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**MEDITERRANEAN ACTION PLAN**

Eighth Meeting of the Executive Coordination Panel

Split, Croatia, 15-16 February 2010

**TERMS OF REFERENCE FOR INFORMATION/COMMUNICATION  
ASSESSMENT AND ITS STEERING COMMITTEE**



## **Terms of Reference Steering Group – Communication Assessment**

### **1. Background**

With a view to enhancing MAP's visibility and impact in the region, the Contracting Parties have mandated the Secretariat to periodically update MAP Information and Communication Strategy (2010-2014).

In the decision IG17/5 on the "Governance Paper", the Contracting Parties present a number of actions to be taken with a view to improving MAP visibility and outreach. In this context the Secretariat, together with all MAP components, should work to update the current MAP Information and Communication Strategy.

For this purpose, MAP has hired the services of a Public Affairs and Communication Agency to conduct a forward-looking assessment of its Information and Communication activities, and come up with strategic recommendations that will feed its future Information and Communication Strategy (2010-2014).

Given the importance of the task, the work of the Agency will also be assisted by a Steering Group and an Advisory Group set up for this purpose.

### **2. Objective**

MAP Steering Group will support and guide the work carried out by the selected Communication Agency.

An Advisory Group will also be established with the view to provide the perspective of the Contracting Parties.

### **3. Methodology and responsibilities**

The Steering Group will act as the main body overseeing the assessment execution in line with the ToR requirements.

It will be responsible for the overall coordination and guidance during the assessment, in particular ensuring effective exchanges and synergies between the Agency, and the UNEP/MAP.

The Steering Group will also ensure that consistency with the agreed TOR, targets, UN rules and regulations is achieved.

### **4. Expected outputs**

Specific functions of the Steering Group will include:

- Initial guidance;
- Comments to inception plan;
- Provide guidance to queries from consultants, as need be;
- Review of the assessment recommendations, including interview templates and interviewees list (tentative: 3<sup>rd</sup> week February 2010);
- Review of the detailed report including strategic framework options (tentative: 2-3<sup>rd</sup> week April 2010);

- Review and sign off of the final report including assessment results and strategic framework options for the revised/new strategy, including the GEF strategy (Tentative: 1<sup>st</sup> week May 2010).

## **5. Schedule for delivery**

In the initial stages of the assignment, the Steering Group will have a meeting with the Agency. During this meeting the main tasks of the assignment presented in the TOR will be discussed in details, and deadlines, responsibilities and next steps will be agreed.

Date: 21<sup>st</sup> January 2010.

Additional meeting dates, and methods of interaction (meeting, video conferencing, email) will be agreed at that stage.

An additional meeting (including video conferencing when appropriate) between the Steering Group and the Agency will be held tentatively 2-3<sup>rd</sup> week of April 2010 to review the first draft of the report.

The final sign off on the report should be done via email (1<sup>st</sup> week May 2010).

## **6. Administrative arrangement**

The agency will work under the guidance of the MAP Deputy Coordinator and in close consultation with MAP Information Officer.

The MAP Information Officer will:

- act as the main contact for the Agency;
- gather and provide the required information and documents;
- ensure deadlines for comments and input are respected;
- Interact with the Agency as need be.

## **7. Expertise**

The MAP Steering Group will be composed of UNEP/MAP staff members with direct involvement in the development of the Communication Strategy, and with specific expertise. The participation of DEPI Communication officer will ensure that the work is also conducted in line with DEPI overall communication and information framework. The following staff members are proposed:

MAP Deputy Coordinator;  
INFO/RAC Director;  
GEF Project Leader;  
DEPI Information Officer;  
MAP Information Officer.

## **Terms of Reference: Reference Group – Communication Assessment**

### **1. Background**

With a view to enhancing MAP's visibility and impact in the region, the Contracting Parties have mandated the Secretariat to periodically update MAP Information and Communication Strategy (2010-2014).

In the decision IG17/5 on the "Governance Paper", the Contracting Parties present a number of actions to be taken with a view to improving MAP visibility and outreach. In this context the Secretariat, together with all MAP components, should work to update the current MAP Information and Communication Strategy.

For this purpose, MAP has hired the services of a Public Affairs and Communication Agency to conduct a forward-looking assessment of its Information and Communication activities, and come up with strategic recommendations that will feed its future Information and Communication Strategy (2010-2014).

Given the importance of the task, the work of the Agency will also be assisted by a Steering Group and a Reference Group set up for this purpose.

### **2. Objective**

The MAP Steering Group will support and guide the work carried out by the selected Communication Agency.

The Reference Group (RG) will be established with the view to provide the perspective of the Contracting Parties.

### **3. Methodology and responsibilities**

The RG will ensure consideration of Contracting Parties views of UNEP/MAP information and communication activities as well as expectations regarding the future visibility of the UNEP/MAP system. They will provide input based on their experience with MAP on communication needs, the effectiveness of communication work, the use of resources and their vision for the future.

The RG will also provide insight to the Agency in identifying trends and emerging issues in the region.

Members of the RG will not be required to travel. The members of the Reference Group will be contacted by email and by telephone by the Agency in the course of the first two months, on agreed dates and times.

Conference-calls could also be organised.

RG members would specifically be requested to fill in a questionnaire and have a follow-up phone interview with the Agency.

#### **4. Schedule for delivery**

The tentative schedule will require that the interview template is filled in by mid March 2010, and that the follow up on the phone takes place in the second half of March.

Deadlines will be established during a meeting between the selected Agency and the MAP Steering Group to take place on 21<sup>st</sup> January 2010.

#### **5. Administrative arrangements**

The RG will cooperate closely with the Steering Group composed of UNEP and UNEP/MAP staff members, under the guidance of the MAP Deputy Coordinator and in close consultation with MAP Information Officer.

#### **6. Expertise**

The Reference Group will be composed of representatives from MAP Contracting Parties.

The following Contracting Parties have kindly accepted to participate: EC; Morocco and Slovenia.

## **Terms of Reference Communication Agency**

- 1. Title and Level:** Communications and Public Affairs Agency
- 2. Duty Station:** indifferent
- 3. Duration of assignment:** 4 months from signature of consulting contract. Deadline for submitting proposals is Friday 30th October 2009
- 4. Remuneration: 25.000 Euros**

### **5. Background**

The Mediterranean Action Plan (MAP) is one of UNEP's regional seas programmes, established in 1975, and addresses environmental protection and sustainable development of the Mediterranean region and particularly of its marine and coastal areas..

The main core of the MAP is the Barcelona Convention and its Protocols, and the Mediterranean Commission for Sustainable Development (MCSD). MAP's Secretariat is located in Athens.

With a view to enhancing MAP's visibility and impact in the region, the Contracting Parties have mandated the Secretariat to periodically update MAP Information and Communication Strategy.

In the decision IG17/5 on the "Governance Paper", the Contracting Parties present a number of actions to be taken with a view to improving MAP visibility and outreach.

In this context the Secretariat, together with all MAP components, should work to update the current MAP Information and Communication Strategy.

For this purpose, MAP has decided to conduct a forward-looking assessment of its Information and Communication activities, and come up with strategic recommendations that will feed its future Information and Communication Strategy.

The following tasks should be undertaken:

- Identify opportunities and needs
- Make recommendations of key initiatives to develop
- Provide options for a MAP Information and Communication Strategy

The assessment should also identify regional issues to be considered when developing future MAP communication and information activities.

### **6. Objective**

The objective of the assignment is to carry out a perspective assessment and provide recommendations for the formulation of a new MAP Information and Communication Strategy by the MAP Secretariat in 2010-2014.

### **7. Methodology and responsibilities**

The work will be articulated in three parts: assessment, interviews, and recommendations. The same structure is applied to identify the deliverable listed under expected outputs.

## 7.1 Assessment

a. Conduct a desk analysis of the main policy documents listed below. Such assessment will be the basis for the formulation of the recommendations.

❖ **Key reference documents and sources:**

- Barcelona Convention and its protocols and the respective decisions of the meetings of the contracting parties; Governance Paper agreed at the COP15 in Almeria, Spain January 2008; MSSD;
- MAP Information and Communication Strategy 1999;
- GEF Strategic Partnership Communication Strategy;
- 5 years MAP workplan;
- MAP components mandates and strategic programmes;
- Draft UNEP and DEPI Communication Strategy;
- Communication and information tools (websites; magazines; newsletters; brochures; releases; including RACs publications and websites)..

❖ **Additional sources of information:**

- Information and communication strategies developed by other institutions and relevant to MAP's work in the region.

b. Following the analysis<sup>1</sup> of the existing tools and resources, including those developed by RACs, MEDPOL and GEF project, identify MAP's communication niches, targets, needs and opportunities taking into account existing resources in line with the decisions of the meetings of the contracting parties, and make appropriate recommendations;

c. Identify trends/ emerging issues in terms of communication and propose ways for MAP to:

- use these tools effectively to contribute to the debate from an environmental perspective;
- Indicate useful partnerships and sponsors, and suggest ways to forge such partnerships.

In the framework of MAP's mission and mandate, the process should also take into consideration cultural, social, political and economic concerns of the region and incorporate a SWOT analysis.

d. provide a picture of the main communication tools concerning the environment and sustainable development in the Mediterranean in order to identify the MAP communication niches.

## 7.2 Interviews

a. Develop an interview schedule and interview templates, and identify interviewees (key players) among the following groups:

- MAP programmes officers including the newly established GEF Project team, Regional Activity Centres (RACs), Bureau members and a selection of National

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<sup>1</sup> Analysis to cover: goals, channels, products and services.

Focal Points (NFPs) to assess communication needs, the effectiveness of communication work and the use of resources;

- MAP partners (NGOs, donors, media) to identify communication needs;
- Representatives of the media, public and private sector in the region.

Interviews must provide a better understanding of MAP communication needs, and focus on opportunities that should be addressed in developing the reviewed/new communication strategy, and increase the satisfaction level of target groups.

b. Conduct interviews through the agreed interview template. The interviews will be conducted via telephone or/and video conferences.

### **7.3 Recommendations**

a. Produce a detailed report including strategic framework options to support the communication work of the Secretariat and MAP components in 2010-2015, which will focus on the development of a new MAP's Information and Communication Strategy for consideration by the ECP members (Executive Committee Panel) and Bureau of the Contracting Parties.

b. Assess the role of the MAP Secretariat, of the RACs, and more specifically of the regional activity centre for communication (INFO/RAC), and propose ways to integrate communication activities more effectively, avoiding doubling efforts;

c. Propose a series of "quick-win" actions to be undertaken in the short-term with the existing resources to communicate more effectively MAP issues including the GEF project, pending the finalization of the reviewed MAP communication strategy;

d. Indicate how the GEF communication strategy could be effectively integrated into MAP's overall information and communication strategy;

e. Identify key public/private sectors voices and resources on environmental issues in the Mediterranean and sponsorship opportunities.

## **8. Expected outputs**

The expected outputs are articulated following the three axes of the methodology and responsibilities.

The main deliverable is a detailed report including assessment and recommendations, and strategic framework options for the revised/new strategy.

The output documents listed below should be incorporated as annexes into the final report.

### **8.1 Assessment**

a. An analysis of existing communication resources and mandates within MAP (Information Unit; INFO/RAC; other RACs; MEDPOL; GEF; Focal Points) outlining how to integrate them more effectively, avoiding doubling efforts;

b. a realistic and accurate SWOT analysis identifying trends/ emerging issues in the Mediterranean region (draft and final);

## **8.2 Interviews**

- a. Interview templates for the following categories, following input from MAP Advisory Group (draft and final):
  - MAP staff and MAP components
  - MAP partners
  - Public and private sector in the region
- b. a jointly agreed list of interviewees
- c. Interviews summaries

## **8.3 Recommendations**

- a. A strategic framework for better and more effective integration of existing communication strategies and activities, including a list of tools/activities that should be incorporated or discontinued when preparing the revised/new strategy, within the MAP mandate and with the existing resources;
- b. A proposed synopsis of appropriate “quick-win” short-term and mid-term communication actions based on existing resources (funds and human resources);
- c. A realistic description of the identified potential sponsorship opportunities in the region;
- d. The final report including assessment results and strategic framework options for the revised/new strategy, including the GEF strategy.

## **9. Schedule for delivery**

The indicated tasks and the delivery of a draft report for circulation and comments among MAP components will be completed within 3 months from the signing of the consultancy contract. An additional month will be devoted to finalizing the report.

## **10. Administrative arrangement**

The agency will work under the guidance of the MAP Deputy Coordinator and in close consultation with MAP Information Officer.

The work will also be assisted by a MAP Advisory group composed of: MAP Deputy Coordinator; INFO/RAC Director; MAP Programme Officer; MAP Information Officer; GEF Project Leader; DEPI Information Officer.

Travel arrangements: granted prior agreement between the contracted agency and UNEP/MAP, specific costs for agreed travel and hotel arrangements will be covered by UNEP/MAP separately from the remuneration amount indicated under point 4 of these terms of reference.

## **11. Expertise**

- The agency will have international experience in public affairs, communication, and corporate strategies and will have in depth understanding of political and environmental issues;
- A minimum of 10 years of relevant experience, in an international environment, and focused on the elaboration and implementation of communication strategies, corporate communication, journalism; good knowledge of media relations; understanding of international organizations (IGOs; NGOs; others);

- Experience in conceptualising and implementing complex communication strategies and implementing media plans especially in development/ environment field;
- Project management and coordination experience, especially in the field of global media projects and international teams;
- Experience of developing and implementing media strategies and activities targeted to a multicultural public;
- Knowledge and understanding of the UN system;
- English and French are the working languages of the UN. The report must be presented in English. For this assignment, the ability to access and reach out to French and Arabic media and communication outlets is required.