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MEDITERRANEAN ACTION PLAN

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Perspective assessment and recommendations for a new MAP Information and Communication Strategy 2010–2015

Weber Shandwick, May 2010



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Executive summary

This communications landscape analysis provides a solid overview perceptions based on expert interviews, materials audit, online research and an analysis of select media coverage. This perspective can inform MAP's thinking about regional and global advocacy strategies, recognising that political and public opinion dynamics vary greatly by country and by sector. Ultimately these recommendations then need to be turned into a concrete plan with actions, deliverables and 'owners' that are responsible for each task. The lists of short-, medium-, and long-term actions that are included in this report should help clarify this process. Our recommendations create a framework for action, providing enough flexibility to MAP to decide on specific actions, according to feasibility and priorities.

Insights and ideas from this analysis should be tested against desired outcomes. Also at this level, rollout plans in your key countries should be based on an analysis of the local political landscape as well as communications research and development to identify the best messages, messengers and communications vehicles.

At the international level, it is clear that advocates of your issues and your partners need more coordinated messages, strategies and resources to be effective and demonstrate impact and relevance.

We identified a number of issues during the interview process and the table below captures our thinking, suggests top-line strategic implications and proposes strategies:

Things We Heard	Strategic Implications	Strategies
Awareness of MAP is low – external communications are poor	Increase visibility of MAP	Roll out strategic communications plan Disseminate tailored materials to target audiences through appropriate channels
Impact of activities could be greater	Demonstrate broader relevance Identify and share success stories	Mobilise senior leaders as advocates Raise awareness among general public through media and NGO partners to put pressure on governments
Coordination with components on communications is low	Define MAP coordination role vis-à-vis the RACs and the Focal Points	Develop clear communications structure
MAP needs a stronger identity	Brand MAP!	Implement One Voice campaign to ensure common messaging, defining goals, mission, and approach

An overview of our campaign approach



UNIFY

The One Voice campaign

- Create a clear communications structure in MAP
- Agree on common messaging based on solid research and therefore create a bigger push for the same environmental issues from MAP, including the RACs and all of the partners
- Maximise internal buy-in with internal launch and consistent internal materials

MOBILISE

Proactive partnerships

- Draft 2010-2015 communications strategy, anchored around three key milestones projects or platforms each year
- Tailor materials to reach broader audiences
- Train MAP and partners through advocacy and regional communications workshops and support for select NGO partners to engage public
- Create same look, feel, messages on all websites – profile success stories

INSPIRE

Advocate Ignition

- Identify and engage select advocacy NGOs to amplify outreach efforts and inform key opinion formers
- Launch business roundtable to discuss MAP certification or criteria for partnership
- Leverage international organisations to raise visibility and influence with media and political audiences
- Engage the general public by tailoring materials, leveraging NGO partners and through media
- Implement a media strategy with news and human interest stories and background briefings to educate journalists

Research objectives and methodology

Our research gauges perceptions of MAP and ascertains MAP's communications needs and opportunities for effective advocacy. Based on extensive primary and secondary research, we have made concrete recommendations on how MAP can build visibility and maximise impact in the Mediterranean region and internationally.

This report begins with an executive summary outlining the main themes from our research and our recommendations.

Our recommendations draw together all of our research. This is framed around our campaign approach “Unify – Mobilise – Inspire”. It includes the key themes which MAP requested:

- Developing MAP's 2010-2015 Information and Communication Strategy
- Integrating communication activities between MAP secretariat, RACs and INFO/RAC.
- Quick wins
- GEF communication strategy and MAP
- Third party advocates: Public/private sector voices and resources on environmental issues in the Mediterranean

Throughout our report, the Mediterranean region's socio-political, cultural and economic issues and emerging policy and communications trends are taken into consideration and feed into our conclusions and recommendations.

We then explain how we have built our analysis and recommendations on previous internal and external assessments, which provide the basis for MAP's future communications activities.

We then outline the five key findings from our secondary research. We have assessed existing communication strategies, work plans and strategic programmes. From this analysis, we have drafted a SWOT analysis, which forms the basis of our identification of MAP's communication niches, targets, needs and opportunities.

Our primary research informs our approach and provides a basis for an assessment of internal and external perspectives on MAP's work. We have conducted a perception audit with MAP programme officers and partners, regional media and the public and the private sector. The audit has included questionnaires from MAP officers and ten interviews with MAP Reference Group members and external stakeholders who are instrumental to MAP's current and future work. We give an overview of interviewees' awareness of MAP and opinion on the current environmental issues in the Mediterranean. We then outline our five key findings from the interviews, added depth and informed our recommendations.

The report concludes with an annex of summarised interview transcripts and the long-list of interviewees.

Recommendations

Our recommendations draw on all of our research and analysis; this includes questionnaires and in-depth interviews with internal and external stakeholders, as well as an audit of MAP's communications materials and strategies. These recommendations draw on our knowledge and experience in advocacy, communications, the United Nations system operating environment and the cultural and linguistic diversity of the Mediterranean region.

We have designed a possible “campaign model” for MAP’s 2010-2015 Information and Communication Strategy – Unify, Mobilise and Inspire.

We recommend that the campaign unfold sequentially during MAP’s 2010-2015 Information and Communication Strategy. To that end we recommend a series of tactical approaches as well as some strategic thinking to assist the Coordinating Unit create a solid communications framework for the future. These include the following:

In our recommendations, we have included tactics and ‘quick-win’ actions, but successful implementation of these recommendations and a shift in how MAP communicates internally and externally will need further brainstorming, research, and planning. For example, rollout plans in your key countries should be based on an analysis of the local political landscape as well as communications research and development to identify the best messages, messengers and communications vehicles. We look forward to moving forward in this process in partnership with MAP.

Our recommendations are guided by an understanding that MAP’s financial and human resources are finite. We have taken practical and budgetary feasibility into account and focused on those changes which we believe could, and should, be implemented with MAP’s current resources. However to do justice to this exercise we have included a section suggesting critical changes which are highly likely to require additional resources, but equally so have enormous impact.

With MAP’s goals in mind, we recommend leveraging NGOs, business, the public and the media to raise MAP’s visibility throughout the region and beyond. Ultimately, the aim is to position MAP as the key voice on environment in the region and generate further interest and engagement with key target stakeholders, such as finance ministers, who will support MAP’s activities, helping to increase their impact.

“Quick win” actions

- Develop and consolidate a unified communication structure (Chief Communication and Focal Points/ Regional Communication Officers)
- Establish a single brand: UNEP/MAP – Barcelona Convention
- Hold first internal messaging workshop
- Agree on three campaign platforms for 2010/2011 and implement (examples: SOED reports; Coast day; new presentations of data/statistics/future trends)
- Choose three success stories from MAP network and draw together with compelling images – to be used on website and factsheets
- Identify strong advocacy NGO partners with communications capacity to act as partners
- Identify and get key spokespeople onboard from five most visible civil society organisations and academia
- Media outreach around the UN CBD meeting in Nagoya in October to raise MAP’s profile globally

UNIFY

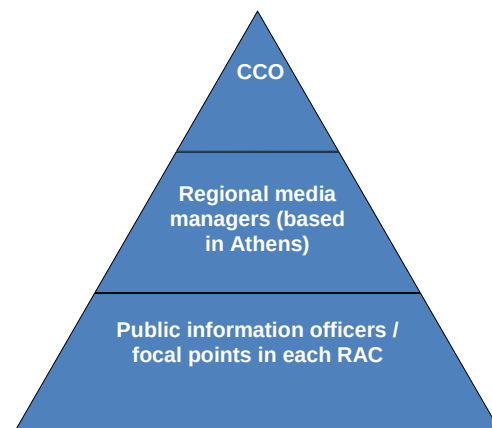


The One Voice campaign

COMMUNICATIONS STRUCTURE: CENTRAL POINT OF CONTACT

To effectively communicate MAP's messages, a clear communications structure should be set in place. This is what we have referred to earlier in the document as MAP's One Voice campaign. The reasoning behind a cascaded communications structure is that it can override the complex internal structure at MAP to create a bigger push for the same environmental issues from MAP, including all of the RACs, and partners. To illustrate this further, the Coordinating Unit would be in the position to aggregate information and drive central strategy in much the same way the Department for Public Information at UNHQ in New York with RACs acting as United Nations Information Centres.

The mechanics of an effective communications structure would include the following roles:



- Chief Communications Officer (CCO) based in the Coordinating Unit in Athens

The CCO takes final decisions on communications strategy (including priority stories, common messaging, and spokespeople, for example), which are then coordinated between the different regional media managers and tailored to needs and upcoming opportunities. A CCO will ensure that regional media managers across MAP (and based in Athens) all have a common person to whom they can report, and with whom they can discuss strategy. The CCO would be accountable to the operational head of the Coordinating Unit and enable MAP's operational strategy through powerful communications. The CCO will have strong working relationships with senior MAP spokespeople and have the authority to request their presence at high-level media opportunities, review new public materials and prioritise media relationships.

- Regional media managers

Regional media managers would be responsible for media outreach and campaigns at a regional level (i.e. Arabic countries), while always ensuring that all messaging advances the same, agreed goals. The media managers would work side-by-side with the CCO and content developer to ensure maximum effectiveness of overall communications strategy because they would have the knowledge of and contacts with the countries' diverse media landscapes. The regional media manager's responsibility would be to ensure all activities and public materials are aligned with central strategy.

Each media manager would take ownership of the effective roll-out of the campaign in their assigned region. Of particular importance in the short term would be to focus on an Arabic regional media manager.

- Public information officers

To ensure that RACs' public communications link in with MAP's overall communications strategy, we recommend that each RAC identify a public information officer who would report to the appropriate regional media manager within MAP about its public information activities. We understand that budgets and staffing are complex considerations. To remain cost-effective the Coordinating Unit and the RACs could identify existing staff within the RACs who either have the linguistic and/or communications expertise, or the willingness to learn and take on these responsibilities for a proportion of their working week. If public information officers are chosen from existing personnel and they do not have communications expertise, the Coordinating Unit should arrange communications training in-house. As training is of relevance to the entire DEPI division, this can be coordinated with DEPI in Nairobi, who has access to additional funding and logistics.

- Content developer

The content developer is a communications specialist, who creates a toolbox of template media materials (such as press releases and fact sheets), which can be tailored and translated to the different countries. This role could be combined with the website manager if there are budget or personnel constraints.

To get this structure in place and make sure that it is feasible and operable, we recommend the following channels also be set up:

- Kick off training session for communication staff and principals

To explain the new communications structure and create buy-in from the different components.

Online tracking database, which logs media contacts, outreach and coverage (for example a web-based global media database service tool such as MediaAtlas, which comes at a subscription charge). The database facilitates the creation of a single point of contact for journalists, learning from contact with journalists and ensuring that knowledge of MAP's media network is maintained regardless of personal relationships.

As demonstrated in the in-depth interviews, there are concerns about how the RACs are set up and their strong links to national bases. In our view, adapting the RAC structure is not feasible at this stage. Instead, MAP's commitment to unified internal and external communications and better internal integration should help address these concerns indirectly.

AGREE ON COMMON MESSAGING

The objective of common messaging is to help ensure that the Coordinating Unit and the RACs speak with one voice to the many people and groups you interact with in the course of your work. This may include presentations, speeches, documents, emails, and other materials for important external audiences. Step by step, by consistently applying and reapplying common messaging, MAP's clear recognisable identity will emerge. Ultimately, this will also help MAP influence and achieve its objectives more effectively, as was noted by respondents during the interview process.

Drafting common messaging is not a simple task; we estimate that it could take up to a year to hold brainstorming and strategy sessions with issue experts and regional media managers, and agree on themes and wording. Message research with focus groups will also help you to identify MAP's unique selling points and the most effective themes across your different target audiences. However, once this work is completed, the time savings are manifold. Time and time again, the messaging manual will form the basis of external communications whether the Coordinating Unit and the RACs are talking to partners, governments, NGOs, media or other stakeholders.

MAP has a large amount of invaluable internal documents it can draw from when deciding on this messaging. For example, as identified in the secondary research, at the moment existing documentation states different goals. We recommend that the Coordinating Unit create one common overarching goal that is referenced in all internal documents, so that all strategies and tactics ultimately lead towards one focused point of view. This could be, for example, "Progress towards the Barcelona Convention", "For the implementation of the Barcelona Convention" or "Progress towards improving the Mediterranean environment." An effective messaging manual will include the following aspects. We have also outlined example messages to give a broad overview of what future messaging would look like.

- **What MAP does and what the RACs do**

This is a factual section which collates collective thinking in a concise and convincing manner.

Example of message: MAP brings together 21 Mediterranean countries and the European Union to find innovative solutions to common environmental problems

- **MAP's goal and vision of success**

This section explains the need and the opportunity for engagement and showcases your approach.

Example statements:

Protect the Mediterranean – Enrich the People

Sustainable progress towards implementing the Barcelona Convention – we are all part of the solution

- **Areas MAP works in**

This is an informative section that spells out what you do and most importantly what you do not do

Example of message: With thirty years of experience in combating marine pollution, MAP tackles the root of environmental problems in the Mediterranean by focusing on sustainable development and integrated coastal zone planning and management.

- **How MAP's work brings solutions to Mediterranean issues**

This is a section that explains how your work relates to and brings value to others

Example of message: *MAP reduces pollution at land and sea and encourages sustainable development in the Mediterranean. Our goal is to conserve the rich biodiversity and natural beauty of the Mediterranean. A healthy Mediterranean generates jobs, and improves quality of life for all citizens.*

- **How to respond to critics with examples of tough questions and example answers**

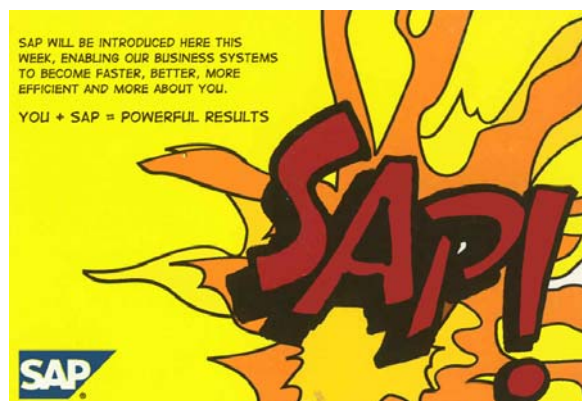
This section gives guidance on how to manage difficult media interactions and bridge back into your key messages.

The common messaging should use simple and clear language. We have learnt from our primary research that NGOs and Reference Group members are familiar with MAP and how it works and the successes it achieves. However broader audiences, from industry, media and think tanks are less knowledgeable about MAP and they have their own interests and perspectives. Many are not experts in the Mediterranean environment or conversant in the specialised terminology used by MAP. The manual should translate technical language into everyday language that will be understood by educated generalists within and outside the field of the environment.

A next step would be to tailor common messaging to different target audiences. Robust methodology to do this is already outlined in the MSSD strategy document and has the potential for success because it ensures unified messaging which is still tailored to the various target audiences.

MAXIMISE INTERNAL BUY-IN

We recommend an internal communications plan with engaging and bright images to be sure that everyone at MAP is aware of the new communications approach. This will reassure internal stakeholders that their feedback has been heard, and that there has been a tangible outcome to the questionnaires. A useful example is the internal campaign run by the company when the business management software SAP is introduced:



The common messaging should be integrated into MAP's external and internal materials. For example, a first step to get the Coordinating Unit and the RACs on board with the common messaging will be to use it as a basis to transform the MAP and RACs websites so that they have the somewhat same look, same feel and same messages.

Using the same language across internal information and communication strategies will create a better understanding of what MAP wants to achieve and more unified, consistent and effective communications. For example, all internal documents should state the same overarching goal. We recommend clarifying information and communications goals for each component and showing how they fit into the larger MAP information and communication goals. UNEP(DEPI)/MED 1G.17/10 establishes that each mandate should highlight how each RAC will contribute to collective MAP goals, including knowledge management, dissemination and improving MAP's overall visibility. This should be fully implemented.

As outlined in the internal questionnaires, clear internal tasks will help mobilize the necessary resources and internal commitment to achieve the aim.

Checklist for actions

- Choose internal structure, allocate staff
- Train staff
- Set up weekly call
- Create online tracking database
- Host messaging brainstorm
- Message research with focus groups
- Tailor common messaging to different target audiences
- Finalise messaging
- Share messaging with internal staff
- Integrate finalised messaging into

MOBILISE



DRAFT 2010-2015 COMMUNICATION STRATEGY AND CAMPAIGN APPROACH

We recommend that MAP's 2010-2015 communications strategy be anchored around three campaign, projects or platforms each year, which can be prepared for well in advance targeted mass media.

The following three milestones could provide the framework for activity in 2010:

- State of the Environment and Development (SOED) report
- Fourth Annual Celebration of the Coast Day in the Mediterranean (25 Sept)
- Tenth meeting of the Conference of the Parties (COP 10) of the Convention on Biological Diversity in Nagoya, Japan (18 to 29 Oct)

More broadly in the future, these campaigns could also include existing international days or leverage internal milestones:

- State of the Environment report / Thematic Reports
- World Environment Day / World Water Day / International Day of Biodiversity, which international media regularly report on – Coast Day would serve this purpose too
- MAP's new innovative governance structure – the first of its kind
- Partnerships or projects on integrated coastal zone management, biodiversity, and pollution
- New presentations of data, statistics and future trends

The State of the Environment report should certainly be a key plank for MAP communications, since the value of the report is recognised by most stakeholders. MAP is currently the only organisation well-placed to put this data together. We understand that the current proposal is for the State of the Environment to be launched every four years and for thematic reports to be released every two to avoid too much repetition of the same data. The focus of the thematic reports should be carefully chosen to tie into "hot" debates or burning issues that MAP believes should be next on the environmental agenda. This will ensure a forward-looking approach as well as fill in the gap between report launches. For example, "Ecosystem services" is a theme which has been mentioned, which has a lot of potential, however it must be remembered that very few people outside of environmental and UN specialists are familiar with this terminology.

We agree with the timeline for the reports, so that MAP can become familiar with compiling the report and reaching out to media with a clear launch strategy. This will include pitching the report to media based on two or three "key facts" from the report and compelling statistics which are deemed newsworthy and tie into the global news agenda. The reports' technical data, which will appeal to specialists, should always boil down to a few sound bites for specialist media and informed public to remember. Secondly, a launch strategy can involve stakeholder engagement through a series of roundtable debates on the report's conclusions across key countries, where we envisage environmental media attendance.

We know UN days drive media coverage, most recently World Water Day drove swathes of coverage globally, with reporters and influentials taking the opportunity to comment on a range of

issues, including water scarcity, quality and sanitation. We recommend that MAP take a similar approach and use global days such as World Environment Day to place an opinion editorial in a select Mediterranean media outlet, by means of illustration. Key to your media outreach is a campaign which recognizes the need to drive steady coverage which is not news driven, but taps into feature opportunities as well.

We understand that the Coordinating Unit has already begun planning such an approach around Coast Day on 25 September. Larger UN agencies, such as UNEP, will often gain news headlines at UN days however MAP has a unique voice representing the Mediterranean region which will be of interest to your target local media. An observance day is also an opportunity to secure greater media coverage around an event or announcement, which the Coordinating Unit may have already been planning. Media will be looking to write stories on the issue to commemorate the day. Tactics such as issuing a call to action, announcing a new coalition, or releasing a “photo diary” will help get MAP in the news around global observances. Beyond this media outreach, no additional costs will be needed to leverage the news hook of an observance day. Some examples from previous UN days include calls to action, new interactive tools, and new coalitions such as the following:

- "Forty years after the first **Earth Day**, we are galvanizing people across the globe around this milestone to take action for the environment and find solutions to climate change," said Kathleen Rogers, President of Earth Day Network.
- To mark **World Food Day** today, the Food and Agriculture Organisation has launched a website on world hunger, which includes an interactive map that shows trends in the percentage of the world's population experiencing hunger in recent decades.
- Coalition of nearly 30 organizations from the public and private sectors, including foundations and faith leaders, announce unprecedented call for action to raise awareness and spur stronger commitments to address the global **water crisis**

We learnt from our secondary research that some stakeholders are looking for new and up to date information and statistics (such as media). As far as possible, we recommend that contracting parties share up-to-date environmental data with MAP in a timely manner. This will strengthen MAP's status as an authority on the issues and ultimately advance the Convention's goal to improve the Mediterranean environment.

We also learnt that some stakeholders (such as business) are looking for current data to be presented in an easy-to-understand way. We recommend that the Coordinating Unit create a visual “Pollution Hot Spots” map, for example, or other ‘maps’ representing critical environmental issues which can be shared on the MAP website to give unfamiliar stakeholders an interactive understanding of the Mediterranean's environmental issues and ultimately secure their support and sympathy for the issues at hand.

TAILOR MATERIALS

We also recommend that current materials be tailored in a more user-friendly way:

- The MAP technical reports, for example, are all readily available on the MAP website, but for those not familiar with these publications there is no clear explanation on the webpage as to what they are, where they come from and to whom they could be of potential interest. Addressing these issues and providing summaries outlining the key points of each document would increase understanding of MAP and its activities across a broader range of non-specialised stakeholders. It would also help foster a perception of MAP as a transparent, easily accessible organisation with clear relevance to day-to-day realities.
- During our in-depth interviews, there were repeated calls for MAP's materials to be accompanied by: a clear executive summary, attractive design, simple language

- When communicating on projects, a simple one-page document with illustrations should give an overview of the goals of the project and the progress it has made to date

MEDIA TRAIN MAP AND PARTNERS

As part of enhancing partner communication capacity and building a broader coalition, MAP could catalyse regional communications/advocacy workshops. These workshops would bring together stakeholders from a variety of sectors to develop coordinated strategies for advancing positive media coverage and policy change.

In our opinion, training is an essential way to ensure internal alignment and on-the-ground successes for the 2010-2015 communications strategy. On the one hand, you could focus on media training for MAP spokespeople, but also run broader communications training for regional media managers if they have not had in depth experience with communications before.

A rigorous training session will motivate staff and make them feel equipped to implement the work ahead. It will also foster a sense of common mission and strong and pragmatic working relationships between members of the team. Ultimately the purpose of training is to give staff the tools they need to do their job to the best of their abilities.

Based on an inventory of best practices, existing resources and needs, the Coordinating Unit could provide support for its key partners. Training in media relations and policy communications, along with ongoing technical assistance on the ground, could enhance their capacity to influence policy change and reach out to the general public on MAP's issues.

In our opinion, you will receive high returns for the monetary amount invested in training. This small cost could partly be funded by MAP's 50,000 Euro budget for engaging NGOs in 2010. We understand that it may also be possible to coordinate training with DEPI in Nairobi, given that training is of interest for the whole DEPI division.

CREATE SAME LOOK, FEEL, MESSAGES ON ALL WEBSITES

Websites are important communications channels because they will often be people's first point-of-call about an organisation. We recommend that information be presented in a visually appealing and easy to read way, such as attractive design, greater use of images and more structured layout of information.

We also have made a number of recommendations for compelling website content:

- Diagrams to illustrate how MAP and the RACs work and interact with different stakeholders
- Updates on what's being done by its various initiatives. This would help establish a stronger identity for MAP as the umbrella organisation for this network of initiatives.
- Profile initiatives being taken by the RACs, identify flagship projects such as the conservation initiatives for the monk seal and the green Mediterranean turtles will help to engage the interest of the general public and get them on board as advocates
- Profile initiatives which could have a direct influence for the Mediterranean population, i.e. reducing pollution which has an impact on human health.
- Showcase initiatives such as the Greco initiative for Green

To leverage efficiencies, the Coordinating Unit can work alongside DEPI and UNEP, who have a dedicated section on success stories.

competitiveness to help engage the business community as well as giving visitors a stronger sense of what your work can achieve.

- Provide clear concise executive summaries to go with MAP's technical documents to make their contents easily accessible to a wider audience.
- Interactive country map of the Mediterranean which shows you MAP projects in each country, including video of the scheme, description by a local project contributor in local language, English and French on the impact of the project
- Guest bloggers from the MAP community could blog on the MAP site in local languages. In order to ensure the blog is kept active we would recommend at least one contribution per week. The CCO would be in charge of distributing a guide calendar to anticipate blog contributions so that staff and partners can provisionally plan for content and contributions. The CCO would head up an editorial board that would be responsible for vetting postings before they go up. However to avoid the process becoming too complex, the aims here is to allow contributors to express their individual voices whilst keeping to an overall MAP tone.
- Give the INFO/RAC website a clear purpose, such as showcasing all relevant latest news and activities relating to the MAP components. If this is not feasible for organisational reasons, we recommend incorporating it into the MAP website and making the MAP website the focal point for information on these issues.

Checklist for actions

- Choose three campaign, projects or platforms for each year to anchor strategy around
- Draft launch strategy for the next thematic report
- Prioritise top global observance days and plan media outreach
- Brainstorm creative and interactive tools MAP can use to share its data and statistics with stakeholders (such as a Pollution Hot Spots map)
- Choose 5 most important external technical materials which it would be useful to draft an executive summary to help explain their content to non-technical audiences
- Choose top 8 MAP projects and create one-page document explaining the project's goals, achievements and impact, and upload this information on MAP website
- Host communications training for internal communications team and/or partners
- Content developer to redesign website to explain MAP's role, key projects and partnerships

INSPIRE



Advocate Ignition

MAP has a great story to tell, but that story is far more powerful if told by a credible and influential third-party. In a media environment where journalists struggle to differentiate noise from news, it is imperative that you should have a string cadre of supporters who have local relevance and visibility as well as issue expertise. The advocate ignition process for an organisation such as MAP is usually not difficult as your origin and mission motivate many into action. Whilst your issues remain front and centre, research shows that visibility is your greatest weakness. As we seek to brand MAP in a way which shows its potential we have to remained focused on efforts which highlight your specific contributions.

Our research explained the importance of identifying and prioritising target groups. Our recommendation involves reaching out to select NGOs and businesses. Below you will find detailed examples of how to identify and prioritise these groups. With the support of these partnerships, you can reach out to media, thereby inspiring the general public and political audiences.

Ultimately your target audiences depend on your communications objectives. Finding solutions for marine pollution, raising awareness about the importance of sustainable development and legislative change on biodiversity will all require different partnerships and engagement with different kinds of media. Our view is that MAP should focus on select partnerships with NGOs and business, who are able to raise awareness among the general public on MAP's behalf, and for which they have the capacity, experience and resources.

IDENTIFY AND ENGAGE KEY ADVOCACY NGOS

Through our work with large non-profit organisations we have found that the most effective way to leverage NGO partnership so that they are beneficial to all parties is to work through implementing organisations rather than umbrella bodies. Umbrella bodies almost always focus on cross-issue advocacy which in this case is MAP's role. Individual implementing organisations – large or small – have community reach and appeal to media for their ability to show on the ground impact. They usually run creative campaigns around their priority themes. We by no means wish to exclude networks of NGOs but should you need to prioritise we would advise you focus on organisations that drive projects.

We recommend that a common short list of priority NGOs will enable you to focus your efforts at leveraging third party advocates and achieve progress towards your objectives.

The top five NGOs with which MAP partners should be chosen to amplify your message.

We recommend identifying these NGOs according to the following criteria:

- Visibility in traditional and online media
- Capacity to influence target audiences and mobilise national support for MAP's goals
- Positioning on Mediterranean environmental issues
- Likelihood to take action and work effectively in partnership
- Size and reach

These five NGOs will be effectively embedded in your communications structure, input into campaign strategy and reach out to audiences with joint messages. They can educate journalists and policymakers through direct outreach and form credible online information resources which highlight the benefits of MAP. For example, WWF is an extremely effective advocacy NGO with wide influence and engagement with the general public. Also RAED has a strong environmental network in the Arabic-speaking countries in the Mediterranean. Another top ten NGOs should be chosen, which may be less well known regionally but have strong local outreach and will resonate with local audiences. Ultimately key here is positive impact for the Mediterranean sea.

No NGO is unimportant – they are of course still helping you implement important environmental projects and are a critical part of your approach to advocacy. However, by deciding on priority NGOs who can help you reach your communications objectives, MAP will be able to focus its time and resources to create more tangible outcomes.

Our network of offices and affiliates in the region, combined with our pool of global contacts and clients should add to our identification process of relevant voices and sponsorship opportunities. Our pool of in-house experts in civil society relations would be delighted to assist you in further fine-tuning your approach to impactful partnerships, should you proceed with the task.

WORK WITH BUSINESSES

There is currently tremendous pressure on businesses to demonstrate commitment to sustainable development and socially responsible practices. Thus partnerships between businesses and IGOs are common because all parties stand to gain. Businesses gain credibility and external endorsement for their environmental efforts. IGOs, including MAP, stand to gain because it demonstrates that they are effectively influencing business behaviour and affecting gradual change.

We recommend identifying target businesses with which to partner according to their reach in the region and interest in and commitment to environmental sustainability. The shipping, renewable energy and tourism industry associations are obvious candidates given that their reputation and competitive advantage on the market is in part driven by collaboration with environmental organizations. The benefits are not only visibility driven – behaviour change within business has the goal to drive your agenda and deliver real impact for the Mediterranean.

UN-business partnerships are well known through the UN Global Compact and successful partnerships with separate UN agencies are also documented on business.un.org. Some examples of partnerships that have been particularly well-received by the media include:

- The GAVI Alliance of governments, the World Health Organization, UNICEF, the World Bank, the vaccine industry, civil society, and philanthropists, which aims to increase access to vaccines in developing countries.
- The Billion Tree Campaign, which is a partnership between UNEP and businesses, that aims to plant a billion trees.

One such approach could be a logo for companies, to show MAP endorsement for their work. This process should not be rushed, the criteria should be developed in partnership with NGOs and businesses themselves to be sure that the process is inclusive and supported.

The first step would be to launch a roundtable with all stakeholders to start discussing how and if the logo could work. MAP will build lasting relationships with key players and take as a hub which attracts businesses and partners who want to lead on environmental issues in the

Mediterranean. Ultimately, a public campaign will also be important so that the logo becomes recognisable and therefore of value to businesses.

In addition, once MAP revitalizes its image and messaging, giving clear and exciting information about its achievements, reach and impact, businesses, particularly those based or operating in the Mediterranean should finally become aware of their impact on the Mediterranean Environment, MAP's work, improving environmental status and become attracted to partnerships with MAP.

LEVERAGE INTERNATIONAL ORGANISATIONS

We recommend that MAP leverage its connection with organisations such as the Global Environmental Facility, UNFCCC process, the World Bank, the EU and the EEA to actively communicate to stakeholders about its activities and act as advocates on its behalf. International fora offer opportunities for MAP to increase its visibility on the political level and communicate to the media – since events similar to 'UN days' tend to focus attention and provide hooks for relevant stories. This would help position MAP as the key organisation working on the environment in the region and demonstrate clear partnership, joint mission and collaboration. As we found during our research, MAP's UN mandate give it particular legitimacy as an organisation, which should be leveraged at this level.

To achieve this the Coordinating Unit and RACs should build their contacts with the media, highlight its substantive achievements and role to policy makers and consolidate its messages to appear as the clear 'voice' for the Mediterranean marine environment on the international policy level. Funding for MAP projects may well be a positive outcome of effective communications at this level.

MAP and the Global Environment Facility (GEF) already have a strong basis for joint communications through its strategic partnership for the Mediterranean Large Marine Ecosystem (LME). We recommend that GEF become involved in MAP's campaign approach as much as possible to identify synergies, areas of overlap and communications issues - where there can be joint communications efforts. This is in line with GEF's aims to tap into the comparative advantages of well-established agencies, including UNEP, to implement projects and help mainstream environmental policies through effective joint action. Both MAP and GEF are clearly working towards a common goal of environmental sustainable development and therefore should leverage synergies wherever possible to deliver maximum impact for the Mediterranean. Ultimately, the Coordinating Unit needs to foster efforts to find areas of common interest where resources can be leveraged effectively from both organizations for greatest impact.

To facilitate effective planning, we recommend that the GEF project leader and/or a member of the GEF communications team join MAP for the internal messaging brainstorm. Similarly, GEF could join the MAP communications team on their weekly calls when appropriate.

Once the planning is in place, the Coordinating Unit and GEF should work together on communications efforts. This can range from advancing common partnerships, driving media campaigns, jointly announcing new initiatives where both have an active interest, activating joint spokespeople, and referencing each other's public information materials. In the environmental space, focused and relevant partnerships are seen as vital to effectively tackle environmental challenges, which are recognized to affect a variety of different stakeholders.

Of course, GEF and MAP remain two separate entities that require separate brands and identities. However collaboration on issues of mutual interest and the sharing of resources on specifically defined projects are potential ways to ensure targeted impact in the short- to medium-term until MAP structures are in position to tap into strategic opportunities in-house.

ENGAGE THE GENERAL PUBLIC

There has understandably been a lot of debate within MAP on how to engage with the general public, due to limited resources and capacity.

We recommend that the general public is partly made aware of MAP through NGOs' communications and partly as responsible consumers of tourism and transport services, which we outline above. In a highly environmentally aware consumer environment in some countries in the Mediterranean, businesses compete for opportunities which position them as responsible actors. Joint initiatives with the private sector are one way of raising awareness among the general public. These could also be mobilized through GEF, which already has strong links with the private sector.

Secondly, current MAP materials can be adjusted to appeal to students interested in the environment. For example, the MED WAVES magazine provides good top line information on what MAP does. By changing the writing style and updating its design, it could become more engaging to a wider audience. This could then act as a useful tool in communicating with the general public via youth organisations or schools. Or a new e-newsletter could be created where all the RACs regularly contribute their latest news. Such e-newsletters are already used by other regional conventions, such as the HELCOM Baltic Sea Action Plan's 'HELCOM News'.

In the long-term, we recommend that communications with the general public, and partners more generally, be made available only on-line. This will reduce costs, guarantee wide and instant availability and minimize use of paper. We see this as a growing trend amongst print media, especially in the non-profit sector where communications are increasingly accessed and shared online. International news organisation *Christian Science Monitor* is a recent example from the U.S. that has transitioned from print to online recently. We understand that online access is less ubiquitous in southern Mediterranean countries and highlight this approach as a medium-term option which plays several roles from costs effectiveness to audience maximization to environmental considerations.

IMPLEMENT A MEDIA STRATEGY

Media forms an important part of your outreach to the general public. Media is not a target audience in and of itself but rather a tool through which you communicate your messages and influence your stakeholders.

Successful campaigns will target different levels of information at different types of media. ANSA Med will be familiar with the regional dimension but less aware of specifics on the environment, for example.

We recommend crafting media outreach around two main pillars:

- “News”: new data or research, or new public information program which focuses on the potential of a project to address climate change or have a tangible impact on the Mediterranean environment. Here MAP can bridge the gap between technical information and non-technical audiences
- “Human interest”: advances on pollution in the Mediterranean that promise tangible benefits to people and communities

The One Voice communications structure is critical to effectively engaging with the media. The online tracking database will ensure that the CCO always has a record of all outreach, and that journalists' enquiries and requests are answered in a timely way.

Checklist for actions

- Identify: top five NGOs with which MAP partners and top ten NGOs which have strong local outreach
- Internal decision on initiatives MAP could undertake which would include partnering with businesses
- Identify five international issues, which MAP wants to engage with media on to raise their profile with IGOs
- Identify five external materials, MAP would like to redesign to appeal more to the general public (i.e., the Med waves magazine)

Additional long-term recommendations

We have put forward the following recommendations with the understanding that they will most likely only be feasible in the medium-to-long term.

Website manager

To create a single look and feel for the MAP and RACs websites, one website manager would be in charge of design, content and management of all the websites. To be efficient, RACs public information officers would still be expected to upload new information onto their own sites.

We understand that INFO/RAC is already tasked with “collecting and sharing information, raising public awareness and participation, and enhancing decision-making processes at the regional national and local levels.”¹ The new communications structure will be an important tool to leverage INFO/RAC’s expertise and experience in implementing strong communications tactics and sharing it across the MAP network.

We recommend that specific tasks be delegated to INFO-RAC, with them always reporting to the CCO to ensure common strategy and execution across the MAP network. A member of INFO/RAC’s staff should attend the communications team’s weekly call to provide regular updates and ensure that all communications efforts are in line with MAP’s strategic communications priorities. We see INFO/RAC’s role as one of an ‘enabling partner’ directly embedded in the MAP communications structure.

Personnel at INFO/RAC could take an active role in developing content and organizing training sessions for other personnel with less experience in communications, especially on how to translate technical data into newsworthy hooks for media. They could be responsible for drafting an e-newsletter, for example, which is then approved by the CCO. Projects which are already worked on by INFO/RAC could continue, for example the *InfoMAP* initiative and MED Award photography and film festival.

Regional media managers

Regional media managers are responsible for media outreach and campaigns at a regional level (i.e. Arabic countries), while always ensuring that all messaging advances the same, agreed goals. Given the number and diversity of MAP’s target countries, the aim is for regional media managers to have some local expertise to be able to tailor the communications strategy 2010-2015 to its region.

For MAP, we recommend three regional media managers based along linguistic and geographical lines. Three dedicated regional media managers would work side-by-side with the CCO and content developer to ensure maximum effectiveness of overall communications strategy because they would have the knowledge of and contacts with the countries’ diverse media landscapes. The regional media managers would take ownership of the effective roll-out of any campaign in their region.

Given the linguistic and cultural diversity of the Mediterranean countries, we recognize that grouping countries into regions is complex. One idea would be to group them as follows:

Group 1 (Algeria, Egypt, , Lebanon, Libya, Morocco, Syria, Tunisia, and Turkey),

Group 2 (Albania, Bosnia and Herzegovina, Croatia, Montenegro, and Slovenia), Group 3 (Cyprus,

France, Greece, Italy, Malta, Monaco, Spain and Israel).

¹ UNEP(DEPI)/MED IG. 19/8

We would strongly recommend a regular 'Integrated Communications' weekly meeting/call to ensure that the team is up-to-date and able to discuss concerns and developments.

Communication budget

Should the recommendations in this report form the basis of an informed and longer-term Communications Strategy, they will require an investment on behalf of MAP and the contracting parties. To that end and in the interest of MAP's mission it is our humble opinion that a moderate communications budget increase in the coming years would ensure efficiency and impact. Any such considerations should only take place after the current budget has been fully optimized and streamlined through the proposed structures. We anticipate that some minor investments in the early days of structural adjustment would ensure cost-effectiveness in the long term.

One way to manage existing communications budget in a cost-effective and multi-market way is to contract the services of a communications agency who'd act as an extension of the existing communications team in-house.

All hard costs, such as training sessions, online tracking database, new or retrained communications staff, new external materials, and website relaunch, will be extra costs on top of the running communications budget. Ultimately, an effective communications strategy will help the Contracting Parties meet the environmental objectives put forward in the Barcelona Convention.

Milestones

In order to facilitate planning and the measurement of outcomes, we have developed a timeline with key milestones in the short, medium and long-term. This will enable you to have a clear overview of next steps and act as a benchmark from which you can measure your progress going forward.

THE SHORT TERM

By July 2010 - *executive coordinating panel meeting with the RACs*

- Agree on communications strategy, prioritising:
 - o internal communications structure
 - o three campaign platforms for 2010/2011
 - o three success stories

By end of 2010

- Appoint and train communications staff (chief communications officer, Arabic media manager, public information officers, content developer)
- Hold kick off training session for communication staff and principals, including introduction to weekly calls and use online tracking database
- Media training for MAP spokespeople
- Brainstorm, test, tailor and agree on common messaging
- Share messaging manual with staff
- Media outreach around success stories for 2010
- Integrate finalized messaging into external and internal documents
- Website for MAP and RACs redesigned and relaunched
- Coordinate on projects, such as GEF, to share resources and effectively strengthen MAP's image
- Internal communications plan – announce new strategy to staff
- Media outreach around UN CBD meeting in Nagoya in October

THE MEDIUM TERM

By November 2011 – *Contracting Parties meeting*

- Agree on:
 - o shortlist of key academics and civil society orgs to invite to become MAP spokespeople
 - o top global observance days for media outreach
 - o three to five international issues, on which MAP wants to engage with media
- Materials developed for top projects
- Top line summaries for priority external technical materials available for external stakeholders
- Implement launch strategy for the next thematic report
- Launch creative and interactive tools MAP can use to share its data and statistics with stakeholders
- Launch partnerships initiative with businesses
- Redesign five external materials
- Tailor common messaging to different target audiences, update messaging manual and share with staff
- Media outreach around three success stories for 2011
- Hold regional communications/advocacy workshops with stakeholders from variety of sectors to develop coordinated strategies for advancing positive media coverage and policy changes
- Identify strong advocacy NGO partners – top five for message amplification and top ten with regional and local reach
- Key spokespeople from civil society and academia on board
- Internal decision if a MAP blog is a priority

THE LONG TERM

By end of 2014– end of current Information & Communication strategy

- Individual communications plans agreed with international organisations, such as GEF, World Bank, EU, EEA
- Make communications materials only available online to reduce costs and have broad reach as quickly as possible
- Potentially increase communications budget to account for increased costs
- Appoint additional communications staff: website manager and three regional managers

Annex I - Understanding MAP's context

An assessment of MAP's internal strategies, evaluations and decisions forms the background to our analysis of MAP's materials and recommendations. Our goal was to understand how MAP has evolved and changed so that our advice takes into account and builds on insights gained from previous discussions, evaluations and decisions.

The need for MAP to improve communications and increase its visibility has been highlighted for some years. In 2005 an external evaluation noted that MAP had become synonymous with 'weak and dispersed action'.² Although several of the proposals made in this evaluation were not feasible, a key recommendation, which was accepted by the MAP Parties was that of engaging stakeholders. This resulted in the adoption of Decision IG 19/6 on Civil Society cooperation and partnership in 2009, which recognises the very important role that partners can and do play in helping to implement the Convention through raising awareness and actions on the ground.

Through this process, MAP partners have committed to help raise awareness, provide MAP with counsel and develop environmental education and training activities. It is clear that partners are keen to be of assistance and demonstrate commitment to helping MAP achieve environmental protection and promote sustainable development in the region. Leveraging civil society is a powerful tool for reaching MAP's target audience, and one that MAP should harness effectively, without losing visibility for its own achievements and priorities in the process.

Another recent Decision from 2008, IG 17/5 on Governance provides some basis for improving MAP communications. It aims at achieving stronger cooperation and integration among MAP components and increasing Contracting Parties' ownership. However, the Decision is yet to be fully implemented and its potential for contributing to a better framework has therefore not been tested.

To ensure that MAP can extract the full potential from the Governance, we will provide recommendations on how best to leverage NGOs in your region.

Other internal MAP documents, which feed into our analysis and secondary research include the following:

- Barcelona Convention and its protocols
- Draft mandates of MAP components
- Draft decision on adoption of five-year work programme and budget for 2010-2011 biennium
- Report of 16th ordinary meeting of the Contracting Parties
- UNEP DEPI communication strategy & plan 2010-2013
- MedPartnership information and communication strategy and replication strategy
- MSSD draft Information and Communication Strategy
- MAP Information strategy
- Decisions to establish the Regional Activity Centres

² External Evaluation of the Mediterranean Action Plan UNEP(DEC)/MED WG.270/8

Annex II - Materials audit

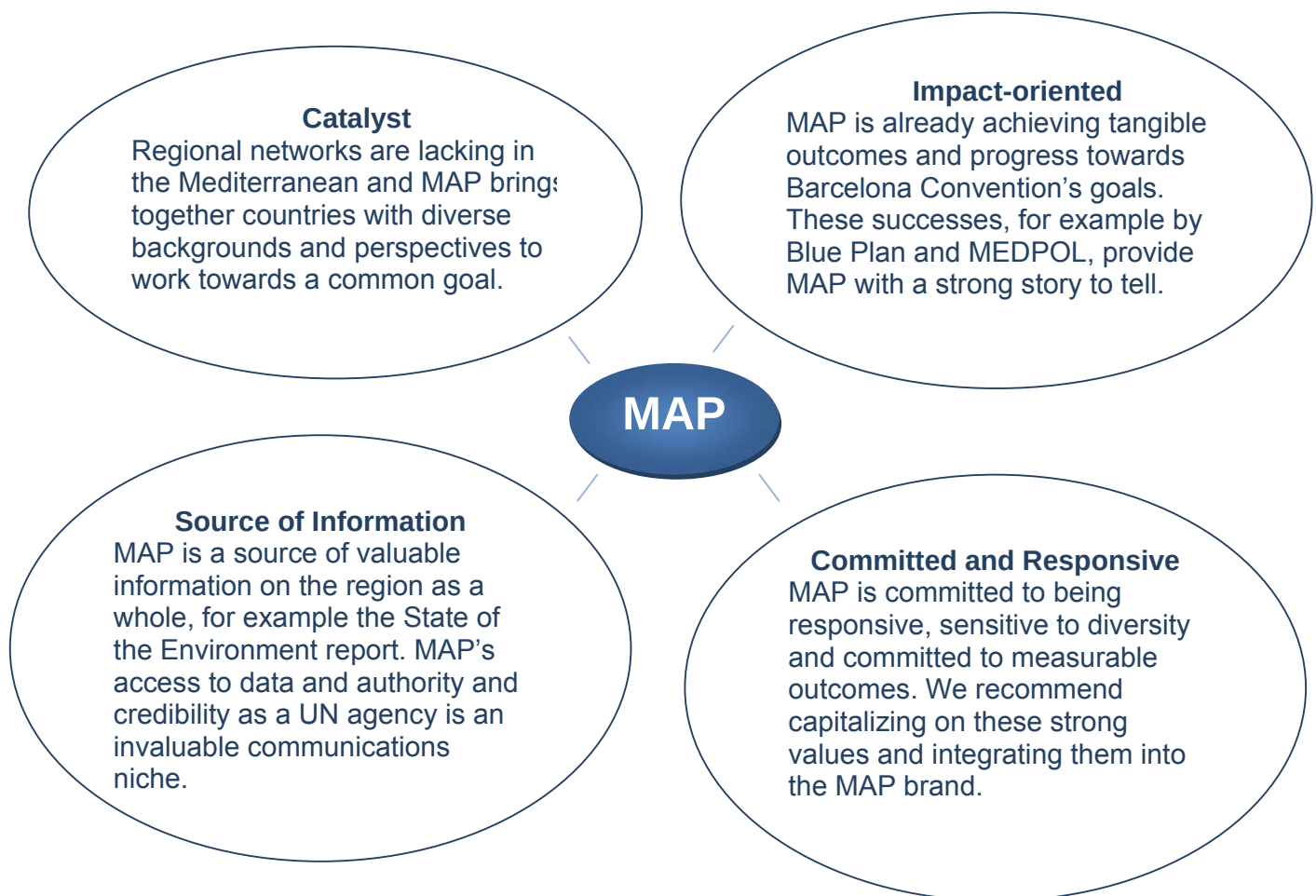
Through our research on MAP's information and communication materials, we have identified five key findings:

- I. MAP's communications niches
- II. Unify MAP, the RACs and the Focal Points
- III. Identify and prioritise target audiences
- IV. Tailor messages, materials
- V. Simplify Websites

These feed into our final campaign recommendations at the end of this report.

I. MAP's communications niches

MAP's strengths are varied and can be integrated into communications to build awareness of the MAP brand.



II. Unify MAP, the RACs and the Focal Points

There is a lack of clarity on the goals, strategies, tactics and messages of communications between and by the Coordinating Unit, the RACs and the focal points. This ultimately creates duplication of efforts and risks preventing concrete communications outcomes.

Also the communications goals for different MAP components, such as the Coordinating Unit, the RACs and MSSD, vary across and within documents. For example, we see in the MAP information strategy that “what is to be communicated” includes “The Barcelona Convention, its mandate, MAP’s profile and work. The activities, products and MAP’s 20 years of experience.” To compare, the five year programme of work 2010-2014 explains that the goal is “to promote the full implementation of the Barcelona Convention, its protocols and strategies, including the MSSD, as well as the decisions and recommendation of the Meeting of the Contracting Parties.” Both goals are wide-ranging and are not always complementary.

We also found insufficient clarity on how information and communications goals for each component fit into the larger MAP information and communication goals. Simplifying how each component’s work contributes to the greater overall mission of MAP will ensure your goals are achievable and measurable.

Similarly we observed a lack of concrete guidance for RACs on how communications tactics build towards a common strategic goal. UNEP(DEPI)MED 1G.17/10 establishes that each mandate should highlight how each RAC will contribute to collective MAP goals, including knowledge management, dissemination and improving MAP’s overall visibility. However, apart from INFO/RAC, each component’s mandate does not specifically refer to information and communication. Instead there is a focus on specific communications tactics to specific target audiences. For example, MED POL’s main fields of action include: ‘promote policy reforms for the implementation of national action plans’ and ‘collection, analysis and dissemination of data’ but they are neither linked to broader communication goals nor target audiences nor communications channels.

The internal documents rightly recognise the need to establish core messages. We recommend that this approach be fully implemented and advise strongly on the creation of a comprehensive message platform in our recommendations section at the end of the report.

III. Identify and prioritise target audiences

Our recommendations advise on identifying and prioritising target groups and then harmonising them across the different information and communication strategies in a way which helps you meet your advocacy goals. This will help generate a unity of purpose across MAP and help leverage efficiencies across the organisation, for example by sharing messaging.

A variety of different, but not conflicting, target groups are identified in MAP’s internal communications documents. For example, in the information and communication strategy for the Mediterranean Strategy for Sustainable Development (MSSD), the target groups are fourfold: institutional, internal, external, and economic-financial. However in the MAP information strategy, target groups are broken into three specific outward-facing stakeholder audiences:

- Decision makers, IGOs
- Economic and social sector, businesses, universities, libraries, science, NGOs
- Children and youth, mass media, tourist population

Furthermore in the information and communication strategy for the MedPartnership, target groups are broken down more extensively into eight groups: IGOs, national and local administrations, business, civil society, scientific and academic community, coastal residents, school children and general public.

IV. Tailor messages, materials

We recognize the role of MAP as a representative organization, which reflects the views and priorities of many equal partners. However in the interest of targeted impact it is our view that a consolidated short list of priority audiences will enable you to focus your efforts in a more effective manner, whilst preserving your mission and accountability to civil society partners and governments.

We recommend that materials and messages be tailored to target audiences and the different opportunities offered by communications technologies and new media.

MAP's communications materials generally provide information on MAP's activities in a technical style that make them most suited to stakeholders already linked to MAP. Some of the materials linked to MAP's framework and official activities, such as the technical reports, meeting reports and work plans are directly relevant to these stakeholders. However, they could easily be made more accessible to other stakeholders interested in understanding and learning about MAP's activities.

In our recommendations at the end of the report we outline the materials we think have the most potential to be adapted to a broader group of target audiences and raise awareness.

- Med Waves is a comprehensive source of information on environmental issues in the region. However, to make it relevant to a broader audience, the writing style and design would need to be simplified and more engaging.
- The MAP newsletter is concise and relevant, but issues around technical language diminish its impact and reach.
- MAP's flagship project, the "State of the Environment" report, is recognised and valued by most stakeholders. In order to ensure broader appeal the Coordinating Unit could craft simple summaries of key facts and figures. Ultimately, this would help position MAP as a leading point of reference and source of information on the environment in the region.

V. Enhance websites

MAP's first point of contact with the external world is its website. While the basic information about the organisation is currently available on the site, the website could become a more important tool to engage your stakeholders. To illustrate a positive layout, the Regional Activity Centre for Priority Actions Programme (PAP RAC) website is well structured and provides easily accessible information on latest activities.

Ideally the RACs' websites will also be accessible and clearly reflect the overall goals of MAP. Both Blue Plan and the Regional Marine Pollution Emergency Response Centre for the Mediterranean Sea (REMPEC)'s websites are clearly structured and provide volumes of information in a manner that is visually appealing. In contrast, the MED POL programme on marine pollution and the Regional Activity Centre for Specially Protected Areas (RAC/SPA)'s websites are quite easy to navigate but could be made more visually appealing and interactive.

The Regional Activity Centre for Information and Communication (INFO/RAC) website is more visually engaging and interactive than the MAP site, however the presentation of the information – links to pop-up windows that need to be closed before accessing another page – makes navigation awkward.

Our recommendations at the end of the report outline ideas to increase the websites' appeal to a broader range of stakeholders.

Annex III - Issues assessment

This section outlines the key strengths, weaknesses, opportunities and threats facing MAP as it engages in effective communications for the Mediterranean. This SWOT analysis provides a concise way of synthesising the major findings of the documents analysis, internal survey and expert interviews.

STRENGTHS

- Unique and successful representation of the region on equal footing
- Legal framework empowers Ministers for Environment
- Successful projects and outcomes in place
- Source of new data and research, and environmental knowledge and expertise
- Effective communication at technical level
- Holistic approach: scientific, technical, legal
- Strong network of partners
- Present online, understood and used by stakeholders familiar with MAP

OPPORTUNITIES

- Draw on region's diversity and knowledge
- Bridge North/South Mediterranean
- Partners willing to advocate MAP's goals
- Many stakeholders stand to benefit from engaging with MAP
- Global visibility on climate change
- Information increasingly accessed online – more interactive and wide-reaching
- Catalyst for environmental information outside of MAP

WEAKNESSES

- Mediterranean's different political priorities
- Governments do not always support Environment Ministries
- Confusion about MAP and its activities
- MAP's communications centre on focal points
- Complex internal structure
- Lack of centralised coordination between MAP and RACs
- Gaps in governance
- Information activities focus on technical level
- Lack of high-level political support
- Weak presence at international fora
- Limited financial resources

THREATS

- Decentralised structure makes it difficult to speak with one voice
- Limited financial resources and capacity unlikely to dramatically change
- Loss of credibility because of insufficient concrete outcomes
- Varied online access across Mediterranean limits advocacy
- Lack of global visibility on some of MAP's issues, such as biodiversity

Annex IV - In-depth interviews – analysis

External interviews

We conducted interviews with ten key stakeholders from the Reference Group, media, NGOs, think tanks and industry in partnership with MAP. This research includes respondents who have worked directly with MAP and those who are not very familiar with MAP to ensure a balance in the findings and optimise areas for improvement.

We have observed five key findings, common to all of our conversations with respondents. They are as follows:

- I. MAP's current weak brand positioning
- II. Need for a coordination point for all components on communications
- III. Desire for MAP to be a source of environmental information for the region
- IV. Need to identify targets and tailor communications
- V. Unclear and inaccessible website

We translate findings from the in-depth interviews into our communication campaign recommendations at the end of this report. You can find transcripts of the interviews (edited to protect identities of respondents and ensure anonymity) in the annex of this report.

To give context to these key findings and the interviewees' perspectives and opinions, we first explain the interviewees' awareness of MAP and the most important environmental issues for the region, which were addresses in the interviews.

Awareness of MAP

Awareness of MAP varied widely among respondents depending on the nature of their relationship with MAP stakeholders from think tanks, industry and media were unclear about MAP's role.

Only two interviewees were not able to name any MAP initiatives, otherwise Blue Plan and RAC/SPA were the most well-known. The Reference Group and NGOs were familiar with the different RACs, but unsure about exactly what some of these did.

There were mixed responses regarding MAP's impact on the Mediterranean. Two interviewees with links to MAP said that without it, the Mediterranean environmental situation would be worse. However, they added that MAP is hampered by the fact that it depends on the Ministers for Environment for implementation, many of whom do not have much influence. Two interviewees were concerned that MAP's lack of visibility reduced its impact. Otherwise, the remaining interviewees on the whole felt that they were not sufficiently informed to accurately judge MAP's performance.

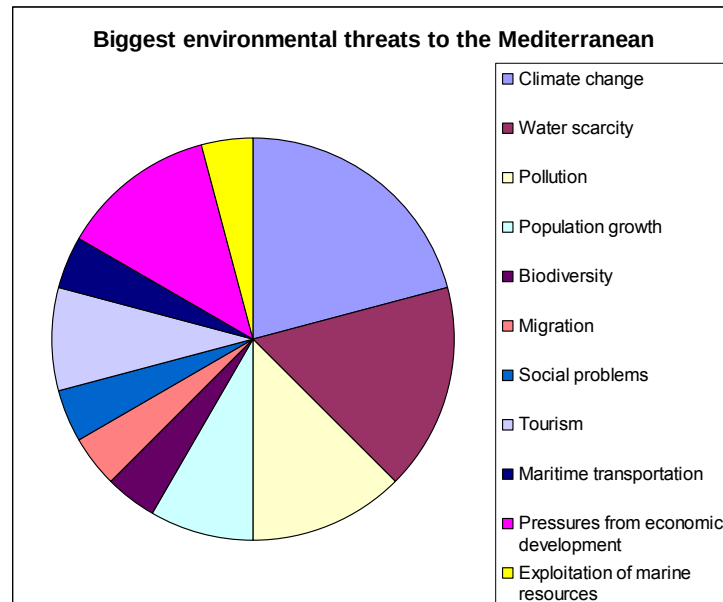
There was no outright endorsement or condemnation of the effectiveness of MAP's communications approach. Apart from one interviewee (who felt they could not comment due to lack of knowledge), all interviewees thought MAP's communications were either average or depended on which RAC was communicating.

Environmental issues in the Mediterranean

Many different environmental issues are naturally associated with MAP. Two interviewees associated MAP with protection of the environment in the Mediterranean in general. The rest

mentioned issues as varied as: climate change, water, biodiversity, Mediterranean pollution, coastline exploitation, marine issues, sea and coastal protection, pollution prevention, coastal zone management, and cleaner production. This gives you an expanded platform from which to engage stakeholders.

When asked what the main environmental opportunities and threats to the Mediterranean region would be in the next ten years, climate change was mentioned by five interviewees and water scarcity was mentioned by four interviewees. Other issues that were raised can be seen in the chart on the side. Only two interviewees discussed opportunities: electricity generation through renewables, improved water efficiency and traveling by boat rather than by plane.



MAP's role in responding to these threats was perceived by interviewees as:

- Playing a coordinating role to provide information (three respondents)
- Providing a framework for countries so that they can respond to risk / provide economy of scale (two respondents)
- Supporting countries to ratify the Protocol (one respondent)

Four people did not reply to this question because they felt they did not have the expertise.

The five key findings running through our primary research are as follows:

- MAP's current weak brand positioning
- Need for a coordination point for all components on communications
- Desire for MAP to be a source of environmental information for the region
- Need to identify targets and tailor communications
- Unclear and inaccessible website

I. MAP's CURRENT WEAK BRAND POSITIONING

What came across clearly from the interviewees was a need for MAP to create a stronger identity for itself. The four interviewees who do not often work with MAP were confused about MAP and components' activities. As one interviewee said:

"I don't have it clear in my mind [what MAP is]... I don't know what comes under the MAP umbrella."

This was recognised by a member of the Reference Group as well, who is very familiar with MAP:

“One of the problems facing an outsider when they first turn up is that fact that [MAP] is a multibodied beast. They often can’t tell the difference between MAP and the Barcelona Convention.”

One interviewee stressed that MAP has a role to play as the authoritative voice on environment in the region and two interviewees stressed MAP’s strength in representing the region. Another interviewee said *“It is a UN agency so it has the opportunity to be seen as an independent broker.”*

To create a stronger identity, there was seen to be a need to highlight what MAP does well (that others do not) and build on these strengths. As one respondent put it:

“They need to identify what they do well and communicate strongly on that if they want to carve a role for themselves to play... the more you can show concretely what you can do the more chance you have of being a key partner.”

Five interviewees called for a clearer narrative around what MAP and the components are doing to be able to better understand how MAP can help them in their work. This included a clear of MAP’s structure, project’s goals and progress, and updated information on the MAP websites.

Please note that Blue Plan was repeatedly cited as a good example of effective communications.

II. NEED FOR A COORDINATION POINT FOR ALL COMPONENTS ON COMMUNICATIONS

70% of respondents made it clear that MAP needed to take more control as the central body and implement greater coordination of strategy and communication:

“They should rethink the structure of organisation for RACs. At the moment this is not working very well. This institutional arrangement has become obsolete and it does not respond to current challenges.”

It was also evident that respondents would like MAP to be a source of information for all MAP components’ activities – to minimise overlap and maximise effective communication. For one interviewee from an NGO familiar with MAP, it was important that the RACs become more independent from the countries in which they are based:

“Countries should host RACs – now the RACs have become national institutions not regional centres.”

III. DESIRE FOR MAP TO BE A SOURCE OF ENVIRONMENTAL INFORMATION FOR THE REGION

Four interviewees cited MAP's regional representation as one of its strengths and MAP was seen as *"giving information and orientation to relevant people – help them understand what's happening in the region."* It was suggested by one interviewee that MAP use its independent UN mandate and strong network to leverage its regional position to gather information from other environmental bodies and make information available through one point. Other recommendations included:

- Communicate more on the results MAP achieves implementing the Barcelona Convention
- Focus and highlight MAP and the components' success stories
- Link environmental issues to the impact it has on people and their livelihoods
- Be a source of clear and up-to-date research on the region (collating information from many different scientists)
- Speak with a strong voice for the region and act as a bridge between the scientific and political communities
- Share MAP's knowledge and experience from working with international agencies, governments, NGOs and the private sector
- A concise summary of arguments against climate change detractors, who can be influential elsewhere in [name of the industry organisation]

IV. NEED TO IDENTIFY TARGETS AND TAILOR COMMUNICATIONS

Three interviewees suggested MAP clearly identify its targets to help achieve communications objectives:

"They should have clear target audiences and terms of reference."

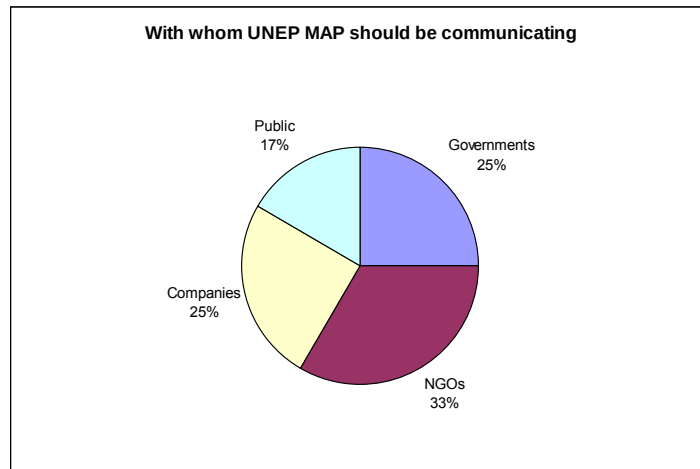
An industry interviewee said that the moment MAP's communications are *"too academic for companies."*

Recommendations included using more Arabic language materials and being sensitive to technology i.e. the South of the Mediterranean does not have the same access to internet and email as the North.

One interviewee from an NGO stressed that local NGOs should be used to push on the message to generate public support of a political position. This, the interviewee explained, can help bypass political problems where perhaps the Ministers cannot be directly contacted. When engaging national NGOs, MAP should be clear about its objectives and how and with whom it hopes to achieve them.

Who MAP currently communicates with most effectively was the most unanswered question in the interview. Five respondents, who both work with MAP and who do not, said that they did not know or were uncomfortable giving an answer. Two interviewees thought it was the focal points, and then one interviewee each chose international agencies, governments, and environmental NGOs.

When asked who MAP should be communicating with, the interviewees were more forthcoming. The results can be seen in the chart. Please note that while three interviewees indicated that MAP should be engaging with the public, two interviewees also mentioned the public but were unsure if MAP should target them as it was either outside of MAP's remit or would be difficult and expensive.



V. UNCLEAR AND INACCESSIBLE WEBSITE

The website was seen as MAP's most important communications channel. Five interviewees said that the website was very important but four of those went on to argue that at the moment the website could be improved. Comments included that it was not user-friendly, incomplete and that it was useful for accessing reference documents but not learning about MAP's activities. One interviewee stressed that:

"The website is very important – it is the main point where people look for information about MAP. At the moment it is incomplete, and not updated."

Only one person chose not to mention the website when listing important communications channels – instead they prioritised face-to-face meetings. Four interviewees could not comment on using the website because it does not form part of their research or interactions with MAP or MAP's issues.

Recommendations included:

- Use the website to showcase the latest activities by components so that people could keep on top of what was being done.
- Use the website to provide clear, up-to-date information, on MAP and your components and research
- Highlight MAP partners' activities on the website so that people realise how many are involved
- Update the website regularly
- Present information on the website in a more appealing format

Internal survey

The questionnaire was sent to MAP Focal Points and the RACs. And due to the limited number of replies received, this is not a representative sample of internal opinion and we emphasise the need to address this through on-going conversations. From this aspect of our research, we have drawn together an overview of our five key findings:

- I. Need for more visibility
- II. Lack of external communication

- III. Need for greater media engagement
- IV. Need for greater coordination with the components
- V. Negative perception of the impact of MAP's work

You can find transcripts of the interviews (edited to protect identity and ensure anonymity) in the annex of this report.

I. NEED FOR MORE VISIBILITY

The strongest theme running through the responses was MAP's lack of visibility among those not directly involved with its activities. Those perceived as not being reached included the general public, the media and civil society. Another pointed out that *"the activities and work of the MAP and the RACs aren't highlighted or broadcasted enough."*

Another respondent said that MAP's activities and its position within UNEP is unclear to these external groups as *"MAP's communication still remains too institutional and (it) is too restrained towards the public."* Another respondent pointed to the fact that *"the MAP must be more present at the important international conferences, publish even more articles in the international press, publish and better diffuse reports on the state of the environment such as the one realised in 2009 and propose tools intended for general public."*

II. LACK OF EXTERNAL COMMUNICATION

Five out of six respondents stressed the need for greater external communication. Only one respondent described MAP as being *"effective in how it communicates."* Two respondents felt that MAP is unknown to the general public as well as some environmental and political groups. One person urged MAP to continue to work on improving its communication with all external stakeholders, especially with NGOs and media, while another commented that *"communication with the general public and mass media must be properly addressed."*

All six respondents thought that MAP communicated best with its components and institutional partners. One respondent also included smaller local NGOs – *"Currently it seems that MAP is communicating with its network of Focal Points inside the Countries and a handful of NGOs which are not the most known ones but have a strong hold in Greece."*

All respondents felt that MAP could contribute more to global discussions with the assessment of the current performance in this area ranging from OK to poor. One respondent commented that *"strong communication with all external stakeholders, such as NGOs, media and the general public, is now very important for effective public participation."* Respondents felt that MAP should be communicating externally on the

- Main challenges facing the region
- MAP's achievements
- More general information to the public including powerful messages, accompanied by maps and statistics.

It was suggested that MAP should communicate on the main challenges facing the region in order to raise awareness and receive stronger support from the wider community. One person felt that this should include achievements around improving legal and governance issues, with a view to creating the possibility for better conservation on different topics. Two respondents maintained that all of MAP's communications should be available to the general public: *"All issues that are managed by MAP should be communicated to NGOs, media and general public. The key to do so is to present the information in an easy way to understand,*

talking about the results instead of the procedures, and eliminating technical and institutional language.”

Another respondent emphasised that concrete actions taken by MAP and their results need to be better communicated to external stakeholders such as NGOs, media and the general public. It was also suggested that *“MAP spread more « general public » information, with powerful messages, paired with maps and statistics.”*

III. NEED FOR GREATER MEDIA ENGAGEMENT

As seen above, a need for greater media engagement came across clearly from all of the respondents with one putting this in a strategic context - *“The MAP should better communicate with the media if it wants to affect civil society. The citizens thus informed will be able to bring pressure on governments, therefore prompting them to take political decisions in favour of sustainable development in the Mediterranean.”*

As to how this could be achieved, one respondent suggested that a fully functional RAC/INFO is needed to actively present MAP's views and its experts' contribution to public discussions at regional or global levels. It was also suggested that MAP should further develop its communications through multimedia, including dissemination of press releases as frequently as there is news to warrant it. One respondent pointed out that *“there is room for improving MAP's communication means to a wider audience, using available new communication tools.”*

IV. NEED FOR GREATER COORDINATION WITH THE COMPONENTS

It was apparent from the responses received that there is a strong need for greater coordination among MAP and its components on communication issues. There was no real sense from the respondents of an informed awareness of MAP's public information activities. Two knew very little; one said this directly and the other could only cite *“the Med Coast day.”* One respondent commented that they do not have sufficient information about the external stakeholders MAP is communicating with. Another observed that *“indeed this is a point we regularly say we should address but it comes last in the queue.”*

The need for greater coordination on communication activities was mentioned by four out of five of the correspondents with one suggesting that *“MAP's communication strategy should encompass MAP components, as MAP, RACs and programmes play a key role in tackling the environmental problems in the region and in implementing MAP policies and programmes.”* Another said there was a lack of clarity around who does what regarding communication, including INFO/RAC, the Information Officer at MEDU, the RACs. One respondent highlighted the need for communications to be incorporated into the planning of the activities of MAP and its components on the basis that if they are not agreed and incorporated as a task, it is impossible for the components to allocate human and financial resources for them. It was suggested that for these reasons there should only be a few focused activities in this area.

V. NEGATIVE PERCEPTION OF THE IMPACT OF MAP'S WORK

The respondents view of MAP's impact overall was not very positive. Only one felt that it has a significant impact. Two of the six respondents did not feel it had any real impact while the other three indicated that the problems or challenges at least matched or outweighed the achievements.

One respondent said that MAP's activities have had a great impact on the Mediterranean's environment due to the wide scope of its activities. Other positive comments included the fact

that MAP and RAC activities give the decision-makers a better awareness of the environment challenges in the Mediterranean and that MAP leads to increased awareness, mobilisation of actors, the elaboration of national/regional strategies and studies and the strengthening of pollution monitoring.

One respondent felt that MAP and its components are providing steady support to the development of environmentally impacting improvements within the countries involved in spite of limited resources. However, it was also pointed out that *"this support is still far from being sound due to the lack of sufficient commitment among the parties to implementing the activities pipelined with the RACs' support."*

One person stated that MAP's failure to streamline and update its strategic goals is the cause of its inability to mobilise decision makers. Another pointed out that it has been unsuccessful in impacting decision makers as it has not been able to attract the involvement of policy makers outside of the ministries of environment. This inability to mobilise stakeholders at a high level and actively address complex issues was also cited as the reason that new initiatives such as Horizon 2010 have been established. Another reason stated was that the positive impact of MAP's activities *"remain confined within the MAP circle (Mediterranean countries, MAP's and RACs' focal points and MAP's and RACs' partner organisations) and do not encompass a wider circle and the general public."*

Annex V – long-list of interviewees

Please find annexed the longlist of interviewees. From this list, eight were interviewed. For reasons of anonymity, which was promised to all interviewees, we cannot disclose the final interviewees.

NGOS		
WWF	Paolo Lombardi	Head of Mediterranean Programme Office
APNEK	Ameur Jérïdi	Secretary General
RAED	Emad Adly	General Coordinator
IUCN Global Marine Programme	François Simard	Deputy Head and Senior Advisor for Fisheries
Greenpeace	Dr Ugyar Özesmi	Executive Director of Greenpeace Mediterranean
ENDA Maghreb	Hamid Chrif	Coordinator
Friends of the Earth	Magda Stoczkiewicz	Director of Friends of the Earth Europe

Media		
AFP	Catherine Boitard	Correspondent
Radikal	Ibrahim Gunel	Environmental journalist
ANSAméd	Chiara Spegni	Environmental journalist
EFE	Teresa Díaz	Environmental Editor

Academics and Think Tanks		
CMCC	Dr Antonio Navarra	President
Writer	Predrag Matvejević	Writer
EIMed	Sénen Florensa	Director General

Industry		
ASCAME	Murat Yalçintas	President
IPIECA	Richard Sykes	Executive Secretary
VESTAS	Maria Vilarino	Head of Communications Mediterranean Region
MEdCruise	José Campos	Secretary General
Club Med	Agnès Weil	Director of Sustainable Development
Thomas Cook	Vicki Handford	Environmental Manager

Annex VI – summarised transcripts from external interviews

Below is a record of the summarised transcripts from the seven interviews with external stakeholders and three Reference Group members. In places, some of the interview has had to be reworded in the interests of anonymity, which was guaranteed to all respondents.

EXTERNAL STAKEHOLDERS - INTERVIEW ONE

1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?

I know that it is a programme of the UN which monitors the health of the Mediterranean region in general. I also know that it is an initiative in the context of the Barcelona convention. I've known about MAP since I've been working on environmental issues. MAP has contacted us with reports and data.

2. Do you think that MAP is effective in how it communicates?

It is effective at giving new reports but the problem is that in the last 2-3 years, it has not been giving new data. The latest reports, for example about monk seals, were saying something already known rather than new information. The data was the same that I had seen before. Sometimes there are new 2010 reports but the data is still from 2008. The health of the Mediterranean is important for media in my country. I understand that this is maybe difficult. Perhaps MAP has the data but cannot share it. I don't really know why this is happening.

3. Which environmental issues do you most associate MAP with?

- Coastline exploitation. The presence of many buildings and the human impact on both coasts and habitats. I would like to understand information about these issues.
- Marine issues. I would like to know more about that as well.

4. What specific MAP activities are you aware of?

I know that they publish reports which have different focus. But I have not heard so much about MAP activities in the last year.
I've heard of RAC/SPA but not recently.

- **How do you know about them?**

See above

- **Are they effective?**

I have no idea.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

MAP could have an impact on political decisions. But I don't know if this is happening. Of course these environmental issues are important for everyone and not just MAP. Lots of people have an impact on these decisions.

- **Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

MAP can collect analysis.

It should focus on the main issues that can interest the general public, such as climate change and marine spaces. MAP should find more updated information for the media to write about.

Many Mediterranean scientists release press releases about their research on each country. MAP should do this as well but be a source of information for the whole region. There is no coordination so it is difficult to get updated information on each country and the region.

This is a scientific problem in general. Scientists often work alone, publish their research on their own, and therefore there is little awareness among the media. Scientists just know each other and it is difficult for the media to know the right scientist! MAP should follow up on these scientific activities and help inform public on what scientists are doing exactly.

6. What do you see as MAP's strengths and weaknesses? Why?

MAP's strengths are that it is regional, which is very important for the Mediterranean because it is lacking in networks. MAP can share data that is not known. Its weakness is that it does not regularly share updated information, which I've explained already.

7. On what issues would you like MAP to communicate with you? Why?

Coastal and marine spaces and climate change interest the public – this is a starting point. Of course it can also be expanded upon. The Mediterranean is a hotspot for these issues so I would like to know more about them from the regional perspective.

8. What kind of information would it be useful for you to receive from MAP? Why?

As I've explained, data from scientists that really is updated.

9. Which channels would you like MAP to use when communicating with you?

I would like MAP to send out new reports to a mailing list of the main media.

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

The website is very important – it is the main point when people look for information about MAP. At the moment it is incomplete, not updated, and I don't think there are any contact details.

I would be interested in receiving a newsletter when there is new information and new issues MAP is exploring. I will use the information if it is interesting, if it doesn't interest me then I simply won't use it.

10. Who do you think MAP currently communicates with most effectively?

Sorry but I don't know.

Maybe political institutions and relevant stakeholders, such as environmental ministries associations of corporations dealing with environmental issues, and NGOs.

11. Is that who you think they should be communicating with? Why/Why not?

MAP may be starting to do this already but I don't know if its working.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Well, different countries are doing their own things.

I think there is an opportunity regarding news from the south of the Mediterranean in general because the same issues are usually relevant to the north. The north wants to know about issues and problems on the southern shore before they arrive on the northern shore and have an impact on them.

I think the main threat is the impact of climate change. We are already seeing changes in temperature and an impact on marine spaces.

- **What role do you think MAP could play?**

MAP could give out updated information and elaborate with analysis and summaries for political stakeholders and decision makers. These people must be aware of environmental problems to be able to deal with them.

Now that the Union for the Mediterranean is starting work with its secretariat, MAP should have a person there to build contact with them for the future.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

I think I've covered the main points. I'd like more up-to-date data and regular newsletters, alerts and analysis. Particularly a newsletter would be useful.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

I definitely think it's important that they improve communications and information sharing with the media.

EXTERNAL STAKEHOLDERS - INTERVIEW TWO

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I don't have it clear in my mind – I have received documents about Mediterranean tourism. I mix up what's from the different organisations in the region – it's a little confusing.

I'm aware of them either through emails or talking about new studies – I try to get the research. People get in touch with me about surveys and I receive them afterwards.

- 2. Do you think that MAP is effective in how it communicates?**

Average - the documents provided by UNEP and Blue Plan are a little heavy. It's not possible to get ideas from them easily.

- 3. Which environmental issues do you most associate MAP with? Any others?**

Climate change; water; biodiversity; Mediterranean pollution – the whole range.

- 4. What specific MAP activities are you aware of?**

Blue plan – I am confused about what it is to MAP– it's a little heavy ie difficult to follow. I don't know what comes under the MAP umbrella.

- **How do you know about them?**
- **And what do you think of them?**

Blue plan is the one I have in my head as it is a good name – it works on the Mediterranean environment – other organisations like WWF work on similar things – I'm a bit confused about who does what. If I receive an interesting survey I will read it and pass it on to others in my organisation.

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

I don't know – can't say. They seem to be very involved and active locally from what I read but I don't know.

- 6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

I don't know about MAP – I know Blue Plan and UNEP

- 7. What do you see as MAP's strengths and weaknesses? Why?**

It is serious and has a good name – I mix everything up in my mind so I don't know which is MAP and can't distinguish between the different elements – I deal with the Mediterrean

so I read reports on it and I'm interested in the results but I don't look at who's providing the information.

8. On what issues would you like MAP to communicate with you? Why?

I would like a sheet saying who's who – a graphical outline.

I would suggest they take a position on the question of the intergovernmental group on climate change – there is a person publishing books against climate change. People are listening to him because he presents his arguments well – it would be good to hear more from these groups (such as MAP) on the question of climate change and how to answer detractors. This would be particularly useful for those working with companies as who need to convince the rest of the company that the issue is important. You have to work on people person by person. For this reason executive summaries are needed – the information needs to be more efficient and glamorous to look at – providing documents with only words is too heavy.

9. What kind of information would it be useful for you to receive from MAP? Why?

I'm happy with the information received – I would like a more colourful PowerPoint presentation so I can pass on to others with my own input – it needs to be attractive and short.

10. Which channels would you like MAP to use when communicating with you?

See above

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

Can't remember

11. Who do you think MAP currently communicates with most effectively?

No, no idea

12. Is that who you think they should be communicating with? Why/Why not?

Governments probably, NGOs, companies, everybody - but they have to adapt their communications to different clients – it's too academic for companies for example – people don't have time to read it.

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Threats: water – sea pollution and shortages in southern Mediterranean
Opportunities: travelling by boat – replacing planes with travel by water would be good.

- **What role do you think MAP should play in these areas – why?**

Yes; giving information and orientation to relevant people; giving understanding to people.

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Short and focused. I should be sure of the main environmental issues but I don't have the information in my head

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

Look around you and see what other organisations in the region are doing on this and try to consider the group and position each other - provide a graphic outline of this as its complex for people. Explain who does what and share work efficiently. I get the impression that the various organisations don't know what others are doing: there should be efficient sharing of how they work on this topic.

EXTERNAL STAKEHOLDERS - INTERVIEW THREE

- 1. UNEP MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region To start with, what do you know about MAP's public information activities and how are you aware of them?**

We work with MAP so we have access to its information regularly. I think there's a problem with the logistics of distribution of information – we sometimes don't receive it – for example MedWaves doesn't always reach us. I see the website as a general source of information. The majority of information comes via our working relationship with RAC SAP, PAP RAC Blue Plan - these are the three main ones – via the meetings we have with them, their conferences and the publications they produce. We are invited to expert meetings and focal point meetings – our closest relationship is with RACSAP – on biodiversity issues. We have a working relationship as well as an exchange of information.

I think there is a gap in terms of systematic information or communications – sometimes things don't reach us.

- 2. Do you think that MAP is effective in how it communicates? Why?**

Communication is a weak point for them. We have often raised this in meetings with them – the general information they release is not their strong point. This gap should have been filled by creation of INFORAC but it hasn't worked efficiently in creating effective communications for UNEP MAP.

Amongst the public, stakeholders and decision makers - the Barcelona convention has a very low profile in the region, which is strange as for many years UNEP MAP was the only place where all Mediterranean countries came together on the same level. The Union for the Mediterranean (UfM) finally brought them together as well but for many years MAP had the only legally binding framework bringing people together. Only mid or low level officials attend the conferences of the Parties which puzzles me – they haven't done sufficiently good job of raising its profile

- 3. Which environmental issues do you most associate MAP with?**

See below

- 4. What specific MAP activities are you aware of?**

RAC SAP, PAP RAC Blue plan, SAP RAC

- **How do you know about them?**

Work with them

- **And what do you think of them?**

See above

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

They do have an impact on the Mediterranean environment.
MED POL – this is very important and successful. They have defined certain standards and influenced countries around the region.

RACSPA – now have a biodiversity strategy, which is a powerful tool. It receives less support from the countries than it should get. The countries should be providing more support on biodiversity issues.

PAPRAC – They should play a bigger role in the future regarding influencing countries with regard to the Barcelona convention.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

MAP is one of the first of the regional programmes – it was developed by UNEP in 70'S. It is probably one of the most successful today. It has influenced other plans such as the Baltic regional sea programme and the North something or other. We may think they are more successful now but for years they were using MAP as an example. MAP did have an influence on development of global environmental policies but not as much today – other plans are taking leadership here. Their system of protocols is one of the most advanced.

7. What do you see as MAP's strengths and weaknesses? Why?

It isn't very strong in its communications – Blue Plan is more effective at communications as it produces information and has its channels for spreading this. Other components have less capacity.

I don't really see strengths. However, the potential of the contents for the communication outreach is huge – there is a lot that they can communicate. INFORAC would need to be made work more efficiently.

8. On what issues would you like MAP to communicate to you? Why?

- The state of the environment in Mediterranean. It should collaborate with other agencies to gather information on the Mediterranean sea and coast.
- The Barcelona Convention commitments - countries have taken a number of commitments under it and need to implement more active communications to the public and decision makers on its importance.
- Project work should get more airing:
 - Strategic Partnership for the Mediterranean Large Marine Ecosystem – several components support Mediterranean countries to deliver on their commitment to tackling pollution
 - Strategic MEDPOL and strategic Biodiversity Plan – this provides a good opportunity for communication. It has good resources and a unique gathering of partners.

It needs a more systematic approach that goes beyond just one project.

9. What kind of information would you like to receive from MAP? Why?

I would like to receive information on the status of environmental development. It would also be good to receive communication more systematically.

It would be useful if information was put in a database and made available to everyone. There is a lot on the website but it isn't user friendly – the activities of centres could be better communicated, for example Blue Plan isn't bad at this. More regular communication about the process under way from COP, ie institutional processes, would be beneficial.

10. Who do you think MAP currently communicates with most effectively?

Their communication with international agencies and small working groups is decent, but this doesn't get out to the wider public. There should be more communication with the wider public and decision makers such members of parliament around the region - I guess very few would know about UNEP MAP, though they should as its work has a lot of implications for the region. They have many commitments under the Barcelona convention – the Mediterranean sea is a shared heritage - no single country can achieve results on its own. The Barcelona Convention is so important: environment ministers would know about it but ministers for industry and foreign affairs probably don't – decision makers and parliament should be better informed.

11. Is that who you think they should be communicating with? Why/Why not?

Of the main activities I'm aware of, the 3 centres are running a bit ahead of the others – I am less interested in work of the others. There may be information available that I don't know about.

It depends on support from the countries. I would rate these at 70% - it may be because I'm not interested in following certain lines of work. Blue Plan – does a good job on social environmental issues so I would give it 100%. RACSPA is hampered by less capacity but it is still carrying out important work. PAPRAC does a good job in communicating its activities – I'm well informed about this.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

The most important threat and opportunity is what is happening on coastline and the development in this area. Coastal development is an issue in the region – part of it is completely covered with concrete while almost 50 % of the rest is degraded. What happens to the rest is very significant – integrated coastal development should be a top issue. Due to transport, humanisation and tourism the area 10 – 15 km from the sea is attractive to a number of users and what happens in that area is very significant. Water: particularly in the southern part of the Mediterranean. Water resources are extremely important and finite so the conservation of water ecosystems is a very high priority.

Exploitation of marine resources especially fisheries – this is the greatest threat to marine ecosystems, along with pollution.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Protocols – the 13 requirements need to be translated into countries languages. This is in the process of ratification and needs to be ratified – technical advice – it has a significant role to play.

SAPBIO and SAPMED – strategic action plan can play significant role.

Northern member states have legislation and administration courtesy of the EU. The Southern countries are less endowed – UNEP MAP can play more of a role in helping implementation here where they still aren't implementing Barcelona convention.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

Institutionally they need to make INFORAC work. It needs to collect information and prepare communication and it shouldn't work in isolated manner. It should be stronger, providing more professional, more effective communication. The INFORAC system should have done this. When it was originally created the idea was that it should provide data but this changed 10 years ago. It is now supposed to oversee a broader range of things such as the website and creating better communications channels with decision makers and the media. They need a more systematic communications effort. UNEP MAP really needs this audit - it is very important. It should involve partners in supporting communication efforts and in setting up a better communication system.

EXTERNAL STAKEHOLDERS - INTERVIEW FOUR

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I know about a lot of their activities. For example:

- Marine programme and RAC/SPA in Tunisia – we participate in all of their activities
- Coordination committees on identifying high seas issues
- Specially Protected Areas in the Mediterranean
- Biodiversity issues
- We have some contact with PAP/RAC. We are more involved in the implementation side.
- REMPEC is less our speciality but we go to the same meetings if it is relevant
- We follow Sustainable Development issues
- We're not involved in Clean Seas
- We are involved in the Blue Plan

- 2. Do you think that MAP is effective in how it communicates?**

It depends on the MAP component. Sometimes yes and sometimes no. I have no problem with them on communications but I don't know about the general public.

- 3. Which environmental issues do you most associate MAP with? Any others?**

For us, it's biodiversity conservation. But I know about all the environmental issues in the Mediterranean.

- 4. What specific MAP activities are you aware of?**

See above

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

This is a difficult question. In many cases they are very efficient. For example, the Blue Plan is very effective in communicating its vision for developing the Mediterranean. It proposes a new way forward.

RAC/SPA's communications are OK.

For MAP, I think the problem is more with the countries than with the secretariat. The secretariat proposes protocols and many plans of action and this is then agreed between the countries. But then what? How is this then put into national legislation and implemented? Environment Ministries are sometimes not strong in the countries and therefore they cannot implement the good decisions made regionally.

The regional decisions themselves are well done, well organised and well documented. But there is a low level of interest from countries – a low level of attendance at meetings. I think MAP can engage them more and they should do many things But MAP is bound by how far the countries themselves will go.

Yes they have a big impact. Protocols and plans of action can be strong in meaning but not implemented well. They only become strong when they are implemented. For example, the special areas of Mediterranean interest – there are 25 areas recognised by all Mediterranean countries. This is a very important move. It is symbolic. It is the first time ever that we will have high seas protected areas. The Mediterranean can be an example to the world here of making protected areas outside of national jurisdiction – which is very challenging.

NGOs should push and support implementation.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

MAP has climate change high on its agenda. It is interesting because it shows the different perspectives between industrialised and developing countries and North and South countries. This is the reality – the different ways to interpret climate change.

MAP should probably do more to contribute to global discussions. But climate change, for example, is not the most urgent issue for Mediterranean people – they have more urgent issues. MAP should prioritise.

7. What do you see as MAP's strengths and weaknesses? Why?

Strengths: It is a unique body to gather Mediterranean countries in different stages of development.

Weaknesses: It is difficult for all of these countries to work together. For example, the location and organisation of the RACs is getting old and should be improved. It should be that countries host the RACs – now the RACs have become national institutions not regional centres. The Directors are named by the Ministers in each of the countries in probably all countries except for Malta.

There is not enough coordination between RACs. The secretariat does not do well at this. RACs do well but there isn't enough coordination and there is too strong a link with their own country.

8. On what issues would you like MAP to communicate with you? Why?

I already communicate with MAP on a regular basis.

9. What kind of information would it be useful for you to receive from MAP? Why?

N/A

10. Which channels would you like MAP to use when communicating with you?

Everything is fine. The memorandum of understanding sets the framework agreement with the RACs when needed. If necessary, we can use their facilities.

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

The website is not great. RAC/SPA site often does not work – perhaps because the server is not working in Tunisia. The Blue Plan website is much better. It is supposed to communicate much more than the others though, so perhaps that is why.

I'm not sure how the websites could be improved – our website could also be improved! I don't really know the MAP website. When I last looked at it I don't think I was very impressed. I didn't find it easy to find information.

11. Who do you think MAP currently communicates with most effectively?

With UNEP hopefully and with the network of focal points. But the focal points don't communicate between themselves. If there are good focal points then it works well but it depends on them. But the countries choose the focal points so it reflects that country's own priorities.

12. Is that who you think they should be communicating with? Why/Why not?

It should be communicating with the countries. It could communicate more with the public but it is not really MAP's job. They should have clear target audiences and terms of reference.

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Perhaps climate change - an increase in temperature will have a big impact on the flora and fauna. Fish will not be able to migrate because the Mediterranean is a semi-enclosed sea.

There are other adaptation issues such as resilience.
Pollution is much better than it was 20 years ago, i.e. shipping pollution in North East Mediterranean. The main risk is oil spills.

- **What role do you think MAP could play in these areas – why?**

MAP is doing what it can. It offers a framework for countries to respond to risk and guidelines. It is up to countries to implement what REMPEC identifies, which it does very well.

MAP is beginning to communicate on climate change.

Fisheries is another important area but it is outside of MAP's responsibilities. MAP tries to exchange data, for example on species conservation with fisheries. It's not perfect because sometimes the FAO and UNEP do not work so well together.

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

They should rethink the structure of organisation for RACs. At the moment this is not working very well. This institutional arrangement has become obsolete and it does not respond to current challenges.

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

N/A

EXTERNAL STAKEHOLDERS - INTERVIEW FIVE

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

Not very, I mainly know of them through reports and the website - this is their most important instrument.

- 2. Do you think that MAP is effective in how it communicates?**

Website – well developed regarding lines of action and concept of initiative but maybe it needs to include more about concrete actions. Lines of action, these are broad – grouping of activities sustainability development latest issues such as preventing maritime accidents and managing coastal issues but I don't know more detail.

- 3. Which environmental issues do you most associate MAP with? Any others?**

The monitoring of the overall state of the Mediterranean – the condition of the environment.

- 4. What specific MAP activities are you aware of?**

None – I just know about reports and publications – it is said that a lot of good things are going on and it would be good if this was communicated on the website and in publications

- **How do you know about them?**

Reports – these come in the flow of mail.

- **And what do you think of them?**

The reports are very good - thorough and professional.

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

I think they have very little direct impact. Maybe the main impact is the capability to impact national legislation.

- 6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

Yes – new projects are being launched including environmental sections and the environment is gaining attention through the Union for the Mediterranean – one of the 6 projects is the de-pollution of Mediterranean which is helping to attract public opinion.

- 7. What do you see as MAP's strengths and weaknesses? Why?**

Strength: – the technical capabilities of centres and the people working in them

Weakness: – it covers a wide range of things and it is difficult to have an impact over a wide area.

8. On what issues would you like MAP to communicate with you? Why?

If you could relate it more closely to the Union for the Mediterranean (UfM) it could provide an important contribution. Countries around the Mediterranean will focus on that so MAP should provide reports to the UfM to tell them what their priorities should be.

9. What kind of information would it be useful for you to receive from MAP? Why?

Once a year, release a good report – this is the best thing to do. It makes it possible to disseminate information and attract attention and people have a place to find further information about initiatives. Concrete examples should be provided of the actions carried out.

10. Which channels would you like MAP to use when communicating with you?

N/A

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

See above.

11. Who do you think MAP currently communicates with most effectively?

Don't know – it depends on who you send information to. They are communicating with specialists now but they should make more effort with the general public through the press – this is necessary as it's the only way to make people aware and force governments to do something about it. Through this you would connect with legislators who can improve things.

12. Is that who you think they should be communicating with? Why/Why not?

N/A

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

The over-exploitation of the coastline which spoils shores through intense occupation. They throw dirt into the sea causing a problem with pollution. There should be more control of how occupation is done – systems to deal with sewage should be in place. This is one of the main sources of pollution and should be looked after by local authorities.

- **What role do you think MAP should play in these areas – why?**

MAP has a role as well – should also work with local and regional authorities as well as they are in charge of the systems that prevent pollution entering the sea.

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

It should make a greater effort to disseminate one big report and chose one date per year to make it public - the rest of year will be about building on this.

- 15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?**

N/A

EXTERNAL STAKEHOLDERS - INTERVIEW SIX

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

Nothing. I am aware of MAP and participated in a conference they organised but I don't receive information other than that.

- 2. Do you think that MAP is effective in how it communicates?**

I don't know – it's complicated. I'm not necessarily one of their stakeholders – I don't know if they use the information we produce.

- 3. Which environmental issues do you most associate MAP with? Any others?**

The protection of the environment in the Mediterranean: sea and coastal.

- 4. What specific MAP activities are you aware of?**

A number of projects in workback which they've organised – they were either involved in them or were sponsoring.

- **How do you know about them?**
- **And what do you think of them?**

My impression is that they are difficult to understand. They should provide explanations in the presentation of their projects – as it stands it's not clear what they are doing, achieving or what their targets are so it's very difficult to understand.

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

My gut feeling is that it has very little impact. There are a number of agents and organisations active in the region but I don't think MAP is visible enough. They haven't established themselves as the main organisation in region so people don't associate them with it. They aren't immediately identifiable – this is at least partly due to the nature of region. I understand the difficulty involved in tackling this in this region but they need to develop a strong identity.

- 6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

The potential is there for them to play a big role. The Mediterranean is one of the regions where there is a lot of economic and social interest. The effect of the environment on the social and economic aspects is very strong.

There real potential for an agency to speak with a strong voice for the entire region but a significant effort is required. It's a UN agency so it has the opportunity to be seen as an

independent broker. They could play the role of an authoritative source as it has a UN mandate and a network.

The science they gather and work they do could be strengthened, however, I'm not the most authoritative person on this organisation. I think they play a marginal role but I'm not in a position to make a fair evaluation. They should develop strong relationships with the scientific, political and social bodies in the region and leverage one with other.

7. What do you see as MAP's strengths and weaknesses? Why?

See above.

8. On what issues would you like MAP to communicate with you? Why?

None in particular - it depends on its strategic role. Given the nature of what I do perhaps water; emigration; and the coast.

9. What kind of information would it be useful for you to receive from MAP? Why?

See above

10. Which channels would you like MAP to use when communicating with you?

See above

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

See above

11. Who do you think MAP currently communicates with most effectively?

I'm not sure

12. Is that who you think they should be communicating with? Why/Why not?

See above

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Water; demographic migration; social problems, tourism, and maritime transportation.

- **What role do you think MAP should play in these areas – why?**

There is the opportunity for it to have a role but I don't know enough about it to say what this should be.

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Make it easier to understand what they're doing regarding large projects. There is also the more general issue of establishing MAP's identity – this is their main problem.

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

No

EXTERNAL STAKEHOLDERS - INTERVIEW SEVEN

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I've attended a large number of MAP meetings and am somewhat involved with its activities.

- 2. Do you think that MAP is effective in how it communicates?**

They need to do more a lot more in this area. It isn't enough to make only your focal points and your partners know about you - the Mediterranean Action Plan was meant to be more visible and more connected with the communities which it hasn't been up to this point. It has only been serving the focal points. It needs a communications strategy with three main components.

- Identify who the target groups are, including the communities – the public.
- Agree on innovative and simple communications tools. Use ones that are accepted by your targets – language and technology can be a barrier. Use local NGOs and agencies to pass on message.
- Keep a process of dialogue going on issues that need public support of political position.

This is bigger than what I consider communications – such as a nice website and newsletter - the people who know what's happening are those connected to the organisation who are in touch with each other.

- 3. Which environmental issues do you most associate MAP with? Any others?**

Helping the countries and working with them to ratify and implement the convention. Its objectives are advocacy, mainstreaming and policy reform, and capacity building. I don't think they were able to achieve anything in the area of changing policies or mainstreaming environment.

- 4. What specific MAP activities are you aware of?**

- MCSD
- MSSD
- Not aware of all the activities of the different RACs – more aware of what CPRAC, PAPRAC and Blue Plan are doing, not so much about INFORAC.

- **How do you know about them?**

See above

- **And what do you think of them?**

MAP was founded for the Barcelona convention. If this is achieved with all amendments etc. it should make a big difference in the region. MAP was able to create the knowledge with some of the relevant stakeholders but not all. If you look at how much they have implemented activities and strategies they've achieved a lot but if look from point of view of less pollution there's still a long way to go.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

If there was no MAP the situation would be worse. It has been operating for over 30 years – it had its birthday four years ago. Is what has been done equal to efforts and activities of 30 years? – No. Still I believe, that this is the weakness of most UN conventions – that they can't enforce, they're just a guiding agency. The legal constituency in all cases is the Ministers for the Environment who are not strong in their countries. MAP is only as strong as the Ministers for the Environment and if the national team is weak then the regional team will be weak as well. Ministers for the Environment are good at achieving some things, but MAP is not able to achieve some of the objectives of its process. This is at least partially due to financial problems and - particularly in the south - the lack of coordination amongst various actors. So, it isn't bad but it isn't excellent.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

Yes and no.

Yes: the knowledge and experience they've gained as partners of governments, international agencies, NGOs and the private sector. It is very helpful for all partners to be used and to influence global things – UNCSD, UNEP general governing council meetings, the Cambio, or the council of Arab ministers responsible for environment (CEDARE). Their knowledge and experience has allowed them to influence these processes but because the Mediterranean region isn't recognised internationally as a region they can't influence other regions.

Some countries are part of the EU, some countries east of the Mediterranean – Middle East and North Africa. When go to COP for example you don't find a Mediterranean grouping – the countries are scattered and divided into other groups with some very active in the EU, Middle East and the group of 77.

7. What do you see as MAP's strengths and weaknesses? Why?

MAP has strengths that it doesn't use, and a weapon kept in closet has no impact.

Strengths: The convention has been approved by governments of countries and is helping to empower the Ministers for the Environment. It has a very strong network of MAP partners – they already have knowledge, experience and expertise in the region and are capable of dealing with the challenges facing them. They can propose solutions for problems we are facing. The pollution, marine biodiversity issue – it has the knowledge and expertise and has implemented projects to show what can be done.

Weaknesses: the Ministers for the Environment are not getting good support from their governments. There are weak synergies between the environment and other sectors within each country. There aren't enough financial resources to implement the programme that would lead to sound healthy sustainable development.

8. On what issues would you like MAP to communicate with you? Why?

I am trying to help with the communication of MAP because they have been getting a tiny amount of support for the monthly news letter – only 300-400 euros per issue per month

– but it is good to keep and maintain the newsletter to make some information on the Mediterranean accessible to partners and maintain connection with the people in Mediterranean Arabic speaking countries. For example, Tunisia, Algeria, Morocco and Jordan are not part of the action plan – information is disseminated monthly through the newsletter. The money provided is not enough to cover the cost.

It would be good to publish some of the the information in Arabic not everything not everything – focusing on relevant issues of interest to the public such as land based pollution, water quality, sustainable tourism, urban waste, coastal environment and climate. The public need to know more about how their livelihoods would be affected by pollution or the reduction of it and what the impact will be on their children and the future. My main concern is that the community is served – it needs to advocate to government media etc. They should use their capacity in region to improve their visibility in the Arabic speaking countries.

9. What kind of information would it be useful for you to receive from MAP? Why?

What I've outlined already is key but it also has to be linked to livelihoods and how these are linked to Euro Mediterranean Action Process - trade, fishing, impact of climate change on the region, bilateral agreements between one country and another. Now everyone even MAP, is focused on this - EU communications, Horizon 2020 process - all trying to support build and empower the MAP. MAP will continue to be the voice of the Mediterranean, to do this you have to make the link in the communications strategy to make people, including policy makers and the different stakeholders, aware of the challenges, opportunities, threats and plans etc.

10. Which channels would you like MAP to use when communicating with you?

Face to face - things can't be fixed by email. Five minutes at a reception with direct interaction and you achieve something. We have to secure all types of communication - electronic, face-to-face, normal mail, faxes, telephones, skype. If you make a new communications strategy you need your key actors - invest in them and they become your voice, and your communication becomes more powerful. Actors and partners help you extend and expand your communications.

- **Do you use their website and what is your impression of it as a communications channel? Do you have any suggestions to improve it?**

Yes from time to time to get information on events statements, documents, studies, when I need to be aware of what's going on and when I need to engage in some communication activities I can find information here to convey responses. What can be improved: personally I'm trying to be more involved in whatever communication strategy MAP will implement in the future. I want to expand the newsletter and help in other aspects of communications to ensure the influence of MAP is felt by the communities.

11. Who do you think MAP currently communicates with most effectively?

Focal points – they also have to find ways to widen their outreach to the communities. Where they might have a political problem they can't contact the ministers but can use the NGOs etc. These groups have to be part of their communication strategy and MAP has to be clear about who the targets are and measure how to reach them, not only to send information but facilitate the process of dialogue on both sides.

12. Is that who you think they should be communicating with? Why/Why not?

Website – needs to be in more languages i.e. Arabic
Currently only a section of it is available in Arabic - not all documents.
Use it to highlight the activities of the MAP partners so that people become aware of the ownership by many other actors. It should be a space where partners can put their information and news.

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Change is sometimes a threat and an opportunity. Governments and different stakeholders are very much involved in the global process and at national level – the Mediterranean is considered very vulnerable to climatic changes. It brings a lot of sectors together – tourism livelihood etc. – it's a multifocal area that brings many actors together. The support MAP is giving the countries with technical support regarding land based pollution – MED POL has a very important role to play. This will continue to be an environmental issue and a threat.

- **What role do you think MAP should play in these areas – why?**

See above

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Design a strategy that will bring the active partners into the discussion. The strategy has to include 3 points: Targets, tools and responsibilities of different actors. If that is done I think we will have defined the participation of different actors and we will have a model of partnership between them. Then it will be a regional or global responsibility not just MAPs but MAP will have to make the effort to find resources to implement the strategy

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

I've covered the different aspects of the issue and would like feedback on outcome of perception audit process.

REFERENCE GROUP - INTERVIEW ONE

- 1. MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I'd first like to say that I have quite a limited knowledge of MAP's activities because I have only recently become involved in the Reference Group.

I was aware of the Barcelona Convention before starting this job but I didn't know about MAP's activities. At that time I learnt about the Convention from colleagues who were dealing with it directly.

- 2. Do you think that MAP is effective in how it communicates?**

I'm not aware of MAP's communications activities and how effective they are or if they meet their objectives and so on.

The website seems OK but it may not be appropriate for people who do not know a lot about them. It could be improved to catch the attention of people, who know very little about MAP. At the moment the website is good for people who know what they are looking for.

I have no problem with how they communicate with me – I cannot complain.

- 3. Which environmental issues do you most associate MAP with?**

- Protection of the Mediterranean
- Pollution of hot spots
- Biodiversity
- Urban waste water treatment
- Protocol of Integrated Coastal Zone Management (ICZM) that was adopted recently; it is a very far-reaching subject

Biggest priority is probably protection of the Mediterranean, although this is very broad. Then I would prioritise biodiversity and then urban waste water treatment and then the pollution of hot spots.

- 4. What specific MAP activities are you aware of?**

Regional Activity Centers, in particular those on biodiversity, MEDPOL and ICZM. It is my job to be aware of them.

- 5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

MAP can have a substantial impact to the extent that the Decisions, Convention and Protocols are properly implemented by the Parties.

MAP has a direct impact through implementation. It also has an indirect impact through awareness raising, participating in fora (such as Horizon 2020), and cooperating with international financial organisations. MAP has an important role to play in these broader organisations.

I think MAP's activities do cover what they should cover. The scope of MAP's decisions and activities are satisfactory.

MAP has some issues with internal coordination and implementation of activities by the parties. There is room for improvement in these areas.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

It can contribute by achieving concrete results and communicating them effectively to the right stakeholders.

7. What do you see as MAP's strengths and weaknesses? Why?

MAP should improve its internal coordination. They need a clear focus on activities and interaction on regional activities between the central unit and RACs.

Communications must be based on visible and concrete results. They also need to be targeted to the different audiences: media, civil society, NGOs and governments. All these audiences need to be addressed but not in the same way. MAP should communicate its achievements and remaining environmental problems in an interesting way to the different groups.

MAP is already playing a role in global discussions but it could do better in its communications. They should talk more to civil society, environmental NGOs but also business, and other stakeholders. This is definitely an area that is worthwhile developing. Stronger coordination is needed between MEDU and RACs. The organisation could probably be more extrovert.

MAP enjoys acceptance from the Mediterranean, it has a good reputation, good human resources and some financial resources.

They are aware of their communications weaknesses and they are working on them. For example they have a new governance system in place. These efforts must continue.

MAP has a long tradition and it is a recognisable and respected forum for all Mediterranean countries. It has rich experience and expertise. It links with global activities.

8. On what issues would you like MAP to communicate with you? Why?

I receive information on all MAP activities and on all the RACs in principle. I don't miss any information and I don't think I need any more.

9. What kind of information would it be useful for you to receive from MAP? Why?

Given my position, this question is not relevant for me.

10. Which channels would you like MAP to use when communicating with you?

My communications with MAP by email are fine.

For the general public, I think MAP should highlight its concrete achievements on their website and give details on existing programmes –with photos and figures- to make it more visible and eye-catching.

11. Who do you think MAP currently communicates with most effectively?

Governments, some selected environmental NGOs, other regional seas conventions. Out of these they probably communicate most with national administrations because they have to! They are indispensable for the implementation of the Convention. The most basic communication need is with them.

12. Is that who you think they should be communicating with? Why/Why not?

MAP could be more open in its communication with the civil society more generally. Communicating with the general public is important but it may be expensive and inefficient. Perhaps it is not necessary if they are already communicating with national administrations, environmental NGOs, other NGOs, and businesses.

Economic operators are important to communicate with. At the moment I do not think they participate very much on MAP's issues. They certainly have a role to play in sustainable development, environmental protection and investment.

Local planners are key for decision making. For example, with waste management constructions, decisions are made on a local level. I'm not aware of MAP engaging directly with them.

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

MAP should use the political and societal momentum in favour of the environment and demonstrate, in practice, the link between the environment and economic development and with solving practical problems such as water shortage.

As for threats, I would include climate change and water scarcity, loss of biodiversity, increasing populations in large coastal cities.

14. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

- Be more extrovert
- Focus communications to targeted groups and base these communications on concrete achievements
- Use simple language

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

UNEP must adapt its communications to local circumstance, as well as the different stakeholders.

REFERENCE GROUP - INTERVIEW TWO

1. **UNEP MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I have some knowledge of the activities but not extensive.

2. **Do you think that MAP is effective in how it communicates?**

I think it makes an effort and is reasonably successful but faces a number of inherent confusing factors starting with the name (MAP) and the link to the Barcelona Convention. It is obvious once you know them but confusing for a newcomer.

3. **Which environmental issues do you most associate MAP with?**

Pollution prevention, ICZM, cleaner production – strong link to RAC activities.

4. **What specific MAP activities are you aware of?**

My work focuses on Mediterranean issues so I would have links to UNEP MAP through my links to the Barcelona convention. I'm aware of the structure of the organisation and what they are up to. We did some work programmes with them – the Mediterranean commission of sustainable development. I'm also aware of individual campaigns without being involved.

I think that it presents its activities pretty well. One of the problems facing an outsider when they first turn up is the fact that it's a multi- bodied beast. They often can't tell the difference between UNEP MAP and the Barcelona convention. Each RAC is doing its own thing and MAP's coordination powers are limited by the autonomy of RAC centres – for example the one in France is financed by the French government.

5. **To what extent do you think MAP's activities impact the Mediterranean's environment? Why?**

If MAP manages to effectively implement the Barcelona Convention then it will have an impact.

6. **Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

Some of the work can be extremely attractive if it is simple, clear well presented. You should probably look at success stories and focus on highlighting these.

7. **What do you see as MAP's strengths and weaknesses? Why?**

Its main strengths are that all countries in the region are present on an equal footing – this is a major achievement that is sometimes overlooked. There is a willingness amongst all parties to support its goals and it has resources at a time when resources are being squeezed. Perhaps not enough resources but nevertheless it has them. It has access to top quality technical expertise and can provide a legal basis for some of its partner countries to do more to protect the environment.

Weaknesses: Unusual structure (semi independent RACs etc.) means that coordination is difficult. Officially the coordination should be through one point (Athens) but in practice RACs seem to be semi independent. From our viewpoint the UN often seems to feel threatened by other organisations such as ours rather than seeing the opportunities that collaboration can bring. There is a lot of environmental information outside of MAP and they could make better use of it through improved cooperation.

This is perhaps an inherent problem in an organisation of this size and perhaps other similar organisations display the same symptoms.

8. On what issues would you like MAP to communicate with you? Why?

The results they achieve. As an institution we would be interested in how well the Barcelona convention is being implemented. They are opportunities in the area but it isn't homogenous and some contracted parties are not happy with what is being communicated. Realistically speaking MAP can't be pushed into producing information if it will damage its relationships with the southern Mediterranean.

Environmental information is important and MAP provides new information that can't be found elsewhere – ie what's the state of the Mediterranean: is it getting better or worse. It produces a lot of detailed information that is scientific valid. However, it would be useful if they were able to digest the information down into useable chunks - when dealing with journalists you need to be able to give them a simple number or else they'll make it up. INFORAC would be an extremely useful partner in this area – to do this. While simplifying information has its own dangers it can be useful. Ask MAP what kind of demand there is beyond providing scientific information.

Regarding the contracted parties there are differences between them. Those at the north side of the Mediterranean have access to internet, email etc. However, this doesn't work for the south side – modern means of communicating is not the way to go. In this instance communication needs to be tailored to their capacity.

9. What kind of information would it be useful for you to receive from MAP? Why?

In the past I have found state of the environment information from Southern Partner countries extremely useful.

10. Which channels would you like MAP to use when communicating with you?

The usual - documentation on occasion, internet and e-mail.

I use the website – I find it useful for accessing reference documents but not for following what MAP is doing. I used to be extremely slow until 2005 but has improved in recent years.

11. Who do you think MAP currently communicates with most effectively?

I'm not in a position to judge. I'm not aware of how they communicate with others.

12. Is that who you think they should be communicating with? Why/Why not?

There are 2 issues here:

- Communication is seen as very important. But you need to have something to communicate. Sometimes the emphasis on communication is put before the substance. They should be asking what do we want to communicate.
- I would like to see more communications of results. They are a very important organisation. It has been difficult to implement the Barcelona Convention but they should communicate what they have achieved.

13. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Opportunities: Increased electricity generation through renewables, improvements in water efficiency and usage. These are answers to the threats.

Threats: Climate change impacts, increasing pressures due to economic development and population growth.

Climate Change Impacts – Blue Plan has carried out a number of studies on this and in 2008 they began to develop a regional network to address this. The South have been saying that climate change is important and that a network is needed but when asked why they can give no answer. Blue Plan sat down with them and got answers, and is beginning to carve out a role for MAP, which is an opportunity for the organisation.

With regard to what they should do as a region, if you talk with them about climate change emissions you don't get a coherent response. Some of the countries are oil producers and are more reticent as a result. However, they're all affected by climate change impacts so more likely to get a regional response on this issue. They are focusing on adapting to climate change. This is where the value of the regional approach becomes apparent through sharing information and coherent messages, and economies of scale.

- **With regard to the Union for the Mediterranean (UfM)– how do you think MAP will fit in?**

The UfM is an evolution of the Euromed process. Put de-pollution in. MAP keeps saying its work is important because it's important but needs to demonstrate concrete results they can feed in – such as the work with the EIB. They need to identify what they do well and communicate strongly on that if they want to carve a role for themselves to play.

There is some pressure coming from Nairobi to make sure they are sitting at the big table but MAP is not a political animal. They need to present their results – the more you can show concretely what you can do the more chance have of being key partner. Key good point – scope of UfM is same. The MSCD is weak and needs to get the support of finance ministries etc. UfM is not just about the environment so can do this. There is a role for them and clearer communication will help them.

14. If you were going to leave us one piece of advice on improving UNEP MAP's communications, what would it be?

It needs to speak with one voice - as MAP.

15. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

It needs to raise awareness of the importance of its work. In a sense by not demonstrating the importance of the work they have wiped themselves off the map. They need to look at the things they do well and what they can do that others can't. They also have everyone there on an equal footing in a depoliticised setting where they can focus on indicators and forget about flags. This is extremely important. With the UfM, I can see the dangers of everyone being in the same room. UNEP MAP has managed to avoid this. It's impossible to tackle environmental issues individually in the Mediterranean and this provides a forum for doing it. Everyone has always being positive about its potential while recognising its constraints which are outside of its controls.

It needs two different strategies to deal with the fact that some countries aren't really democracies so no civil society exists. The way of looking at things is very different. However, they still manage to get things done in a certain way and this needs to be taken into account. In this region there isn't a one size fits all strategy so communication needs to be tailor-made to account for the differences.

REFERENCE GROUP - INTERVIEW THREE

- 1. UNEP MAP, the United Nations Environment Programme's Mediterranean Action Plan, aims to improve environmental protection and sustainable development in the Mediterranean region. To start with, what do you know about MAP's public information activities and how are you aware of them?**

I am aware of the MAP programme through the work I do. The main tools I know of which are used to communicate about the programme include the website, MedWaves, workshops, meetings.

- 2. Do you think that MAP is effective in how it communicates?**

It is difficult to answer this question, because the way MAP is communicating about its self always differs according to its different audiences (participants meeting, external evaluations) and actions

- Regional/local programmes: coast erosion, maritime environment, studies on the environment...
- Pilot Projects

MAP does not have a unified communication programme.

- 3. Which environmental issues do you most associate MAP with?**

Everything, starting with the way tourism, housing, urbanism, and land management issues are handled. Nowadays, new Mediterranean region concerns focus more on climate change and coast management than on maritime environment and its protection, and it may be worth communicating more about those.

- 4. What specific MAP activities are you aware of? How did you hear about them? What do you think of them?**

Each MAP centre has its own activities. Problem is that the communication on their activity among them is not well coordinated. The communication on regional centre activities should be improved and better coordinated.

- 5. To what extent do think MAP's activities impact the Mediterranean's environment. Why?**

See below

- 6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

MAP contributes to tackle environmental issues through several actions:

- Regional meeting, regional workshops
- MAP activity canterers
- Simplification of scientific contents addressing the public

NGO's, governments and Industry stakeholders taking part in the MAP programme contribute to have an impact on the environment through their actions. The MAP initiative played an important role in the resource mobilisation thanks to integrated action led

among all its members. It provides now a capital of knowledge that should/could be better exploited.

7. What do you see as MAP's strengths and weaknesses? Why?

Strengths: It has been around for a long time (30 years) creating:

- Widespread networks at the regional, governmental, NGO's levels (Egypt, Morocco, Greece, Spain, Turkey, France).
- Relevant capital of knowledge, which provides a good raw communication material. Now it is important to see how to use it in order to help regional actors in their work.
- Best practice exchange between the UNEP parties
- Provides good environmental diagnosis with concrete actions and spread network

Weaknesses:

- Lack of visibility at the regional level (no regional press coverage on the meetings)
- Absence on the international stage
- Low communication budgets

8. On what issues would you like MAP to communicate with you? Why?

He will like UNEP MAP to settle more efficient regional initiatives and to promote them better at both regional and international level. Furthermore, he would like to see more visibility for the hot new issues (e.g. climate change impact on environment).

9. What kind of information would it be useful for you to receive from MAP?

It would be useful to have more information on:

- Several regional activities of the UNEP MAP programme
- The new hot issues on climate and the actions that are put in place to tackle them
- Regional and national initiatives (activity assessment, state of play on the evolution of the environmental issues in the Mediterranean area...)

10. Which channels would you like MAP to use when communicating with you? Why?

The website - but it will need to be improved within its structure and form. It will be nice to make the information more dynamic and interactive.

To ensure everybody's access to the information the document section should be more visible and user-friendly.

The website should be a platform tool providing both the work documents and the information on the members.

The MedWaves magazine would also need to be reworked.

11. Who do you think MAP currently communicates with most effectively?

Being conceived as a regional tool MAP is thought to bring benefits to its member parties (countries) in the first place. Though it is also involved with regional and international organisations, territorial entities, industries...

It would be interesting if its communication tools, sections should be addressed to each category of partners.

Furthermore regional and international organisations are potential partners that could be more stimulated by a more efficient communication platform. The MAP coordination centre should be more active in offering this type of services.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

The Mediterranean area will be one of the first victims of the climate change impact. Coastal erosion and protection of the biodiversity issues will have to be tackled. MAP is at the origin of a common regional space bringing together developed and developing countries; it could be a good motor

- in fighting efficiently North-South poverty issues (by stimulating cooperation between the countries)
- in providing space for the development of renewable technologies (e.g. carbon market, helping to grow green business)
- MAP role should be to communicate more
- about hot issues (climate change)
- provide more information on its regional activities
- use better the 30 years exchange of experiences knowledge
- interact more with policy makers in order to provide information for the best decisions to be taken

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

- Be more extrovert
- Focus communications to targeted groups and base these communications on concrete achievements
- Use simple language

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

UNEP must adapt its communications to local circumstance, as well as the different stakeholders.

Annex VII – summarised transcripts from internal interviews

INTERNAL STAKEHOLDERS - INTERVIEW ONE

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

MAP issues an electronic newsletter, with some printed copies too (MedWaves). A Regional Activity Centre, INFO/RAC was created to enhance the visibility of MAP. There is also an Information Officer based at MEDU (UNEP MAP).

2. Do you think that MAP is effective in how it communicates?

MAP is unknown to the broad public, many people concerned with environment, and even in many political fora in the Mediterranean.

Reports are practical for internal use, bulletins or other periodicals – information for lay people needs a lot of development.

There is room for improving MAP's communication to a wider audience, using available new communication tools.

3. Which environmental issues do you most associate UNEP MAP with?

Irrelevant question for MAP Regional Activity Centres, since we know about all MAP activities through internal ways.

4. What specific UNEP MAP activities are you aware of?

Irrelevant question for MAP Regional Activity Centres, since we know about all MAP activities through internal ways.

- **How do you know about them?**

Through regular official reporting of Centres, Bureau, Focal Points meetings, COPs, etc..., also through the web site, MedWaves bulletin and bulletins of some Regional Activity Centres.

- **And what do you think of them?**

They cover the main key subjects to be addressed for the sustainable maintenance of Mediterranean environment.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

They are providing steady support to the development of environmentally impacting improvements within the Parties, in spite of limited resources. This support is still far from being a sound one due to the lack of commitment by enough Parties' to implementing the activities pipelined with the RACs support. This impact remains confined within the UNEP MAP circle (Mediterranean countries MAPs and RACs Focal Points; and MAP and RACs partner organisations) and does not encompass a wider circle and the general public.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

Poorly. A fully functional RAC/INFO is needed to present MAP's views and its experts' contribution to public discussions at a very active level at regional or global levels.

7. What do you see as MAP's strengths and weaknesses? Why?

The legal backing by the Convention and its Protocols, as well as the legal administration by UNEP and the involvement of all the Mediterranean coastal countries are the strongest tools of the UNEP MAP. The weakness comes from the lack of a common status for all the RACs.

8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?

Achievements in the area of improvement of legal and governance issues; opening room for a better conservation on different topics. That is important because the general public is not really aware of the constraints sometimes faced by public officers in their efforts to aid environmental conservation due to lack of adequate governance frameworks.

9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?

Initiatives and ongoing projects on conservation, in order to avoid overlapping and increase opportunities for synergy.

10. Who do you think MAP currently communicates with most effectively?

National environmental authorities and officers as well as certain regional institutions and NGOs.

11. Is that who you think they should be communicating with? Why/Why not?

Yes but not only these. Communication with the general public and mass media is a must that is not properly being addressed.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Main threats are increased pollution, coastal urbanisation, fresh water scarcity, collapse of the fisheries and climate change.

Technology is providing an opportunity to deal with pollution mitigation needs and the restoration of aquifers. A serious implementation of the UN-FAO Ecosystem Approach to Fisheries and the development of functional networks of protected areas in coastal areas and open seas would help to recover ecosystem resilience, needed to confront climate change challenges. The Union for the Mediterranean (UfM) is a key opportunity to boost MAP's role and means through the joint conservation of the Mediterranean by the Parties.

• What role do you think UNEP MAP should play in these areas? Why?

MAP should push for its major role on the Pollution axes and the inclusion of environmental conservation within the priority axes of the UfM, as a way to develop its material and legal opportunities to contribute to tackling the above problems.

13. If you were going to leave us one piece of advice on improving UNEP MAP's communications, what would it be?

Further develop engagement with multimedia, notably TV means, including frequent and appropriate press notes.

UNEP MAP's communication strategy should encompass MAP components, as UNEP MAP RACs and programmes play a key role in tackling the environmental problems in the region and in implementing UNEP MAP policies and programmes.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

What are the human and material means at RACs level to effectively contribute to a communication strategy within MAP?

Is there any information strategy for MAP RACs and components?

INTERNAL STAKEHOLDERS - INTERVIEW TWO

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

Very little. Indeed this is a point we regularly say we should address but it comes last in the queue. The only regular information is through the MedWaves magazine. Being not directly involved in these activities we come to know of them through the various reporting to the MAP's Bodies (bureau, MAP Focal points Meeting and Contracting parties Meetings)

2. Do you think that MAP is effective in how it communicates?

No

3. Which environmental issues do you most associate MAP with?

This question does not seem for MAP's components as we know the various action fields of the organisation.

4. What specific MAP activities are you aware of?

If it is "information activities" we can quote the Med Coast day, for the other activities we are aware of the planned activities of all components

- **How do you know about them?**

Through the ECP and the MAP calendar of meetings

- **And what do you think of them?**

For the information activities: they are not relayed at the regional level.
For the other activities of MAP: they remain communicated at the technical level, which is one of the MAP's goals but this is not sufficient to create a dynamic that impacts the management of the environment at the regional level

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

See previous answer. MAP is not able to mobilise decision makers because it has not been able to streamline and update its strategic goals, this results in too many activities sometimes quite historical, the accuracy of which is not reassessed.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

Not substantially for the reasons expressed above.

7. What do you see as MAP's strengths and weaknesses? Why?

Strength: to be the UN regional framework able to bring together countries which are in conflict and be related to the global UN environment framework. It is the only one

international agreement to which all Mediterranean States are parties, and the only environmental forum where they all belong to the same group. Also it addresses the issue of pollution in a holistic manner with scientific, legal and technical activities.

Weaknesses: it isn't able to attract attention outside of the ministries of environment, which is a failure to truly incorporate sustainable development and reach decision makers level.

It isn't able to streamline its goals in order to have more visibility and attract sufficient funding. (compare the funding received under the programmatic approach of the Baltic Sea Action plan by the EC for instance with the case by case approach of the EC in the Barcelona Convention)

8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?

MAP should communicate on the main challenges in order to raise awareness and received stronger support from the wider community. Monitoring activities will not attract this necessary support.

9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?

All information available at MAP level, where it is not protected by law, should be available for the "outside world" as there is no meaning in keeping it in house where it is useless.

But as far as communication is concerned there should be some emphasis on work such as the State of Environment report or the other publications by Blue Plan as they contain a lot of things worth promoting.

10. Who do you think MAP currently communicates with most effectively?

Currently it seems that MAP is communicating with its network of Focal Points inside the countries and a handful of NGOs which are not the most known ones but have a stronghold in Greece.

11. Is that who you think they should be communicating with? Why/Why not?

Definitely not as the Contracting parties are supposed to be informed about MAP, and the local NGO's are more looking for support from MAP than supporting the MAP.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

The main threats are related to the impact of climatic change in day to day life as well as non-sustainable patterns of production and consumption.

The opportunities could come from a renewed political interest in a sustainable governance in the Mediterranean region.

• What role do you think MAP should play in these areas? Why?

MAP should play a vital role as it has the legal legitimacy to lead in the field of environmental protection and has also accumulated a lot of experience and data.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Streamline and plan with the components:

- It is still unclear who does what with regard to communication: INFO/RAC, the Information Officer at MEDU, the RACS
- If communication activities are not agreed and incorporated as a task, it is impossible for the components to allocate human and financial resources for them. That also means that there should be few activities, for the same reasons.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

N/A

INTERNAL STAKEHOLDERS - INTERVIEW THREE

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

The MAP and the Regional Activity Centers steadily publish studies that are also available most of the time on their website.

2. Do you think that MAP is effective in how it communicates?

Although MAP's communication has made some progress over the last few years, it must be developed further.

Thus, the MAP still remains much too often unknown among the general public and even among a lot of institutions. For instance, the media speaks more about the Union for the Mediterranean (UfM) than they do about the MAP.

3. Which environmental issues do you most associate MAP with?

The main environmental issues associated with the MAP are: Mediterranean sea pollution, biodiversity and specially protected areas, integrated coastal zones management.

4. What specific MAP activities are you aware of?

- Organisation of seminars and workshops
- Publications
- Development of networks of experts
- Governance (Barcelona Convention and Protocols)
- Mediterranean Strategy for Sustainable Development
- Pollution monitoring in the Mediterranean, biodiversity (marine protected areas), cleaner production, integrated coastal areas management, water, tourism, climate change, etc.

• How do you know about them?

Through meetings, websites and electronic newsletters.

• And what do you think of them?

The activities and works of the MAP and the RACs aren't sufficiently highlighted or broadcast.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

The MAP and RACs' activities give the decision-makers a better awareness of the environmental challenges in the Mediterranean.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

The MAP and RACs contribute to growing awareness, thanks to the organised workshops and seminars and some key publications, such as the “State of the Environment and Development in the Mediterranean” published in 2009

7. What do you see as MAP's strengths and weaknesses? Why?

MAP strengths: allowing cooperation in the Mediterranean by gathering 21 Mediterranean countries around common environmental issues.

MAP weaknesses: lack of visibility among the Media and the civil society. Its part, action and position within UNEP remain unclear.

8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?

The MAP must communicate on the environmental issues that are at the core of citizens' concerns: relations health/environment, sustainable transport, sustainable tourism, migrations, agriculture and food, biodiversity, water, energy,...

9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?

The MAP should spread more « general public » information, with powerful messages, paired with maps and statistics.

10. Who do you think MAP currently communicates with most effectively?

The MAP best communicates with its direct institutional partners.

11. Is that who you think they should be communicating with? Why/Why not?

The MAP should best communicate with the Media if it wants to affect civil society. The citizens thus informed will be able to bring pressure on governments, therefore prompting them to take political decisions in favour of sustainable development in the Mediterranean.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Opportunities: spreading examples of good practices at global level as regards sustainable tourism, water management and integrated coastal area management.

Threats: climate change and its impact on water resources, changes in consumption/production models and their impact on the environment.

• What role do you think MAP should play in these areas? Why?

The MAP should be able to ease and improve relationships between Southern/Eastern Mediterranean countries and Northern Mediterranean countries and be the spokesperson for a common environmental message.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

MAP's communications remains too institutional and is too restrained towards the public.

MAP must be more present at important international conferences, publish even more articles in the international press, publish and better diffuse reports on the state of the environment such as the one realised in 2009 and propose tools intended for general public (brochure, leaflet, etc...)

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

MAP should be able to work without any censorship from the Contracting Parties.

INTERNAL STAKEHOLDERS - INTERVIEW FOUR

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

We're regularly made aware of MAP's public information activities, mainly through the MAP mailing list.

2. Do you think that MAP is effective in how it communicates?

We think that UNEP MAP is effective in how it communicates.

3. Which environmental issues do you most associate MAP with?

We associate more or less with most MAP priorities such as:

- to bring about a massive reduction in pollution from land-based sources;
- to protect marine and coastal habitats and threatened species;
- to make maritime activities safer and more conscious of the Mediterranean marine environment;
- to intensify integrated planning of coastal areas;
- to monitor the spreading of invasive species;
- to limit and intervene promptly on oil pollution.
- to further promote sustainable development in the Mediterranean region.

4. What specific MAP activities are you aware of?

We are aware of most of MAP activities such as:

- Sustainable Development
- Combating land-based pollution
- Preventing maritime accidents and illegal discharges from ships
- Managing coastal areas
- Preserving the Mediterranean marine and coastal biodiversity
- Safeguarding cultural heritage

• How do you know about them?

Through:

- Participation at MAP meetings, workshops, seminar and other events
- Mailing list
- Regularly visit to www.unepmap.org

• And what do you think of them?

We think they are very well organised.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

We think that MAP's activities have a great impact on the Mediterranean's environment due to the wide scope of its activities with objectives of assisting the Mediterranean countries to assess and control marine pollution, to formulate their national environment policies, to improve the ability of governments to identify better options for alternative patterns of development, and to optimise the choices for allocation

of resources

- 6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?**

Due to the fact that MAP involves 21 countries bordering the Mediterranean as well as the European Community it is in a position to contribute significantly to these global discussions.

- 7. What do you see as MAP's strengths and weaknesses? Why?**

MAP's strength is the fact that it assembles a large number of connected, neighbouring countries and in that way is in the position to produce a significant impact on the environment in whole Mediterranean region. The weaknesses lie within the countries, who are sometimes not active enough.

- 8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?**

Information on concrete MAP actions and results needs to be communicated more to external stakeholders such as NGOs, media and the general public.

- 9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?**

Information on concrete actions and their results and information on conclusions and recommendations of MAP events is very useful to share with external stakeholders.

- 10. Who do you think MAP currently communicates with most effectively?**

We do not have sufficient information about all the external stakeholders MAP is communicating with.

- 11. Is that who you think they should be communicating with? Why/Why not?**

See the answer above, but strong communication with all external stakeholders, such as NGOs, media and the general public, is now very important for effective public participation.

- 12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?**

- Assisting the Mediterranean countries to assess and control marine pollution and in the formulation of their national environmental policies
- Improving the ability of governments to identify better options for alternative patterns of development and to optimise the choices for allocation of resources
- **What role do you think MAP should play in these areas? Why?**

Because of its capacities MAP is in a position to play a very important role in the achievement of above goals.

13. If you were going to leave us one piece of advice on improving UNEP MAP's communications, what would it be?

Continue to work on improving communication with all external stakeholders, especially with NGOs and media.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

No

INTERNAL STAKEHOLDERS - INTERVIEW FIVE

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

I don't know so much about the public information activities of MAP. But as contributor to the MAP publications (e.g. MTS, reports, etc), I'm aware of their output, but not involved in their dissemination strategy.

2. Do you think that MAP is effective in how it communicates?

No. I have the feeling that the communication remains restricted to the people, organisations, institutions that already work closely with MAP (and that are associated with its activities, so already aware of their activities and messages). I'm not sure that the larger public knows what MAP is doing, what its messages are.

3. Which environmental issues do you most associate MAP with?

- Barcelona Convention and its Protocols
- Protection of the marine and coastal environment while boosting regional and national plans to achieve sustainable development.

4. What specific MAP activities are you aware of?

Sustainable development: Plan Bleu activities: implementation and follow-up of the Mediterranean Sustainable Development Strategy; report on the environment and development in the Mediterranean; systemic and forward-looking work of Plan Bleu regarding sustainability.

Combating pollution (land based pollution and marine pollution): Strategic Action Programme (SAP) developed by MEDPOL; prevention of maritime accidents by REMPEC; preservation of the region's biodiversity, activities of RAC/SPA; managing coastal areas, implementation of Coastal Area Management Programmes, of ICZM protocol by RAC/PAP; promotion of sustainable production and consumption patterns, RAC/CP; and the trial to develop a common information strategy (Info Map).

- **How do you know about them?**

See above

- **And what do you think of them?**

Need to more actively develop the information and communication strategy, in line with the European and international standards
Improve MAP's visibility

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

It's rather difficult to assess the sole impact of MAP activities on the Mediterranean environment, as the implementation of protocols, recommendations are national business; but the new developments, in particular the adoption of the MSSD, the ICZM protocol are important steps forward towards a more sustainable path and protection of the Mediterranean environment.

However, in general, its impact is rather low, MAP failed in halting the degradation of Mediterranean environment. New initiatives, such as Horizon 2020, the environment wing of UfM illustrate this incapacity to mobilise stakeholders at high level and actively address complex issues.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

It is more the activities and publications of the different RACs, in particular those of Plan Bleu that contributes to these global discussions.

7. What do you see as MAP's strengths and weaknesses? Why?

Strengths:

- Its existence, the convention and its protocol
- UNEP MAP programme provides an important mechanism for regional cooperation
- The MSSD.

Weaknesses:

- Patchwork of legal instruments leaving an important gap in governance
- Low international visibility, low impact (few head of State attending the COP meetings)
- Complex internal structure, varying status of the different RACs
- Position toward the UfM initiative not clear.

8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?

This question is quite strange. MAP is tackling numerous issues linked to the objective of the Barcelona Convention and its Protocol, my first response is that MAP communicates on those issues, and be "soundable" at international level, with clear messages.

9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?

All information collected and produced by MAP!

10. Who do you think MAP currently communicates with most effectively?

Plan Bleu outlook on Environment and Development, State of the Environment and Development. Forward looking studies of Plan Bleu (all thematic).

11. Is that who you think they should be communicating with? Why/Why not?

I don't know.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

Climate change will be the main threats and the development of an adaptation strategy the main challenge.

- What role do you think MAP should play in these areas? Why?

MAP should design a regional adaptation strategy, and support countries in implementing it.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

UNEP MAP is structured around different Regional Activity Centre (RAC), which are the main producers of information, assessment, messages. So it's quite restrictive to speak only about UNEP MAP, the different RACs have developed their own visibility and communication strategy to promote their work and studies.

Setting-up a common communication and information strategy is the key challenge of UNEP MAP to gain in visibility, credibility, and to draw an objective assessment of the state of play. Is the Barcelona Convention the best adapted tool to tackled environment and development issues in the Mediterranean?

Besides the necessity to develop a communication strategy, UNEP MAP probably needs to critically examine its governance to enable it to meet the needs of the future.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

N/A

INTERNAL STAKEHOLDERS - INTERVIEW SIX

1. To start with, what do you know about MAP's public information activities and how are you aware of them?

We are aware of UNEP MAP's activities through the www.unepmap.org webpage, the Calendar of Meetings that is sent to the Centre every month and the official direct communications to the CP/RAC Director. Recently, we received a e-newsletter from UNEP MAP for the first time.

2. Do you think that MAP is effective in how it communicates?

It is quite effective among the MAP Centres, but the communication could be enhanced between them. It is not effective to the civil society.

3. Which environmental issues do you most associate MAP with?

We associate UNEP MAP, obviously with cleaner production, sustainable production and consumption and sound chemical management because we work with those issues. We also associate UNEP MAP with coastal management, biodiversity and waste management.

4. What specific MAP activities are you aware of?

We are aware of the Mediterranean Partnership, the INFO RAC new project, the MSSD and the LBS Protocol.

- **How do you know about them?**

We know about them because we are taking part in their development.

- **And what do you think of them?**

They are important and interesting activities for the Mediterranean.

5. To what extent do you think MAP's activities impact the Mediterranean's environment? Why?

UNEP MAP's activities impact mostly on specific areas and on countries' governments and Ministries of Environment.

The nature of the activities and the resources of the MAP provide these opportunities.

6. Many agree that there is currently heightened awareness of sustainable development and environmental protection among politicians, media, NGOs and civil society. How do you think MAP's work contributes to these global discussions?

UNEP MAP contributes to these global discussions through the studies and technical information it provides.

7. What do you see as MAP's strengths and weaknesses? Why?

Strengths: good network of centres; high technical level, varied and interesting information.

Weaknesses: low level of information transfer and communication among centres, low level of dissemination of information to media and civil society.

8. On what issues would you like MAP to communicate to external stakeholders such as NGOs, media and the general public? Why?

All issues that are managed by MAP should be communicated to NGOs, media and general public. The key to doing so is to present the information in a way that is easy to understand, talking about the results instead of the procedures, and eliminating technical and institutional language.

The environment is now a general interest theme, and all the inhabitants of the Mediterranean region should have access to that information.

9. What kind of information do you think it would be useful to share with external stakeholders such as NGOs, media and the general public? Why?

The information that would be useful to share includes the conclusions of studies, the current situation of the Mediterranean Basin at all levels and the results of the activities carried out by MAP and its members. It would also be useful to provide tools, keys and clues to the general public on how to be more environmentally friendly.

In that way, the MAP would give the general public enough motivation to want to contribute to the environmental enhancing of the Region as well as the tools to act.

10. Who do you think MAP currently communicates with most effectively?

It communicates effectively with the MAP centres and the countries' governments.

11. Is that who you think they should be communicating with? Why/Why not?

Yes, but not only these groups. They should also be communicating with NGOs, civil society, media, enterprises and all the society stakeholders in general.

12. What do you think may be the main environmental opportunities and threats to the Mediterranean region in the next ten years? Why?

The main environmental opportunities and threats will be Climate Change, Green Competitiveness, Sustainable Production and Consumption, Green Public Procurement, Sustainable Urban Planning and Tourism, Sustainable Lifestyles.

• What role do you think MAP should play in these areas? Why?

MAP should investigate, create and disseminate new and useful tools to inform and support the public and private sector, as well as civil society.

13. If you were going to leave us one piece of advice on improving MAP's communications, what would it be?

Have a good press department in constant contact with the different media in the Mediterranean countries, providing them with the appropriate information so that it can be reproduced and passed on to the general public.

14. Thank you very much for your time. Before we conclude, is there anything you wish we'd asked but didn't?

No