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Meeting of the MAP Focal Points

Athens, Greece, 12-15 September 2017

Agenda item 5: Specific Matters for Consideration and Action by the Meeting

Draft Decision: Governance

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UNEP/MAP
Athens, 2017

Note by the Secretariat

The issues addressed in this draft Decision stem from the governance-related Decisions adopted at previous COP meetings, as described below. Furthermore, this decision has been prepared by the Secretariat in close cooperation with and with the guidance of the Bureau of the Contracting Parties to the Barcelona Convention, at its 82nd (Athens, Greece, 19-20 April 2016), 83rd (Tirana, Albania, 25-26 October 2017) and 84th Meetings (Athens, Greece, 19-20 June 2017). Since this decision addresses a number of governance-related issues, this note refers to each issue separately, for ease of reference.

a) *MAP Partners*

In accordance with Article 17 of the Barcelona Convention, and as per Decisions IG.19/6 on MAP/Civil society cooperation and partnership of COP 16 (Marrakesh, Morocco, 3-5 November 2009), the Secretariat has received and assessed five applications for MAP Partners. As per the conclusions of the 82nd (Athens, Greece, 19-20 April 2016), 83rd (Tirana, Albania, 25-26 October 2016) and 84th (Athens, Greece, 19-20 June 2017) Meetings of the Bureau, the applications were considered eligible and approved by the Bureau for onward transmission to the MAP Focal Points Meeting and the COP for final endorsement. The list is attached as Annex II to this draft Decision. Additional background information on the applications is contained in document WG.443/Inf.23.

b) *Development of Host Country Agreements for Regional Activity Centres (RACs)*

With Decision IG.20/13 of COP 17 (Paris, France, 8-10 February 2012), the Parties decided to “urge countries hosting MAP Regional Activity Centers to finalize the new Host Country Agreements as soon as possible, in accordance with the draft prepared and submitted to them by the Secretariat and attached as Annex I to this decision, taking into account domestic laws, regulations and practices, while respecting the common interest of all parties in better coherence and coordination and in the financial implications for the MTF”. This call was repeated in Decision IG.21/13 of COP 18 (Istanbul, Turkey, 3-6 December 2013).

Since COP 17, the Secretariat has undertaken negotiations with the Parties hosting RACs in order to comply with these requirements. Such work has given uneven results and it has proven difficult to achieve the harmonization of the texts of all these Agreements or establish them when not available. The Secretariat reported at the 83rd Bureau Meeting on the developments of Host Country Agreements for RACs with particular focus on the challenges encountered to progress towards (i) the harmonization of the diverse and complex legal status of RACs, which makes the adoption of a common legal HCA across the board difficult; (ii) the involvement of different national competent authorities and associated challenges in coordination; and (iii) the specific requirements of the domestic legislation across the countries where RACs operate.

From the slow progress, the difficulties faced so far, the specificities of each RAC and related legislation of the host countries regulating RACs' activities, which have hampered the implementation of the decision of COP 17, the need transpires to consider revisiting the decision, in order to allow for flexibility and to facilitate progress in the negotiation of new or revised HCAs, which are very important especially for the RACs who do not have one in place. The Bureau, at its 84th Meeting, took note of the current status of development of the Host Country Agreements for RACs as reported by the Secretariat and referred the issue to the Meeting of the MAP Focal Points for further consideration by the 20th Ordinary Meeting of the Contracting Parties.

No operative paragraph is included in the proposed draft decision on this matter, pending the discussion of the MAP Focal Points Meeting.

c) *Shift to Thematic Focal Points*

With Decision IG.21/13 of COP 18 (Istanbul, Turkey, 3-6 December 2013), the Parties decided to “adopt the measures to strengthen the Barcelona Convention/MAP Governance and Management”.

Decision IG.22/1 of COP 19 (Athens, Greece, 9-12 February 2016), in its Annex entitled “UNEP/MAP Mid-Term Strategy 2016-2021” (MTS) defines the following key output of the MTS: “1.1.3 Strengthen interlinkages between Core and Cross-cutting themes and facilitate Coordination at national level across the relevant sectors. In this context, examine the impacts of a transition to Thematic Focal Points within UNEP/MAP system for consideration at the COP 20.”

In order to comply with the above-mentioned decisions, and following the relevant recommendation of the Bureau at its 82nd Meeting, the Secretariat prepared a preliminary analysis of the current status and options and impacts for a shift to Thematic Focal Points. The 83rd Bureau meeting welcomed the preliminary analysis and invited the Secretariat to further develop the option of shifting on a trial basis the PAP/RAC and SPA/RAC Focal Points to ICZM and SPA/BD Focal Points, respectively. Changes were reflected in the ToRs of the Focal Points of these two RACs and presented to the Bureau at its 84th meeting, which requested the Secretariat to include in the Programme of Work 2018-2019 on a trial basis the meeting of the SPA/BD Thematic Focal Points. The lessons learned from this trial exercise will be reviewed in the following biennium.

d) *UNEP/MAP Communication Strategy*

With Decision IG.20/13 of COP 17 (Paris, France, 8-10 February 2012), the Parties adopted the UNEP/MAP Communication Strategy 2012-2017 (as Annex IV to that Decision). This 6-year Communication Strategy will come to an end by December 2017. Therefore, both the MTS and the Programme of Work and Budget 2016-2017 (PoW, Decision IG 22/20) also adopted at COP 19 (Athens, Greece, 8-12 February 2016), include Key Output 1.6.1 “The UN Environment/MAP communication strategy updated and implemented”. The Communication Strategy for the period 2018-2023 is presented in Annex I to this draft Decision. The revised version, prepared with the technical support of INFO/RAC, builds on the current version and refines its approach and implementation modalities.

The implementation of this decision is linked to Outputs 1.1.2 and 1.6.1 of the proposed Programme of Work. It has budgetary implications on MTF and external resources, reflected in the proposed budget.

Decision IG. 23/3

Governance

The 20th Meeting of the Contracting Parties to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean,

Recalling Decision IG.17/5 of the 15th Meeting of the Contracting Parties (COP 15) (Almeria, Spain, 15-18 January 2008) on the Governance of the MAP Barcelona Convention system, and Decision IG.19/6 of COP 16 (Marrakesh, Morocco, 3-5 November 2009) on MAP/Civil Society Cooperation and Partnership,

Recalling also Decisions IG.20/13 of COP 17 (Paris, France, 8-10 February 2012) and IG.21/13 of COP 18 (Istanbul, Turkey, 3-6 December 2013) on Governance, addressing the transition from MAP Components to Thematic Focal Points, and Host Country Agreements in line with a unified template,

Recalling further Decision IG.22/1 of COP 19 (Athens, Greece 9-12 February 2016), on the UNEP/MAP Mid-Term Strategy 2016-2021, on the Thematic Focal Points approach and for updating the UNEP/MAP Communication Strategy,

Having considered the reports of the 82nd, 83rd and 84th meetings of the Bureau,

1. *Adopts* the UNEP/MAP Communication Strategy 2018-2023 as contained in Annex I to this Decision;
2. *Encourages* the Contracting Parties to broaden their efforts to achieve the objectives outlined in the UNEP/MAP Communication Strategy, by enhancing networks and building foundations for partnerships with MAP partners and other relevant stakeholders;
3. *Requests* the Secretariat and MAP components to enhance the engagement of MAP partners and other relevant stakeholders in the delivery of their mandates;
4. *Endorses* the list of new MAP Partners, contained in Annex II to this Decision;
5. *Request* SPA/RAC to prepare on a trial basis a meeting of the SPA/BD Thematic Focal Points for the 2018-2019 biennium, under the guidance of the Coordinating Unit to achieve maximum possible integration with the other themes of the MTS.

Annex I
UNEP/MAP Communication Strategy 2018-2023

1. Introduction

1. At COP 17 (Paris, France, February 2012) the Contracting Parties to the Barcelona Convention adopted the Communication Strategy of UNEP/MAP for the period 2012-2017. At COP 19 (Athens, Greece, February 2016), the Contracting Parties requested the Secretariat, through Decisions IG.22/2 on the Mid-Term Strategy 2016-2021 and Decision IG.22/18 on the Programme of Work and Budget 2016-2017, the preparation of an updated Communication Strategy of UNEP/MAP. The Communication Strategy for the period 2018-2023 presented in the current document, builds on the previous version and refines its approach and implementation modalities.

1.1. Overview

2. The Mediterranean Action Plan (MAP) has come a long way since its inception in 1975. Its main political achievement is the adoption of the Barcelona Convention and seven legal protocols conceived to protect the Mediterranean marine and coastal environment, and establishing an institutional framework of cooperation covering all 21 countries bordering the Mediterranean Sea. The Barcelona Convention (signed in 1976 and amended in 1995) with its related seven Protocols is the only regional multilateral legal framework for the protection of the Mediterranean marine and coastal environment, setting the obligations "to prevent, abate, combat and to the fullest extent possible eliminate pollution of the Mediterranean Sea Area" and "to protect and enhance the marine environment in that area so as to contribute towards its sustainable development".

3. In this context, the Coordinating Unit and the MAP Components assist Mediterranean countries to fulfil their commitments under the Barcelona Convention and its Protocols, and implement the decisions of the meetings of the Contracting Parties, including the Mediterranean Strategy for Sustainable Development 2016-2025 (MSSD) and the recommendations of the Mediterranean Commission on Sustainable Development (MCSD). Counting 22 Contracting Parties, the 21 countries bordering the Mediterranean and the European Union, MAP sets out a coherent legal and institutional cooperation framework to facilitate, support and coordinate regional action to improve the quality of life of the Mediterranean population through responding to pressures on the environment and reducing negative impact as well as restoring and maintaining ecosystem status, structures and functions.

4. An effective and targeted communication strategy supports the environmental objectives put forward in the Barcelona Convention and amplifies the reach of MAP messages.

5. The MAP's main advocacy objectives are to:

- Assess and control marine pollution;
- Ensure sustainable management of natural marine and coastal resources;
- Integrate the environment in social and economic development;
- Protect the marine environment and coastal zones through prevention and reduction of pollution, and as far as possible, elimination of pollution, whether land or sea-based;
- Protect the natural and cultural heritage;
- Strengthen solidarity among Mediterranean coastal States;
- Contribute to improvement of the quality of life.

6. The priorities of the Mid-Term Strategy 2016-2021 (MTS) are intended to be:
“action-oriented, concise and easy to communicate, limited in number, aspirational, universally applicable to all countries in the region, while taking into account different national realities,

capacities and levels of development and respecting national policies and priorities. (...). They are developed to be *“focused on priority areas for the achievement of sustainable development”*.

7. The priority themes of the MTS reflect legal commitments and major needs at the regional and national levels, are in line with the global efforts for sustainable development and the objectives of the Mediterranean Strategy for Sustainable Development 2016-2025.

8. The ultimate objectives are the achievement of Good Environmental Status (GES) of the Mediterranean and the contribution to sustainable development. The Strategic Themes are selected accordingly, and will be promoted under the Overarching Theme of Governance.

9. The Core Themes are:

- Land and sea-based pollution;
- Biodiversity and ecosystems;
- Land and sea interactions and processes.

10. The Cross-cutting Themes are:

- Integrated coastal zone management;
- Sustainable consumption and production;
- Climate change adaptation.

11. The MTS proposes, under the Overarching Theme of Governance, Strategic Outcome 1.6 *“Raised awareness and outreach”* and Indicative Key Outputs 1.6.1 *“The UNEP/MAP communication strategy updated and implemented”*. This Communication Strategy seeks to support the political and substantive objectives of the Barcelona Convention and its Protocols and is aligned with the abovementioned priorities. This strategy builds on the original communication approach.

12. The MTS Strategic outcome 1.5 *“MAP knowledge and MAP information system enhanced and accessible for policy-making, increased awareness and understanding”* is also of relevance for the Communication Strategy 2018-2023.

1.2. Overall Communication Approach

13. Although the UNEP/MAP goals remain ambitious, they are set against the backdrop of financial realism. The formulation of this strategy has been guided by an understanding that UNEP/MAP financial and human resources are finite. Practical and budgetary feasibility has therefore been taken into account when developing this strategy and focus has been placed on the approaches which can be implemented with MAP’s resources.

14. This strategy builds on the groundwork achieved over the recent years and consolidates key achievements, for instance the increased regional and global visibility and specific events such as regional annual Coast Day celebrations. Concurrent to this, the strategy outlines new structures, approaches and tools necessary to increase MAP’s visibility and maximize the impact of common policies, strategies, action plans and analysis designed to advance the implementation of the Barcelona Convention and its Protocols in the Mediterranean region and beyond.

15. The three pillar approach, on which this strategy is based are to:

- Pass a MAP common message across with a view to clearly brand all MAP Components as part of the same organization;

- Identify and mobilize strong partners from the civil society and from private sector;
- Use a campaign approach with a view to inspire other actors, at regional and national levels and the public at large, around key issues.

16. This strategy seeks to:

- Improve communication:
 - Internal communication (among the various elements of the MAP system)
 - Outgoing communication (information shared with stakeholders)
 - Incoming communication (feedback from stakeholders)
 - Clearly defined responsibilities
- Outline communication goals and specific objectives:
 - Communicate with a clearly stated goal in mind
 - Communicate to clearly targeted groups of people and organizations
 - Communicate a small number of clear, concise, consistent and memorable ideas
- Use the right language:
 - Appropriate to audience and communication medium
 - Tailored to coincide with what matters and interests the audience
- Use the right channels:
 - Identify for each identified audience the most appropriate channels for communicating with them. These might include e-bulletins, conferences, workshops, leaflets, press releases, events – or broader methods such as media and website
 - Handle relations with the media to ensure that press releases appear in the right publications and gaining editorial coverage in influential media
 - Choose interactive channels to obtain feedback and monitor opinions on the policies

2. Communication Strategic Directions

2.1. Strategic Issues Assessment

17. A strategic communication audit is a systematic assessment, either formal or informal, of an organization's capacity for, or performance of, essential communication practices. It determines what is working well, what is not, and what might work better if adjustments are made.

18. A strategic communication audit has both evaluative and formative value. It is evaluative in that it provides a "snapshot" of where an organization currently stands in terms of its communication capacity or performance. It is formative in that it also points to areas in which the organization can strengthen its performance.

19. Before starting any strategic communication audit, it is essential to fix the starting point and to understand benefits and barriers related to the communication process.

Benefits

External:

20. Effective external communication increases visibility and public support for MAP's objectives for the protection of marine and coastal environment of the Mediterranean. It will further enhance MAP's credibility as a regional body supporting and coordinating the implementation of the Barcelona Convention and Protocols. This strategy is envisaged to act as a further springboard for communicating globally about MAP'S key issues and in key upcoming environmental fora.

Internal:

21. Internal communication is the life blood of any organization. Both internal and external communication is equally important to control the day-to-day operations of an organization. Effective internal communication leverages existing synergies, increases the probability of achieving organizational goals, optimizes impact and enhances awareness and involvement of staff. The goal of streamlined internal communication processes is a more integrated approach towards creating a bigger push for the same environmental issues from the MAP Coordinating Unit, components, and partners, thereby strengthening the organization's collective capacity to communicate and engage externally.

Barriers

External:

22. In the real world, there are many diverse barriers to communicating about environmental issues to the public. According to recent studies, there are six barriers in the process of communication, including: (1) sender barriers, (2) encoding barriers, (3) medium barriers, (4) decoding barriers, (5) receiver barriers, and (6) feedback barriers (Eisenberg, E. M. (2010). *Organizational communication: Balancing creativity and constraint*. New York, NY: Saint Martin's).

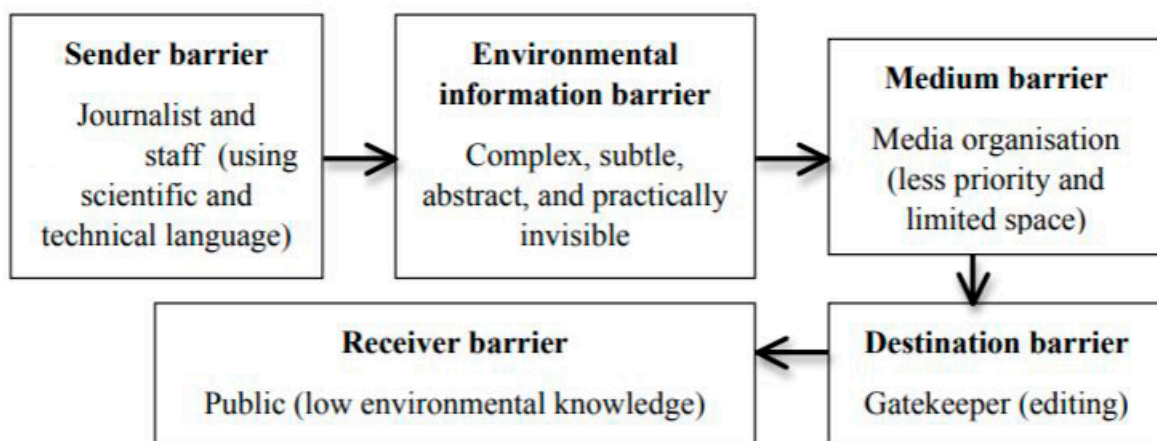


Figure 1: Barriers in the process of environmental communication among the media, adapted from Eisenberg (2010) *Organizational communication: Balancing creativity and constraint*, and Shannon (1948) *A Mathematical Theory of Communication*.

23. The greatest barrier of the environmental communication is that the communicators must have great understanding and knowledge about the subtle complexities of the environmental issues before they can communicate these to the public. The communicator is a translator and must

translate the information from specialized sources to something that can be understood by the audience.

24. The other barrier is a lack of capacity to centralize information and to act as a single voice; this is a consequence, *inter alia*, of structural deficiencies in the communication network.

25. The division of communication responsibilities constitutes a barrier to impactful external communication since tasks and structural relations are not always clearly defined.

2.2. Communication Objectives

26. As stated above, the UNEP/MAP communication strategy must facilitate two types of communication, which should be both considered when defining the objectives:

External:

27. The main goal is to maximize the visibility of MAP's activities and achievements in promoting environmental protection and sustainable development in the Mediterranean region in order to increase their impact. Furthermore, it aims to promote public participation and to build on the fact that, within the framework of the Barcelona Convention and its Protocols, MAP is coordinating action and facilitating cooperation amongst its Contracting Parties and other stakeholders in the region, in order to deliver tangible results in the protection of the Mediterranean environment.

28. Media, mainstream and social, are considered as an important channel for stimulating a constructive conversation around MAP issues and its role therein and thereby actively advancing its implicit and explicit advocacy. The importance of information collection, production and dissemination has been recognized and proposals have been made to improve ways to inform and engage target audiences.

Internal:

29. The overall goal is to foster an organizational culture in which communication is considered equally critical to the success of the UNEP/MAP mission. Furthermore the aim is to align internal stakeholders around common objectives and assign a more active role in the roll-out of jointly-agreed activities to all parties.

30. Clear, specific, and measurable objectives have been defined to be the key to the success. These specific objectives are:

- Ensure the visibility of the UNEP/MAP-Barcelona Convention system, its role and achievements;
- Raise awareness, among a wide but targeted group of audiences and user groups, about the critical role that the UNEP/MAP system plays in the protection of the Mediterranean environment and the promotion of sustainable development in the region;
- Strengthen MAP's status as an authoritative voice on the environment in the Mediterranean;
- Secure the commitment of key stakeholders in order to support UNEP/MAP issues and activities in public fora and act as advocates, directly and/or indirectly;
- Highlight the need for good governance and integrated marine and land ecosystem management in the Mediterranean;

- Inform and mobilize the Mediterranean population (general public) with the MAP narrative, through key information and media channels;
- Improve internal communication practices within MAP and its Components;
- Increase quality and quantity of media coverage;
- Improve quality and dissemination of information materials;
- Influence specific policies or policymakers around key aspects;
- Encourage participation among researchers or partner bodies.

2.3. Target Audiences

31. UNEP/MAP takes a focused approach to communication to ensure maximum output in the implementation of the MTS. The available tools and resources set an operating framework within which target audiences have been divided into three categories:

1. **Primary:** direct partners responsible for implementing programmes, policies and activities such as Contracting Parties, National Focal Points, MCSD members, MAP partners, MAP Components;
2. **Secondary:** partners and potential donors that have direct interest in the strategy and its outcomes, such as multilateral organizations, national and local administrations, NGOs, businesses and academics/researchers;
3. **Tertiary:** individuals, general public, or institutions that have direct or related interests in the strategy's work and goals and whose involvement will increase progress and success, and also who act as relays for more targeted initiatives.

2.4. Key Messages

32. For this communication strategy to be truly successful, MAP's overall goal, specific objectives and key messages need to fully align across its components. Effective message frameworks are dynamic and adaptable over time as conditions change, and as behaviors evolve, and where successes and barriers are encountered. The broader audiences are not always conversant in the specialized terminology used by MAP. The messages need to be tailored to the specific needs of the various target audiences.

33. A solid message platform will provide a framework for understanding MAP and its role in a way that differs from others. Applying and reapplying common messaging consistently, broadly and coherently will lead to a clear, recognizable identity and an ability to speak with one voice and many "accents". Ultimately, there is a clear link between effective communication and impactful advocacy.

34. The fundamental messages to broadcast are:

- MAP: What we are;
- MAP: What we do and deliver;
- MAP's goal and vision of success;
- Areas MAP works in;
- How MAP's work brings solutions to Mediterranean issues;

- What MAP concentrates on.

35. More messages can be added taking into consideration the global environmental and sustainable development agenda and specific political developments.

2.5. Tools and Methods

36. The deployment of targeted, specific and achievable methods and actions is essential in reaching the communication objectives set above. When focusing on more singled out messages, the simultaneous use of multiple channels and tools will be favored, paying particular attention to social media and mobile devices, as well as other web-friendly design and distribution. The more traditional means, such as print, will coexist.

37. For effective UNEP/MAP communication, depending on the sub-objective and message, audience, timeframe, etc., a mix of both modern and well-established communication channels, tools and materials will be used. These include the website, social media, press releases and newsletters, involvement of mass media, print products, and multimedia, among others.

3. Communication Campaign

3.1. Campaign model

38. The UNEP/MAP Communication Strategy 2012-2017 was based on a “campaign model” – Unify, Mobilize and Inspire. This campaign model creates a solid but sufficiently agile communication framework that can guide MAP’s activities in the next six years. It sets out a forward-looking campaign that is to unfold sequentially based on a series of tactical approaches in line with key political priorities, milestone projects and platforms.

39. Building on the Communication Strategy 2012-2017 and in order to be more effective, additional approaches are listed below:

- Multiply through listening to the different targets and to the consequent multiplication of approaches and languages. This requires a lot of listening efforts and a two-way approach attentive to external feedback.
- Mobilize and inspire through innovative, emotional, and adventurous communicative language and style, combining “scientificity” and immediacy. Good communicators are capable to translate bureaucracy and technical language in something digestible for different targets.
- This model of a public-oriented campaign needs to be mirrored also inside the system. This requires a great deal of internal communication and a work on the image, approach and communication’s attitude of those who work in UNEP/MAP.
- Keep it simple and straight-forward avoiding unnecessary complexity. Some ways to do it: (i) be direct to get your points across to your audience; (ii) ask questions before moving forward; (iii) tell a story to simplify conversations so that audience can relate; (iv) avoid oversimplification to make sure that important information is not lost.

3.2. Targeted Campaigns: Stimulating Active Awareness

40. This strategy utilizes a combination of complementary communication tools to ensure an optimal message uptake and the broadest possible reach in target areas. It also factors in the need

to remain agile and locally relevant: different countries have different communication cultures, and with a toolbox of materials and initiatives, the communication mix can be varied and adapted as required whilst maintaining the overall message.

41. Key directions:

- Focus on key milestone projects and/or platforms each year to demonstrate impact and relevance and to drive steady media coverage that also taps into longer lead feature opportunities;
- Drive interest in and support for Regional Assessment Reports (State of the Environment and Development, Quality Status Report, etc.) and regular events such as the regional Mediterranean Coast Day;
- Capitalize on synergies with stakeholders and local partners around key milestone projects/platforms in order to drive the news agenda;
- Leverage international milestones and observances to ensure broader relevance of the MAP work;
- Optimise impact of the MAP information materials through better design, thematic focus and new distribution channels.

3.3. Proactive Partnerships: Raising the Profile of MAP Actions

42. This strategy outlines a set of approaches that seek to enhance MAP's overall visibility and impact. MAP partners and stakeholders play a valuable role in this process as they lend their voice to MAP information and communication campaigns. Taking into consideration the limit of MAP resources and capabilities, improving stakeholder coordination, aligning messages, directions and resources will increase efficiency and will demonstrate impact and on-the-ground relevance.

43. Key directions:

- Engage selected advocacy NGOs / MAP partners to amplify media outreach efforts as well as to engage the general public with whom they have more direct ties;
- Enlist and empower third party advocates to amplify MAP messages through media and in information materials;
- Showcase work/collaboration with the private sector through business-media;
- Joint outreach with partner international organizations, such as GEF, in media to raise MAP's visibility with key audiences;
- Align in-country/regional communication efforts with key challenges and priorities to demonstrate relevance of MAP issues.

3.4. Implementation of the Communication Strategy

44. The major information and communication activities, depending on available resources, are detailed below:

1. Digital activities including Website management and update

- Align Website content with the target audience and strategic communication goals;
- Keeping it up-to-date;

- Wider dissemination of the projects' results;
- Social Media Channel Management.

2. Media relation

Interactions with editors, reporters and journalists. The media can be newspapers, radio, television and the internet. The goal is to communicate a newsworthy message, story or information using the appropriate media outlets.

3. Branding and visibility

Build visibility and trust through the creation and reinforcement of a clear identity.

4. Information material

Regular production of online and hard-copies publications, both on specific themes and events, to be regularly disseminated.

5. Designs and layouts

Consistent use of common graphic appearance to benefit the overall image of the MAP system.

6. Networking and information dissemination

In line with the established procedures of MAP, INFO/RAC shall ensure information dissemination to existing networks and endeavors to expand them:

- Communication Task Force
- Communication Focal Points of Contracting Parties
- MAP National Focal Points (with the clearance of MAP Coordinator)
- MAP Components' National Focal Points
- Partners
- Media

Thematic panels and periodical meetings between communicators of each organization involved are beneficial for a more productive exchange.

Upgrade meetings on communication tool, processes, results and feedback can be held either on dedicated online platforms or in person, whenever possible.

Innovative forms of collaboration should be considered such as team-building, world cafés, brainstorming and focus groups to improve knowledge, synergy and therefore internal communication.

7. Photo library, with contributions by Contracting Parties and MAP Components.

3.5. Measurement

45. It is important to consider measurement at the beginning and to be clear from the start about what is to be achieved, how the objectives will be met and what measurements will be used along the way, to monitor progress and success.

46. Measuring is directly linked with strategy and impact. It not only concerns quantitative results but also qualitative analysis of the significance and meaning behind the findings. In an environment where communication has the power to shape conversation and drive policy outcomes, it is critical to measure the effectiveness of all directions and tactics.

47. As it is impossible to measure everything, and not everything that is important can be measured, a manageable number of key indicators have to be identified as areas of focus. The metrics that can be used are numerous and varied, including: tracking the number of information requests put to INFO/RAC, number of press briefings, perception tracking surveys, analyzing website traffic, setting up ratings' buttons for online content, etc.

48. A three-pronged approach to measurement will be applied, combining relevant metrics, strategic interpretation and forward-looking insights, including the following:

- Quantitative measures, such as media metrics, website hits and information requests;
- Advocacy measures, which track and evaluate engagement and delivery of messages by others;
- Reputation measures, which tap into media influencers to assess progress and inform changes to tactics and approaches.

49. Success will result in key audiences having a positive regard for UNEP/MAP and its mission, accompanied by an awareness of key messages, and/or perceptions consistent with this communication strategy. Based on the above, a small number of key indicators need to be identified to monitor the implementation of the Communication Strategy.

4. Resources

50. This strategy can be partially implemented with the use of existing financial resources and support by INFO/RAC. The Coordinating Unit has proposed a budget of approximately EUR 80,000 for the two-year period of 2018-2019 dedicated to operationalizing external communications activities in addition to some additional resources in the Regional Activity Centres.

51. At present, the UNEP/MAP system needs related to Information and Communication, Library, IT and document management are addressed only by one support staff (Information Assistant).

52. In order to implement the Communication Strategy, a position of Information/Communication Officer needs to be reestablished within the UNEP/MAP Coordinating Unit. This would also support and benefit the implementation of the Resource Mobilization Strategy.

53. Complementary capacities must also be built in the role of the INFO/RAC, to perform information and communication activities for the entire MAP system.

Annex II
List of New MAP Partners

LIST OF NEW MAP PARTNERS

The following institutions are accredited as new MAP Partners:

- International Federation for Sustainable Development and Fight to Poverty in the Mediterranean-Black Sea (FISPMED)
- Fondation Mohamed VI pour la Protection de l'Environnement
- Sustainable Development Solutions Network (SDSN) through the Università di Siena (UNISI)
- Plastics Europe AISBL
- Youth Love Egypt