

## **CIBBRiNA Stakeholder Engagement and Communication Strategy – Summary**

- Our mission statement is: “Working collaboratively as fishers, authorities, scientists, and other relevant stakeholders to minimise bycatch of Endangered, Threatened and Protected species in the North-East Atlantic, Baltic, and Mediterranean seas”.
- The CIBBRiNA Stakeholder Engagement and Communication Strategy (“SE&C Strategy”) forms part of the foundation of CIBBRiNA by setting out a common language and the use of tools to deliver effective internal and external stakeholder engagement and communication. In doing so, the SE&C Strategy directly supports CIBBRiNA’s “Safe Working Environment” and [Code of Conduct](#).
- CIBBRiNA’s main working language is English and is used for primary communications materials such as or website, social media posts, and strategies. Where needed, support is sought from partners to translate materials given that not all stakeholders’ main language is English.
- Section 3 defines the project’s stakeholders and categorises these for the purpose of how to engage and communicate with different groups (e.g. fishing industry, advisory bodies, policy-makers and decision-makers, etc.) – with these categories applied flexibly and appropriately as needed.
- Section 4 sets out the project’s five key message themes, which set the tone for and guide all communications, and provides further guidance on using the themes, which are as follows:
  - 1: We acknowledge that the bycatch of Endangered, Threatened and Protected (ETP) mammals, birds, turtles, and elasmobranchs negatively affects their populations, ecosystems, and people, and is a multi-dimensional challenge that requires collaboration between all stakeholders to address.
  - 2: We are working collaboratively to minimise bycatch of ETP species, in a Safe Working Environment in which the fostering of mutual trust, respect, and understanding of different perspectives is essential.
  - 3: We are exploring the best possible ways to minimise bycatch of ETP species which will support their conservation and be practical for fishers.
  - 4: For fishers, bycatch of ETP species is a problem which affects their time, incomes, and reputations, and can cause them distress – so practical solutions will help to support them.
  - 5: Minimising the bycatch of ETP species is essential to the flourishing of both marine ecosystems and fishing livelihoods.
- Section 5 sets out the variety of tools that the project will use over its lifetime (e.g. website, policy briefs, events, etc.) and how often they are to be used.
- Section 6 identifies risks specific to the project’s communication activities and strategies for mitigating or avoiding these (e.g. misrepresentation of the project by an external stakeholder).
- Section 7 sets out the processes of review and sign-off for communication materials depending on how critical they are to the project and their potential sensitivity.
- Section 8 commits the project to an annual review of the SE&C Strategy, with revisions to be made as needed.

# CIBBRiNA Stakeholder Engagement and Communication Strategy

## v2

### Contents

Section 1: Introduction and background to CIBBRiNA.....	3
1.1. Mission statement.....	3
1.2. Overview of the project .....	3
Section 2: Aims and approach of the CIBBRiNA Stakeholder Engagement and Communication Strategy.....	4
2.1 Aims: Stakeholder Engagement.....	5
2.2 Aims: Communication.....	5
Section 3: Identifying and defining CIBBRiNA’s stakeholder groups .....	5
3.1. CIBBRiNA’s stakeholder groups .....	5
3.2. CIBBRiNA’s partners as stakeholders.....	6
3.3. Stakeholder identification by CIBBRiNA partners .....	6
3.4. CIBBRiNA’s approach to engaging with stakeholders during specific activities .....	6
Section 4: Messaging .....	7
4.1. CIBBRiNA’s key messages themes .....	8
4.2. General guidance for developing communications using the key message themes .....	8
Section 5: Engagement and communication tools .....	9
5.1. Tools – definitions and anticipated frequency of use .....	9
Section 6: Communication risks and mitigation strategies .....	13
Section 7: Sign-off procedures.....	14
7.1. Defining “critical communication outputs” .....	14
7.2. Sign-off procedures for critical communication outputs and other outputs .....	15
7.3. Contacts for stakeholder engagement and communications .....	15
Section 8: Monitoring and evaluation approach .....	16
Annexes .....	17
Annex 1: Definitions and guidance on engagement and messaging for CIBBRiNA stakeholder (audience) groups.....	17
A1.1. Fishing industry.....	17
A1.2. Wider seafood sector .....	18
A1.3. Advisory bodies .....	19
A1.4. Researchers and research organisations and projects.....	20

A1.5. Environmental organisations .....	21
A1.6. Policy-makers and decision-makers .....	22
A1.7. News media .....	24
A1.8. Scientific outreach institutions (museums and aquaria).....	25
A1.9. Coastal communities.....	25
A1.10. Seafood consumers .....	26
A1.11. Coastal tourists .....	26
Annex 2: Stakeholder identification questions .....	28
Annex 3: Guidance for partners on establishing and communicating roles and responsibilities for stakeholders during engagement activities .....	29
Annex 4: Terminology to use or to avoid.....	32
Annex 5: Sub-objectives for event formats .....	34

## Section 1: Introduction and background to CIBBRiNA

### 1.1. Mission statement

“Working collaboratively as fishers, authorities, scientists, and other relevant stakeholders to minimise bycatch of Endangered, Threatened and Protected species in the North-East Atlantic, Baltic, and Mediterranean seas”.

### 1.2. Overview of the project

The **Coordinated Development and Implementation of Best Practice in Bycatch Reduction in the North Atlantic, Baltic and Mediterranean Regions (CIBBRiNA) project** aims to minimise the bycatch of Endangered, Threatened and Protected (ETP) species in the North-East Atlantic, Baltic, and Mediterranean seas, working collaboratively as fishers, authorities, scientists, and other relevant stakeholders to achieve this. The species that we focus on include a variety of mammals, birds, turtles, and elasmobranchs (sharks, skates, and rays).

Through cross-border and cross-sectoral collaboration involving stakeholders from 13 European countries, CIBBRiNA is establishing mitigation, monitoring, and assessment programmes in a selection of fisheries with a higher risk of bycatch. Within a proactively fostered “Safe Working Environment” characterised by mutual trust, safety, and cooperation, we will build on a review of current approaches and learning from our Case Study fisheries to deliver an innovative toolbox designed to be integrated into policy and best practice in European fisheries management.

CIBBRiNA is funded by the EU's LIFE programme and runs from 2023 to 2029. The project is formed of 10 closely connected Work Packages, as shown in Figure 1 below.

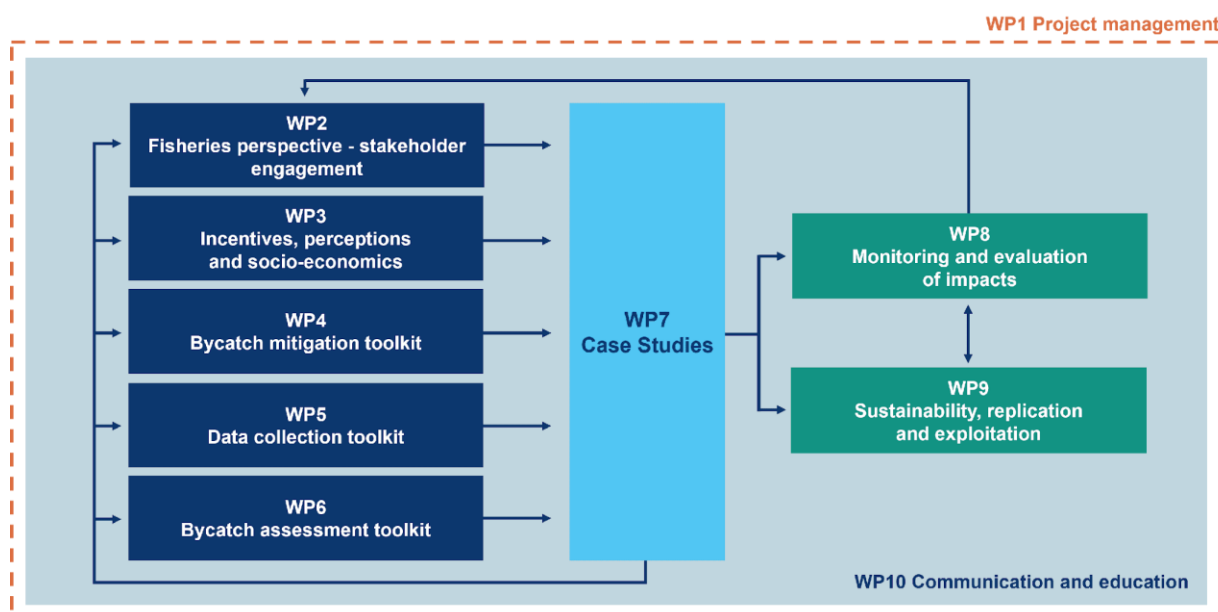


Figure 1: CIBBRiNA Work Packages

## Section 2: Aims and approach of the CIBBRiNA Stakeholder Engagement and Communication Strategy

The CIBBRiNA Stakeholder Engagement and Communication Strategy underpins the project by setting out a common language for internal and external use, and tools for delivery of effective internal and external stakeholder engagement and communication.

CIBBRiNA's main working language is English. As such, primary communications materials such as our website, social media posts, and strategies will be produced in English. Where communications outputs need to be tailored for specific stakeholders for whom English may not be accessible, for example local stakeholders involved in a CIBBRiNA Case Study, support will be sought from partners to provide translations.

The CIBBRiNA Stakeholder Engagement and Communication Strategy is supported by the [CIBBRiNA branding guidelines](#)<sup>1</sup>.

This strategy supports the maintenance of CIBBRiNA's Safe Working Environment and adherence to both the [CIBBRiNA Code of Conduct](#) and the [CIBBRiNA Data Management Plan](#).

<sup>1</sup> Please note that the branding guidelines, Data Management Plan, and social media guidelines referenced later in this strategy are internal documents which are unavailable outside of the CIBBRiNA consortium.

## 2.1 Aims: Stakeholder Engagement

- **Define and identify** CIBBRiNA's stakeholders.
- Enable CIBBRiNA to **reach a diversity of stakeholders** across geographies, sectors, and levels of fisheries management.
- Contribute to the fostering of a "Safe Working Environment" for all stakeholders involved in CIBBRiNA, to ensure **cooperation through mutual trust, respect, and understanding of different perspectives**.
- Facilitate and support engagement actions throughout the project through the identification of suitable **engagement tools**.

## 2.2 Aims: Communication

- Create, support, and encourage the **use of a common language** for all of CIBBRiNA's internal and external communications, ensuring a harmonised voice and consistency of messaging.
- Support **meaningful and sustained engagement** with CIBBRiNA's stakeholders.
- Raise **awareness and create an understanding** of CIBBRiNA's aims and work among potential stakeholders and wider audiences.
- **Disseminate** the outputs of CIBBRiNA in the most effective ways to ensure they reach their intended audiences.

## Section 3: Identifying and defining CIBBRiNA's stakeholder groups

### 3.1. CIBBRiNA's stakeholder groups

A CIBBRiNA stakeholder is any person or organisation which affects or is affected by a decision, process, action, output, and/or outcome of the CIBBRiNA project. For the purposes of CIBBRiNA's communications, CIBBRiNA's stakeholder groups are also treated as audience groups.

The following stakeholder groups below broadly cover the organisations and individuals anticipated to have a stake in CIBBRiNA:

- Fishing industry
- Wider seafood sector
- Advisory bodies
- Researchers
- Environmental organisations
- Policy-makers and decision-makers
- News media
- Seafood consumers
- Scientific outreach institutions (museums and aquaria)
- Coastal communities
- Coastal tourists

For each of the above groups, [Annex 1](#) provides definitions, sub-groups (where appropriate), a list of tools anticipated to be most effective in reaching each group (based on tool categories and descriptions in Section 5), and guidance on how to tailor CIBBRiNA's key message themes for each group. It is also important to note that:

- **The stakeholder groups in this document can be applied flexibly by CIBBRiNA partners in their activities as needed – not every organisation nor every individual will fit neatly into any one of the groups, and some may fit into more than one group.**
- While the categorisation of stakeholders into groups has been done to enable engagement and communication to be suitably tailored to each group, we recognise that nuances and differences exist within groups. Wherever possible, we will seek to avoid homogenising groups through our choice of terminology; for example, “trawler” may not be specific enough where different fishers use different types of trawler gear. Similarly, engagement and communication tools should always be sufficiently tailored to contexts of their target stakeholder/audience groups (Example: an in-person meeting with fishers in a specific locality should be timed based on when these fishers are more likely to be on land and available).

### **3.2. CIBBRiNA's partners as stakeholders**

CIBBRiNA's partners are themselves "stakeholders", albeit internal rather than external ones. All partners may fit into one or more of the stakeholder/audience groups set out in 3.1. In some cases, there will be overlaps in terms of how CIBBRiNA engages and communicates with partners and external stakeholders – for example, e-newsletters will be aimed at and circulated to both partners and external stakeholders. However, as and where appropriate, our engagement and communication tools and approaches will be applied differently when it comes to our partners versus our external stakeholders.

### **3.3. Stakeholder identification by CIBBRiNA partners**

[Annex 2](#) provides a series of stakeholder identification questions which CIBBRiNA partners can use to identify specific stakeholders as needed to conduct engagement activities. These questions explore the different factors that may shape a stakeholder's unique perspective and input (such as where they are from, their field of work, who they represent, and relevant past experiences such as bycatch incidents and participation in similar projects). The questions are given as guidance only; they are not mandatory to use in stakeholder identification exercises.

### **3.4. CIBBRiNA's approach to engaging with stakeholders during specific activities**

CIBBRiNA will often engage with stakeholders during specific activities that are designed to seek information, advice, or recommendations. This could include meetings, workshops, interviews, and surveys. For any such activity, our approach – in alignment with the [ICES Stakeholder Engagement Strategy](#) – is to fluidly and temporarily categorise stakeholders

according to their role in that activity, rather than their “fixed” stakeholder group as per 3.1. Our rationale for doing so is that:

- Many stakeholders in the European fisheries space hold multiple “hats” (i.e. they may at different times represent different organisations or interests).
- By ensuring that each stakeholder is aware of their own expected roles and responsibilities, and those of other stakeholders in any engagement activity, we will reduce the risk of implicit bias and will promote diversity, inclusion, and transparency.

For each engagement activity undertaken for CIBBRiNA where the purpose of the activity is to obtain any type of input from stakeholders (as opposed to informing them), the organising partner(s) should carry out the following steps, for which full guidance is given in [Annex 3](#):

1. Consider what types of roles will be needed to achieve the aims of the activity.
2. Consider which roles will need to be assigned to which stakeholders.
3. For each role which will be needed for the activity, communicate the associated expectations and responsibilities to the stakeholder(s) assigned that role, as well as the rationale for providing these for all stakeholders.

Organisers of CIBBRiNA activities should complete a Participant Registration form (to be made available on the CIBBRiNA Teams site) for each activity, to help ensure that information is captured comprehensively and consistently on the project’s stakeholder engagement for reporting purposes. This form has been designed to include details on participants including their organisation type, country, and role, while omitting personal details such as names. This is to ensure the privacy of participants and maintain trust among stakeholders.

## **Section 4: Messaging**

This section sets out CIBBRiNA’s key message themes and guidance on tailoring messages so that they are accessible and meaningful to each audience. For the purpose of this strategy, the term ‘audience’ is used to describe stakeholder groups that are the intended recipients of communications materials and/or activities, inclusive of stakeholders who are already engaged in the project and those who are engaging with it for the first time.

The purposes of the key message themes are to:

- Capture the overarching messages which CIBBRiNA seeks to convey in its communications
- Help structure and frame CIBBRiNA’s communications
- Act as high-level guides to support the production of communications which are appropriately tailored to their target audiences

#### **4.1. CIBBRiNA's key messages themes**

The key message themes are numbered and ordered for narrative flow, but do not differ in level of priority or importance.

**Key message theme 1: We acknowledge that the bycatch of Endangered, Threatened and Protected (ETP) mammals, birds, turtles, and elasmobranchs negatively affects their populations, ecosystems, and people, and is a multi-dimensional challenge that requires collaboration between all stakeholders to address.**

**Key message theme 2: We are working collaboratively to minimise bycatch of ETP species, in a Safe Working Environment in which the fostering of mutual trust, respect, and understanding of different perspectives is essential.**

*Note on key message theme 2: When drawing on this key message theme for communications targeted at external stakeholders, it may be appropriate to use "environment" instead of "Safe Working Environment" (e.g. in a social media post where text is limited) or – if the communication is longer in nature (e.g. a policy brief) – to explain CIBBRiNA's definition of the Safe Working Environment.*

**Key message theme 3: We are exploring the best possible ways to minimise bycatch of ETP species which will support their conservation and be practical for fishers.**

**Key message theme 4: For fishers, bycatch of ETP species is a problem which affects their time, incomes, and reputations, and can cause them distress – so practical solutions will help to support them.**

**Key message theme 5: Minimising the bycatch of ETP species is essential to the flourishing of both marine ecosystems and fishing livelihoods.**

#### **4.2. General guidance for developing communications using the key message themes**

For all audiences, messaging should:

- Be constructive in tone and framing, showcasing the collaborative work being done in CIBBRiNA.
- Be clear, concise, and as easy as possible to read and (where relevant) translate.
- Convey to that audience the specific reasons that minimising bycatch will benefit them.
- Make clear that when we use the term “bycatch” in the context of CIBBRiNA, we are talking about the bycatch of ETP species (rather than bycatch or unwanted bycatch of non-target fishes which may in some cases be commercially sold).
- Contextualise efforts to reduce bycatch within an ecosystem approach, drawing connections between minimising bycatch, and ensuring healthy marine ecosystems and fish stocks.



- Use all opportunities to emphasise the importance of developing and adopting monitoring and mitigation methods that will be feasible for the fishing operations they are intended for.
- Convey CIBBRiNA's aspiration to minimise bycatch as much as possible but without implying that the project will fully "solve" bycatch.
- Make use of quotes from individuals where appropriate, to help tell the "human story" of work to address bycatch. Where quotes are used, aim for an appropriate geographic and sectoral spread of voices.
- Avoid a sense of "blaming" or "judgement", and any implication that bycatch is an inevitable part of fishing or that bycatch is consistently a significant problem across all fisheries.
- Avoid "homogenising" fisheries, in the sense that it is important to acknowledge – as appropriate – the differences between large- and small-scale fisheries, and differences between different types of fishing operations (e.g. "trawler" is a generic term, and more specific terms such as "pelagic trawler" should be used whenever possible).

More guidance on specific terms to use or to avoid can be found in [Annex 4](#).

## Section 5: Engagement and communication tools

The production of engagement and communication materials based on the tools below should be guided by this Strategy, and supporting documents which include:

- [CIBBRiNA branding guidelines](#)
- [CIBBRiNA social media strategy](#), including social media guidance for partners

### 5.1. Tools – definitions and anticipated frequency of use

Method	Description	Anticipated frequency of use
<b>Web presence</b>	A dedicated CIBBRiNA website will act as an information hub for the project, collating all key project information, contact details, ways to be involved, and results in a visually impactful site that prioritises user experience and represents the breadth of professionalism and expertise of CIBBRiNA's partners.	Continuous (evergreen content and regular updates and additions to content).
<b>Blog</b>	A blog hosted on the project website will support more informal outputs and updates, including spotlights on individual people from among CIBBRiNA's partners and stakeholders. It will foster an approachable and personable dynamic and shine a light on the diversity of work within the project.	Approximately 4-6 posts per year.

Method	Description	Anticipated frequency of use
<b>Social media</b>	<p>LinkedIn and Bluesky will be CIBBRiNA's principal social media platforms for reaching stakeholders such as fishers, scientists, eNGOs, and policy audiences. Maintaining an active presence on these platforms will contribute to project momentum.</p> <p>Partners will be encouraged to share outputs of CIBBRiNA via other social media platforms (e.g. Facebook) where their knowledge indicates that local stakeholders and audiences prefer such platforms, and to utilise as possible a distributed network of WhatsApp groups where these are in use by fishers involved in the Case Studies.</p> <p>CIBBRiNA's use of social media will be guided by its <a href="#">social media guidelines</a>. WP10 can provide partners with ad-hoc advice on creating content (text and graphics) for such platforms.</p>	<p>LinkedIn and Bluesky: Several times per week.</p> <p>Other platforms: Context-dependent.</p>
<b>Newsletter</b>	An email newsletter will provide direct, informative updates on CIBBRiNA's activities and outputs to partners and stakeholders.	Once every two to three months or as appropriate (i.e. there is project news to share).
<b>Videos</b>	<p>Short videos (e.g. 1–2 minutes) featuring a combination of interview and on-location footage will focus on CIBBRiNA's different Case Studies and the wide array of researchers, nationalities, and disciplines feeding into these.</p> <p>Videos will showcase our research as it happens and convey the real-time impact that the project is intended to have, in the words of stakeholders who will be impacted.</p> <p>The scope of each video will be determined in collaboration with Case Study Leads.</p>	Approximately 10 over the project's lifetime, with the majority to be produced in the latter half of the project as results and stories emerge.
<b>Media engagement</b>	<p>Communicating the progress and outputs of CIBBRiNA directly with the news media will diversify the reach of the project, targeting sector-specific, national, and international publications to promote significant project milestones.</p> <p>Press releases will be used to share short newsworthy updates. Opinion pieces and longer</p>	<p>According to the schedule of key project milestones and outputs.</p> <p>Approximately 12 press releases</p>

Method	Description	Anticipated frequency of use
	<p>editorials may be used to explore a Work Package or Case Study in more depth, drawing on the insight and expertise of involved persons.</p> <p>Where opportunities arise, CIBBRiNA partners will engage with the media including via radio and TV interviews.</p> <p>For regional press and media outputs, support may be sought from project partners to provide nuance for local sensitivities.</p>	over the project's lifetime.
<b>Infographics</b>	Visual representations of research will enhance understanding of CIBBRiNA outputs across all audience groups, and where useful provide concise visual support to accompany policy briefs, public summaries, and press releases.	Infrequently; to be used strategically.
<b>Public-facing reports</b>	<p>To be used to enhance the project's visibility, standing, and popularity with non-specialist audiences including fishers and seafood consumers.</p> <p>These reports will be supported as useful by clear and accessible <b>infographics</b>, and will be used to inform <b>social media</b> and <b>blog</b> content.</p>	Approximately 10 over the project's lifetime.
<b>Policy briefs</b>	<p>Policy briefs will summarise key findings from our research, highlighting information most relevant to decision makers and facilitating easy communication of key CIBBRiNA outputs in policy circles.</p> <p>Policy briefs will be produced when significant evidence to inform policy has been amassed.</p>	Approximately 3 over the project's lifetime.
<b>Scientific reports and publications</b>	<p>Open access publications of project findings will encourage external interest in CIBBRiNA's findings, enhance transparency, and promote the use of results by policymakers.</p> <p>Scientific publications will be created and disseminated by project partners via their own channels (institution newsletters, social media accounts, open access sites, etc.). Key outputs will inform the creation of other core communications materials (<b>policy briefs, newsletters, public summaries, infographics</b>).</p> <p>Scientific posters may be produced and displayed at</p>	According to the schedule of project outputs. Approximately 20 reports and 18 posters over the project's lifetime.

Method	Description	Anticipated frequency of use
	conferences.	
<b>Educational materials</b>	<p>School curriculum materials, posters, and other materials for use in exhibitions, will respectively be used to reach young people (including those training to become fishers) and their parents, teachers, and coastal tourists. Summer schools may also be used to enable the participation of smaller groups of [students] in CIBBRiNA's Case Studies.</p> <p>Seminars, manuals, guidelines, and/or other training materials will be delivered to equip professional fishers with key skills and knowledge of best practices in bycatch monitoring and mitigation.</p>	<p>Continuous / as and when opportunities arise.</p> <p>Approximately 6 manuals, guidelines or seminars for fishers.</p>
<b>Events (see 5.3 for objectives for different formats)</b>	<p>Online, in-person or hybrid webinars, conferences and symposiums, and workshops, and in-person meetings out in the field, will facilitate meaningful and inclusive interactions between stakeholders and CIBBRiNA – thus enabling the sharing of knowledge and expertise, and increasing understanding of the impact of our work.</p> <p>Different event formats will be used in recognition of the fact that different stakeholder groups prefer different settings and ways of engaging. For example, in-person quayside meetings will be a particularly important format for engaging with fishers.</p> <p>All event formats are expected to support CIBBRiNA's work by:</p> <ul style="list-style-type: none"> <li>• Building and reinforcing rapport between individuals and between organisations.</li> <li>• Building and reinforcing a shared drive to address ETP species bycatch.</li> <li>• Enabling the sharing of key information, knowledge, and perspectives.</li> <li>• Sharing and celebrating project outputs.</li> </ul> <p>Further sub-objectives for different event formats are given in <a href="#">Annex 5</a>.</p>	<p>Continuous / as and when opportunities arise.</p>

## Section 6: Communication risks and mitigation strategies

Risk	Like- lihood	Impact	Mitigation
Stakeholder fatigue	High	High	Ensure that internal communication processes are in place so that different partners do not duplicate effort and that existing groups and other stakeholder engagement opportunities are utilised.
Non-constructive framing of bycatch and a priori identification of main culprits and solutions by CIBBRiNA, with negative impacts on industry cooperation (due to perceived bias within the consortium)	Low	High	<ul style="list-style-type: none"> <li>- Involve fisher stakeholders in developing the Strategy, especially the key messaging.</li> <li>- Review and update the strategy regularly so that it remains up to date, relevant, and sensitive to emerging challenges.</li> <li>- Ensure that all partners are aware of and adhere to the <a href="#">CIBBRiNA branding guidelines</a> which guide correct and sensitive usage of imagery for project communications.</li> <li>- Deliver guidance as needed to enhance engagement capacity and skills.</li> </ul>
Misrepresentation of CIBBRiNA or any partner in the public sphere (e.g. in a news article).	High	Medium	<ul style="list-style-type: none"> <li>- Follow sign-off procedures for press engagement (e.g. press releases).</li> <li>- Provide guidance on working with the press to CIBBRiNA partners as needed.</li> <li>- Proactively identify partner(s) that are best placed to support with preparing a response in such situations (e.g. have someone record a fact-checking video which can be quickly disseminated, directly engaging with the relevant journalist/stakeholder).</li> <li>- Escalate the issue to all affected parties and WP2/WP10 to enable an appropriate and tailored response to be formulated.</li> <li>- Create a list of relevant media outlets, noting any risks or pitfalls associated with any of these.</li> </ul>

Risk	Like- lihood	Impact	Mitigation
Unduly negative framing of CIBBRiNA partner(s) by other CIBBRiNA partner(s), relating either to ETP species bycatch or to activities of the partner(s) in general	Low	High	<ul style="list-style-type: none"> <li>- Create and implement Code of Conduct (applicable to all CIBBRiNA partners and stakeholders).</li> <li>- Have an agreed response mechanism in place, identifying the partner(s) that are involved, and host a mediation session with reference to the CIBBRiNA Code of Conduct.</li> </ul>
Sign-off procedures for CIBBRiNA comms outputs are not followed	Low	High	<ul style="list-style-type: none"> <li>- Final sign-off group for key comms outputs should include an industry representative. <b>A definition process for “key comms outputs” is set out in Section 7 (further below).</b></li> <li>- Keep sign-off procedures as clear and simple as possible.</li> <li>- Ensure all partners involved in producing or disseminating comms understand the sign-off procedures.</li> </ul>
Miscommunication by CIBBRiNA due to poor quality translation	Low	Low	Any translations of CIBBRiNA outputs follow appropriate review and sign-off procedures.
Different stakeholders understand the term “ETP species bycatch” differently (e.g. some treat certain ETP elasmobranch species, such as blue sharks, as target catch).	Low	Low	<ul style="list-style-type: none"> <li>- Ensure that CIBBRiNA’s definition of this term is clear and obvious in the Strategy, and on the website and in other public-facing materials.</li> <li>- In European regions where ETP elasmobranch species are sometimes retained as commercial catch, ensure that messaging is tailored to the local context relevant to these species (i.e. whether they are catch or bycatch).</li> </ul>
Main CIBBRiNA comms contact away (see Section 7 further below)	Low	Low	Ensure that a comms contact is available at all times and that partners know who to contact when members of the team are away.

## Section 7: Sign-off procedures

### 7.1. Defining “critical communication outputs”

The CIBBRiNA Steering Committee will use the criteria below to determine if a communications output is “critical” and requires review by appropriate partners before

dissemination; decisions can be made over email or during meetings as time allows. These criteria will ensure that the number of outputs considered “critical” is kept to a minimum, thus avoiding placing too much burden on partners asked to review them. The decision to determine a communications output as “critical” or not will be recorded with a rationale to support organisational learning and contribute to annual reviews of the Strategy.

Criteria:

1. The output is a regional or international-level press release or a policy brief, and/or
2. The output is highly sensitive in nature (e.g. could have repercussions for a fishery)

## **7.2. Sign-off procedures for critical communication outputs and other outputs**

For “critical” outputs, the Steering Committee will determine which partner(s) should be asked to provide a review, based on their stakeholder group. The person providing the review on behalf of the partner should have an appropriate communications perspective or expertise.

For all other outputs, the partner responsible for delivery should ensure that:

- Production and dissemination of the output follows this Strategy, related guidance, and any other related key documents including the [Consortium Agreement](#) and the Code of Conduct (the latter of which is contained in Section 6 of the Consortium Agreement).
- The output is reviewed and signed off within their organisation at a level that is appropriate to the nature of the output (for example, a post for LinkedIn may only need a very “light touch” review at most).

Queries regarding whether an output may be “critical” should be directed to the relevant contacts as given below. Where the most relevant contact is away, queries should be directed to the other contacts listed.

## **7.3. Contacts for stakeholder engagement and communications**

### **Contacts for CIBBRiNA (WP1):**

- Anne-Marie Svoboda at Dutch Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN) – [a.m.svoboda@minlnv.nl](mailto:a.m.svoboda@minlnv.nl)
- Graham Pierce at Consejo Superior de Investigaciones Científicas (CSIC) – [g.j.pierce@iim.csic.es](mailto:g.j.pierce@iim.csic.es)

### **Contacts for CIBBRiNA stakeholder engagement (WP2):**

- Marije Siemensma at Dutch Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN) – [m.siemensma@msandc.nl](mailto:m.siemensma@msandc.nl)
- Steve Mackinson at Scottish Pelagic Fishermen's Association (SFPA) – [steve.mackinson@scottishpelagic.co.uk](mailto:steve.mackinson@scottishpelagic.co.uk)

**Contacts for CIBBRiNA communications (WP10):**

- Merel den Held at Stichting de Noordzee (SND) – [m.denheld@noordzee.nl](mailto:m.denheld@noordzee.nl)
- Rosa Fernández at Centro Tecnológico del Mar (CETMAR) – [rfernandez@cetmar.org](mailto:rfernandez@cetmar.org)
- Chantal Lyons at Mindfully Wired (MW) – [chantal.lyons@mindfullywired.org](mailto:chantal.lyons@mindfullywired.org)

**Section 8: Monitoring and evaluation approach**

The CIBBRiNA Stakeholder Engagement and Communication Strategy will be reviewed and revised as needed on at least an annual basis. This will involve:

- Maintaining and reviewing a log of feedback relevant to or received directly in relation to the Strategy.
- Reflecting on and determining whether the Strategy is meeting its aims (Section 2).
- Reflecting on and determining whether the Strategy is supporting WP2 and WP10 to meet impact indicators and targets for key tasks (T.2.2, T2.3, T.10.1, T.10.2, T.10.3, and T.10.4).



## Annexes

### Annex 1: Definitions and guidance on engagement and messaging for CIBBRiNA stakeholder (audience) groups

#### A1.1. Fishing industry

Sub-group	Definition
Fisheries (catching) sector federations, organisations and associations	Collectives for fishers and other members of the fishing industry (catching sector), as umbrella organisations that represent such collectives. Also includes groups such as Producer Organisations (POs) and individual Fisheries Local Action Groups. Example: Pelagic Freezer Trawler Association.
Fishing companies	Businesses focused primarily on the activity of fishing. Example: UK Fisheries Ltd.
Fisheries schools and educational programmes	Institutions providing training for future or current fishers. Example: Catching the Potential.
Individual skippers, fishers, and other crew members.	

#### Engagement and communication tools most likely to be effective:

- Educational materials
- Videos (particularly short ones which feature fishing activities)
- Events (particularly in-person “one to “one” meetings)

#### Guidance for tailoring messaging:

- Emphasise and celebrate the irreplaceable role of fishers in CIBBRiNA, and CIBBRiNA’s ethos of working collaboratively in a “Safe Working Environment” in which we are fostering mutual trust, respect, and understanding of different perspectives; this includes accounting for the reality that there are many different kinds of fishing operations, which may require different approaches for monitoring and mitigating bycatch to ensure these will be feasible for the fisheries they are designed to be implemented in.
- Discuss the potential social and economic benefits to fishers of addressing bycatch, for example: protecting or even enhancing fishers’ reputations, reducing the cost of lost or damaged gear due to entanglements, or reducing the time spent handling bycatch, or averting the need for fisheries managers to implement more drastic actions such as closures of fishing grounds.
- Contextualise the issue of bycatch within an ecosystem approach to contribute to fishers’ understanding of CIBBRiNA’s aim and why minimising bycatch matters.

- Be clear that “methods” for mitigating bycatch can include both technical measures (e.g. adding dolphin pingers to nets) and those relating more to changes in practice and fishing strategies (e.g. reducing soak time).
- Acknowledge – where relevant – that there may be cases where additional market or regulatory incentives (e.g. exclusive area access) are needed in order to create a level playing field for fishers implementing mitigation measures.
- Acknowledge – where relevant – that given differences between fisheries, there might not (yet) be a solution available to prevent bycatch in a certain type of fishery.
- Avoid language which could be interpreted as blaming fishers for bycatch.

#### **Example messaging:**

- “When it comes to addressing ETP species bycatch, fisher knowledge and experience are CIBBRiNA’s most powerful tools – providing precise insights into crucial aspects like animal behaviour and operating gear in an incredibly dynamic natural environment.”
- “We are working together to find ways to minimise ETP species bycatch, which will help to keep the fishing industry sustainable. For example, less bycatch means less damage to or loss of gear, as well as reductions in the amount of time fishers need to spend handling bycatch incidents.”
- “For bycatch mitigation to work, we know it has to work for fishers.”

#### **A1.2. Wider seafood sector**

<b>Sub-group</b>	<b>Definition</b>
Processors	Companies involved in the processing or transportation of seafood once it is landed, such as auctioneers and factories. Also includes associations and federations Examples: Frigonova, European Fish Processors Association.
Retailers and hotels, restaurants, and caterers (HoReCA)	Any company involved in selling or marketing seafood to end-consumers. Example: Carrefour.
Certification schemes and labels	Organisations which develop voluntary standards for the certification of seafood in terms of environmental sustainability, social sustainability, and/or quality. Seafood may sometimes carry a label denoting that it has been certified to such a standard. Example: Marine Stewardship Council (MSC).

#### **Guidance for tailoring messaging:**

- Highlight CIBBRiNA’s work on developing monitoring and mitigation measures, which are key dimensions in many certification schemes focused on environmental sustainability.

- Make clear the linkages between efforts to reduce bycatch, conservation of biodiversity, enhancement of ecosystem resilience, and the ability of marine ecosystems to continue to provide seafood far into the future.
- Highlight the business sense and marketing potential of sourcing from or awarding certification to fisheries that have made or are making progress in reducing bycatch.

#### **Example messaging:**

- "We recognise that challenges in monitoring and mitigating sensitive species bycatch can hamper the ability of fisheries to demonstrate their progress towards sustainability. By its end, CIBBRiNA will have delivered a toolkit of the most effective and feasible methods of monitoring and mitigating bycatch, based on six years of work to review, test, and optimise these."
- "By working to reduce bycatch of sensitive species and thus to protect wider marine ecosystems, CIBBRiNA is helping to ensure that fishers can keep fishing in the future – and that seafood can continue to be a vital part of local and national economies."
- "Sensitive species bycatch often grabs the headlines. CIBBRiNA offers a way to turn the public conversation towards the fishers and fisheries who are actively working to make a difference."

### **A1.3. Advisory bodies**

Note: advisory bodies often comprise a diverse mix of individuals (including academic, industry, and eNGO representatives) and, as a result, consideration should be given to both messaging detailed in this section and others, where the composition of the advisory body is known.

<b>Sub-group</b>	<b>Definition</b>
Advisory Councils (ACs)	Stakeholder-led organisations that provide the European Commission and EU countries with recommendations on fisheries management matters. Their memberships comprise ~60% Sector Organisations and ~40% Other Interest Groups including environmental NGOs, recreational fishermen, consumer representatives, processors, and civil society. Example: North Sea Advisory Council (NSAC).
Transnational (EU and international) bodies providing advice on science, assessment, and management for fisheries or other environmental topics.	Bodies with cross-state influence in a scientific advisory capacity. Examples: Scientific, Technical and Economic Committee for Fisheries (STECF), International Council for the Exploration of the Sea (ICES).

**Engagement and communication tools most likely to be effective:**

- Policy briefs
- Scientific reports
- Events

**Guidance for tailoring messaging:**

- Highlight the relevance of CIBBRiNA's research to broader policy landscapes, such as the Common Fisheries Policy, Natura 2000, and fisheries-related ecology aspects of the Marine Strategy Framework Directive.
- Emphasise CIBBRiNA's ethos of working collaboratively to develop interdisciplinary knowledge on reducing bycatch.
- Acknowledge the role of ACs and transnational bodies in providing data and contributing to CIBBRiNA via workshops and other engagement activities.

**Example messaging:**

- "The learning gained via our collaborative and interdisciplinary research will contribute to successful implementation of the Common Fisheries Policy and other key European policy objectives designed to ensure thriving marine ecosystems and fisheries."
- "Core to our approach is the inclusion and prioritisation of the knowledge, expertise, and insights of those working out on the ocean day to day, and those working to protect it."

**A1.4. Researchers and research organisations and projects**

Sub-group	Definition
Established researchers and scientific personnel	Professors, course supervisors, Early Career Researchers and funded full-time university positions. Can also apply to researchers based in non-academic or non-scientific bodies, e.g. the fishing industry, eNGOs, or government bodies.
Undergraduate & postgraduate students	Students from a wide variety of disciplines, including but not limited to marine biology, ecology, spatial planning, data, technology, environmental, and social sciences courses.
Research/academic organisations	Active university-affiliated organisations, national research institutions, and independent research institutes. Examples: IFREMER, IPMA.
Other government-funded research projects	Research projects or programmes funded by the EU or by any other regional, national, or local governing body, within or beyond Europe, working on bycatch or other relevant topics. Example: REDUCE.

**Engagement and communication tools most likely to be effective:**

- Scientific reports
- Events

**Guidance for tailoring messaging:**

- Acknowledge that CIBBRiNA's work builds on and seeks to expand the existing knowledge base on the mitigation, monitoring, and assessment of bycatch.
- Highlight the innovative and interdisciplinary approaches used in CIBBRiNA's research.
- Note that CIBBRiNA will disseminate its scientific outputs as widely and accessibly as possible (e.g. via open access publications and presentations at conferences).
- Emphasise the potential impacts of CIBBRiNA's research in terms of contributing to knowledge bases and leading to tangible change in fisheries.

**Example messaging:**

- "CIBBRiNA seeks to harness the collective knowledge and expertise of marine researchers from across different disciplines, and to combine these with those of fishers and other experts, to deliver new insights into how to embed bycatch mitigation in fishing operations and policy."
- "We acknowledge that there will never be a one-size-fits-all solution for something so complex as ETP species bycatch. But by working together to understand the diverse contexts and challenges that different fisheries face, we can achieve meaningful gains for people and marine ecosystems."

**A1.5. Environmental organisations**

Sub-group	Definition
Environmental Non-Governmental Organisations (eNGOs)	Regional and international NGOs focusing on environmental and/or conservation issues. Example: Seas At Risk.
Local action groups	Local conservation groups and organisations. Example: Hebridean Whale and Dolphin Trust.

**Engagement and communication tools most likely to be effective:**

- Public-facing reports
- Scientific reports
- Policy briefs
- Events

**Guidance for tailoring messaging:**

- Acknowledge the urgency of addressing sensitive species bycatch, while also including nuances around the practical realities of bycatch mitigation, the challenges of completely eliminating bycatch, and the need to balance animal welfare and conservation with the economic and social wellbeing of fishers and fishing communities.
- Acknowledge that working in partnership for pragmatic solutions is likely to be a more effective and longer-lasting solution.

**Example messaging:**

- “There is no such thing as a perfect solution, nor a one-size fits all solution. And, in some cases, it may be very difficult or even impossible to eliminate all instances of bycatch. But by working together, we can meaningfully reduce the bycatch of ETP species, contributing to their welfare and conservation, and to the flourishing of both marine ecosystems and fishing communities.”
- “Everyone is on board with the goal of minimising ETP species bycatch. But it isn’t easily solvable - it’ll take trial and error, patience, a willingness to listen, inclusion, and collaboration. By bringing together the knowledge of fishers, conservationists, scientists, and other advocates who are deeply familiar with the sea and its wildlife, we can identify and develop the most effective ways to minimise bycatch.”

**A1.6. Policy-makers and decision-makers**

Note: This category encompasses all organisations and individuals that are responsible for making management, policy, regulatory, and/or funding decisions with relevance for ETP species bycatch and fisheries more widely. Sub-groups can be classified according to the scale at which they operate, i.e. local (particularly relevant to the Case Studies), national, and international (European and regional, e.g. sea basin).

Sub-group	Definition
European Commission	The European Union (EU)’s politically independent executive arm. Key audiences within it include: the Directorate-General for Maritime Affairs and Fisheries (DG MARE); the Directorate-General for Environment (DG ENV); the Directorate-General for Research and Innovation (DG RTD); and funding agencies such as CINEA which manages – among other funds – the LIFE programme, which funds projects on climate action and the environment including CIBBRiNA.
European Parliament	Directly-elected legislative body which approves EU law, negotiates and approves the EU budget, and oversees the European Commission.

European Council	Defines the EU's overall political direction and priorities, traditionally by adopting conclusions.
Governments	National, regional, and local governing bodies, including government departments responsible for the management of fisheries and aquaculture or with relevant remits, such as the environment, economy, food, and infrastructure. Example: Ministerie van Landbouw, Natuur en Voedselkwaliteit (LNV).
Regulatory and control agencies/bodies	Governmental bodies involved in fisheries management and control activities at the different management levels, from local to international. Within this may sit bodies which monitor and grant licences for marine activity. Examples: European Fisheries Control Agency (EFCA), Marine Survey Office (MSO).
Regional Coordination Groups (RCGs)	Groups enabling regional coordination and cooperation within the different regions contributing to the fisheries Data Collection Framework (in accordance with the Regulation (EC) 2017/1004). Example: Regional Coordination Group for Large Pelagics (RCG LP).
Intergovernmental organisation (IGO)	An entity established by treaty between nations to work on issues of common interest. Examples: International Whaling Commission (IWC), UN Food and Agriculture Organization (FAO).

#### **Engagement and communication tools most likely to be effective:**

- Policy briefs
- Events
- Scientific reports

#### **Guidance for tailoring messaging:**

- Draw connections between CIBBRiNA's final outputs and meeting relevant environmental and fisheries policy objectives, emphasising our provision of best available evidence to inform policy decisions (with "best available" evidence being either scientific in nature or from other sources, such as local ecological knowledge).
- Highlight the relevance of CIBBRiNA's interim outputs to wider policy aims of these governmental bodies, and how our commitment to fostering mutual trust and cooperation among stakeholders (including fishers) could ultimately help to increase buy-in to fisheries management measures on bycatch in various European localities.
- Highlight CIBBRiNA's focus on identifying the most feasible methods for bycatch mitigation, monitoring, and assessment in terms of environmental, governance, and socio-economic dimensions (including the utmost importance of ensuring that methods are feasible for the fishing operations they are intended for), and the

project's aim to embed these in European fisheries management and relevant policies and regulations.

**Example messaging:**

- “CIBBRiNA plans to develop test and refine methods to mitigate bycatch that are not only practical and feasible to implement, but will be effective in the long-term when it comes to contributing to the conservation of species, the health of marine ecosystems, and the thriving of fisheries.”
- “By rooting our research in robust scientific practice and evidence, cross-sector collaboration, and the experiences of fishers, we will ensure that the outputs we publish – both during and at the end of CIBBRiNA’s lifetime – have the best chance of garnering support and buy-in from the fishing industry and all other groups seeking sustainable use of European waters.”
- “A key part of our approach is to understand firsthand from people working in different fisheries why certain approaches to reducing bycatch may or may not work. In doing so, the bycatch mitigation toolkit that CIBBRiNA will produce will contain methods that have been suitably tailored to fit with a variety of fishing operations across Europe.”

**A1.7. News media**

Note: While this Strategy also treats news media as a “tool” (Section 5), use of news media as a tool requires effective engagement with media outlets and journalists.

Sub-group	Definition
<b>Mainstream media outlets</b>	Media organisations providing news and commentary to general public audiences or to specific subsets of these audiences. Includes news agencies, newspapers, news magazines, and news channels (TV, radio, and podcasts). Example: Le Monde.
<b>Seafood trade and catching sector media outlets</b>	Media organisations providing news and commentary to audiences within seafood industries. Example: Industrias Pesqueras.
<b>Environmental media outlets</b>	Media organisations providing news and commentary which focuses specifically on environmental issues.
<b>Freelance journalists</b>	Journalists writing for a variety of media outlets, either in the mainstream or trade or both.

**Engagement and communication tools most likely to be effective:**

- Press releases
- Public-facing reports (used in tandem with press releases)
- Scientific reports (used in tandem with press releases)



**Guidance for tailoring messaging:**

- Ensure that you understand which audiences the outlet is targeting (based on CIBBRiNA's list of audience groups) and tailor pitches to the outlet based on the content and style that this audience group or set of audience groups is expected to best respond to.
- Further advice on engaging with the media can be obtained from the main contacts for CIBBRiNA communications (WP10) (see Section 7.3).

**A1.8. Scientific outreach institutions (museums and aquaria)**

Sub-group	Definition
<b>Museums and aquaria</b>	Institutions which provide education and entertainment to visitors alongside the provision and/or funding of scientific and conservation initiatives. Example: Nausicaá Centre National de la Mer.

**Engagement and communication tools most likely to be effective:**

- Scientific reports
- Educational materials

**Guidance for tailoring messaging:**

- Speak to the organisation's aims in terms of research, education, environmental conservation, livelihoods in coastal communities, and/or preservation of cultural heritage, and how CIBBRiNA can contribute to these.

**Example messaging:**

- "Institutions like yours play a vital role in teaching the public about our seas and marine wildlife, and the vital ecosystem services provided by these. CIBBRiNA's work will produce new insights which can be channelled into educational outreach to ensure that members of the public understand and support collaborative action to reduce bycatch of ETP species and maintain fishing livelihoods."

**A1.9. Coastal communities****Engagement and communication tools most likely to be effective:**

- News media
- Social media
- Videos
- Educational materials
- Events

**Guidance for tailoring messaging:**

- Link human efforts to reduce bycatch with the ability of marine ecosystems to continue to sustain ecosystem services and fishing livelihoods – and the cultural heritage services associated with fishing – far into the future.

**Example messaging:**

- “Fishing has always been an essential thread in human culture and food production – and that isn’t going to change any time soon. But the wider world is changing, and our seas and marine ecosystems are coming under ever more pressure. To ensure we can continue to fish, we need to make sure the way we fish doesn’t add to the pressures already faced by ETP species and that their bycatch is minimised.”
- Without healthy marine ecosystems, there are no fishing livelihoods. We are working together to find methods that minimise bycatch and ensure sustainable livelihoods for generations of fishers to come.”

**A1.10. Seafood consumers****Engagement and communication tools most likely to be effective:**

- News media
- Social media
- Videos
- Educational materials
- Events

**Guidance for tailoring messaging:**

- Make clear the linkages between efforts to reduce bycatch, conservation of biodiversity, enhancement of ecosystem resilience, and the ability of marine ecosystems to provide seafood far into the future.
- Empower seafood consumers by explaining how choosing seafood from fisheries that are working to minimise sensitive species bycatch can incentivise the wider fishing industry and seafood sector to become more sustainable.

**Example messaging:**

- “Reducing bycatch starts with fishers, but it doesn’t end with them – your purchasing choices can have a real influence when these reward those fisheries working to implement best practices.”

**A1.11. Coastal tourists****Engagement and communication tools most likely to be effective:**

- News media

- Social media
- Videos
- Educational materials
- Events

**Guidance for tailoring messaging:**

- Draw connections between efforts to reduce bycatch and the safeguarding of things that different tourists may visit the coast for, including wildlife, local seafood, and cultural heritage.

**Example messaging:**

- “It doesn’t matter whether you’ve been drawn here by the promise of wildlife watching, or delicious locally-caught seafood, or the ambience of a thriving fishing harbour – all these things rely on healthy marine ecosystems. Our work to reduce ETP species bycatch has the potential to benefit coastal regions and communities across Europe.”

## Annex 2: Stakeholder identification questions

These questions are intended to support both stakeholder mapping and tailored communications, by exploring the different factors that may shape a stakeholder's unique perspective (including where they are from, their field of work, and other demographic characteristics, as well as relevant past experiences such as collaboration in similar projects and bycatch incidents).

1. What type of stakeholder are they?
  - a. What sector(s) are they from?
  - b. What geographical region are they from?
  - c. What is their primary language?
  - d. What is their level of literacy in English, and are they likely to need any support in relation to this to enable them to engage with CIBBRiNA?
  - e. At what level, if any, of fisheries management do they operate? (E.g. local, national, regional, Europe-wide)
  - f. What relevant local policies and regulations are they subject to?
  - g. Are they representing themselves as an individual, or another individual, or an organisation?
2. How invested is the stakeholder in the topic of Endangered, Threatened and Protected (ETP) bycatch?
  - a. What are their stated aims in relation to the topic?
  - b. Are they focused on a specific group of species (e.g. mammals only), rather than ETP species more generally?
  - c. Are they currently or have they previously engaged with similar projects, campaigns, and/or relevant multi-stakeholder fora?
  - d. What barriers may they have encountered when engaging with similar projects and/or fora?
  - e. How could they be impacted by CIBBRiNA's work (during or after the project)?
  - f. How could they be affected by work more generally to address bycatch (i.e. all work being undertaken, not just that of CIBBRiNA).
  - g. What level of influence do they have on the topic?
  - h. How could they impact CIBBRiNA?
3. How aware of CIBBRiNA is the stakeholder likely to be?
  - a. What forms of engagement and communication are they most likely to respond to?
  - b. What can CIBBRiNA offer them?

## Annex 3: Guidance for partners on establishing and communicating roles and responsibilities for stakeholders during engagement activities

### Scope of this guidance

This guidance applies to establishing roles and responsibilities of stakeholders invited to CIBBRiNA engagement activities which have been designed to obtain any type of input (e.g. information, advice, or recommendations) *from* stakeholders. Consequently, it does not apply to activities involving only communication *to* stakeholders (e.g. online presentations, social media posts, etc.).

### Before the activity:

1. Establish the aims of the activity.

For example, is this a preliminary information-gathering exercise, or will you be asking for recommendations, etc.?

2. Based on the aims, determine which role(s) are likely to be needed.

This Strategy does not set out any roles which must be adopted for engagement activities, given the diversity of activities that we anticipate will be carried out over the lifetime of CIBBRiNA. However, you are welcome to adopt or tailor the following suggested roles according to the aims and other parameters of your specific activity:

Role	Description
Advisor	Acts as a consultant. Has a good understanding of the subject(s) but their most valuable skill is synthesising different perspectives.
Expert	Has expertise in a specific subject (e.g. fisheries or behavioural science, fishing practice, etc.).
User (of a measure)	Has strong practical knowledge of the measure (e.g. a different way of deploying nets, or a device for deterring cetaceans) under discussion, and can propose ways to refine the measure or its implementation.
Advocate	Acts as an activist, pushing for action on and visibility of the subject(s). They have a strong awareness of (and potentially the ability to) influence public perception and political decision-making.

Observer	Not directly involved in the activity, but can provide valuable insight on external factors influencing the subject of discussion.
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3. Use your selected role(s) as appropriate to guide who you will invite to the activity.
4. Communicate the expected role(s) – and the rationale for this approach – to those you have invited to the activity.

This communication will need to be appropriate to the nature of the event. For example, for an event where there is only one role and you are inviting a large group of people, it may be simplest to set out the role(s) and responsibilities in your initial invitations. For an event where there are multiple roles, it may be necessary to set these out in more targeted communications to certain subgroups of invited people, although this needs to be balanced against the resources you have for organising the activity.

Communicating the rationale should help to achieve buy-in from invited stakeholders. However, bear in mind that a stakeholder may prefer to be considered for a different role – in which case, it will be important to listen to and potentially amend their role based on their feedback. Communicating roles as far in advance as possible will also give the invited stakeholder sufficient opportunity to ask to be considered for a different role.

Note that there may also be activities – for example a day-long meeting covering multiple topics – where a stakeholder may be best suited to different roles in different sessions.

#### **During the activity:**

1. At the outset of the meeting, the chair/organiser should reiterate the role(s) and responsibilities of stakeholders, as well as the rationale for assigning the role(s).
2. Throughout the activity, the chair/organiser should ensure that participants adhere to the responsibilities they have been assigned as part of their role.
3. Be open to the possibility that a stakeholder may prefer to change roles (if more than one role is in use at the activity) or that it may become clear to you that a stakeholder would be better assigned to a different role.
4. Where there is more than one role present, note-takers should strive to record who said what. This is important where, for example, certain participants are being asked to make recommendations while other participants are being asked to provide information but not recommendations. Note that the storage of such records must adhere to the Consortium Agreement in relation to data sharing and maintaining CIBBRiNA's Safe Working Environment.

**After the activity:**

1. In any public-facing reporting of discussion at and/or outcomes of the activity, note the role(s) of those who participated (it is not necessary to name participants if this is not appropriate or permissible).
2. Record any feedback in relation to how effective the use of set role(s) was in supporting the aims of the activity. Partners are encouraged to provide such feedback to WP2 and WP10 to support the annual review of the Stakeholder Engagement and Communication Strategy.

## Annex 4: Terminology to use or to avoid

Use	Avoid	Rationale
“ETP species bycatch”, “Endangered, Threatened and Protected (ETP) bycatch”, (and other variants such as “Bycatch of ETP species”). Whenever space allows, note that this includes mammals, seabirds, turtles, and elasmobranchs.	“Bycatch” (without first using one of the “Use” terms in full), “Non-target bycatch”, “Protected, Endangered or Threatened” (“PET”).	<p>The term “bycatch” on its own is sometimes interpreted as the accidental capture of non-target fishes which may still be landed and sold in certain cases. Including terms such as “ETP species” before “bycatch” can reduce the risk of ambiguity. Similarly, “non-target bycatch” can imply bycatch of fishes which may in some cases be commercially sold.</p> <p>The ETP acronym should always be used instead of the PET acronym for editorial consistency, and to avoid any confusion among stakeholders that the two terms are intended to have different meanings (CIBBRiNA treats “ETP” and “PET” as having the same meaning).</p>
Issue, Topic, Challenge E.g. “The issue of ETP species bycatch”	Terms like “issue” and “problem” may be appropriate to use in some contexts, but all efforts should be taken to avoid phrasing or framing that may be interpreted as overly negative and judgemental (e.g. “Bycatch is a terrible problem in the fishing industry”).	Overly negative or judgemental framing risks causing some stakeholders to disengage.
Mortality, Fatality, Loss, Deceased, Dead/Death (although this term should be used with caution). E.g. “ETP species mortality” or “Deceased individual”.	Killing.	Term(s) to avoid may be too emotive and risk causing some stakeholders to disengage.



<p>Minimise, Address, Reduce, Mitigate, Take action on E.g. "Addressing bycatch"</p>	<p>Solve, Fix</p> <p>Note, terms such as "prevent" may be acceptable where used cautiously and specifically, e.g. "our aim is to prevent seabirds accessing hooks on the line". A context in which it would not be appropriate to use "prevent" would be, for example, "We will prevent bycatch from happening in the future."</p>	<p>It is important to acknowledge that bycatch is a complex issue that cannot necessarily be eliminated in all fisheries.</p>
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## **Annex 5: Sub-objectives for event formats**

### **CIBBRiNA General Assembly meetings**

- Facilitate alignment and communication between the WPs.
- Make strategic decisions.

### **CIBBRiNA Stakeholder Advisory Board (SAB) meetings**

- Obtain strategic feedback and guidance on CIBBRiNA's approaches.
- Reach a wider network of key stakeholders through representatives of the SAB.

### **CIBBRiNA Steering Committee (SC) meetings**

- Share useful and/or important updates.
- Support strategic direction of the project in between General Assembly meetings.
- Make operational decisions.

### **LIFE monitoring visits (CIBBRiNA as participant)**

- Provide progress updates and evidence to the LIFE programme.
- Obtain feedback and advice from the LIFE programme on CIBBRiNA's work.

### **Webinars (CIBBRiNA as organiser or participant)**

- Convey project outputs and learning to a large audience at low cost and without geographical or other access barriers (may be particularly useful for reaching communities, schools, students and Early Career Researchers).

### **Conferences and symposiums (CIBBRiNA as organiser or participant), and partner and stakeholder meetings (CIBBRiNA as participant)**

- Particularly useful in targeting specific groups of stakeholders/audiences.
- Potential to convey project outputs and learning to large audiences in an efficient manner.

### **Workshops (CIBBRiNA as organiser or participant)**

- Facilitate knowledge exchange, dialogue, and consensus-building on specific issues (for example, enabling the Case Study fisheries to learn from each other and identify new ways to address bycatch in their region).

### **In-person meetings out in the field (CIBBRiNA as organiser or participant)**

- Reach and engage with stakeholder groups who may respond best to this meeting format (for example, individual fishers).
- Facilitate dialogue on particularly sensitive issues, which would be more challenging to discuss via other meeting formats.

### **In-person educational events (CIBBRiNA as organiser or participant)**

- Reach and engage with stakeholder groups which are a priority under WP10, for example coastal communities, coastal tourists, and seafood consumers.