

FIJI CORAL REEF CONSERVATION STRATEGIC COMMUNICATIONS PLAN

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FIJI CORAL REEF CONSERVATION STRATEGIC COMMUNICATIONS PLAN

16 March 2026

Prepared for: Fiji National Hub for Coral Reef Conservation (NHCRC)

Developed by: cChange Pacific

In partnership with: Wildlife Conservation Society (WCS) Fiji and members of the Conservation Planning and Policy Technical Working Group (TWG)

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ACRONYMS, ABBREVIATIONS AND KEY TERMS

Acronyms and Abbreviations

Acronym	Full Term
CRC	Coral Reef Conservation
CSO	Civil Society Organisation
GEDSI	Gender Equity, Disability and Social Inclusion
GEF	Global Environment Facility
MECC	Ministry of Environment and Climate Change
M&E	Monitoring and Evaluation
NAPCRC	National Action Plan for Coral Reef Conservation
NGO	Non-Government Organisation
NHCRC	National Hub for Coral Reef Conservation
TEK	Traditional Ecological Knowledge
ToR	Terms of Reference
TWG	Technical Working Group
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

Key Terms and Definitions

Term	Definition
Community-Based Resource Management (CBRM)	A management approach where local communities play a leading role in managing and protecting natural resources, including fisheries and coral reefs, based on local knowledge, governance systems and agreed rules.
Ecosystem-Based Management (EBM)	An integrated approach to managing land, water and living resources that promotes conservation and sustainable use in an equitable way while recognising the interconnectedness of ecosystems and human communities.
Marine Protected Area (MPA)	A clearly defined marine area that is managed through legal or customary means to achieve the long-term conservation of nature, ecosystem services and cultural values.
Coral Reef Resilience	The ability of coral reef ecosystems to resist, recover from, and adapt to disturbances such as climate change, pollution and overfishing.
Traditional Ecological Knowledge (TEK)	Knowledge, practices and beliefs developed by Indigenous and local communities over generations through direct interaction with the environment.
Sustainable Fisheries	Fisheries practices that maintain fish populations, ecosystem health and community livelihoods over the long term.
Nature-Based Solutions	Actions that protect, sustainably manage or restore ecosystems to address societal challenges while providing benefits for biodiversity and human well-being.
Community Talanoa	Participatory community dialogue and discussion processes grounded in Pacific cultural approaches to storytelling, listening and consensus-building.

1. DEVELOPMENT PROCESS

The Fiji Coral Reef Conservation (CRC) Strategic Communications Plan was developed in consultation with the Wildlife Conservation Society (WCS) Fiji team, the Fiji National Hub for Coral Reef Conservation (NHCRC), and the Conservation Planning and Policy Technical Working Group (TWG).

To facilitate discussion and review of strategic objectives, audiences, messaging and tactics, as well as collaboration mechanisms, a TWG meeting with partners was held on 24 November 2025 in Suva, and a second meeting held during a TWG meeting on 27 February 2026. The updated plan was then presented to Fiji National Hub for Coral Reef Conservation (NHCRC) on March 18. In addition, key document reviews were conducted and key informant interviews to address key questions and gaps, and additional feedback from the NHCRC was received by email following the March 18 meeting.

This plan reflects those discussions and research but also is designed as a living document that will be refined through implementation and learning. The intent of the strategic plan is to prioritise activities that build on current partner work, assess effectiveness and in turn, provides recommendations to invest in the most effective approaches and partnerships, through the NHCRC.

The development of the CRC Strategic Communications Plan was funded through the Global Environment Facility (GEF) Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities Project, which is focused on safeguarding globally significant climate refuge reefs in six countries: Fiji, Indonesia, Madagascar, Philippines, Solomon Islands and Tanzania.

cChange Pacific was contracted to facilitate the CRC Strategic Communications Plan development.



2. FIJI CONTEXT FOR CORAL REEF CONSERVATION AND KEY THREATS

Fiji's coral reefs are central to the nation's identity, well-being and economic prosperity. They provide food security, support fisheries and tourism industries, protect coastlines, sustain biodiversity, and uphold cultural and traditional systems of stewardship. However, Fiji's coral reefs face unprecedented threats from climate change and local pressures, including unsustainable fishing, coastal habitat destruction, and unsustainable land management, leading to pollution runoff.

To respond to these threats and risks, Fiji partners, through the NHCRC, have conducted a number of key activities to assess threats, stakeholder perspectives, and solutions and create a unified strategy. These include:

- Workshop Report Collaborative Workshop on Strengthening Community Voices for Conservation of Coral Reefs (WCS, September 2024)
- Local threats to Fiji's coral reef ecosystems and opportunities for improved reef health (WCS, April 2025)
- Fiji National Action Plan for Coral Reef Conservation (NAPCRC) 2026-2031

These documents provide the full context for CRC in Fiji, which informs this CRC Strategic Communications Plan. Please refer to these documents for an in-depth analysis of threats and solutions. The intent of this section is to help frame communications decisions around strategic objectives, audiences and messaging.

The consultations, assessments and strategic planning identified three key local threats to Fiji coral reefs are:

- Unsustainable fishing,
- Pollution, and
- Coastal habitat loss.

These local threats, including the sub-threats identified, frame the CRC Strategic Communications Plan objectives and messaging approaches, including target audiences. Table 1 provides a summary of the key threats and sub-threats which inform the CRC Strategic Communications Plan. These are included here to frame a discussion of strategic objectives and support focused messaging development.

Key threats	Sub-threats
Unsustainable fishing	Overharvesting, destructive fishing and poaching
Pollution	Poor land practices, ineffective waste management and ocean-source pollution (ships)
Coastal habitat loss	Mangrove and wetland loss, physical damage to coral and the harvesting of coral and rock

The solutions to these threats cover a range of approaches, from high level policy actions to capacity building to promoting community actions and individual actions.

Please note coral reefs also face global threats, such as climate change. While outreach and engagement on coral reef conservation will focus on local actions for target audiences, information of the impacts of climate change will be included to provide context for the urgent need for action to ensure reefs are more resilient to global threats.

Providing further guidance for strategic communications, the NAPCRC identifies strategic and cross-cutting thematic areas and sets goals, outcomes, and actions for advancing solutions to the three threats and sub-threats.

The strategic themes and intended impact are:

1. Resilient Coral Reef Ecosystems
2. Sustainable Fisheries and Inclusive Governance
3. Community Empowerment
4. Policy, Governance and Coordination
5. Research
6. Communication, Education and Capacity Development
7. Sustainable Financing

The NAPCRC provides specific actions under each thematic areas, which further contextualise coral reef conservation efforts in Fiji.

The CRC Strategic Communications Plan will explore objectives and target audiences that can create positive change across all the key threats and the goals and actions under the strategic and cross-cutting thematic areas. The threats and actions targeted will inform product development, content creation, media engagement and outreach activities.

Additional Resources:

- Workshop Report Collaborative Workshop on Strengthening Community Voices for Conservation of Coral Reefs (WCS, September 2024)
- Local threats to Fiji's coral reef ecosystems and opportunities for improved reef health (WCS, April 2025)
- Fiji National Action Plan for Coral Reef Conservation (NAPCRC) 2026-2031

3. COLLABORATIVE, VALUE-ADDED APPROACH TO CORAL REEF CONSERVATION STRATEGIC COMMUNICATIONS

In the development phase of the Fiji CRC Strategic Communications, consultations were conducted with key partners, including the hosting of a strategic communications inception workshop in Suva with key Fiji coral reef conservation partners in November 2025. Attendees included representatives from Ministry of Environment and Climate Change, Ministry of Fisheries, iTaukei Affairs Board, WCS, WWF, Conservation International, Fiji National University, Blue Prosperity Fiji, and cChange Pacific.

The workshop participants expressed a necessity for coral reef conservation communications to build on historic efforts to support improved coral reef conservation in Fiji. Fiji has for decades supported community-based natural resource management and is recognised as a global leader in developing community-based adaptive management approaches.

Participants stated the need for coral reef conservation communications to build and leverage the historic work and existing communications campaigns, namely the 4FJ campaign, to amplify messages and increase engagement.

There was a reluctance to create a new campaign brand for coral conservation given the high number of campaigns communities have experienced over decades. iTaukei Affairs representative stated that the government advocates for community engagement in particular to fall under one broad campaign and avoid confusing communities with conflicting brands and messaging.

This approach would allow partners to continue to share their coral reef conservation work through their own communications channels and also amplify that work by sharing it through the shared 4FJ platforms.

The CRC Strategic Communications Plan could additionally develop communications products that could be adapted by each partner in their activities, improving their work through targeted communications support and resources from the GEF CRR project.

4. COMMITMENT TO GEDSI MAINSTREAMING IN CORAL CONSERVATION COMMUNICATIONS

The CRC Strategic Communications Plan states its commitment to Gender Equity, Disability and Social Inclusion (GEDSI) principles.

In the development of outreach messaging, materials and activities, GEDSI principles will be employed to ensure information is accessible to all, and outreach activities are designed to ensure both access and representation. Principles include making materials available in local languages, ensuring information is responsive to the needs and priorities of all user groups, and content created captures all viewpoints and perspectives.

This approach increases the effectiveness of coral reef conservation broadly and helps address negative impacts such as equitable sharing of benefits. The CRC strategic communications plan will make resources, such as the “Stars to sail by, a Communications Guide for Gender Equity and Social Inclusion in Fisheries”, valuable to all partners.

A GEDSI screening process will also be introduced as part of all key messaging and content review processes.



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5. STRATEGIC COMMUNICATIONS OBJECTIVES, TARGET AUDIENCES AND KEY MESSAGES

5.1 PURPOSE

As noted in the previous section, coral reef conservation in Fiji is a collaborative effort, dependent on partnerships between government agencies, non-government organisations (NGOs), civil society organisations (CSOs), academia, local communities, and private sector partners. The CRC Strategic Communications Plan is therefore intended as a shared document that provides framework for partners and communities to work together to elevate coral reef conservation issues and key actions to improve coral reef health, and the associated benefits they provide.

The Coral Reef Conservation Strategic Communications Plan is designed:

- 1. to add value and amplify Fiji efforts to improve coral conservation, seeking commitments from partners to share coral reef conservation messaging and activities** through their communications work and platforms, and to share their updates through the shared platforms, namely the 4FJ Campaign social media pages, to further elevate the issues.

The Strategic Communications plan also strives to:

- 2. identify and address needs and gaps in coral reef conservation communications and provide targeted outreach tools support that all partners can utilise.**

As part of the review of the draft CRC Strategic Communications Plan by the TWG on 27 February 2026, partners expressed an additional objective for the strategic communications plan is

- 3. to create a roadmap for long-term implementation of coordinated communications through the NHCRC.**

This third objective will be a target of monitoring and evaluation of the current strategic communications plan, to provide a costed strategy for long-term implementation and potentially housing of coordination and activities through the NHCRC.

5.2 STRATEGIC COMMUNICATIONS OBJECTIVES

As an output of the collaborate approach for coral reef conservation in Fiji, the strategic objectives for the communications plan are broad and intended to capture the work of all partners, leverage their collective effort, and reflect the consensus on actions found in the NAPCRC.

OBJECTIVE 1: Strengthen shared understanding of the importance of coral reefs

Increase awareness among decision-makers, practitioners, and communities of the ecological, cultural, and economic significance of reefs and why their protection is critical to Fiji's long-term resilience.

OBJECTIVE 2: Promote behaviour change that reduces local threats to coral reefs

Encourage adoption of sustainable practices related to community-based resource management, including fishing, waste management, land use, and coastal development and increasing compliance with local and national rules.

OBJECTIVE 3: Support inclusive governance and coordinated action for coral reef conservation

Strengthen communication between government agencies, traditional authorities, NGOs, CSOs, academia, private sectors and communities to reinforce shared responsibilities, improve alignment, and support implementation of national and local management measures.

OBJECTIVE 4: Build public and political support for investment in coral reef conservation

Position coral reef conservation as a national development priority that delivers economic, social, and climate resilience benefits, helping to encourage private-sector engagement and commitments, and mobilise co-financing.

OBJECTIVE 5: Amplify and integrate partner communications efforts

Leverage existing work of partners and platforms—particularly the 4FJ campaign—to increase reach, coherence, and impact of coral reef conservation messaging while avoiding duplication and campaign fatigue.

5.3 TARGET AUDIENCES

The CRC Strategic Communications Plan adopts a segmented approach, recognising that different audiences influence coral reef outcomes in different ways. Audiences are grouped according to their roles in governance, resource use, implementation, and influence.

Primary Audiences

1. Coastal Communities

Including iTaukei communities, fishers, traditional leaders, men's, women's and youth groups, Indo-Fijian resource users and primary and secondary students.

Role: Advocates for sustainable coral reef conservation practices, compliance with local and national management rules, and support for day-to-day management of reef resources.

Communications focus: Threats to coral reef ecosystems, practical actions, benefits to livelihoods and culture, community leadership, and success stories.

2. Private Sector and Investors

Including businesses that create threats, such as pollution, tourism operators, and fisheries-related businesses.

Role: Influence through investment, business practices, and their partnerships/supply chains.

Communications focus: Business case for reef conservation, risk reduction, and shared value opportunities.

3. National and Sub-National Government Decision-Makers

Including relevant ministries, provincial authorities, and statutory bodies.

Role: Policy development, enforcement, planning, and investment decisions.

Communications focus: Alignment with national plans, economic and climate resilience benefits, and evidence of impact.

4. Implementing Partners and Practitioners

Including NGOs, academic institutions, and technical agencies.

Role: Delivery of conservation actions, community engagement, and monitoring.

Communications focus: Knowledge sharing, coordination, visibility of results, and adaptable communications tools.

Secondary Audiences

5. General Public

Including non-coastal populations who influence decisions makers, and communities.

Role: Advocates for action at all levels, including community actions, private sector investment and commitments, appropriate policies, government resource prioritisation.

Communications focus: Personal responsibility, national pride, and simple, achievable actions, and sharing coral reef conservation messaging with their home communities.

6. Regional and International Stakeholders

Including donors, regional organisations, and knowledge networks.

Role: Financing, policy influence, and learning exchange.

Communications focus: Results, innovation, scalability, and Fiji's leadership role.



5.4 KEY MESSAGING DEVELOPMENT

The Strategic Communications Plan outlines high-level messaging approaches, given wide range of coral reef conservation communications and wide range of partners work.

As part of the Ramp-Up Work Plan, it is recommended that a key messaging development process be implemented, to prioritise messaging, including threats and solutions, using a risk matrix. This process will be used whenever new issues or threats emerge and additional messaging is needed.

Following partner consultations, key messages should be developed through the NHCRC, which will create a Communications Sub-Hub to lead this process. This group will be created to promote collaboration and coordination in the coral reef conservation strategic plan implementation. As part of the Sub-Hub development synergies and overlap may emerge with the National Ocean Policy communications structure. There is potential to combine these groups to maximise limited capacity of partners and increase collaboration.

This iterative process is critical to ensure wide consultation, message testing, and establishing a technical review as part of the development process. Partners have requested that the technical review also consider and decide on the use/creation of common terms around coral conservation threats and solutions. For example: Protected Areas v Marine Protected Areas v Community-based Resource Management v Ecosystem-based Management.

Some broad guidelines were agreed upon for key messaging development. These include:

- Key messages will be tailored to each audience while maintaining consistency with national priorities and existing campaigns, particularly the 4FJ platform.
- Messaging will be solution-oriented, locally grounded, and framed around shared benefits rather than restrictions.
- Messaging will leverage/tap into local storytellers/storytelling and include highlighting Fiji's rich traditional ecological knowledge (TEK).
- Messaging must be creative, engaging and audience specific to enable breakthrough as key audiences are inundated with messaging and activities.
- A Gender Equity, Disability and Social Inclusion-screening process will be developed for all messaging – and also include content creation and information channels and activities.

Overarching Narrative

Healthy coral reefs are essential to Fiji's food security, economy, culture, and climate resilience. Coral conservation actions today safeguard livelihoods and communities for generations to come. This is intended to ground messaging in local values and priorities.

Core Message Themes

- **Stewardship and Responsibility:** Coral reefs are a shared national asset requiring collective action.
- **Resilience and Livelihoods:** Healthy reefs support food security, income, tourism, and climate resilience, which all supports community well-being.
- **Leadership and Pride:** Healthy reefs support Fiji's way of life, which is rich with ocean-based culture and traditions.
- **Action and Solutions:** Practical actions at every level can reduce threats and improve reef health.

As noted, messaging will be further refined with partners during a development phase, led by the Communications Sub-Hub.

For clarity, key message areas for the community level, will include:

- Improve water quality/harmful runoff by:
 - Pursuing sustainable farming
 - Replanting, especially vulnerable areas such as riverbanks, slopes
 - Replanting mangroves
 - Relocating of pipens from shorelines, and rivers
- Protecting coral reefs, including resilient reefs/corals, informed by global and local research
- Reducing harmful fishing practices such as use of derris roots, or breaking coral for harvesting sea cucumber
- Reducing unsustainable fishing practices, such as nighttime spearfishing
- Comply with local and national resource rules

Private sector messaging will focus on specific ways for business to reduce negative impacts on reefs. These will vary depending on the business.

National and subnational decision makers and implementing partners messaging will focus on advocating for supporting Fiji best practices through policy, resources allocation and capacity building by showing the societal benefits. Though outside the CRC Strategic Communications Plan, the Communications Sub-Hub will encourage partners through the NHCRC to more actively share their results and research through the CRC Strategic Communications Plan. This will include support to package results for target audiences, guided by the Messaging Framework.

Messaging Risks

There were a number of risks that partners identified with coral reef conservation messaging. Risks included misinformation and disinformation, the credibility of information shared, information management and security, the lack of feedback mechanism for communities (in relation to messaging). These issues are not an exhaustive list, but the Messaging Process should include at minimum a process to vet messaging for both technical appropriateness and suitability for audiences, such as community level audiences, to ensure the information is effective and actionable.

Partners also requested baseline studies to better understand current knowledge, attitudes and perspectives. This is currently not funded but cost-effective alternatives can be explored during the ramp-up stages, and as potential activities for long-term, if future funding allows.

During Ramp-Up planning, the Communications Sub-Hub will explore simple reporting mechanisms to increase community feedback on both messaging and experiences in coral reef conservation and coral reef conservation projects. The simple reporting formats will be shared with all partners, and commitments sought to ensure regular reporting. These reporting formats will feed into a Communications Sub-Hub Monitoring and Evaluation (M&E) Plan. However, as part of the Ramp-Up Work Plan, activities will have to be prioritised, with an understanding that much of the plan is reliant on in-kind partner support.



6. CHANNELS, PRODUCTS AND TACTICS

6.1 STRATEGIC APPROACH TO CHANNELS AND PRODUCTS

The Fiji CRC Strategic Communications Plan adopts a **multi-channel, audience-driven approach** that prioritises effectiveness, accessibility, and partner alignment.

Channels and products are selected based on their ability to reach specific audiences, reinforce behaviour change, and build on existing initiatives—particularly the national 4FJ campaign.

Rather than creating standalone or parallel communications streams, the strategy focuses on:

- Leveraging established national and partner platforms;
- Adapting content for multiple audiences and contexts;
- Prioritising low-cost, high-reach products; and
- Supporting partners with core coral reef conservation communications products

This plan includes leveraging the existing and considerable capacity of existing partners, such as the Ministry of Information, which produces three recorded programs weekly, primarily on radio, in vernaculars. The TWG would provide technical experts and support the Ministry of Information with topics and show guides, coordinated through the Communications Sub-Hub.

A shared media and social media, with partner commitments, will be developed by the Communications Sub-Hub as part of the Ramp-Up Work Plan.



6.2 PRIORITY CHANNELS FOR PRIMARY AUDIENCES

The following channels will be prioritised under the CRC Strategic Communications Plan:

Direct Engagement

1. Community, including

- Partner hosted community workshops, meetings and talanoa sessions
- Supporting community champions to conduct community talanoas
- Provincial and district workshops
- School and youth engagement activities

2. Private Sector

- Private sector visits
- Forums
- Early adopter programs

3. National and Sub-National Government

Decision-Makers

- Ministry staff briefings/meetings
- One-on-one meetings with partners
- National conferences/fora

4. Implementing Partners and Practitioners

- Learning exchanges
- Conferences/fora
- Talanoas

5. Public

- Town festivals, events, roadshows
- Fish markets

6. Regional and International Stakeholders

- Conferences/fora
- Learning exchanges

Social Media (for all audiences)

- 4FJ digital platforms (social media, website)
- Partner websites and social media channels

Traditional Media (for all audiences)

- Radio programmes and talkback shows (especially vernacular language content)
- Print and online news media
- Television features where appropriate
- Government radio programs and newsletters

Curriculum Development

- Support Ministry of Education to develop local materials for primary and secondary students to learn about Fiji coral reef conservation

Policy and Technical Channels

- Policy briefs and briefing notes
- Technical reports and learning products
- Government and partner events, forums, and launches

6.3 KEY COMMUNICATIONS PRODUCTS

Indicative communications products include:

- Audience-specific message toolkits aligned with the 4FJ campaign and partner programs
- Short videos and photo stories highlighting community action and leadership
- Radio segments and public service announcements
- Infographics and simple explainers on key threats and solutions, for use in PPTs and social media tiles
- Policy briefs summarising evidence, outcomes, and investment needs
- Case studies documenting successful community-based reef management
- Adaptable templates for partner use (posters, social media posts, presentations)

Product development will be guided by strategic objectives, target audiences, and available resources, with an emphasis on reusability and scalability. The products will be developed through the Communications Sub-Hub and TWG, following the key messaging development process.



6.4 TACTICS AND IMPLEMENTATION PRINCIPLES

Implementation will be guided by the following principles:

- **Audience relevance:** Content tailored to the motivations, language, and decision-making context of each audience.
- **Consistency:** Alignment with national messaging and existing campaigns to avoid confusion.
- **Credibility:** Use of trusted voices, including community leaders, practitioners, and government representatives.
- **Action-oriented:** Clear calls to action linked to realistic and achievable behaviours.
- **Learning-focused:** Integration of feedback loops to inform adaptive communications.



6.5 MAPPING STRATEGIC OBJECTIVES TO AUDIENCES, CHANNELS AND PRODUCTS

Strategic Objectives	Audience	Key Partners	Channels	Activities	Products needed
<p>Objective 1: Strengthen shared understanding of the importance of coral reefs</p> <p>Objective 2: Promote behaviour change that reduces local threats to coral reefs</p> <p>Objective 3: Support inclusive governance and coordinated action for coral reef conservation</p>	Communities	Government agencies, NHCRC, partner NGOs	Direct Engagement Social Media Traditional Media Government Vernacular Unit Radio Shows Government Newspapers (Fiji Focus, Noda Viti, Fiji Darpan) SMS blasts Mobile Apps (e.g. 4FJ)	Partner workshops, meetings, talanoas, at village, district and provincial levels. Training for community champions, if funding permits School visits/ teacher trainings	PPT templates with core coral reef conservation messaging, with infographics, to be adapted by partners Illustrated outreach booklet for talanoas (can adapt 4FJ), trainings. Consideration given to additional GED SI-sensitive tools if needed Activity workbooks for schools Posters Videos Social media tiles Key messages for media interviews Features stories, with strong photography/ video for social media and media sharing. This should include TEK stories, which have been collected by WCS and other partners

Strategic Objectives	Audience	Key Partners	Channels	Activities	Products needed
<p>Objective 1: Strengthen shared understanding of the importance of coral reefs</p> <p>Objective 2: Promote behaviour change that reduces local threats to coral reefs</p>	Private Sector	Government agencies, TWG, partner NGOs	<p>Direct Engagement</p> <p>Social Media</p> <p>Traditional Media</p>	<p>Private sector visits</p> <p>Fisher forums</p> <p>Consultations</p>	<p>PPT, with infographics, on specific private sector impacts/solutions</p> <p>Brochure on taking action, and benefits</p> <p>Stickers (Coral friendly business/advocate)</p> <p>Talking points for media on private sector contributions and story leads for early adopters</p> <p>Features stories, with strong photography/video for social media and media sharing</p>
<p>Objective 3: Support inclusive governance and coordinated action for coral reef conservation</p> <p>Objective 4: Build public and political support for investment in conservation</p>	National and Sub-National Government Decision-Makers	Government agencies, TWG, partner NGOs	<p>Direct Engagement</p> <p>Social Media</p> <p>Traditional Media</p> <p>Policy and Technical Channels</p>	<p>Ministry staff briefings/meetings</p> <p>One-on-one meetings with partners</p> <p>National conferences/ fora</p>	<p>Policy briefs, technical reports, case studies</p> <p>PPT template, with infographics,</p> <p>Success stories, including videos and media clips</p>
<p>Objective 3: Support inclusive governance and coordinated action for coral reef conservation</p> <p>Objective 5: Amplify and integrate partner communications efforts</p>	Implementing Partners and Practitioners	Government agencies, TWG, partner NGOs	<p>Direct Engagement</p> <p>Social Media</p> <p>Traditional Media</p> <p>Policy and Technical Channels</p>	<p>Learning exchanges</p> <p>Conferences/fora</p> <p>Talanoas</p>	<p>Handout for how to engage in Hub and broader coral reef conservation networks, including key contacts.</p> <p><i>* Activity is intended to leverage other core communications work to widen coral reef conservation network and encourage adoption of best practices, and increased sharing through common platforms. Products from other activities can be used here.</i></p>

Strategic Objectives	Audience	Key Partners	Channels	Activities	Products needed
<p>Objective 1: Strengthen shared understanding of the importance of coral reefs</p> <p>Objective 2: Promote behaviour change that reduces local threats to coral reefs</p> <p>Objective 3: Support inclusive governance and coordinated action for coral reef conservation</p> <p>Objective 4: Build public and political support for investment in coral reef conservation</p>	General Public	Government agencies, TWG, partner NGOs	<p>Direct Engagement</p> <p>Social Media</p> <p>Traditional Media</p> <p>Digital advertising screens</p>	<p>Town festivals, events, roadshows</p> <p>Fish markets</p> <p>Billboards</p> <p>Banners</p> <p>Religious festivals</p>	<p>This audience is targeted through other activities, with a focus on media and social media sharing of key threats, solutions and success stories from community and private sector.</p> <p>Potential tools, if funding and partner activities support direct engagement:</p> <p>* Handout for events that promotes key messages on threats and actions, and how to support coral reef conservation.</p> <p>* Stickers.</p>
Objective 4: Build public and political support for investment in coral reef conservation	Regional and International Stakeholders	Government agencies, TWG, partner NGOs	<p>Direct Engagement</p> <p>Social Media</p> <p>Traditional Media</p>	<p>Conferences/fora</p> <p>Learning exchanges</p>	<p>Policy briefs, technical reports, case studies</p> <p>Success stories, including videos and media clips</p>

* Wherever possible, activities/content creation should be designed to support existing mandates and programs. For example, the Ministry of Forestry’s reforestation work connects with the need to reduce land-based pollution to coral reefs. The Ministry of Education has a mandate to product future citizens, which includes supporting sustainable development and could benefit from coral reef conservation curriculum.

7. BRANDING

Partners acknowledge that Fiji communities, among other target audiences, are inundated with environmental initiatives as well as engagement from other sectors. The intent is not to create another layer of branding that will present a new initiative but rather build on existing initiatives.

Partners requested that the 4FJ Fish Smart campaign be the umbrella brand for the work as the initiative already promotes coastal resource management, is well known, involves a broad coalition of partners and is community-focused and supported. cChange, which developed the 4FJ brand, is amenable to incorporating additional materials, and creating sub-brands, such as 4FJ Coral Smart branding.

The branding approach would be to maintain the high level 4FJ branding and highlight funders and partners under it.

Please note branding must also be cleared with funder and partners to ensure GEF CRR visibility and branding requirements are met, as detailed in the Communication Strategy of GEF7 Coral Reef Rescue Project.



Photo by Joseph Tepper © WCS-Fiji

8. MONITORING REACH AND EFFECTIVENESS

Monitoring and Evaluation (M&E) is a critical for assessing effectiveness for the CRC Strategic Communications Plan. In addition, partners discussed the lack of centralised data on coral reef conservation work in Fiji. The long-term objective is to develop centralised data collection, ideally with the Ministry of Environment and Climate Change as the chair of the NHCRC. This includes information beyond communications M&E but is important to note as part of the larger effort in Fiji through GEF, Coral Reef Rescue: Resilient Coral Reefs, Resilient Communities Project, and should be an action item for the TWG, per partner feedback.

For this CRC Strategic Communications Plan, the Communications Sub-Hub will explore a series of cost-effective M&E activities, including:

- Tracking social media content creation, including core analytics and an analysis of engagement
- Tracking media coverage for reach and impact
- Tracking radio program quality, feedback and reach
- Require simple partner reporting on coral reef conservation engagement of target audiences to assess reach, message uptake, questions, and subsequent actions
- Periodic review of coral reef conservation outreach products by TWG, based on partner reports

If funding allows, a baseline survey of knowledge, attitudes and perceptions of key audiences is beneficial. This is however not as critical as creating feedback loops over time to understand uptake of messages and barriers to actions that might be addressed through government and partner programs.

Ideally, after 12 to 18 months, an assessment workshop is held to review the output and outcomes of the Strategic Communications Plan.

The M&E should also create cost analysis to provide recommendations for where government and key partners should invest in communications moving forward. This aligns with the government need for costed implementation plans to present to decision makers.

9. ROLES, RESPONSIBILITIES AND GOVERNANCE

9.1 GOVERNANCE STRUCTURE FOR CORAL REEF CONSERVATION COMMUNICATIONS

The Fiji CRC Strategic Communications Plan will be implemented through a collaborative governance model that reflects national leadership, partner ownership, and alignment with existing coordination mechanisms.

Communications governance will sit within the broader NHCRC coordination framework, ensuring that messaging, products, and outreach support national priorities and partner-led implementation. The implementation will be tasked to the Communications Sub-Hub, which will coordinate with all partners to coordinate and support their coral reef conservation activities.

The Communications Sub-Hub will sit under the TWG, which will provide technical oversight of the key messaging and product development and receive reports from the Communication Sub-Hub on implementation progress. The Sub-Hub may be combined with the National Ocean Policy communications structure, if beneficial for resources and collaboration and sustainability.



9.2 ROLES AND RESPONSIBILITIES

TWG

Strategic oversight and technical advisory

- Provide overall guidance to ensure alignment with national coral reef conservation priorities and the Fiji National Action Plan for Coral Reef Conservation.
- Endorse key messaging frameworks and major communications products.
- Facilitate coordination between government, partners, and the GEF CRR project.

Communications Sub-Hub

Implementation leadership

- Lead implementation of the CRC Strategic Communications Plan in Fiji.
- Coordinate communications planning with partners and the 4FJ campaign.
- Ensure communications contribute to NAP objectives, results reporting, and M&E requirements.
- Manage communications-related budgets and procurement.



9.3 DECISION-MAKING AND COORDINATION MECHANISMS

- Strategic communications plan priorities will be reviewed periodically through NHCRC coordination meetings.
- Day-to-day coordination will be managed by the Communications Sub-Hub, with technical input from cChange Pacific.
- Major public-facing campaigns, policy products, or national messaging shifts will be cleared through TWG to ensure consistency and legitimacy.
- Feedback loops with partners and communities will inform adaptive messaging and product refinement.



10. INDICATIVE COMMUNICATIONS WORKPLAN, RECOMMENDED NEXT STEPS AND BUDGET DISCUSSION

10.1 INDICATIVE WORKPLAN (18 MONTHS)

This workplan provides an overview of expected next steps and timelines. This is followed by a Ramp-up Work Plan, which identified the near term steps to develop the Launch and Rollout workplan.

Phase	Timeframe	Key Activities
Phase 1: Ramp-up	3-6 Months	Finalise strategy, approach, resourcing and priority messaging and products and ME framework. Develop partner toolkits, and coordination processes. Finalise branding guide for all core partners.
Phase 2: Launch/Rollout	Months 6-18	Deliver communications workplan, including M&E activities
Phase 3: Amplification & Learning	Months 16-18	Scale high-performing products; document case studies; strengthen investment and policy messaging; capture lessons learned

10.2 RECOMMENDED NEXT STEPS

The CRC Strategic Communications Plan has to three main implementation phases.

1. Ramp-up Phase
2. Implementation Phase
3. Assessment Phase for Long-term Recommendations

Phase 1: Ramp-Up (3 to 6 months)

The strategic communications plan sets high level objectives, assesses key audiences/stakeholders as well as target activities and messaging frameworks. These decisions set the larger framework for effective coral reef communications in Fiji, through strong partnerships and value-added strategies. To effectively implement the plan, a number of tactical steps are needed. The ramp-up plan identifies those key steps, which follow the endorsement of the CRC Strategic Communications Plan. The steps are targeted for implementation by the Communications Sub-Hub with the support of cChange.

Key Actions in Ramp-Up Work Plan

1. Develop Key Messaging Process

Develop/endorse a process for developing messaging. Recommendation is the Communications Sub-Hub leads process to assess top threats and solutions and engaged TWG to provide technical review of Key Messages. Terms of References to be drafted for each. GEDSI screening developed and endorsed.

2. Develop Priority Activities list, and associated Products

Using Channel Mapping Table to prioritise activities and products. This is then screened for available funding and development initiated. The product development to follow same process for key messages and include additional step to review branding with funders.

3. Develop Shared Social Media Plan

Communications Sub-Hub develops list of social media channels, guidance on messaging, branding and tagging, and established specific targets for partners, and protocols to cross share posts, and ensure tags are consistent and meet funder requirements. Recommendation is for use of 4FJ platform, in coordination with partner platforms. Government partners and platforms will be critical to share content widely.

4. Develop Shared Media Plan,

Communications Sub-Hub develops specific targets for news media and radio shows and government channels, such as newsletters. Communications Sub-Hub also develops list of issues/topics and engages partners to produce content on appropriate issues or participate in programming.

5. Create Master Work Plan, including M&E tasks,

Communications Sub-Hub develops, based on priorities activities, social media and media plan, develop a master work plan for review and endorsement by TWG. This includes simple reporting protocols for partners to share their content outputs and activities for tracking and analysis.

Phase 2: Implementation (6 to 18 Months)

The implementation plan details will be developed during the ramp-up phase.

For the implementation phase, it is recommended that a CRC Strategic Communications Plan coordinator be hired to coordinate all activities and ensure adequate M&E activities to inform long-term recommendations. Given the current funding limitations, coordination is expected to fall under the responsibilities of the Communications Sub-Hub. Costing a full-time coordinator can be explored as part of the long-term recommendations and placed under a government agency.

Phase 3: Analysis Recommendations (16-18 months)

TWG will review results of the implementation phase, supported by M&E activities and partner feedback. Clear, costed recommendations are presented for long-term implementation and endorsement.



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10.3 BUDGET DISCUSSION

There is limited funding for implementation of the CRC Strategic Communications Plan and is part of the rationale for the partnership/value added approach for full implementation.

It is recommended that available budget be employed to develop core outreach products and design assets to support all partners to more effectively conduct coral reef conservation outreach and engagement, including social media and traditional media. M&E will in turn support designing a long-term strategy that is fully costed and can be either supported through government programs and fundraised for.

Recommended core outputs/products could include:

1. **Coral Reef Conservation Key Messaging Document** to guide all product development
2. **Coral Reef Conservation Community PowerPoint**, with slide deck of key coral reef conservation information to use as a stand-alone PPT or to use slides within existing partner PowerPoint presentations
3. **Illustrated Coral Reef Conservation outreach booklet** with core coral reef conservation information, including threats, and solutions
4. **Coral Reef Conservation posters** covering priority information
5. **Videos** highlighting critical issues and solutions, with a focus on community actions but can include early adopters in private sector
6. **Social Media** tiles on key issues/information and actions to promote coral reef conservation. Slides to be used by all partners to promote dialogue
7. **School Activity Booklet**, to promote school learning and activities, with a focus on creating cross-generational exchanges
8. **Private Sector Outreach PPT and brochure** to promote best practices to reduce coral reef conservation threats

This list is tentative and will be reviewed and finalised based on Steps 1 and 2 of the Ramp-Up Workplan.





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