

Communication, monitoring and evaluation guidelines

There are specific Communication, Monitoring and Evaluation (CME) objectives that are directly linked to two pillars of the integrated action planning process:

- the participation of stakeholders in the research, **planning** and implementation processes of the project, and
- the capability of key stakeholders to implement the **integrated action plan**.

Key stakeholders in this regard should be identified. They are the groups whose participation in the research, **planning** and implementation processes is either crucial or indispensable. Priority communication targets for the process include those:

- who are directly dependent on aquatic resources for the livelihood, food and household needs;
- whose social or economic activities are directly affecting (positive or negative) the quality of the aquatic ecosystem;
- who are responsible in regulating access and use of aquatic resources.

B. Planning Process	Purpose	Activity/Engagement
Feedback on research findings per stakeholder group or per cluster of stakeholder groups	Validate research findings Facilitate analysis	presentation & discussion (possibly per stakeholder group or per cluster of stakeholder groups)
Guidelines on multi-stakeholders planning per stakeholder group or cluster of stakeholder groups	Set targets and strategies; define activities and tasks; design management structure; identify monitoring and evaluation indicators; and determine required resources	lecture & workshop (possibly per stakeholder group or cluster of stakeholder groups)
Guidelines on consolidating stakeholders' plans	Consolidate multi-stakeholders plans into one joint plan	workshop on synchronizing and harmonizing plans with representatives from various stakeholders involved

Assumptions

It is assumed that the planning process will integrate conservation, livelihood and policy concerns for two reasons:

- they are all inter-related concerns (problems and solutions);
- it is impractical to hold separate planning activities (on conservation, livelihood, policy) with the same group of stakeholders.

Planning is recommended to be per stakeholder or per cluster of stakeholders because each group of stakeholder may have its own set of interests that may or may not harmonize with the interests of other stakeholders. There is another reason. Because of differences in educational attainment, economic status and political power, the stakeholders or their representatives might not feel comfortable to be assembled together in just one planning activity. Otherwise the results might be biased heavily towards a particular stakeholder group, usually the educated and those who wield political clout.

The challenge is to consolidating the plans of all stakeholders, presenting this synthesis back to them all for consensus and implementation. Facilitation of this consolidation process is crucial. The goal is to have one joint plan that is acceptable to all stakeholders.