Influencing Behaviors for Sustainable Coastal Fisheries

Guidance for Rare staff working with partners on Fish Forever
Rare is the leading behavior change organization in conservation. Rare specializes in identifying proven locally-led solutions and works with partners and communities worldwide to bring these solutions to a regional and national scale.

FishForever

Fish Forever is Rare’s community-led solution to revitalize coastal marine habitats, such as coral reefs, mangroves and seagrasses, protect biodiversity, and secure the livelihoods of fisher households and their communities. It uses an innovative approach to address coastal overfishing—by empowering communities through clear rights, strong governance, local leadership, and participatory management—that protects essential fish habitat and regulates fishing activities.

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PART 1: Introduction & Context

Preamble

The success of Rare’s approach to community-based management for fisheries reform, with its focus on establishing managed access with reserves across coastal areas, is highly dependent on people --- fishers, traders, fish processors, mayors and government leaders, community members---and the decisions and actions they make. Rare’s long history of working with local conservation leaders on behavior change campaigns all over the world has shown that a deep understanding of people’s knowledge, attitudes, social context and interactions, combined with well-designed approaches to engaging everyone in the community, whether male or female, young or old, can have powerful social and conservation outcomes.

Today, Rare is building upon its rich experience in behavior change and incorporating the latest advances in behavioral economics, neuroscience and psychology into its approach to behavior adoption. It has set up the Center for Behavior and the Environment (BE.Center), which has forged significant links with top experts and leading academic institutions in the field. With the BE.Center, Rare’s Fish Forever program has developed this Behavior Adoption Toolkit for Sustainable Coastal Fisheries to support Rare staff and partners in harnessing behavior approaches effectively and efficiently within the Fish Forever program.

This toolkit is designed to be a compilation of resources to be used primarily by Rare’s country implementation staff in training and working with local partners at the national, sub-national, site and community levels. It will include guidance on when and how to use sections of the toolkit, with which audiences, for different purposes. It is not intended to be shared in toto with partners, as some content or presentation formats may not be appropriate for their needs. There are stand-alone guides that are included in this toolkit, which may be shared more broadly, as they cover basic strategies that may be useful to our partners even when they are working independently, or which can be used even for programs outside of Fish Forever.

The Fish Forever Solution

The aim of Fish Forever is to enable the effective management of coastal fisheries in an ecosystem context, where the protection of the environment and the use of these natural resources, is linked directly to building a resilient rural economy, underpinning the well-being and long-term prosperity of coastal communities.
Fish Forever delivers a scalable community-focused approach to address overfishing and habitat degradation across the coastal waters of tropical countries through an integrated social, ecological and economic solution.

To achieve this, the program helps local partners implement 8 key elements:

Each of the program elements have been tested in different regions and geographies, and most critical success factors have been identified. While there is always space for localization and customization, there is particular emphasis in the strategy on standardized approaches and tools, because scalability is an important aspect of how Fish Forever is designed and implemented.

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1 Fishing communities in the coastal zone
2 The removal of more fish from a population through fishing and natural mortality than are replenished
3 A decrease in habitat cover and complexity, reduction in biodiversity, contamination by pollutants or invasion by exotic species resulting in a decline in the ecosystem goods and services provided per unit area.
4 The coastline and shallow shelf areas directly adjacent to land that include hard and soft bottom biomes and habitats such as mangroves, seagrass, coral reefs, salt marsh, estuaries and oceanic areas. This area is spatially defined as a distance from shore out to 12 nautical miles, or by a bathymetry to 200m isobath.
5 Bounded between the tropics of Cancer and Capricorn
Levels of Governance

The work occurs at multiple levels of governance and depending on the scale and maturity of country programs, there may be greater emphasis placed at one level over another. But at its most basic, each country program works at the following levels:

<table>
<thead>
<tr>
<th>Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
</tr>
<tr>
<td>National</td>
</tr>
<tr>
<td>Sub-national</td>
</tr>
<tr>
<td>(province/region, state, departmento or seascape)</td>
</tr>
<tr>
<td>Local Government Unit</td>
</tr>
<tr>
<td>(municipality, district/sub-district, RESEX, administrative post)</td>
</tr>
<tr>
<td>Community</td>
</tr>
<tr>
<td>(barangay, village, CPP, fisher association)</td>
</tr>
<tr>
<td>Household &amp; Individual</td>
</tr>
</tbody>
</table>

Each country where Rare implements Fish Forever has different political setups as well as governance systems. Each country will have to determine the appropriate adoption pathway for Fish Forever’s approach. For example, in Indonesia and FSM, the province or state has the legal authority to designate managed access areas and allocate rights to users. Their support is a signal to communities and or municipalities that MA+R rules should be followed, and behavior adoption campaigns might need to secure buy-in from state/provincial leaders early. In contrast, because Philippine coastal fisheries are devolved, widespread adoption of managed access areas at the municipal or LGU level actually encourages provincial leaders to adopt certain provisions at the sub-national level.

**KEEP IN MIND...**

A core premise of Fish Forever is that coastal fishing communities share some basic characteristics, namely a) most small-scale fishers are used to working independently (thus leading to the tragedy of the commons where it’s every fisher for himself or herself), but b) when fishers have greater say and power over how their fisheries are managed, they are more likely to engage in positive behaviors that will benefit the fishery.

While governance systems differ in how this power and agency is devolved to fishing communities (affecting the pathway to legalizing Managed Access + Reserve systems) all Fish Forever campaigns can begin to address core fishing behaviors even while management systems are being established.
Behaviors Needed For Effective Fish Forever Implementation

There are 2 categories of behaviors we need to think about for Fish Forever. The first are behaviors that we would like to encourage fishers to adopt, because they lead to more sustainable fishing practices, improved management of the resource, or better value/income for the fisher as a result of fishing. Some of these behaviors are ‘core’, without which the fishery cannot recover, while some are ‘supplementary’, which vary according to different contexts in a country or a site.

The second category of behaviors are those that are closely linked to the successful implementation of other Fish Forever elements, without which those elements cannot be put into place.
PART 2: Rare’s Evolving Approach to Behavior Adoption

Previously, Rare Pride campaigns were anchored on a Theory of Change that stated that:

To develop a behavior change campaign, campaign managers went through a process of conducting qualitative and quantitative research to identify and measure key K, A, IC metrics and develop strategies to influence the ones that could shift behaviors related to conservation threats, while simultaneously addressing other barriers, such as technical, policy or financial restrictions.

Under the leadership of the Center for Behavior and the Environment (BE.Center), Rare’s process for designing behavior adoption campaigns has evolved to incorporate a more comprehensive approach to behavioral science, while retaining the key features that made Pride campaigns so successful.

There are two main components of this new approach:

1. **Behavior Levers and Strategies**, the primary toolkit of approaches that are most relevant to conservation challenges
2. **Behavior Centered Design (BCD)**, which is the process through which a campaign is developed

Understanding Behavior Change: Levers and Strategies

For decades, the traditional environmental toolkit has consisted of three strategies, or levers, which we pull on to motivate a desired behavior:

**Material Incentives**: Increasing or decreasing the cost, effort, or time for doing a behavior. Some specific strategies include:
- Offer incentives: Give rewards for desired behavior
- Enforce penalties for non-compliance: Use fines and other penalties as a way to encourage target behavior
- Make it easy (e.g., by removing frictions and promoting substitutes): Make the desired behavior more convenient and accessible to encourage an action (alternatively, make the undesired behavior less convenient or easy)

**Information**: Providing information about what a desired behavior is, why it’s important, and how to do it. Some specific strategies include:
- Provide knowledge about the importance of abandoning existing behavior and adopting a new behavior
- Provide instructional resources: Provide workshops and resources for individuals to learn how to do a behavior
- Facilitate awareness and understanding: Provide informational forums, meetings, or materials that fill knowledge gaps about a behavior and its importance

**Rules and Regulations:** Enacting rules that constrict or promote a behavior. Some specific strategies include:
- Enact prohibitions: Create and enforce policies that limit or forbid certain behaviors
- Enact mandates: Create and enforce policies that require certain behaviors

These levers can be effective. But they often depend on people making rational, logical decisions. However, we now know that people are often non-rational. People make decisions based on emotions, what we believe others might think of us, and how decisions are framed. They also depend on how they are implemented. For example, rules and regulations can be effective if there is strict law enforcement, otherwise people stop taking them seriously. Also, by expanding the toolkit with additional strategies, we can design solutions that reflect people’s full range of motivations.

This is why Rare’s toolkit of behavior levers and strategies also includes some less-common categories of behavior levers.

**Emotional Appeals:** Using emotional messages in addition to or instead of reason. Some specific strategies include:
- A. Leverage positive emotions: Use positive messaging with emotions like pride, joy, and gratitude
- B. Personalize & humanize messages: Personalize campaigns and correspondence to the individual and their circumstance and/or put a human face on campaigns
C. Frame to values, identities, or interests: Tailor messages to make them personally relevant, palatable, and appealing to the target audience

**Social influences:** Leveraging the behavior, beliefs and expectations of others. Some specific strategies include:

- Create opportunities for social learning: Facilitate peer-to-peer or community-to-community visits or exchanges to demonstrate the target behavior and its impact
- Create peer pressure, especially when the target is to promote collective behavior
- Increase behavioral observability: Increase the visibility of behavior to others, to socially ‘police’ undesirable behavior, eliminate excuses, and to socially reward good behavior
- Encourage public commitments: Enable opportunities for public pledges and commitments to drive action
- Choose the right messenger: Identify who will be most influential in promoting a certain message, product, or practice
- Promote the desirable norm: Highlight the desirable norm and cases of success or good behavior
- Harness reciprocity: Give an unconditional gift or favor to elicit the urge to reciprocate

**Choice architecture:** Designing the context in which information is presented and how decisions are framed. Some specific strategies include:

- Alter the choice setting or framing (e.g., make something the default): Structure the choice setting in which options are presented or described to nudge people towards certain decisions
- Simplify messages and decisions: Provide simple, straightforward messages, as they are more actionable than complex ones
- Use timely moments and prompts: Target periods of transition or provide prompts and reminders at timely moments to capture people’s attention and spur people to action when it’s most needed
- Facilitate planning and goal setting: Create a planning tool that specifies when, where, and how a person intends to complete a goal, giving them a premeditated strategy for overcoming likely barriers

When creating interventions to solve an environmental challenge, we can use a combination of different levers depending on the target audience and target behavior to have different effects and outcomes. By using these six levers in various combinations, practitioners can design solutions that reflect a more complete set of human motivations, and be more effective in changing behavior.

Some of these combinations might look like the following:

- **Material Incentives + Social influences/Choice Architecture**
  - Design behaviorally-informed incentives: Use non-financial incentives, group incentives, lotteries or prize draws, or the potential loss of a payment for non-compliance

- **Information + Emotional Appeals**
  - Create marketing campaigns: Highlight or frame important information through the lens of key values or interests for an individual or community
An Introduction to Behavior-Centered Design

Rare’s Center for Behavior & the Environment (BE.Center), believes that environmental challenges are behavioral challenges. Protecting coastal fisheries is no exception. Most practitioners currently rely on a limited toolkit and set of strategies for changing behavior. As a result, we propose the use of a more complete toolkit drawing on behavioral and social science applied with a user-centered approach in order to create breakthrough solutions to today’s biggest environment and sustainability challenges. We call this Behavior-Centered Design.

Behavior-Centered Design (BCD) is an approach with eight steps from identifying your behavior to assessing and measuring the results of your behavior change intervention. The journey from start to finish is iterative and non-linear. You may need to return to a previous step to gather more information, brainstorm new solutions, or gain feedback. BCD builds on, yet distinguishes itself from other design approaches (e.g., design thinking, human-centered design) in that it goes beyond being people-centered by layering behavioral science into the design of solutions. BCD also incorporates key steps of Frame and Assess in identifying problems, target behaviors, and target audiences prior to gathering data as well as measuring outcomes. The following is an overview of each step:

### The Behavior-Centered Design Journey

<table>
<thead>
<tr>
<th>Step</th>
<th>What it is</th>
<th>Why it matters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Frame</td>
<td>Identify the target behavior, target audience, and larger context for the environmental challenge</td>
<td>This step helps you to identify the problem, who is contributing to that problem, and the specific behaviors you are seeking to change in order to achieve your environmental goal.</td>
</tr>
<tr>
<td>2. Empathize</td>
<td>Collect data to be able to understand your target audience’s behavioral motivations and challenges</td>
<td>Successful interventions depend on your ability to understand people and later reach them in ways that are meaningful to them</td>
</tr>
</tbody>
</table>
If you would like to learn more about BCD and access related tools developed by the BE.Center, please go here.  
[behavior.rare.org](http://behavior.rare.org)

<table>
<thead>
<tr>
<th>3. Map</th>
<th>Draw causal links between insights and behaviors and code your data through the lens of behavioral insights</th>
<th>This allows us to both understand why our audience is doing the behavior and how to address their motivations using the behavior levers.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Ideate</td>
<td>Create, bundle, and prioritize potential solutions ideas.</td>
<td>There may be many creative ideas and only limited time and resources! This step helps you select the best intervention to pilot that socially accepted and programmatically feasible.</td>
</tr>
<tr>
<td>5. Prototype</td>
<td>Build a small-scale version of our favorite solution</td>
<td>This allows us to experiment without investing a lot of resources.</td>
</tr>
<tr>
<td>6. Test</td>
<td>Test your prototype and make revisions based on your audience’s feedback</td>
<td>Before launching your intervention at scale, it’s important to validate our hypothesis about what changes behavior.</td>
</tr>
<tr>
<td>7. Launch</td>
<td>Plan and launch your solution at scale</td>
<td>This is your big moment to share your solution.</td>
</tr>
<tr>
<td>8. Assess</td>
<td>Measure the impact of your solution</td>
<td>This step helps us know if behavior change is happening and to what degree, so we can share our success and findings with the world!</td>
</tr>
</tbody>
</table>

**Resources:**  
**BEHAVIOR ADOPTION 101 module:**  
- BA 101: Teaching Behavior Adoption Principles and Approaches – Session Guide & Powerpoint (draft exists)  
- Behavior Levers and Strategies booklet (exists)  
- BCD User’s Journey (exists)  
- Menti Exercise on Behavior Levers and Strategies – Facilitators Guide (exists)
PART 3: Applying Behavior-Centered Design to Fish Forever

Fish Forever is a complex, comprehensive solution based on considerable work done in multiple countries. Representatives from the different Fish Forever country teams, together with the Center for Behavior and the Environment or BE.Center, have been working to consolidate thinking around Fish Forever behaviors using the Behavior Centered Design process.

Using data from previous quantitative and qualitative research and interviews with seasoned staff members, the team has put together a core behavior strategy for sustainable coastal fisheries that is applicable across the program, which is meant to be validated, adapted and localized by country teams and their partners.

A. THE FISH FOREVER BEHAVIOR STRATEGY

Component 1: Fisher Core Behaviors

These core fisher behaviors are at the heart of Fish Forever’s main challenge, which is overfishing. These behaviors may evolve over the course of the program, or they may go through several stages. For example, “Following fishing rules” could mean keeping out of the no-take zone initially, but as the community’s management strategies evolve, it may involve reducing the level of fishing effort per fisher. But essentially, these are the behaviors that directly affect how fishers affect habitats, fishing mortality, or the rules around their fishing.

Based on what we know about what drives behavior change in the communities we work in, as well as the existing literature on behavior science, we have arrived at a theory that describes how communities shift towards more sustainable fishing.

The Theory of Cooperative Behavior in Fish Forever makes the following key points:

- Many core community behaviors in Fish Forever are best understood as cooperative dilemmas. The community as a whole does better when members participate in management and comply with local fisheries regulations. However, at the individual level, each fisher does better by not cooperating (i.e. letting others put in the effort of managing the fishery, and reaping larger catches available in the no-take zone).

- Fish Forever addresses this dilemma by aiding the community in understanding that this dynamic exists and building a collective demand for change, facilitating the coordinated shift of community members’ behavior, and strengthening the community’s norms around that behavior. This process can also be characterized by how the beliefs that community members have about their own and others’ behavior shift during the process.
When you examine the series of activities that take place at Fish Forever sites, you will realize that they correspond to these 3 steps. At the same time, you will also see the behavioral levers and strategies that were at work during this process.

Examples of Behavior Strategies from past Fish Forever campaigns

Rare’s team has compiled a rich catalogue of behavior interventions from past Fish Forever campaigns, grouped according to the different behavior levers. Below are some examples, but the full catalogue, which includes examples from other programs, is also available. Note that many activities actually make use of more than one lever. For example, playing a Fish Game in the community during Step 1 makes use of both INFORMATION and SOCIAL INFLUENCES.
<table>
<thead>
<tr>
<th>EMOTIONAL APPEALS</th>
<th>SOCIAL INFLUENCES</th>
<th>CHOICE ARCHITECTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Using entertaining and non-confrontational activities like cooking competitions to open up topic of fisheries</td>
<td>● Learning exchanges with other communities let fishers hear from others like them</td>
<td>● Simplifying catch reporting through easy to remember acronyms or simpler forms (and now through digital app)</td>
</tr>
<tr>
<td>● Use of messages that appeal to fishers’ sense of identity as provider of his family</td>
<td>● Involving fishers’ families, esp. their children, in delivering positive messages</td>
<td>● Framing marine reserve size options as “Good”, “Better”, “Best”</td>
</tr>
<tr>
<td>● Inclusion of local images and symbols to build pride of place</td>
<td>● Pledges by officials in public settings</td>
<td>● Inclusion of pockets on posters so fishers can drop off their forms more easily</td>
</tr>
<tr>
<td></td>
<td>● Painted boats and sails signal compliance</td>
<td>● Marker buoys clearly mark reserve or fishing area boundaries</td>
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<tr>
<td></td>
<td>● Having influential leaders like priests/pastors or village chiefs deliver campaign messages</td>
<td>● Conducting registration activities in communities instead of requiring fishers to go to the government office to make it easy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MATERIAL INCENTIVES</td>
<td>RULES AND REGULATIONS</td>
<td>INFORMATION</td>
</tr>
<tr>
<td>● Use of coupons and prize points that can be exchanged for food items during fisher meetings</td>
<td>● Establishment of no-take zones and managed access areas through legal instruments</td>
<td>● Posters and billboards containing location and size of reserves and managed access areas, allowed gear, other rules</td>
</tr>
<tr>
<td>● Gear swaps, where illegal fishing gear can be exchanged for free legal gear</td>
<td>● Rules around legal fishing gear, size limits, closed season, etc.</td>
<td>● Training for fishers on right way to transport crabs out of mangrove areas</td>
</tr>
<tr>
<td>● Government provides gas for patrolling to communities that establish managed access areas</td>
<td></td>
<td>● Murals, flipcharts and other materials used in communities containing info on managed access areas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Games played to reinforce knowledge on fish size and species</td>
</tr>
</tbody>
</table>
GUIDANCE FOR COUNTRY TEAMS

The core behaviors in Fish Forever, which the Theory of Cooperative Behavior addresses, have been addressed through previously implemented and tested strategies by multiple countries. So for these behaviors, country teams can do a simplified version of the BCD process in order to adapt the approaches to their country context.

1) Use the Theory of Cooperative Behavior as primary guidance for Frame and Map stages.

2) Use the Empathize phase to VALIDATE that the assumptions about cooperative behavior are applicable to your context, and to GENERATE INSIGHTS that will be useful for adapting to your local context. For example, use the Empathize step to identify who are sources of social influence are in your communities, or understand what sort of emotional appeals might resonate with your audiences. The EMPATHIZE phase is also helpful for getting site implementing teams to level off with each other on how they think about their audiences. These are the kinds of information you want to gather:

   a. Fishers' perceptions of fishing as a cooperative or competitive dilemma
   b. Underlying beliefs that drive their behaviors
   c. Opportunities for emotional appeals
   d. Social influences
   e. Opportunities for choice architecture or material incentives
   f. Information that your audience may or may not have/need
   g. Existing rules and regulations and opportunities to enhance effectiveness

3) Go through the Ideate phase to develop culturally and contextually appropriate strategies that use the recommended levers. For example, if a public commitment by fishers is the recommended strategy, decide whether this would be better executed as a ritualized activity in front of the village elders, or as an official government event in front of the governor.

4) Complete the steps around Prototype, Test, Launch and Assess. We recommend that for the Core Fisher Behaviors, a Rare country team works with selected partners to finalize and test the main components of a unified behavior adoption campaign that can be rolled out across multiple areas. This will include your country adaptation of the global Fish Forever brand, primary strategies and executions, and draft roll-out plans. The Hub and the BE.Center can help support country teams in this work.

5) Local initiatives: You will also be provided with tools that can help you prepare site implementing teams to develop local efforts in support of the unified campaign. For example, local teams can develop local mascots, unique community mobilization activities and add community imagery or symbols, even as they are mounting learning activities, playing fish games, or mounting pledge events.
Resources:
Module on The Fish Forever Behavior Strategy:

- Session Guide and PPT on ‘The Fish Forever Behavior Strategy’ (draft exists)
- Session Guide for playing the Cooperation Game
- Full Report on Theory of Cooperative Behavior in Fish Forever
- Video Explainer on the Theory of Cooperative Behavior (Erik’s TED talk)
- Identify the Levers game (digital and worksheet version)
- Key Questions to Validate and Inform Core Fisher Behavior Campaign (included as part of BA Profiling Guide)
- Using Behavior Levers to Inspire Core Fisher Behaviors (tactics and how-to guide being developed)
- Catalogue of Behavior Adoption Activities from all over Rare

Here is what the guide to Community Behavior Adoption Strategies looks like:
In it, you will see specific guidance for the most commonly used behavior strategies used in Fish Forever.

For each strategy, you’ll see which behavior levers are being used, activity goals and key success factors, plus tips on how to conduct the activity effectively.
Component 2: Behavior Adoption Campaigns for other behaviors by fishers or other stakeholders

For these behaviors, there are differences across country and site contexts that are not as well documented. Many of them are also individual, and not cooperative in nature. If existing examples from other Rare countries do not seem to correspond to your own context, our recommendation is for country teams to go through the BCD process together with a select group of partners to help clarify the behaviors they are targeting and the conditions that can encourage or hinder them.

Note that the guidance on the Fish Forever elements above (Policy & Governance, OurFish, Effective Management Bodies and Savings Clubs), will include sections on using behavior levers to encourage adoption of positive behaviors needed for effective implementation.

Behavior-Centered Design Approaches and Tools in Fish Forever

This section walks through each step in the BCD process in greater detail and describes tools or approaches that country teams have used.

STAGE 1: FRAME

In this stage of the BCD process, the task is to define the problem and the target behavior, as well as identify the target audiences. Through initial observation and encounters with the community, we try to answer the following questions:

- What is the larger environmental or conservation problem, and what is the opportunity you are designing for?
- What are the contributing factors to the problem or opportunity?
- What is the specific behavior you are trying to promote?
- Is the behavior/s cooperative or individual?
- Who do you want to adopt this behavior?
- What is their current behavior?
- When someone adopts the behavior, who benefits?
- Are there different actors involved? For example, is the behavior applicable to all fishers, or only to a certain subset?
- Are there stages or phases involved in a particular behavior? Should you break down a behavior into different sub-behaviors?
● Who are the influencers, decision makers for adopting new behaviors in the community, significant others, etc.

Techniques that can be used by Rare staff and local implementing teams could include participatory photography, community walks and observation, informal interviews and discussions with stakeholders.

**Resources:**
- Guide to Using Participatory Photography
- Using Community Walks and other Observation Techniques
- Focused Conversation Technique
- FRAME worksheet

**Output: Completed FRAME worksheet**

*Sample FRAME worksheets*

<table>
<thead>
<tr>
<th>What is the problem?</th>
<th>Who is contributing (who are the actors)?</th>
<th>What are they doing or not doing (what is their behavior)?</th>
<th>What do you want them to do (what is the desired behavior)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declining coastal fisheries</td>
<td>Fishers</td>
<td>Fishing with nets</td>
<td>Fishing with poles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fishing in the reserve</td>
<td>Fishing outside of the reserve</td>
</tr>
<tr>
<td></td>
<td>Mayors</td>
<td>Not passing marine reserve legislation</td>
<td>Passing marine reserve legislation</td>
</tr>
<tr>
<td></td>
<td>Fish buyers</td>
<td>Not recording fish catch</td>
<td>Recording fish catch</td>
</tr>
</tbody>
</table>
STAGE 2: EMPATHIZE

This stage is very important in Behavior-Centered Design, and also valuable for both staff and partners to participate in, because successful interventions depend on a campaign's ability to reach people in ways meaningful to them. The aim of this stage is to gain deep insights about the target audience’s relationship with the target behavior, including their motivations and challenges.

Below are some categories of questions you will cover during the Empathize stage.

a. Audience’s current perceptions about the desired behavior
b. Underlying beliefs that drive their behaviors
c. Opportunities for emotional appeals
d. Social influences
e. Opportunities for choice architecture or material incentives
f. Information that your audience may or may not have/need
g. Existing rules and regulations and opportunities to enhance effectiveness

Various quantitative and qualitative tools are available for use to answer key questions around community knowledge, attitudes, practices, social influences, etc. These questions will also help identify which behavior levers might be most effective for the audiences. These tools include:

- Standardized Fish Forever Household Survey – includes questions related to program measurement and evaluation, but also incorporates behavior adoption related questions that can help establish baselines for knowledge, attitudes and practices.
- Focus Group Discussions – may or may not be incorporated with other fisheries profiling activities in the community to probe community identity and dynamics, social networks and level of recognition of the challenges facing them.
- Key Informant Interviews – can supplement focus groups when it is more important to provide respondents with privacy and space to discuss more sensitive information.
- Day-in-the-life: in-depth profile that allows the team to get into the heart and mind of a target audience representative. Particularly valuable when the team is crafting social marketing materials, so that the language and imagery used connects with the audience.
- Journey maps: developed by a team member who accompanies the audience through steps in a process or behavior. This can be helpful for breaking down a behavior into its component parts, identifying other influencers that the audience encounters, or choosing locations for engaging with the audience.

Resources:
- Behavior Adoption Profiling Guide: Questions and Methods
- FF HH Survey Guide and Questions, with the BA-relevant questions highlighted
- How to Conduct Effective Focus Groups
- How to Conduct Key Informant Interviews
- Guide to Day-in-the-Life profiling

Output: Notes and Observations from research sessions
Consolidated Insights Worksheet (CONSOLIDATED INSIGHTS WORKSHEET)
STAGE 3: MAP

This is the stage where we organize the insights generated in the Empathize stage about our target audience into opportunities and challenges. Here, you will trace behaviors back to the knowledge, beliefs and attitudes, or context that could be influencing the behavior. Our goal is to identify causal links between the insights you gathered and behaviors as well as to organize these insights into the framework of the behavior levers to prepare for ideation. You will answer questions like:

- What are the audience’s goals, values and interests? (Opportunities for emotional appeals)
- Who matters to them and who do they go to for advice? (Opportunities for social influence)
- When is the audience affected by how a choice is presented? (Opportunities for Choice architecture)
- What does the audience know about the behavior? Or need to know? (Opportunities for Information)
- What rules and regulations are in place? (Opportunities for rules and regulations)
- How much is the audience affected by cost or convenience? (Opportunities for incentives)

The result should inspire a range of ideas and solutions in the next stage.

This stage is usually done through a consensus workshop where participants map the insights against the various behavior levers to surface the most powerful connections and formulate hypotheses around these. Note that this is a somewhat challenging step, so consider carefully the group you will include in this workshop. A small group composed of Rare program staff as well as highly engaged representatives from selected partners who have gone through the Empathize step would make a good start. Your goal is to arrive at a series of ‘How Might We…?’ questions that can prompt ideas anchored on behavior insights.

Examples of good ‘How Might We…?’ Questions include:

- How might we leverage the strong ties within fisher associations to create social pressure?
- Convert fishers’ family values into emotional appeals?
- Create opportunities to increase knowledge around reserves with a social learning element?

Resources:
- Sample MAP worksheets for simple behaviors
- MAPPING workshop design and facilitation guide

Output: MAP worksheet
Sample ‘How might we?’ questions generated by the map:

How might we provide fishers with more information around the importance of registration and the process for doing it?
How might we leverage the influence of the barangay captain and FARMC chair to encourage fishers to register?
How might we let fishers know that the local government unit is now serious about implementing this rule?
STAGE 4: IDEATE

Now you’re at the fun stage, where you generate, group and prioritize intervention ideas. Using the ‘How Might We’ questions from the previous step, you can brainstorm as many creative ideas as you can. But because time and resources are limited, this step will also help you decide which of the interventions will be the best ones to test.

Resources: (NEED MORE IDEATE RESOURCES)
How to Conduct a Brainstorm Session
The Solutions Game
IDEATE WORKSHEET

Output:
A prioritized list of interventions related to your target behaviors, ready for testing

Sample IDEATE worksheet for fisher registration

<table>
<thead>
<tr>
<th>Fisher registration</th>
<th>Choose a behavioral insight from your Map worksheet</th>
<th>Choose a behavioral strategy related to that insight</th>
<th>Draw/describe how you might apply that strategy to promoting your target behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex: Difficult to see who is doing the behavior (social influences)</td>
<td>Ex: Make behavior more observable</td>
<td>Ex: Paint sails/boats with campaign logos so they are visible to other fishers.</td>
<td></td>
</tr>
<tr>
<td>Ex: No current catch limits for fish</td>
<td>Ex: Enact rules and regulations</td>
<td>Ex: Set catch limits for fishing in MA area</td>
<td></td>
</tr>
<tr>
<td>1. Every peso counts, he cannot afford to lose money. If he receives cash/goods to be used for fishing, he is happy to get what he sees as a good deal.</td>
<td>Impose a penalty for late compliance</td>
<td>Charge a fine for fishers who miss the February registration deadline.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide incentives for early compliance</td>
<td>Give raffle tickets to fishers who register within January. Prizes include fishing gear, gas, etc.</td>
<td></td>
</tr>
<tr>
<td>2. He listens to the barangay captain, and to the head of the FARMC. But he gets information about gear and good fishing sites from his best friend.</td>
<td>Choose right messenger</td>
<td>M/FARMC and barangay do registration drive house to house</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase observability</td>
<td>Registered fishers get ID card</td>
<td></td>
</tr>
</tbody>
</table>

Guidance for Country Teams
Since there are already a lot of examples to draw from, we suggest that you work with your partners to assess how suitable they are for your context, and think about whether they need to be modified or localized. There are many ways to adopt great ideas while adding a more local touch. One example are mascots. In some areas, creative designers may not be readily available, but you have the option to select from several templates or base designs, then add a unique element, such as a piece of clothing, or accessory that your community can relate to.
STAGE 5-6: PROTOTYPE, TEST & ITERATE

Now is the time to bring ideas to life and test them. A prototype is a representation of the idea that allows you to communicate a concept clearly to the target audience so you can get their reactions. For example, for information or social marketing materials, draft designs of posters or banners and billboards will be enough. If it’s an incentive scheme, you can have the mechanics listed out and visualized in a draft poster, or rough recorded as an announcement on the radio. You can even have someone act it out, let’s say to demonstrate what a pledge event would entail. You can put pictures together into a collage and have key words to describe the idea.

A prototype does not have to be perfect—think of it as a way to facilitate a conversation with a small representative sample from your target audience. Once you have it, go back to the community and show it to a few people at a time, and get their feedback. Evaluate the following:

- Clarity of the concept, and its relevance to the target audience
- Gross negatives, or big no-no’s you might have missed (for example, showing gear that is unfamiliar to that particular community)
- Whether it violates any cultural or religious norms
- Whether the idea has the potential to elicit your desired behavior/s.

After you get feedback from your audience, go back and modify your idea, or change it altogether if necessary. Go back and test one more time, or until you feel you have the key elements right.

Potentially include later other tools for testing prototypes: how do you break down the elements of an idea

Resources:
- Examples of prototypes, especially non-product ones (for gathering)
- Guide to Community Pre-testing
- BRAVO tool

Guidance for Country Teams
You can use past strategies and materials used in Fish Forever as initial prototypes if they reflect your ideas. You can always preface the pre-test session by saying that you will show them something that reflects an idea, which will be changed to show local faces or adjusted to match the area. You can also create your own prototypes for ideas that have not been tried before. Just remember that the process is supposed to be rapid—you want to get the idea out, test it and then modify quickly.
STAGE 7: LAUNCH

The biggest challenge at this stage is putting all your ideas together, sequencing them and making sure materials, activities and tactics are maximized effectively. You and your team can put the launch plan together, and start rolling out the activities in the field.

This is where it will be helpful to go back to the steps in the Theory of Cooperative Behavior, and make sure your planned interventions are at the right step in the process of change.

For Step 1, the interventions most often appropriate are those that build knowledge among the audience, in ways that tell them others are also learning the same things and having the same realizations about fishing as a cooperative behavior. Examples are:

- Playing the Fishing Game
- Using Fish Talk cards to spark discussions
- Learning Visits
- Basic information materials
- Social marketing materials that link behaviors to a desired benefit

Step 2 activities work best if the audience has already formed a new expectation that the community needs to fish more sustainably, and you now want to signal that others are also about to make the change. This sets the stage for these types of activities:

- New rules and regulations
- Pledges of commitment from officials and from fishers
- Boat painting, marker buoys

Step 3 are strategies implemented to strengthen and deepen community members’ beliefs that norms have changed:

- Making behavior observable through painted boats and sails
- Rewarding good behavior socially through recognition programs

Resources:

Behavior Adoption and Social Marketing Planning Tool and Worksheet
Taron BA Case
BA in FF ppt
Sample BA and Communications strategy plan for sub-national cluster

Sub-national Behavior Change Strategy + Communications and Engagement Plan

Name Cluster: Antique
Province: Antique
Number of MPA’s: 37
Number of Registered Fishers: 32,000
Total area of waters covered by the campaign: __________________
Number of Registers Fisher’s Organizations: 109
Number of municipalities covered: 15 coastal municipalities, 3 inland municipalities
Total population of sites covered by campaign: ______________

PART 1A. Key Audiences

Who do we involve and connect with to co-facilitate in creating an enabling environment for the subnational campaign to work?
Who are the stakeholders you need to influence?
List down specific stakeholders and agencies to be engaged:

<table>
<thead>
<tr>
<th>Coastal Community Members</th>
<th>LGU leaders and decision-makers</th>
<th>Government Agencies</th>
<th>Provincial Government Units</th>
<th>Local NGOs and Academe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fishermen</td>
<td>Local Chef Executives</td>
<td>DA-BFAR</td>
<td>PILGU</td>
<td>Rare</td>
</tr>
<tr>
<td>People’s Organization</td>
<td>SPs</td>
<td>DENR</td>
<td>MLGU</td>
<td>ADF</td>
</tr>
<tr>
<td>Cooperatives</td>
<td>Barangay Council</td>
<td>DILG</td>
<td>BZGU</td>
<td>Process Foundation</td>
</tr>
<tr>
<td>Coastal Schools</td>
<td>FARMC</td>
<td>DOT</td>
<td>MORRMO</td>
<td>AFON</td>
</tr>
<tr>
<td>Local Business Owners</td>
<td>PCG</td>
<td>PDRRMC</td>
<td>University of Antique</td>
<td>等方式</td>
</tr>
<tr>
<td>Religious Groups</td>
<td>Law Enforcers (PNP, Maritime Group, PNP Local)</td>
<td>Aklan State University</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Guidance for Country Teams

When planning your launch, make sure to align your community level campaign with your campaign directed at decision-makers and leaders. Many of the activities you plan for the community can also serve your decision-maker campaign. For example, inviting members of the legislative council to a Pride event at the community to install new marker buoys will probably help them see that the community supports no-take zones, so he is more likely to approve new legislation to declare new ones.
**STAGE 8: ASSESS**

This stage is when you find out if behavior change is happening, and what degree. It will help you adjust your campaign, improve on it, and share your learnings with others. Fish Forever has a robust Monitoring & Evaluation plan that includes metrics for behavior outcomes and milestones.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Metric</th>
<th>Tool</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fishers believe registering is important</td>
<td>Proportion of fishers who believe that registering will improve management outcomes</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers who register</td>
<td>Proportion of registered fishers</td>
<td>Program Footprint</td>
</tr>
<tr>
<td>Fishers believe that participation will improve management</td>
<td>Proportion of fishers who believe that participation in management will improve management outcomes</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers participate in management</td>
<td>Proportion of fishers who actively engage in the decision-making process</td>
<td>Household Survey, Management Body Assessment</td>
</tr>
<tr>
<td>Fishers encourage others to participate</td>
<td>Proportion of fishers that encourage others (both inside and outside their local community) to participate in sustainable/responsible activity</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers believe that reporting catch is important to sustain fishery</td>
<td>Proportion of fishers who believe that reporting catch is important to sustain fishery</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers believe that reporting fishing violations is important</td>
<td>Proportion of fishers who believe that it is important that everyone report fishing violations</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers participate in surveillance activities</td>
<td>Proportion of fishers who participate in surveillance activities</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers catch is recorded by buyers</td>
<td>Proportion of registered fishers with reported catch</td>
<td>OurFish</td>
</tr>
<tr>
<td>Fishers believe that compliance with fishing regulations will improve catch</td>
<td>Proportion of fishers who believe that compliance with fishing regulations will improve catch</td>
<td>Household Survey</td>
</tr>
<tr>
<td>Fishers comply with fishing regulations</td>
<td>Proportion of fishers who claim that other fishers comply with fishing regulations</td>
<td>Household Survey</td>
</tr>
</tbody>
</table>

Even while the campaign is ongoing, you need to monitor and assess progress to help guide teams make programmatic decisions along the way. Fish Forever and the BE.Center are working on a series of questions and simple assessment tools that can help guide teams throughout the campaign.
PART 4: TYING IT ALL TOGETHER – County-level Fish Forever Campaigns

Designing Behavior Adoption Campaigns at different levels

Each Fish Forever geography’s scope is different. In the Meso-American Reef region, they cover multiple countries around a shared body of water. In Indonesia, focus right now is on one province, with multiple districts and sub-districts. In Palau, they will be working just in one community to start with. There are different stakeholders at different levels, each with different behaviors we need to inspire.

Each country team will need to develop its own national or sub-national behavior and communications strategy, pulling together the core elements of Fish Forever, but combining them with the unique issues or needs of the region they are focused on.

Below are examples of issues that are unique to some countries, which needed to be incorporated into the overall country or sub-national campaigns:

- Mangrove focus in Para
- How Indonesia needed to influence policy at provincial level (explain how this was the ‘behavior focus’ in parallel to community campaigns
- Tanon as a National Protected Area

This sub-national strategy should be designed to help create the enabling environment for community-focused campaigns at the local government level, targeting fishers, key leaders and decision-makers, traders and the community, which is the heart of what we do at Rare.

A strong brand can tie everything together, so whether the campaign is at the sub-national or community-level, the long-term vision of sustainable coastal fisheries to benefit fishers and their communities is always present.
Branding

Each country team will need to work with its partners to arrive at a brand that everyone is proud to be associated with, which reflects their priorities and values. It is strongly encouraged that country/sub-national brand puts fishers at the center, since they are the ones who will ultimately make the program succeed, and who will benefit from it. We recognize though that many countries are already working with established brands that have gained traction and value among partners. In these cases, the advice is to ensure that fishers play a central role in the imagery and messaging associated with your campaigns.

These are some examples of country or sub-national level brands across Fish Forever:
In addition, partners may opt to add place-based brands to communicate their pride in their area or locale, as seen in these Philippine examples that showcase different sub-national clusters or even local municipalities.

![Atong Tañon. Atong Bantayan. Atong Ampingan.](image)

You should include your campaign brand wherever appropriate, as this helps tie different efforts together. Whether you are doing activities and materials for fishers, or explaining OurFish to traders, all audiences should be able to link them all to the same vision of sustainable, community-based coastal fisheries.

**PART 5: WHO, WHAT, WHEN: Notes on Implementation**

To help you plan out how to roll out your behavior adoption campaigns, here is a summary of the different components of the campaign and what country teams will need to do and what resources will be available.

<table>
<thead>
<tr>
<th>COUNTRY TEAM ACTIVITIES</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| **COUNTRY/ SUB-NATIONAL BRAND** | • Collaborating w/primary partner/s  
• Fish Forever brand  
• **Vision of sustainable community-based management** for fishers and their communities  
| • Communications planning workshop  
• Local artists  
• Sample logos from other FF countries |
| **SUB-NATIONAL ENABLING CAMPAIGN** | • Collaborating w/primary partner/s  
• Communications campaign  
• Enable local efforts (i.e. building support from local leaders for policy, budget, etc.)  
| • Communications planning workshop  
• Profiling and baselining guide and research results |
| **SITE-LEVEL CAMPAIGN ON CORE FISHER BEHAVIORS** | • Training site/community level teams  
• Validate and adapt FF’s Core Fisher behavior strategy  
• Local execution of recommended levers and strategies  
| • Theory of Cooperative Behavior  
• How-to guides for executing strategies  
• Training resources for strategy customization |
| **SUB-NATIONAL AND SITE LEVEL CAMPAIGN FOR OTHER BEHAVIORS** | • Conduct BCD process at national/sub-national level  
• Collaborating w/select partner/s on frame, empathize and map  
• Refining behaviors and audiences  
| • BCD and behavior levers tools  
• Hub and BE.Center advisory (esp. Frame & Map)  
• Samples and lessons learned of past strategies |
Below is an illustrative guide to how the different levels of work align. This has implications as well on the training to be conducted, as shown in the sample training roadmaps.

<table>
<thead>
<tr>
<th>Stage in FF Roadmap</th>
<th>START UP</th>
<th>PROFILING &amp; BASE-LINING</th>
<th>COMMUNITY ENGAGEMENT &amp; CAPACITY</th>
<th>SETTING UP SYSTEMS</th>
<th>ENABLING SUCCESS</th>
<th>MAKING IT LAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB-NATIONAL</td>
<td>Stakeholder mapping, identification of unique issues and opportunities</td>
<td>Key informant interviews, focus groups, partner engagement</td>
<td>Launch of sub-national brand, engage leaders and decision-makers; create enabling environment</td>
<td>Provide policy/regulatory support, reward participation and good behaviors, create incentives</td>
<td>Sustain interest, facilitate learning exchanges, pull in additional support from national level</td>
<td>Assess and adapt; institutionalize successful initiatives</td>
</tr>
<tr>
<td>Local government/community-level</td>
<td>Community profiling, validation of FF insights; identify potential opportunities</td>
<td>Initial community engagement tactics; launch sub-national brand and 'umbrella' social marketing materials</td>
<td>Deepen community engagement in line with management plans and policies; additional behavior change strategies and tactics</td>
<td>-Focus on 4 behaviors -New regulations -other tactical needs</td>
<td>Sustain efforts, incorporate into annual investment plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interviews with leaders and decision-makers, mapping behaviors</td>
<td>Decision-maker/leader strategies and tactics implemented</td>
<td>Targeted efforts based on policy outcomes needed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

31
ANNEXES

What Good Looks Like: BEHAVIOR ADOPTION CAMPAIGNS IN FISH FOREVER

A successful behavior adoption campaign in Fish Forever starts with the participation and support of key stakeholders at both sub-national and site levels. At the sub-national level, critical program partners, whether they are fisheries or environment agencies, provincial governments or national fisher associations, are engaged to help deliver the campaign at a broader level. At the same time, in each Fish Forever municipality or local government unit, a site implementation team is formed, composed of local government staff, and community or fisheries leaders.

Sub-national campaign

Rare works with partners at the relevant scale (province/state, region or Fishery Management Area) to develop an overarching campaign that reflects shared goals around protecting coastal resources and managing fisheries more sustainably. This is done through a series of trainings and workshops where the team learns about key behavior adoption and social marketing principles, and develops a brand, logo and key messages.

They also come up with strategies to help create an enabling environment for effective community-based fisheries management. This may include influencing lawmakers and leaders to pass policies and channel resources, as well as securing support from private companies, universities, religious organizations and other influencers. If relevant and feasible, this is also usually the scale at which media may be used to help magnify the messages of the campaign in order to reach more fishers and communities. The sub-national campaign draws heavily on Rare’s past experiences, and partners are encouraged to emphasize the central role that responsible fishers play as the stewards of their future.

Site-level campaign

This refers to the activities designed to drive core fisher behaviors that address the issue of overfishing: 1) respecting no-take zones, 2) following fishing rules and using the right gear, 3) participating in management. They also address other important behaviors at the local level, such as registration and licensing and adoption of catch reporting systems by traders, as well as others that may be specific to an area or group of fishers, such giving up a particular gear or following a prescribed closed season.
This campaign is led by the site implementation team. Rare trains them in facilitation and community engagement techniques, so that they help lead fishing communities through a process of change.

First, the community learns to recognize the problem of overfishing, and how their behaviors are affecting their fishery. This happens through the use of games, discussion cards, and learning exchanges.

They participate in different activities like participatory habitat assessments, so they see the state of their resources for themselves. Later, they join workshops where they set goals and agree on ways to manage their fisheries better. The behavior adoption campaign is designed to complement these various program activities, so that behavioral insights, levers and strategies are incorporated at each stage. For example, the workshops are designed to encourage social learning, and fishers hear other fishers also realizing that things need to change.

Once the communities agree on the new rules for managing their fisheries, the site implementation team and the local government work together to make sure everyone is aware of them and they are enforced. This way, change is coordinated throughout the community. They also establish ways to make sure the behaviors are observable and create ways by which fishers can show others they are doing the right thing. Since social influence is known to be a powerful lever for behavior adoption, local officials are asked to make public displays of commitment, and the rest of the community is also pulled in through festivals, school visits and other celebrations. This signals to the fishers that everyone is behind this shift towards more sustainable fishing. Eventually, this becomes the new norm, and the community becomes self-enforcing.
Sustaining and Tactical campaigns

A successful fisheries behavior adoption campaign is sustained and refreshed through the years. Rare equips partners with tools to assess progress and measure whether sustainable fishing behaviors are maintained over time and develop additional strategies in case they are not yet the norm. Rare can also help partners conduct the Behavior-Centered Design process to explore additional behavior adoption problems that might be unique to a site, such as the introduction of new gear, new regulations, or even new practices, such as using ice to preserve freshness.

Expanding the campaign

The best campaigns also take on a life of their own. Because the original campaign generates interest and excitement, other stakeholders and community members also get involved. In long-running sites that Rare has worked in, we’ve seen how governments take the campaign elements and make it their own (e.g., mascots are turned into permanent monuments that become landmarks), and more people offer to develop their own activities to inform or influence others (e.g. teachers incorporating messages into their school lessons, or youth groups doing camps for kids). It’s important to share clear strategy plans and guides for imagery and messages, so that others can build on the campaign without diluting its effectiveness.
Empathizing with Coastal Fishers: Lessons Learned

There is a wealth of research conducted in Fish Forever communities all over the world, and much of it points to many common insights about coastal fishers and their communities. These include:

▪ Sense of identity as a fisherman – fishers take pride in their abilities, and see themselves as hunters, who are able to provide for their needs/families using the skills that they have
▪ Potential for social influences – fishers, like most people, respond to social norms. They monitor whether others know and believe what they know and believe, and they like to be seen in a good light by their neighbors.
▪ Common barriers to good behavior, that were addressed by (need examples)

There are also some variances across geographies and cultures, and these may require additional examination at the country or sub-national level to validate.

▪ Trust in their leaders – this appears to vary across sites, and is often a function of how long the community has been working together or with its leaders in an organized program
▪ Worry about the future – while many fishers speak of changes in their fishery over time, worry is less pronounced in areas where the resource is still relatively productive. It may be important to probe this in order to determine how easy or difficult it will be to get the community to recognize the problem
▪ Other signifiers of identity – this is one area where remoteness of an area, culture or context can significantly affect whether fishers in a community may respond to certain cues or not. This can help you decide whether there are elements worth incorporating into your campaign, such as symbols of regional or national pride, involvement of children or religious leaders, etc.

Resources
- Consolidated Insights from Fish Forever countries
- Analysis of past Rare campaigns (if relevant)
- Sample EMPATHIZE worksheets from countries on non-core behaviors (C3 or OurFish maybe)

BOX: Engaging partners during the Profiling phase
You will find that while they may have been doing coastal fisheries work for years, many staff from government offices, academic institutions and other NGOs are often unfamiliar with behavioral research, and often welcome the chance to uncover new insights about the communities they have been working with. Profiling offers an opportunity to recruit extra help while deepening your partners’ understanding of the audience. Look for people who are naturally curious, who like to talk to people, and are good at making others feel comfortable. Put together a small team that can be trained in the most common facilitation techniques and do the first sets of focus groups or interviews together, so they can observe and practice. (ETC.)