discourse community; STREAM will need to expand the bandwidth of its readership, gather information from a wider range of sources, diversify its message formats and invest more resources in translation into local languages.

Members and Users

STREAM will need to distinguish between its 'core members' and 'network users'. Without this distinction, STREAM becomes just another newsletter, just another web site. Resources available through the network can be open to everyone as a medium of exchange (and an important source of data on differing views), but the direction and focus of the network needs to be managed by a smaller set of network partners or core members. Core members should represent all the partner categories listed in Table 1.

Developing a Media Component

NACA networks focus on positive themes:- solving technical problems, increasing production, relieving pressure on endangered species. Reporting

on activities like this makes good copy for the media. STREAM is dealing more with social and political issues which are always sensitive because there are so many conflicting opinions involved. Control of media relations will be more critical than has been the case with technical network topics. An important function of the STREAM network is to gather information that will enable the Governing Council “to become a more active forum for exchange and cooperation in the development of common views and influence on key regional issues and policy discussions.” Network members will have goals and objectives beyond aquatic resources management and individual, autonomous media identities. The media policy helps ensure that what they say reflects positively on NACA-STREAM and other members of the network.

The Media component outlines policy and guidelines for managing media relations and would include the following:

- Key messages
- Press clippings file
- Media contact directory
- Training programmes for local journalists
- Record of media inquiries and response
- Training programmes for network members
- Guidelines for conducting press conferences
- Guidelines for writing and issuing press releases
- List of official spokespersons and guidelines for speaking on behalf of STREAM

Action List

Complete web site development

- Who edits content?
- Who referees content?

- Who maintains the site?
- Where is the host server?
- Who is the contact person?
-
- Include features:
 - discussions
 - request for information
 - directory of resource people
- What is the cost of development? Maintenance?

GETTING THE NETWORK UP AND RUNNING

Selecting a Short list of Startup Countries

NACA has 15 members and FAO and VSO are working in almost every country in Asia. Eventually, the network can include most or all the countries in the region. However, a start-up with a few countries and a selected group of partners will be easier to manage and allows time for fine-tuning the network as it expands. Selection of the short list could be based on a set of criteria that might include some of the following factors⁶:

- a score of less than 0.6 on the HDI
- identifiable scope for aquaculture development
- poorly defined, poorly enforced or weak aquatic resources management policy
- already the site of some activity sponsored by one of the founding partners in the network⁷, and
- significant portion of the population already dependent on aquatic resources for food security

⁶ Examples only.

⁷ Founding partners are NACA, DfID, FAO and VSO

However the selection is made, founding members should be able to explain why those countries were chosen. Table 3, drafted from information found in the NACA Achievements handout, may provide some guidance.

Setting Criteria for Network Partners

There are thousands of organisations and agencies addressing aspects of food security, poverty alleviation, aquaculture and aquatic resources management. Not all of them are appropriate or desirable partners. Too narrow a membership and the network becomes a 'club'; too wide a membership and it becomes a 'chat room'. Table 1 outlines a list of partner categories (column 1). For each category, STREAM needs to define rationale and a set of criteria for selecting members from that category (column 2). Possible criteria might include the following:

Locally respected

- Similar core values
- Financially viable (fundable)
- Respect for cultural diversity
- Non-confrontational strategies
- Ability to contribute to STREAM Outputs
- Transparent management (managed according to core values)
- Working to empower poor people through participatory approaches, and
- Working with a definition of 'sustainable development' that includes more than economic measures

Recruiting Network Partners

Potential partners must be approached and invited to join. Part of the 'invitation' is defining the communication objectives for both STREAM and the potential partner (columns 3 and 4 of Table 1). The objectives listed in this version of Table 1 are examples only. The real objectives can only be defined through discussion. This discussion leads to the next step.

Negotiating a Plan of Action

Part of the criteria for selecting partners is based on their ability to contribute to the outputs in the STREAM logframe. Once partners have signed on, activities under each output can be assigned. The logframe and Practical Checklist in the Terms of Reference provide the framework for what needs to be done.

Actions from the Practical Checklist

A. General

1. Determine the role that stakeholders currently play in communication, the changes that would be required for them to be able to play a more effective role and how they would benefit.

In general, required changes would include: better technology (computers for accessing the net, more powerful radio transmitter, photocopy machine, telephone connection), more money to spend on communication (better graphic design, wider range of communication products); better market research (how to communicate the message to different groups) and a better understanding of the communication process and theories of mass communication.

The benefit would be the same for everyone: their message reaches more people and has more impact.

Proposed Action:

- Complete the Partner Category table (Table 1)
- Complete the Communication Role table (Table 2)
- Use ethnographic survey methods to map formal and informal policy formulation and change processes
- Use ethnographic survey methods to determine preferred sources of information and key influencers within each partner category
- Identify key information providers

2. Prioritise the communication issues and determine whether the programme has the ability to influence decision makers to design, adopt and change policies and practices to bring about changes in poor people's livelihoods.

The programme *must* demonstrate that it can influence decision makers, otherwise it will not be successful. The question is: Influence them to make what changes? A 'priority issue' may come down to something as simple as, 'make more materials available in local languages'

Proposed Action:

- National and regional policy analysis workshops to identify strengths and weaknesses in poverty alleviation policy

3. What strategies have been adopted to influence behaviour of policy makers in SE Asia? How successful have these been? Have there been any lessons learnt or best practices defined and how could these be adapted to the needs of the Programme?

An interesting and important question (see the recent article about Greenpeace strategies to influence Thai government on GMO in foods). NACA claims great success in influencing governments to pay more attention to aquaculture with a strategy based primarily on dissemination of technical information and demonstration projects. We need to start naming 'policy makers' and mapping the (formal and informal) processes that make up policy formulation and change. It will be different in each country and therefore, the optimal strategy for influencing policy will be different. Public demonstrations won't go down well in Viet Nam. There seem to be lots of 'lessons learned' and 'best practices' workshops around (DFID just organized one in Dhaka 19-28 March). Can we locate and create a network of all the 'lessons learned' and 'best practices' documents? A good deal of information on the strategies question will come from the proposed actions under point 1.

Proposed Action:

- Collect significant change case studies on policy influence from network members and users
- Articulate strategies and develop guidelines on policy influence for selected partner category groups

4. Identify potential in-country partners for future work including an assessment of their capacity, comment on the opportunities to link the plan with other regional organisations and/or existing donor initiatives.

Proposed Action:

- See Proposed Actions under point 1.

5. Comment on the respective roles and responsibilities of a STREAM programme team to carry out a communications plan, identify information requirements for each function and capacity building requirements.

As far as we know, there is no 'STREAM team'. Given the scope of the programme, it does not seem possible that the present NACA Secretariat can manage STREAM without additional staff and resources.

Proposed Action:

- Using MS Project, schedule tasks
- Logframe workshop to further define and finalise initial STREAM activities

B. Monitoring and Evaluation of Approaches

1. Identify monitoring and evaluation systems for assessing the impact of approaches to support aquatic resources management by poor people. Some of this information will emerge from the surveys conducted under proposed actions in point 1.

Proposed Action:

- Contact social science departments in the region
- Survey network members on M&E methods in use
- Identify strengths and weaknesses of M&E methodologies in use
- Literature review on qualitative data analysis methods⁸ (in English and local languages)

2. What strategies encourage internal learning to further the objectives of *empowerment* and locally appropriate participatory development, satisfy externally driven *accountability* and provide relevant and specific local information for better *planning* at different levels? Who should determine changes in qualitative or quantitative characteristics of processes or activities and how should these be measured?

See proposed actions under point 1.

See UNEP Participatory I handbook.

3. Thinking about development as a process, how to explore diversity, capture unintended outcomes, local variability and the importance of social relationships?

See proposed actions under point 1.

4. What process monitoring and participatory M & E strategies have been adopted in S E Asia and elsewhere? How successful have these been (highlight any lessons learnt or best practices) and how could these be adopted/adapted to fit the needs of the Programme?

See proposed actions under point 1.

5. What are the methodological, institutional and conceptual implications of bringing together multiple stakeholder groups in participatory monitoring and evaluation?

⁸ Miles, Matthew B. and A. Michael Huberman. 1994. *Qualitative Data Analysis: An Expanded Sourcebook, Second Edition*. London: SAGE

See Theoretical Basis of the Communication Plan.

C. Extending Information

1. Review the existing dissemination materials used by government and other service providers in Vietnam and Cambodia and more generally at the regional level, assess whether these can effectively contribute towards the development of poor peoples livelihoods and suggest improvements in content, format, delivery and use of the information. Highlight any lessons learnt or best practices and how could these be adopted/adapted to fit the needs of the Programme;

How do we get this material to review it? How can we review it when its effectiveness is best reviewed by the audience it's directed at? This would be part of a the general survey on where people get there information.

2. Comment on other innovative approaches for dissemination that can build on and improve the existing systems, consider unconventional extension agents, mass media;

3. Identify opportunities to link the analysis of poor people's livelihoods with the support for their information needs;

4. Identify potential in-country partners for future work including an assessment of their capacity;

See point number 4 under A. General.

5. Suggest a participatory approach to identify the information needs of the key stakeholders ranging from poor people, projects, DFID-SEA and other donors, Governments and other development agencies and audiences nationally, regionally and globally;

See DFID Livelihoods Analysis Handbook.

6. Suggest how the Programme can contribute to improving communications and dissemination of lessons learnt and best practices within the region.

See STREAM logical framework.

D. Networking

1. Suggest a strategy for analysing the degree to which different stakeholders have contact with one another, links to information, the reasons for, nature and frequency of contact with each other and the quality of relationships.

See proposed actions under A. General, point 1.

2. Identify the key organisations that provide information resources regarding aquatic resources management for poor people; How can interactive links be made between these organisations and those who use this information?

Proposed Action:

- National surveys on information providers in STREAM countries

RECOMMENDATIONS AND CONCLUSION

In the course of our research for this report, we visited a number of web sites of potential STREAM partners. One of the more impressive sites was that of the World Wildlife Fund. The most impressive feature was the section documenting the successes that WWF claims are a direct result of its members' actions. The site conveys a very powerful impression that the WWF is winning battles in the fight to save endangered habitats. Having inspired the viewer with a positive, optimistic view of what is being done, the site then offers the viewer a range of options for getting personally involved. We are not suggesting that STREAM should take WWF as a model except in one way: STREAM has to be able to initiate action if it wants to be more than another newsletter. If one objective of STREAM is to improve coordination and collaboration among development agencies, then it must define objectives that partners want to collaborate in achieving. Otherwise, there is no need for coordination. Just as the Grouper Network first defined research issues, STREAM must define policy issues that require concerted action. We suggesting the following broad steps:

1. Engage Shaun Vincent to act as coordinator for the next phase of activities.
2. STREAM founding partners (DFID, FAO, NACA, VSO) address the 'getting up and running' issues outlined in this report before approaching any additional potential partners. There is little to discuss with potential partners until some of these issues are resolved (what to call STREAM, selecting start-up countries, refining the logframe, determining start-up activities).
3. Delay the launch of the web site until there is an agreed list of activities to which partners can contribute.
4. Link the next issue of the newsletter with the launce of the website.
5. Use the 'policy fomulation' study as one of the first major network activities.

