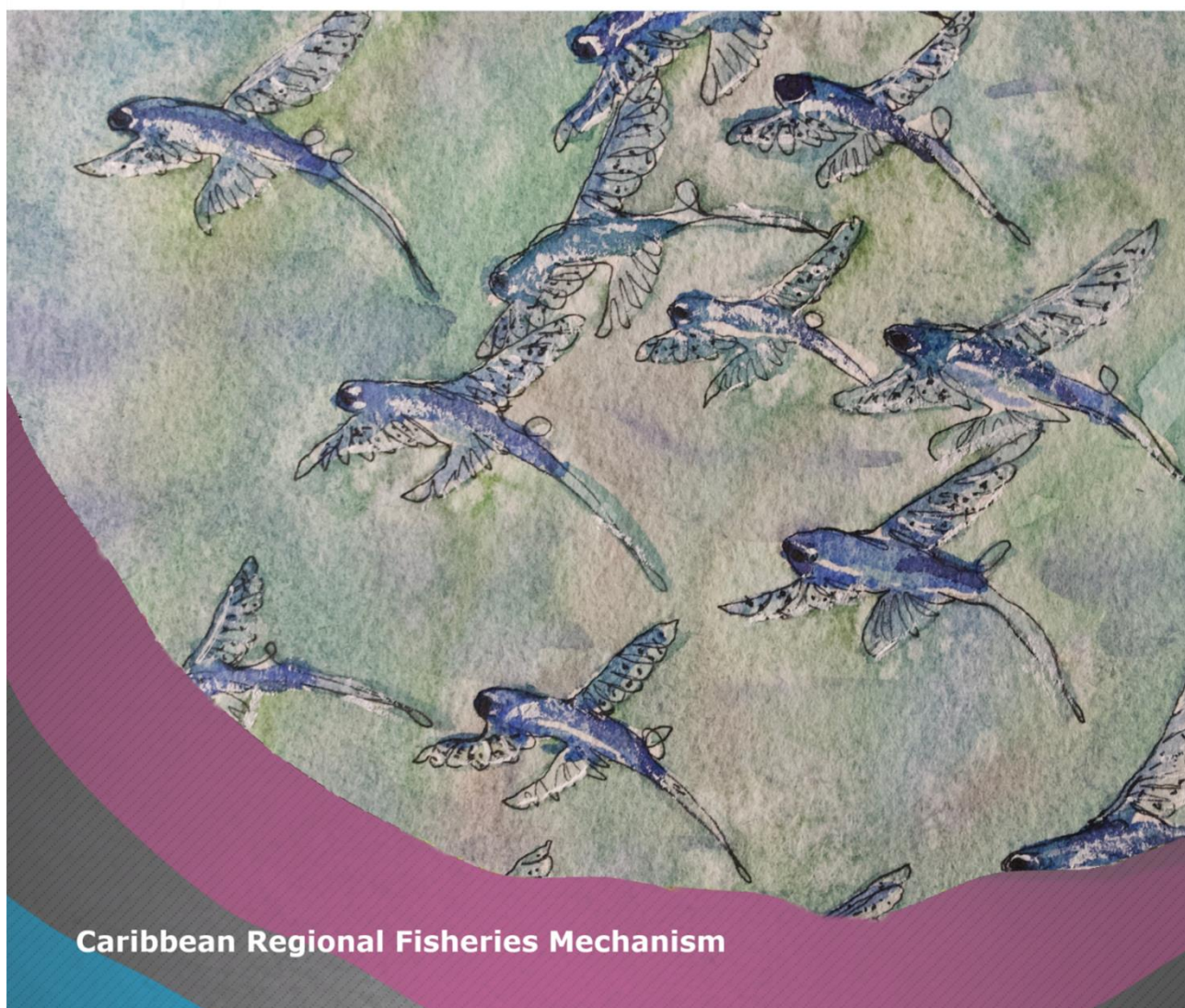


# **FINAL TECHNICAL REPORT - TECHNICAL SUPPORT FOR PRINTING AND DISSEMINATION OF THE EASTERN CARIBBEAN FLYINGFISH FISHERIES MANAGEMENT PLAN 2020-2025 & ANCILLARY PUBLIC RELATIONS ITEMS**



## **CRFM Technical & Advisory Document – Number 2021 / 05**

**Final Technical Report - Technical support for printing and dissemination of the Eastern Caribbean Flyingfish Fisheries Management Plan 2020-2025 & ancillary public relations items**

Prepared by  
Herald Media Partners Ltd., under contract to the Caribbean Regional  
Fisheries Mechanism (CRFM)

[www.crfm.int](http://www.crfm.int)

[www.youtube.com/TheCRFM](http://www.youtube.com/TheCRFM)

[www.facebook.com/CarFisheries](http://www.facebook.com/CarFisheries)

[www.twitter.com/CaribFisheries](http://www.twitter.com/CaribFisheries)

**CRFM Secretariat  
Belize, 2021**

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## **CRFM TECHNICAL & ADVISORY DOCUMENT – Number 2021 / 05**

### **Final Technical Report - Technical support for printing and dissemination of the Eastern Caribbean Flyingfish Fisheries Management Plan 2020-2025 & ancillary public relations items**

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## **Project Overview**

### **Printing and Promotional Project Description**

The Eastern Caribbean Flying Fish Management Plan (ECFFMP), agreed on by the ministerial council of the CRFM, is intended to be used as a **daily guide and handy reference** by technocrats and primary stakeholders in the policymaking and execution of the ecosystem approach.

The key deliverables of this consultancy were:

#### **D-1 Inception report**

Included the methodology for addressing the tasks of the consultancy, preliminary results, a timeline for achieving the tasks, and minutes of the inception meeting.

*Proposed Submission: January 4, 2021   Actual Submission: On date*

#### **D-2 Design of printed matter content (brand logo, book cover, pamphlet and pre-press files of book and pamphlet)**

Production of this output followed ongoing assessment and research and participation in conference and individual calls (interviews) to discuss the design of the book cover, brand and logo and brochure, in addition to the graphics for use on the public relations items. In addition to high-quality image/graphics files, the approved print-ready versions of the book and logo were then delivered to the printing and production companies.

*Submission: January 11, 2021   Actual Submission: February 1, 2021*

*NOTE: Delayed, owing to underestimation of time required for design, interim review and approval.*

#### **D-3 Delivery of printed matter and promotional items**

This deliverable involved the following steps in which the printing and production firms are commissioned:

- Printing of books
- Printing of brochures
- Production of public relations items
- Distribution of printed materials
- Distribution of public relations items

*Submission: January 29, 2021   Actual Submission: February 15, 2021*

*NOTE: Delayed, owing to underestimation of time required for business operations of printer and promotional item producers.*

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#### **D-4 Final report documenting project process and lessons learned**

Report includes text, images, and appropriate documentation as evidence of completion of the distribution of the products or other Quality Control and Monitoring & Evaluation metrics

*Submission: February 15, 2021 Revised: March 12, 2021*

*Actual Submission: March 30, 2021*

The key outputs of this technical support project were:

### 1) **Book and Cover Design**

Facilitated the printing and dissemination of 500 copies of CRFM Special Publication No. 27 - Eastern Caribbean Flyingfish Management Plan 2020 - 2025 to the fisheries divisions of each of Barbados, Dominica, Grenada, Saint Lucia, St. Vincent and the Grenadines, Trinidad and Tobago and the CRFM Secretariat offices in Kingstown and Belize City, in quantities ranging for 10 to 120. To enhance the **user-attractiveness** of the book, its original cover was replaced with a design created by HMPL in consultation with CRFM.

The ECFFMP is intended to be a working document, not a mere library book, archive or compendium of information. It is expected to be widely used ‘in the field’ and requires visibility to match the iconic status of the fisheries it is intended to manage. Minor amendments to the recommended project specifications were made with the guidance of the CRFM.

### 2) **Brochure**

Prepared, printed and distributed 500 copies of a simple pamphlet summarizing the FMP designed for use by stakeholders to assist with understanding of the FMP; designed on the advice, under the direction and with the approval of the CRFM Secretariat. This brochure, a tri-fold 8.5”x11” single sheet document, is written in **plain English, supported by heavy infographic use** to convey data and processes where applicable.

A companion brochure, intended to aid in the marketing of the ECFFMP, was designed to reinforce key messaging in support of the concept of ecosystem approach to fisheries (EAF), which guides the fisheries management plan. The brochure is a fisher-friendly vehicle for communicating and promoting a new brand and logo for the ECFFMP. While technocrats – fisheries officials - form the book’s primary audience, the brochure was written and designed for larger public audiences – from fishers to high school students.

### 3) **Brand and logo**

The creation of printed materials and promotional items have received a unified brand and logo with a slogan that readily identifies and promotes the ECFFMP. While the iconic image of the flyingfish is the central visual element of the logo, the slogan speaks to the EAF principle inherent in the FMP.

A ‘slogan machine’ was developed by HMPL as a PowerPoint device to ascertain the most attractive message for the intended audiences. Below is a compilation of responses (votes) compiled from receipts from eight CRFM staff and three fisheries officers who viewed the slogans. From this list, the slogan, ‘Fish. For Life’ emerged as the most popular choice of the respondents. **The remaining slogans should be considered for inclusion as key messages in future communication interventions of the ECFFMP:**

Slogan responses	
slogan	votes
Putting our best fish forward	1
Much more than fish	1
Fish. For life.	3
Plan now, catch later	2
Plan now, catch more tomorrow	2
Plan today, harvest tomorrow	1
Good care, good catch	1
Better nature, good fishing	1
Small islands, big fish	1

#### **4) Public relations/promotional items (memorabilia)**

Purchased and distributed memorabilia/public relations items (e.g., caps, notebooks, bags, flash-drives) aimed at supporting the education and awareness of the FMP, promotes the ecosystem approach to the management of the fishery; produced in collaboration with and approval of CRFM Secretariat on their procurement and distribution.

To cement the imagery of the logo and its association with the ECFFMP and aid in its promotion over the medium to long-term, the consultant developed a full suite of memorabilia for use by the plan's stakeholders.



## Project Status

The current status of the project is: **completed**.

The content and design team, guided by Peter A Murray, Advisor, Fisheries Management and Development, CRFM, created the key materials that formed Deliverable 2 of the assignment.

Project Deliverable Milestones			
No.	Value	Output	Status
D-1	20%	Inception Report & Workplan	COMPLETED
D-2	40%	Design of printed matter content (brand logo, book cover, pamphlet and pre-press files of book and pamphlet)	COMPLETED
D-3	20%	Printing and promotional items production partners, production coordinators  Delivery of printed matter and promotional items	COMPLETED
D-4	20%	Final report documenting project process and lessons learned	COMPLETED

## Scope of works

### 1. Book and Cover: CRFM Special Publication No. 27 - Eastern Caribbean Flyingfish Management Plan 2020 - 2025

The CRFM Special Publication No. 27 - Eastern Caribbean Flyingfish Management Plan 2020 - 2025, which is currently accessible as an Adobe Acrobat PDF file on the CRFM website, was delivered to the design team as 61-page document. The PDF document was supplied to Herald Media for cover design and pre-press preparation by Herald Media for onward delivery to its printing partner, **Star Publishing Company of Massade Industrial Park, Gros Islet, Saint Lucia.**

- Quantity: 500
- Description: 59 pages plus cover
- Cover material: **Semi-gloss Board**
- Cover print: **Outer back /front on**
- Pages: **130 gsm Matte paper**
- Colours: **Full colour**
- Binding: Saddle-stitched (Stapled) (used for a handy reference guide as an open book in the field/office)
- Size: **11" x 8.5" closed / 11 x 17 open**
- All pages as single pages
- A **.25" bleed** all round and **crop marks on all pages**
- All black pages were **100% black**
- All files were **high resolution 300 dpi PDFs**



ISSN: 1995-4875  
CRFM SPECIAL PUBLICATION, NO. 27



EASTERN CARIBBEAN  
FLYINGFISH FISHERIES  
MANAGEMENT PLAN

**ECFFMP**  
**2020-2025**



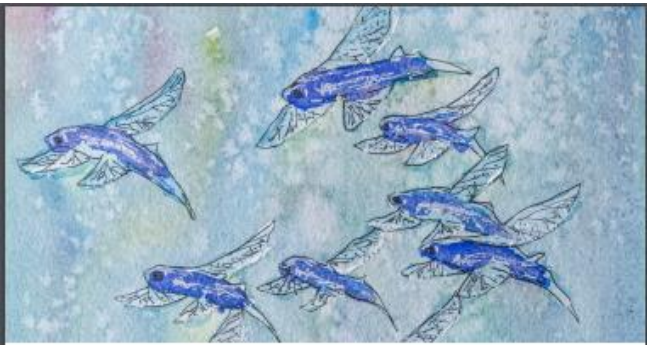
CRFM SECRETARIAT 2019

- Book cover and annex separators design





**ANNEX A: GEOGRAPHY, CLIMATE, POLITICAL LANDSCAPE,  
ECONOMY OF THE REGION**



**ANNEX B: BIOLOGY AND ECOLOGY**



**ANNEX C: LEGAL CONTEXT**



**ANNEX D: FISHERY CHARACTERISTICS AND STATUS**



## 2. Brochure/Pamphlet

A bright, visually compelling and highly user-friendly brochure/pamphlet in plain English for a Caribbean audience and context was written and designed by HMPL to highlight the ECFFMP, its purpose, functions and benefits for users that reinforces messaging of sustainability and an ecosystem approach to fisheries. Data was presented where possible in **infographic form**.

Herald Media conceived and designed the brochure with CRFM input and direction for delivery to our printing partner.

- Quantity: 500
  - Description: Brochure - **tri-fold**
  - Pages: **150 gsm paper glossy**
  - Colours: **Full colour**
  - Size: **11.5" x 8" open**
  - All other specifications same as with book:
- Must have the .25" bleeds, crop marks, high resolution PDFs etc.





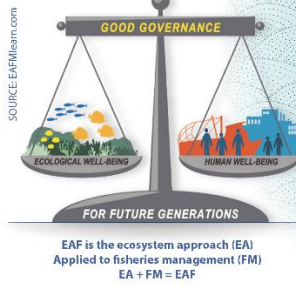
## E-A-F to E-A-T

We can choose whether we prefer to have enough fish to eat.

We can take care in what we Caribbean people do on land and in the water that can change their environment, the ecosystem. This is particularly important because flyingfish tend to spawn near the water's surface.

We also factor in what's already happening that can affect their numbers – like climate change, Sargassum seaweed and human activity.

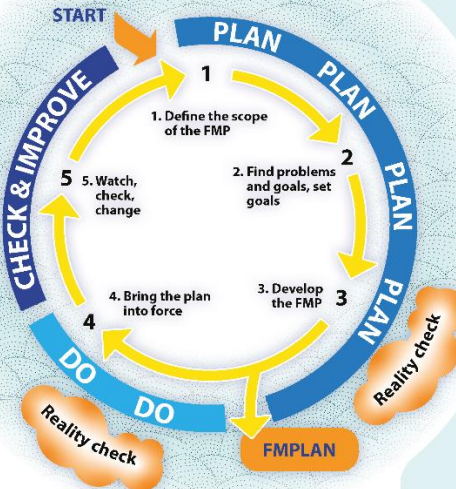
To do this, the plan takes the EAF - Ecosystem Approach to Fisheries.



## MEASURE. PLAN. ACT. CHECK.

The goal: Never fish beyond the MSY – the Maximum Sustainable Yield of flyingfish – the yield from a stock that leaves enough numbers in the sea to recover.

To reach the ideal MSY in the Eastern Caribbean, we must follow these steps:



**THE GOOD NEWS** – Flyingfish is not overfished

**THE NOT-SO-GOOD NEWS** – The spawning habitat has changed with the abundance of Sargassum, making things uncertain

**THE BAD NEWS** – We are not collecting nearly enough data to know more

**CAUTION!** Precautionary approach ahead

Based on what we know already and still need to know, the Eastern Caribbean Flyingfish Fisheries Management Plan sets catch limits that don't exceed the MSY.

If we fish beyond the catch trigger point, then action is taken to slow down fishing to allow the stock the chance to recover.



Annual catch trigger point of 5,000 tonnes flyingfish for the Eastern Caribbean sub-region


- Brochure design

### 3. Brand and logo


A single-colour ECFFMP logo and slogan were conceived and designed by Herald Media on the advice and direction of the CRFM. The artwork was created by Herald Media for suitable printing/embossing on the memorabilia.




Single color



Single color reversed




Two color



---


### CLEAR SPACE

There should be a minimum clear space around the logo equal to 1/2 of X (the height of the logo text). This space is indicated by the diagonal pattern around the logo in the.



*logo shown with the slogan below the title.*








---



*logo shown with the slogan on the side.*

---

### COLORS

Primary			Secondary			
						
RGB: 64, 64, 65	RGB: 26, 66, 138	RGB: 0, 161, 155	RGB: 162, 212, 94	RGB: 0, 113, 206	RGB: 26, 60, 52	RGB: 175, 226, 227
CMYK: 68, 61, 48, 15	CMYK: 100, 86, 15, 3	CMYK: 80, 14, 44, 0	CMYK: 41, 0, 82, 0	CMYK: 41, 0, 82, 0	CMYK: 58, 50, 42, 15	CMYK: 58, 50, 42, 15
WEB: #404041	WEB: #1A428A	WEB: #00A19B	WEB: #A2D45E	WEB: #0071CE	WEB: #1A3C34	WEB: #AFE2E3
PANTONE: 404041	PANTONE: 7686C	PANTONE: 3272C	PANTONE: 367C	PANTONE: 285C	PANTONE: 560C	PANTONE: 317C

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### FONT

Myriad Pro

Light | *Light Italic* | Regular | *Italic* | **Bold** | ***Bold Italic*** | **Bold condensed** | **Black** | ***Black Italic***



The above technical guide is contained in a separate branding document that was developed and submitted to guide technical and communications personnel. The purpose of this document is to ensure the consistent use and quality control of these graphics which are not only the wholly owned property of the CRFM but emblematic of its programmes and policies in the specific instance of the ecosystem approach to the fisheries in general and the management of the flyingfish species in particular. The branding document – constituted Deliverable 2 of this project and was submitted on February 1, 2021 as a separate file.

#### **4. Suite of Memorabilia/Promotional Items**

The following mix of five (5) high-visibility, high-use items for use by relevant stakeholders in the ECFFMP were approved for production to not only to promote the initial release of the publication but the plan's ongoing work. All the items have been branded by the ECFMP logo and slogan. Production of the memorabilia was successfully completed by our production partner and local coordinator, **C Images Biz Ltd of St Vincent St., Port of Spain, Trinidad.**

##### **Market segmentation for suite of public relations items**

The selection of this suite of promotional items and their minimal quantities was based primarily on a need to maximise promotional impact across key target stakeholders and their respective secondary audiences to the maximum extent of the budget allocation in the consultancy's financial proposal.

The items below are differentiated by key target stakeholders, secondary audiences/stakeholders and intended visibility impacts.

##### **1. 250 pen-notebook combos (BRANDED)**

*Key target:* policymakers and technocrats – fisheries/agriculture/economic development ministers and officials, intergovernmental and other public sector executives; fisherfolk organisation leaders

*Secondary audience:* private sector executives (may be presented as individual office gifts/prizes)

*Visibility:* offices, conferences, meetings and events

##### **2. 200 Key chain / bottle openers (BRANDED)**

*Key target:* fisheries/agriculture/economic development officials

*Secondary audience:* private sector figures, fisherfolk organisation membership, vendors (may be presented as individual office gifts/prizes)

*Visibility:* social events, public markets, fishing vessels

##### **3. 100 flash drives - 16Gb (BRANDED)**

*Key target:* technocrats – fisheries/agriculture/economic development officials, intergovernmental and other public sector officials; fisherfolk organisation leaders

*Secondary audience:* private sector figures, fisherfolk organisation membership; schools and colleges (may be presented as office gifts/prizes)

*Visibility:* offices, conferences, meetings, classrooms

#### **4. 100 Caps (BRANDED)**

*Key target:* fisherfolk organisation leaders; fishers and market vendors; fish processors and packers management and staff

*Secondary audience:* other private sector figures, fisherfolk organisation membership; school and college students (may be presented as office gifts/prizes); members of the general public

*Visibility:* general public, public markets, outdoor events

#### **5. 200 sports pack drawstring bags (BRANDED)**

##### **6. 150 canvas shopping bags (BRANDED)**

*Key target:* fisherfolk organisation leaders; fishers and market vendors; fish processors and packers management and staff; members of the general public; public sector workers in fisheries, food and agriculture and public markets

*Secondary audience:* public sector workers, fisherfolk organisation membership; school and college students (drawstring bags may be presented as gifts/prizes)

*Visibility:* general public, markets and supermarkets, outdoor events, schools and colleges

HMPL produced and distributed to the CRFM Secretariat Offices in Belize and St Vincent and the Grenadines at a 40:60 per cent ratio. A minimal token distribution of 25 items of each product was disseminated to each of the six ECFMP nations.

#### **The promotions items may thus be bundled:**

- 1. Executive:** pen-notebook combo, flash drive, shopping bag, key chain, cap
- 2. Technical/Official:** pen-notebook combo, flash drive, drawstring bag **OR** shopping bag
- 3. Industrial/Public:** key chain/bottle opener, cap, shopping bag
- 4. Educational:** flash drive and drawstring bag

The above does not preclude dissemination of items singly to users as appropriate, both inter-office and externally. Additionally, the consultant recommends the fisheries divisions be guided on suggested dissemination of the public relations products to maximize their communication impact.

The products can be promoted as "giveaways" to the public on the following no-cost, earned media platforms (*earned or free media is the publicity gained through promotional efforts other than paid media advertising*):

- Interactive Q&As in a man-on-the-street scenario
- Call-in giveaways on Radio
- Posts on Fisheries Division social media pages (e.g., Facebook/IG/TikTok etc.)
- Public events tied to fishing/ecological dates (e.g., Earth Day, April 22; World Environment Day, June 5;

- International Fisherman's Day, June 29)

This means of dissemination will also sensitize stakeholders and assist with achieving the communications objectives of the project.

Items and specimens

**1. 250 pen-notebook combos (BRANDED)**

**TRI-POCKET NOTEBOOK & SATIN PEN**

70 Page Lined Notebook  
Matching Pen In Elastic Pen Loop  
Front Cover With 3 Pockets  
Polyurethane Cover  
Approximate Size: 5" W x 7" H



- Specimen of pen-notebook combo (plastic recommended for durability)

**2. 250 Key chain / bottle opener (BRANDED) Logo printed in ONE COLOUR**



- Specimen of key chain/bottle opener

**3. 250 FLASH DRIVE - 16Gb (BRANDED)**



- Specimen of recommended flash drive (BRANDED)

## 2. 250 Caps



- Specimen of recommended caps (BRANDED) Colour to be decided at logo design

## 3. 250 tote bags (BRANDED)

**OPTION A – sports pack drawstring bag**



- Specimen of OPTION A – sports pack drawstring bag

**OPTION B – canvas shopping bag**



- Specimen of OPTION B – canvas shopping bag

## Lessons learned

Despite the overall's project successful completion, a number of variables outside of the direct control of HMPL accounted for delays in the delivery of the main components. Unfortunately, all the risks contemplated in the mid-term report came to pass, exigences which could not at the time be mitigated

Milestone	Assumption	Risk/Issue
<b>Goal 1.0 500 copies of ECFMP booklets printed and bound</b>	1.0.1. Adequate supply of inputs and uninterrupted business operations	1.1.1. Limitation or temporary cessation of non-essential business operating hours owing to imposition of national COVID-19 emergency restrictions 1.1.2. Unforeseen delays in manufacturing process
<b>Goal 2.0 500 copies of ECFMP brochures printed and bound</b>	2.0.1. Adequate supply of inputs and uninterrupted business operations	2.1.1. Limitation or temporary cessation of non-essential business operating hours owing to imposition of national COVID-19 emergency restrictions 2.1.2. Unforeseen delays in manufacturing process
<b>Goal 3.0 Shipping, handling and delivery of the printed matter to ECFMP countries &amp; CRFM Secretariat</b>	3.0.1. Promptness, reliability and availability of air freighting and prompt handling of cargo 3.0.2. Full acceptance of Customs Declarations 3.0.3. Available transport to consignees	3.1.1. Limitation or temporary cessation of non-essential business operating hours owing to imposition of national COVID-19 emergency restrictions 3.1.2. Unforeseen delays in Customs document processing and import approval
<b>Goal 4.0 Production of full suite of promotional items (memorabilia)</b>	4.0.1. Adequate supply of readily available inputs 4.0.2. Uninterrupted business operations facilitating prompt turnaround of design to production	4.1.1. Limitation or temporary cessation of non-essential business operating hours owing to imposition of national COVID-19 emergency restrictions
<b>Goal 5.0 Shipping, handling and delivery of promotional items to ECFMP countries &amp; CRFM Secretariat</b>	5.0.1. Promptness, reliability and availability of air freighting and prompt handling of cargo 5.0.2 Full acceptance of Customs Declarations 5.0.3. Available transport to consignees	5.1.1. Limitation or temporary cessation of non-essential business operating hours owing to imposition of national COVID-19 emergency restrictions 5.1.2. Unforeseen delays in Customs document processing and import approval

In the main, the issues that presented themselves were inextricably linked to the global coronavirus pandemic which has cross-cutting effects on multiple businesses and processes involved in the production and distribution of the project outputs. It is generally accepted that such an event is a singular historical phenomenon and therefore, should not require mitigating actions, except to account for a lengthening of the project completion timelines.

Only the creative process was uninhibited by this crisis.

Monitoring and evaluation

<b>Performance Indicators</b>		
<b>Milestone</b>	<b>Indicator</b>	<b>Status/Outcome</b>
<b>Goal 1.0 500 copies of ECFFMP booklets printed and bound</b>	1.2.1. Certification of hard copies and quantities by printer, Star Publishing St Lucia, confirmed by HMPL local coordinator for onward shipping	Completed with minor delay by printer
<b>Goal 2.0 500 copies of ECFMP brochures printed and bound</b>	2.2.1. Certification of hard copies and quantities by printer, Star Publishing St Lucia, confirmed by HMPL local coordinator for onward shipping	Completed
<b>Goal 3.0 Shipping, handling and delivery of the printed matter to ECFMP countries &amp; CRFM Secretariat</b>	3.2.1. Completed Customs Declaration documents	Completed
	3.2.2. Airwaybills	Completed
	3.2.3. Tracking number(s) (where applicable)	Completed
<b>Goal 4.0 Production of full suite of promotional items (memorabilia)</b>	4.2.1. Samples of promotional items	Completed
	4.2.2. Confirmation of receipt of items by HMPL local coordinator for onward shipping	Completed
	4.2.3 Confirmation of receipt by consignee by email	Incomplete/Confirmation completed by FedEx
<b>Goal 5.0 Shipping, handling and delivery of promotional items to ECFMP countries &amp; CRFM Secretariat</b>	5.2.1. Completed Customs Declaration documents	Completed
	5.2.2. Airwaybills	Completed
	5.2.3. Tracking number(s) (where applicable)	Completed
	3.2.4. Confirmation of receipt by consignee via email	



## Conclusions and Recommendations

Public relations items, such as the materials produced for this project, are generally utilised as tactics within an overall communication and engagement strategy.

The consultant believes that an opportunity exists to connect the iconography inherent in the logo with the idea of the Eastern Caribbean Flyingfish Fisheries Management Plan in particular, and more broadly, the ecosystem approach to fisheries as an important rubric in the sustainable development of the region's seas and oceans.

Messaging that connects that helps citizens link the impact of their daily activities on land with the direct and indirect stewardship of the coasts and seas surrounding them would, we believe, build public support for EAF and help imbue flyingfish consumers with a sense of with a greater sense of awareness of the inexorable circle of life that encompasses land and sea.

We propose, therefore, a wider 'About-the-ECFMP' communication campaign, including but not limited to press, radio and television public service announcements (PSAs), spot announcements and jingles promoting ECFMP and making a call to action to the CRFM website, and to a webpage devoted to public education on EAF, and the ECFMP brochure.

Furthermore, a campaign on ECFMP emphasising the ecosystem approach to fisheries would augur well for the introduction over time of other EAF-type policies and activities, as the ECFMP does not exist in a vacuum.

In addition, it is proposed that secondary messaging emphasise the role of the Caribbean Regional Fisheries Mechanism, the Common Fisheries Policy of the Caribbean Community, and the roles of CARICOM fisheries ministers and fisherfolk NGOs in the stewardship of Caribbean Sea fisheries. In so doing, it is hoped that the audience can begin to make a direct connection between the imagery presented to them by the memorabilia over time and the broader ideas for which they stand.

Indeed, the argument may well be made that engagement with the public, purely through the brochure and public relations materials is inadequate to the task of promoting EAF to the same memorabilia.

Readers and viewers leaned to make strong visual connections between the logo and the logic of EAF. We are strongly convinced that this is an overarching issue that needs to dominate any future discussion of public awareness and education. Indeed, it is possible to give greater attention to the work of the CRFM by associating an intergovernmental agency with a product so integral to the daily lives of many Eastern Caribbean people.

Such a PR campaign, we believe, would bear tangible fruit, not only in enhancing awareness but in leveraging buy-in of future EAF models and plans, going forward.

In the interim, we recommend the CRFM issue a 'kick-off' press release to announce the publication of the ECFMP and the distribution of the items to promote its availability, purpose and promise by means of a 'soft launch' of the ECFMP and the 'Fish. For Life.' slogan.

Although this emerged as the most popular choice of the respondents and was adopted as the project's official slogan, the remaining slogans as listed on page 6 of this report should be adopted for inclusion as additional key messages in future communication interventions of the ECFMP.

Additionally, the consultant recommends the fisheries divisions be guided on suggested dissemination of the public relations products to maximize their communication impact.

The products can be promoted as "giveaways" to the public on the following no-cost, earned media platforms (*earned or free media is the publicity gained through promotional efforts other than paid media advertising*):

- Interactive Q&As in a man-on-the-street scenario
- Call-in giveaways on Radio
- Posts on Fisheries Division social media pages (e.g., Facebook/IG/TikTok etc.)
- Public events tied to fishing/ecological dates (e.g., Earth Day, April 22; World Environment Day, June 5; International Fisherman's Day, June 29)

This means of dissemination will also sensitize stakeholders and assist with the communications objectives of the consultancy.

Finally, we propose that any repeat production and dissemination of public relations products should contemplate at least eight to 12 weeks to complete production and distribution, particularly if undertaken in the context of a protracted pandemic.

## CRFM

The CRFM is an inter-governmental organisation whose mission is to “Promote and facilitate the responsible utilisation of the region’s fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region”. The CRFM consists of three bodies – the Ministerial Council, the Caribbean Fisheries Forum and the CRFM Secretariat.

CRFM members are Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, and The Turks and Caicos Islands.

